



*Increasingly Active, Healthy and Successful Communities*

**County Sport and Physical Activity Partnership**

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**Sport Across Staffordshire and Stoke-on-Trent**

**Delivery Plan**

**April 2009 – March 2010**

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## **Introduction**

Sport Across Staffordshire and Stoke-on-Trent is a partnership of agencies “working together to champion participation, enjoyment and success through sport, physical education and physical activity”.

County Sports and Physical Activity Partnerships are uniquely positioned to support partners in the delivery of sustaining current participants and increasing participation in sport and physical activity.

We are funded by and deliver a range of services on behalf of national and local partners including Sport England, Department of Health, Youth Sport Trust, our Local Authorities, Universities and Primary Care Trusts.

This Delivery Plan evidences what services the Partnership will provide to sustain current participants in sport through high quality experiences and increase regular participation in sport, PE and physical activity in order that Staffordshire and Stoke-on-Trent contribute towards the Legacy Action Plan target of 2 million more people active by 2012.

## **Core Functions**

1. Develop and maintain strategic alliances and local networks for the development of sport, PE and physical activity
2. Delivery of cross-sector services to meet the priorities of partners
3. To increase awareness of the value of sport, PE and physical activity
4. To assist partners to make evidence based decisions to implement local developments and support partners to demonstrate the impact of sport, PE and physical activity
5. Manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place

**Objective: 1. Develop and maintain strategic alliances and local networks for the development of sport, PE and physical activity.**

**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Ensure that there are appropriate local network arrangements in place to support the delivery of partners' sport and physical activity plans	Review and agree network structures with partners	June 09	1	Partnership Director supported by Advocacy Champion, Strategy, Value & Continuous Improvement Champion, Core Team, Strategic Link Post & SLCOF	Officer & Board Champions time	Review carried out		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Sustainable Community Strategies, & Staffordshire & Stoke-on-Trent 2012 Action Plan
	SASSOT to support SLCOF, SDO & Facility Managers Forums, Staffs & Stoke 2012 Steering Group, Health Fit Board, PPAFTP and to coordinate and support the CSP/SSP Interface Group, sub-regional NGB Forum, Staffordshire NI 8 Delivery Group, Equality Group, Marketing & Communications Group, Workforce Development Group and Safeguarding Group	Ongoing		Core Team	Core Team time	Meetings held		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies,
To develop working relationships	Support and develop networks as above.	Ongoing		Core Team	Core Team time			

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
between partners and to ensure an effective signposting mechanism is in place to link partners	Organisation of networking events between partners	Ongoing		Core Team	Core Team time	Events held & satisfaction rating of at least good		Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
	Collate relevant data re partners' strategies and action plans in order to identify joint working opportunities.	Sept 09	2	Communications, Knowledge Management & Equality Manager	Core Team time	Database of strategies created		
	A named subject lead CSP officer for partners to communicate with on specific subject areas.	April 09	1	Core Team	Core Team time	Subject lead in place and communicated to partners		
SASSOT to act to influence, as advocate for sport and physical activity	Maintain and further develop effective working relationships with Staffordshire and Stoke partnership networks (LSPs), Leaders & CEO networks, NHS networks, Children & Young People partnerships, Crime & Disorder network	Sept 09	2	Core Team	Core Team & Board Champion time	Strategic groups aware of SASSOT's role and agenda. Sport & physical activity recognised in LAA		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Staffordshire Integrated Youth Support Service and Children and Young People's

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Support the development and coordination of Partners' Sport & Physical Activity Participation Strategies eg. South Staffordshire PCT Public Health Five Year Plan, Stoke-on-Trent PCT Floor Target Action Plan, NHS North Staffordshire Health Plan	Audit existing strategies, the LAA and other partner's strategies for example PCTs, HE/FE and CSPAN delivery plans	Ongoing		LA's (SLCOF) and PCT's to lead on strategy development and implementation	Physical Activity Development Manager and Board Champion time			Plan
To develop a delivery plan and budget for the DoH funding	To develop a delivery plan in consultation with SSPCT, NSPCT and Stoke PCT and PAN-WM Regional Co-ordinator.	06	1	Physical Activity Development Manager	Physical Activity Development Manager time plus £50,000	Implement ation of Delivery Plan		Dept of Health 'Be Active, Be Healthy' Strategy, PCT Health Plans, LAA & Children & Young People's Plan
Coordination and support the	To prepare an end of year progress report for DoH re: Physical Activity Plan.	03	4	Physical Activity Development Manager	Physical Activity Development Manager time	Report produced		LAA, Sport England Strategy, Dept. of

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
implementation of the Staffordshire LAA NI8, sport and active recreation delivery plan and steering group	To investigate the feasibility of developing new projects and external funded projects with specific focus on 'shifting the curve' by targeting those most at risk, and the inactive.	09	2	Physical Activity Development Manager	Physical Activity Development Manager time	Gaps in provision identified. Funding for new projects secured.		Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
	Implementation of the NI8 plan and steering group meetings held	Ongoing		Physical Activity Development Manager, Strategy, Value & Continuous Improvement Champion and Core Team	Director, Physical Activity Dev. Manager, Club & PESSYP Manager time and Board Champion time	23% of adult population participating in 3x30 mins of sport & PA		
	Support the coordination of NI 6, NI 56 & NI 110							
To support the implementation of the Stoke on Trent LAA NI8 delivery plan	Delivery of FTAP.			Lead Strategic Link Post	Strategic Link Post time			

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Ensure that community sport and physical activity interests are represented at a local level on local strategic partnerships	Sport and Physical Activity Strategies developed across the sub region in line with the audit findings	Ongoing		Physical Activity Development Manager	Physical Activity Development Manager time	Clear links between CSPANs and LSPs		
Strategies to be inclusive of all age ranges from children & young people to older persons	CSPAN delivery plans finalised and be fully inclusive of all ages	Sept 09	02	Physical Activity Development Manager	Physical Activity Development Manager time			LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP & Children & Young People's Plan
To continue to support existing CIF funded projects	Attendance at relevant meetings. Respond to enquires and provide advice and information on best practice and tools to support delivery Monitor performance and support projects where necessary by providing guidance to get projects back on track	Mar 10	04	Core Team	Staff time	CIF projects on target		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To represent the interests of the sub region at PAN-WM	Attend PAN-WM meetings, member of steering group and sub-group.	Ongoing		Partnership Director supported by Physical Activity Development Manager	Officer time			People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
To maintain and develop good working relationships with LA Leaders & Chief Executive Network, Primary Care Trusts, Regeneration & Crime & Disorder agencies.								
To ensure there are appropriate networks in place to support the delivery of sport and physical activity.	Support the development and sustainability of CSPANs	Ongoing		Physical Activity Development Manager Supported by: Strategy, Value & Continuous Improvement Champion, Core Team Members & City Council link post	Officer and Board Champion time	CSPANs who decide to operate remain effective and embedded		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable
	Continue bi-yearly events with 9 CSN chairs.	09/09 03/10	2 4	Physical Activity Development Manager	Physical Activity Development Manager time	2 events held for CSPANs		

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Continue to support implementation of CSPAN delivery plans to: - <ul style="list-style-type: none"> <li>• Increase participation</li> <li>• Widen access</li> <li>• Implement equity and CSP workforce development plans.</li> </ul>	Ongoing	4	Physical Activity Development Manager	Physical Activity Development Manager time			Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
	All CSPAN delivery plans financed	Sept 09	2	Physical Activity Development Manager	Physical Activity Development Manager time			LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
	Innovative new projects capital and revenue launched and supported in CSPAN delivery plans	Ongoing		Physical Activity Development Manager	Physical Activity Development Manager time	Implement ation of new projects with funding secured.		
	Develop the links between CSPANs and C&LPs	Sept 09	2	Physical Activity Development Manager	Physical Activity Development Manager time	C & LP reps regularly attend CSPAN meetings		



**Objective: 1. Develop and maintain strategic alliances and local networks for the development of sport, PE and physical activity.**
**1.2 Equality & Diversity -** To build and sustain accessible, equitable, safe, integrated and progressive pathways for participants, coaches, officials and volunteers

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Equality Action Plan to be reviewed and updated	Equality Standard to be implemented as determined by Sport England	06/09	1	Communications, Knowledge Management & Equality Manager  Sport England, equity Alliance	Officer & Partner time.	Intermediate Level Achieved		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, & Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP & Staffordshire Integrated Youth Support Service
	Support the development of sports equity policies and action plans	Ongoing	All	Communications, Knowledge Management & Equality Manager  NGBs, LAs	Officer & Partner time.	All LAs to have Sports Equity Policies		
	Collate portfolio of good practice	07/09	2	Communications, Knowledge Management & Equality Manager  Supported By: LA's, NGBs, PDMs, PCTs	Officer & Partner time.	Case studies section developed on website		
Coordinate the delivery of equality training	Link equality based training courses in to the existing Education & Training Programme	12/09	3	Communications, Knowledge Management & Equality Manager  Supported By: Education & Training Support Officer	Officer time. £1,000	Autism Awareness & Learning Disability & Sports Equity Courses delivered		

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**1.2 Equality & Diversity -** To build and sustain accessible, equitable, safe, integrated and progressive pathways for participants, coaches, officials and volunteers

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To support the development of programmes that target under represented groups	Investigate the feasibility of continuing the ACCESS Across Staffordshire Fund.	04/09	1	Communications, Knowledge Management & Equality Manager  Supported by: Partnership Director, Executive Board Champion, Equality & Diversity Steering Group	Officer, Director & Champion time.  £10,000	If successful 6 <sup>th</sup> Round of ACCESS fund implemented		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, & Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP & Staffordshire Integrated Youth Support Service
	Continue to utilise the Equality & Diversity Group to coordinate targeted programmes	Qtrly	All	Communications, Knowledge Management & Equality Manager  Supported by: Equality & Diversity Steering Group, NGBs, PDMs, LAs	Officer & Partner time.	5 programmes identified & supported linking with Aiming High		
Support the delivery of Playground To Podium	Co-ordination of the Playground To Podium Steering Group	Ongoing	All	Communications, Knowledge Management & Equality Manager  SSPs, YST, English Federation of Disability Sport, NGBs	Officer & Partner time.	Group maintained and networking event held		

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**1.2 Equality & Diversity -** To build and sustain accessible, equitable, safe, integrated and progressive pathways for participants, coaches, officials and volunteers

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Delivery of County Athlete Assessment Days.	07/09	1	Communications, Knowledge Management & Equality Manager  SSPs, English Federation of Disability Sport, NGBs	£5988.62  Officer & Partner time.	CAAD Day Delivered		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, & Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP & Staffordshire Integrated Youth Support Service
Co-ordination of consultation opportunities	Disability Database established and live on SASSOT website	03/10	4	Communications, Knowledge Management & Equality Manager  Supported by: Admin Officer, Equality & Diversity Steering Group	Officer & Partner time.	Database live on website		
To support the Aiming High agenda	SASSOT representation on Aiming High Board	05/09	1	Communications, Knowledge Management & Equality Manager  Supported by: Staffordshire County Council	Officer & Partner time.	SASSOT Representation on Board		
	Promote Aiming High to partners	Ongoing	All	Communications, Knowledge Management & Equality Manager  Supported by: Staffordshire County Council PDMs, SLCOF, SDOs	Officer & Partner time.	Regular updates to SASSOT meeting networks		

**Objective: 1. Develop and maintain strategic alliances and local networks for the development of sport, PE and physical activity.**

**1.3 Support Partners in the development and implementation of appropriate strategies and action plans**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
SASSOT representation on the Staffordshire and Stoke-on-Trent 2012 Working Group	Develop 2012 legacy for Staffordshire & Stoke-on-Trent	Ongoing	All	Director	Officer time	Attend ¼ly meetings		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, Sustainable Community Strategies & Staffordshire & Staffordshire Integrated Youth Support Service, Stoke-on-Trent 2012 Action Plan
	Delivery of relevant programmes within the Staffordshire & Stoke on Trent Action Plan eg. Sport Unlimited, Special Schools Sports Festival, Playground to Podium, number of accredited clubs, increasing volunteering in sport, Step into Sport volunteers into community placements & Young Apprenticeship scheme	Ongoing	All	Core Team, NGBs, Local Authorities, SSPs & Voluntary Sector	Officer, Board Champion & Partner time.  Programme funding	SU – 7,410 retained  SSSF held  P2P – CAADs held  Increase in number of accredited clubs by 15  12 Apprenticeships		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.1 Children & Young People - Support the implementation of the PESSYP strategy, Children & Young People's Plan and Safeguarding young people in sport agenda within Staffordshire and Stoke-on-Trent.**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
<u>Sport Unlimited</u> Manage the Sport Unlimited programme to ensure effective delivery across the sub-region	Year Two plans in place, all funding downloaded and KPIs met	03/10	4	Sports Manager, SU Admin Officer, Local Leads	£31,775 Capacity, £216,000 Delivery (DCMS)	7410		LAA, Children & Young People's Plan, Sustainable Communities Strategies, SSP PEPD, NGB Whole Sport Plans, Staffordshire Integrated Youth Support Service, PCT Health Plans, Sport England Strategy
	Year Three Plans complete and approved by Sport England	03/10	4			7410		
	Steering Group continues to operate effectively	On-going				4	meetings	
	Learning Events held to share good practice	On-going				2	events	
<u>Step into Sport / Leadership Academies</u> Step OUT (supporting 16-19yr olds in Community Volunteering)	Support the development of SSP Leadership Academies and Step into Sport students as locally agreed through a menu of options	On-going		Club Development Manager  Leadership Academy Managers  PDMs	£10,000  (£1,000 per Leadership Academy)	g		Recruit into Coaching, LAA, Children & Young People's Plan, Sustainable Communities Strategies, SSP PEPD, NGB Whole Sport Plans
	Promote the Step into Sport scheme to sports clubs and organisations and their role in offering quality placements to young leaders and the benefits it can bring to the club and young people	On-going		Club Development Manager  NGBs		To all accredited clubs		PESSYP Strategy SSP PEPEDs

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.1 Children & Young People - Support the implementation of the PESSYP strategy, Children & Young People's Plan and Safeguarding young people in sport agenda within Staffordshire and Stoke-on-Trent.**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Broker high quality SiS placement opportunities for young people in community sports clubs/NGB events	On-going		Club Development Manager  Senior Competition Manager  NGBs  Leadership Academy managers	Officer time	Identify community-volunteering placements for 75% of 16-19 yr olds in Leadership Academies who <u>express a demand</u> for a placement		PESSYP Strategy SSP PEPEDs
	Work in partnership with SSPs to ensure that young people, who have committed to community volunteering are registered on the SiS Online Volunteer Passport	On-going		Club Development Manager  Leadership Academy Managers  SiS mentors	Officer time			PESSYP Strategy SSP PEPEDs

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**
**2.1 Children & Young People - Support the implementation of the PESSYP strategy, Children & Young People's Plan and Safeguarding young people in sport agenda within Staffordshire and Stoke-on-Trent.**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Use the SiS Online Volunteer Passport to track and monitor young volunteers and also to monitor the maintenance of the high quality placements	On-going		Club Development Manager	Officer Time			PESSYP Strategy SSP PEPEDs
	Coordinate local training for Club Volunteer coordinators. 4 x RunningSports – The 'Role of the Volunteer Coordinator' workshop	On-going		Club Development Manager  Education and Training Officer	£2000 Sport England	4 x annually		PESSYP Strategy & Workforce Development Plan, LDA & SSP PEPEDs
<u>Youth Sport Trust 'Single Offer'</u> Delivery/coordination of programmes that fall within the Single Offer agreement Programme 2009-10  SSSCo Networking	Delivery of 1 networking opportunity to each SSSCo in the county	12/09	2	Club Development Manager YST CSP/SSP Interface group SSCo Networking Event steering group	YST £3200 - tbc			PESSYP Strategy & Workforce Development Plan, LDA & SSP PEPEDs
Linking NGBs with the PESSYP agenda in Staffordshire & Stoke-on-Trent	Signpost NGBs to appropriate local opportunities	Mar 10	4	Sports Manager & Club Development Manager	Core Team & NGB Forum member time	Number of NGBs engaged with PESSYP programmes		PESSYP, Sport England Strategy & LAA

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**
**2.2 To make a major contribution to the delivery of Five Hour of Sport ambition.**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
<u>Roles and Responsibilities</u>	Partner briefing sheet completed and communicated	06/09	1	Club Development Manager	Officer time	Briefing doc circulated		
	SLCOF & SSP Networking Event organised	07/09	2	Partnership Director				
<u>Competition Managers</u> Support the work of the Competition Manager team	SASSOT represented on CM Steering Group	On-going		Sports Manager	Officer time	4 meetings		
	CM web pages hosted via SASSOT site	04/09	1	Club Development Manager	Officer time	Web pages live		
<u>CSP/SSP Interface Group</u>  Effective operation of the CSP / SSP Interface group, and links to PDM meeting, NGB Forum etc.	Ongoing management of CSP / SSP Interface Group  All SSPs working with CSP through attending the SSP/CSP interface group	On-going		Club Development Manager	Officer time	4 meetings		LAA, LDA, SSP PEPED, NGB Whole Sport Plans, Sustainable Community Strategies

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.3 Competitive Opportunities and Player Pathways** - To build and sustain accessible, equitable, safe, integrated and progressive pathways in sport, physical education and active recreation for participants, coaches, officials and volunteers from grass routes to international success.

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Deliver the Special Schools Sports Festival, in conjunction with key partners	Plan event and ensure key partners are kept fully informed of progress		1	Club Development Manager	£1,500 Qualitel			SSP PEPED, Children & Young People's Plans, WSP's
	Recruit volunteers to support the event	05/09	1	Club Development Manager	Officer Time			
	Special Schools Sports Festival delivered	02/07/09	2	Club Development Manager NGBs	Officer Time			
	Develop Exit Routes into local disability sports clubs / organisations	06/09	2	Club Development Manager	Officer Time			
	Ensure linkages to Playground to Podium and Aiming High			Club Development Manager  Communications, Knowledge Management & Equality Manager	Officer Time			
Work with key Partners to investigate viability of the Youth Games in 2010.	Decision made by key stakeholders on the future of the Youth Games	01/10	4	Sports Manager, Local Authorities, NGBs and SSPs	Officer Time			SSP PEPED, Children & Young People's Plans, WSP's

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.3 Competitive Opportunities and Player Pathways** - To build and sustain accessible, equitable, safe, integrated and progressive pathways in sport, physical education and active recreation for participants, coaches, officials and volunteers from grass routes to international success.

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Cross reference to 2.5 NGB's sport specific plan	Input into NGB County level plans	03/10	4	Sports Manager & NGBs	Officer & Board Champion time			

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.4 Safeguarding & Protecting Young People in Sport**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Support local partner requirements in safeguarding and protecting children	Consult partners to establish sub regional safeguarding priorities.	03/10	4	Workforce Officer, Local Authorities, NGB's and Children and Lifelong Learning	Officer time	Consultation complete with priorities identified		National Strategy for Safeguarding Young People & Staffordshire Integrated Youth Support Service
	Investigate the feasibility of developing portability with CRB checks	03/10	4	Workforce Development Manager, Local Authorities, NGB's and Children and Lifelong Learning	Officer time			
Ensure that the standards are implemented across all programmes that are SASSOT lead eg. Sport Unlimited, ACCESS Across Staffordshire, Youth Games	Establish sports working group reporting to LSCB.	12/09	3	Workforce Development Manager, Local Authorities, NGB's and Children and Lifelong Learning	Officer time	Working Group established with Terms of Reference		
	Where appropriate verify that partners' policies meet the required standards to deliver the programmes and where necessary advise partners on improvements.	Ongoing		Workforce Development Manager	Officer time			
	Deliver a Partnership Safeguarding Training event to support Local Authority and other Partners lead officers.	Ongoing		Workforce Development Manager & Education and Training Officer	Officer time £4,000 training costs	8 safeguarding workshops delivered		
Maintain links with Staffordshire Safeguarding Board	Establish link to Stoke Safeguarding Board	03/10	4	Workforce Development Manager	Officer time	Link established to Stoke LSCB		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**
**2.5 National Governing Body support**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Develop NGB Partnership Agreements that reflect new Core Offer and Enhanced Services offered by CSP	Revise partnership agreements with NGBs – number TBC	09/09	2	Sports Manager	Sports Manager & Board Champion time	Key sports for the sub region identified - TBC following confirmation of Whole Sport Plans.		Sport England Strategy, Whole Sport Plans, LAA, Sustainable Community Strategies, PESSYP, Children & Young People's Plans, BSF, Staffordshire Integrated Youth Support Service and PCT Health Plans
	Work with NGB network to identify which NGB's view the sub region as a key delivery area							
Connecting with NGBs	Gather and analyse detailed information concerning each NGB's priorities for the area	03/10	4	Sports Manager & Communications, Knowledge Management & Equality Manager	Core Team time	Level of satisfaction with service providers.  Active People data.		
	Signpost NGBs to key partners							
	Continue to develop remit and effectiveness of NGB Forum, including representation from PDMs and CMs, and NGB rep on other SASSOT / Partners Forums (inc. LDA)							
	Ensure NGBs have access to network groups							
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required	03/10	4	Sports Manager, NGB Officers & Host	Officer time & office accommodation	Number of NGB officer posts hosted -TBC subject to Whole Sport Plans		
Support the	Input into county level plans	03/10	4	Sports Manager & NGBs	Officer & Board	Number of		Sport England

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.5 National Governing Body support**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
development of county-level sport-specific plans including sub-regional talent development pathways where appropriate					Champion time	plans implemented – TBC subject to Whole Sport Plans		Strategy, Whole Sport Plans, LAA, Sustainable Community Strategies, PESSYP, Children & Young People's Plans, & BSF, Staffordshire Integrated Youth Support Service and PCT Health Plans

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.6 Develop dynamic, coordinated and sustainable networks of high quality clubs providing sporting opportunities for all in partnership with National Governing Bodies of Sport**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Develop and promote accredited Club database	Develop SASSOT's web based sports club database to include all Clubmark/NGB accredited/SASSOT QualityMark clubs and link to mapping software and communicate to partners	On-going		Club Development Manager  NGBs	Officer time plus £30,000	Information included on website		Sport England Strategy, Whole Sport Plans, LAA, Sustainable Community Strategies, PESSYP, Children & Young People's Plans, BSF & Dept of Health Scope of Work, Staffordshire Integrated Youth Support Service and PCT Health Plans
	Hold knowledge of, promote and make available to partners, up-to-date information of accredited clubs across the sub-region	On-going		Club Development Manager  NGBs		Data collated & communicated		
Raise the profile and increase the number of accredited sports clubs and enhance the support network available to them	Develop Club section (best practice / case studies / templates / resources) on SASSOT website and keep updated	On-going		Club Development Manager Board Champion		Case studies section live on website		
	Promote Clubmark/NGB accreditation/SASSOT QualityMark to partners and clubs	On-going		Club Development Manager Board Champion		Promotion campaign implemented		
	SASSOT to gain licence for SASSOT Clubmark and provide training to SDOs to roll the programme out in the sub-region	07/09	2	Club Development Manager  LA SDOs  KKP	10 clubs supported to achieve SASSOT Clubmark			
	SASSOT to roll out and promote the QualityMark accreditation programme	On-going		Club Development Manager  LA SDOs	5 clubs supported to achieve SASSOT Quality-Mark			

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.6 Develop dynamic, coordinated and sustainable networks of high quality clubs providing sporting opportunities for all in partnership with National Governing Bodies of Sport**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Implement the NHS North Staffordshire sports club 'Capacity' project in Newcastle-under-Lyme and Staffordshire Moorlands and investigate feasibility of rolling it out throughout the sub-region	On-going		Club Development Manager PDM LA SDO NGBs	£10,000 NHS North Staffordshire	20 clubs working towards accreditation		Sport England Strategy, Whole Sport Plans, LAA, Sustainable Community Strategies, PESSYP, Children & Young People's Plans, BSF & Dept of Health Scope of Work, Staffordshire Integrated Youth Support Service and PCT Health Plans
	Develop a Benefits package for Accredited clubs - increase external benefits of obtaining accreditation Implement Clubmark Charter with Local Authorities/SSPs	12/09	3	Club Development Manager SLCOF SSPs LAs Local Authority Facility Managers		All LAs signed up to Clubmark Charter		
Support partners to increase the number of formal school club link agreements between SSPs and sports clubs	Promote the benefits of school-club links to all parties and clarify roles and responsibilities of key partners	On-going		Club Development Manager	Officer time			
	Develop and share good practice in achieving 'High quality' school-club links	On-going		Club Development Manager	Officer time	Good practice guide produced		
	Formal School-Club link clubs, and clubs identified as exit routes for Sport Unlimited need to be a priority for support towards accreditation (Each club needs to have a support officer identified - NGB officer, LA SDO or SASSOT officer)	On-going		Club Development Manager, SSPs, NGBs & Sports Development Officers	Officer time	Number of new formal school to club links developed		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.6 Develop dynamic, coordinated and sustainable networks of high quality clubs providing sporting opportunities for all in partnership with National Governing Bodies of Sport**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Provide support for club development forums/evenings in local authority/SSP areas as requested	On-going		Club Development Manager	Officer Time	Number of forums attended		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
Sports club funding	Undertake an audit of local, sub-regional, regional and national funding schemes and opportunities for sports clubs	On-going		Club Development Manager LA NGBs	Officer Time	Audit completed & data published		
	Develop a web-based Sports Club Funding Guide to promote the availability of potential sources of funding and support for club development	09/09	3	Club Development Manager	Officer Time	Funding guide produced		
	Investigate the feasibility of including funding workshops for clubs in SASSOT's Education and Training programme	06/09	2	Club Development Manager  Education & Training Support Officer	Officer Time	Funding workshops held		
	Help to secure funding for sports clubs by providing advice and assistance in prepare funding applications including the supply of data relating to Active People and Market Segmentation	On-going		Club Development Manager	Officer Time	Number of clubs supported		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.7 Workforce Development - Develop a high quality workforce with the skills and capacity to deliver against the current and developing national and local sport/physical activity agenda**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Develop a SASSOT sports volunteer strategy to increase the quantity and quality of volunteers within sports clubs	Consultation and Research	11/09	3	Club Development Manager  Workforce Development Manager	Officer time	Strategy produced		WM 2012 Volunteer Strategy NGB Whole Sport Plans, LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, Staffordshire Integrated Youth Support Service, PESSYP & Workforce Development Plan
	Launch strategy	01/10	4					
Develop strong links with the Voluntary and Community sector	Identify opportunities that exist within the broader non-sport and physical activity volunteer and 3 <sup>rd</sup> sector organisations that can support club and volunteer needs	On-going		Club Development Manager	Officer time	191 coaches supported		
Build the capacity of the coaching workforce	Continue the delivery and development of the Coach Scholarship Scheme with 191 coaches trained through Coach Scholarship Scheme			Workforce Development Manager + NGB, Local Authorities and School Sports Partnerships		Coach recruitment & training plans in place		
	Develop and implement a formal coach recruitment and training plan with Staffs University, North Staffs Local Authorities, scUK, SSPs, Newcastle College and Keele University			Workforce Development Manager + Stoke City Council Learning and Development Team and Local Authorities				

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.7 Workforce Development - Develop a high quality workforce with the skills and capacity to deliver against the current and developing national and local sport/physical activity agenda**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Deliver the Recruit into Coaching Programme (RiC)	04/10	4	Workforce Development Manager + Stoke City Council	£8786.00 for year 1 + officer time	23 volunteer coaches inducted onto programme		WM 2012 Volunteer Strategy NGB Whole Sport Plans, LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, Staffordshire Integrated Youth Support Service, PESSYP & Workforce Development Plan
	Work with Stafford College to engage the sports sector in the delivery of Sports Foundation Degree			Workforce Development Manager + Stafford College HND manager		Sports Foundation Degree established		
	Working in partnership with Staffordshire University and scUK deliver a multi skills coach recruitment and development programme			Workforce Development Manager + Staffs Uni team, North Staffs SSPs		Number of coaches recruited & developed		
	Continue development of the coach database	12/09	3	Workforce Development Manager		100 new coaches added to the database		
Continue to grow the Sports Apprenticeship Programme	New Local Authorities & NGBs engaged in Year 2 of Apprenticeship Programme	08/09	2	Workforce Development Manager, LSC + Local Authorities	Workforce CIF bid funds	2 new partners providing placements 4 new apprentices engaged		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.7 Workforce Development - Develop a high quality workforce with the skills and capacity to deliver against the current and developing national and local sport/physical activity agenda**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Implement and develop the SASSOT education and training programme for coaches, clubs, volunteers and sports professional staff	Support sub regional partners with the development of their own sports workforce development plans			Workforce Development Manager	Officer time	WDP produced		WM 2012 Volunteer Strategy NGB Whole Sport Plans, LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, Staffordshire Integrated Youth Support Service, PESSYP & Workforce Development Plan
	Deliver Coaches Conference	09/09	2	Workforce Development Manager		Conference held 160 attendees		
Develop an integrated approach to workforce development between training providers and sector employers in Staffordshire linked to LSC initiatives	Develop stronger links with Business Link and deliver employer engagement events in 09/10	01/10	4	Workforce Development Manager + Business Link, Skills Active, Local sports employers	£5000 from Skills Active	2 events organised		
Formally review the objectives and delivery areas of current workforce plan	New workforce plan in place by 2010	03/10	4	Workforce Development Manager	Officer time	Plans produced & launched		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.7 Workforce Development - Develop a high quality workforce with the skills and capacity to deliver against the current and developing national and local sport/physical activity agenda**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Work with partners to maximise all coaching resources and develop a 'joined up' approach to resource use on School Sport Coaching Programme, Sport Unlimited programme and Playground to Podium	Work with Local Authority and Education partners to develop Double District level coaching action plans that reflect coaching needs of local Sports Unlimited and School Sport Coaching Programme delivery plans	03/10	4	Workforce Development Manager, Local Authority and School Sport Partnership Partners	Officer time	Coaching action plans developed		LAA, Children & Young People's Plan, Sustainable Communities Strategies, SSP PEPD, NGB Whole Sport Plans, Staffordshire Integrated Youth Support Service, PCT Health Plans, Sport England Strategy
Investigate the feasibility of a sub regional coaching agency and develop out line plans for partner consultation.	Preliminary coaching agency options report submitted SASSOT Executive Board	03/10	4	Workforce Development Manager + sports coach UK, Stoke City Council, Coachweb	Officer time	Report produced for Board		Sport England Strategy, scUK Coaching Strategy, Workforce Development Strategy, PESSYP, LDA & SSP PEPEDs, NGB Whole Sport Plans

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.7 Workforce Development - Develop a high quality workforce with the skills and capacity to deliver against the current and developing national and local sport/physical activity agenda**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Work with sports coach UK to implement relevant objectives of UK Coaching Framework (UKCF)	Service level agreement established with sports coach UK outlining roles and responsibilities in relation to the delivery of UKCF priorities	12/09	3	Workforce Development Manager + sports coach UK		SLA produced		Sport England Strategy, scUK Coaching Strategy, Workforce Development Strategy, PESSYP, LDA & SSP PEPEDs, NGB Whole Sport Plans
<u>Community Sports Coaches Scheme (CSCS)</u> Manage the delivery and evaluation of the CSCS on a ongoing basis	Submission of 6 monthly KPIs and finance reconciliation to Sport England	09/09	2	Workforce Development Manager	Officer time	Report produced. Number of coaches engaged. Coaching hours delivered		
		03/10	4					
Key Task - Review the sustainability of CSC posts with partners beyond Sport England funding	Target - 10 CSCS posts sustained	03/10	4	Workforce Development Manager + NGBs, SSPs, Local authorities	Officer time	10 CSC retained		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

**2.7 Workforce Development - Develop a high quality workforce with the skills and capacity to deliver against the current and developing national and local sport/physical activity agenda**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
<u>Workforce Strategy</u>  Support the work of the LDA	SASSOT represented on LDA LDA pages on website maintained	On-going		Sports Manager, supported by Education and Training Officer	Officer time	Termly meetings attended		SSP PEPED, Children & Young People's Plans, WSPs
	Info re sport-specific courses for school-based staff collated and published on SASSOT website	On-going		Sports Manager, supported by Education and Training Officer	Officer time	Web pages up-to-date		SSP PEPED, Children & Young People's Plans, WSPs

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

2.8		Facilities - To support the development of appropriate facility developments throughout Staffordshire & Stoke-on-Trent						
Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Coordination of the Staffordshire Building Schools for the Future Sports & Culture Stakeholder Group	Ensure that NGB & Sport England requirements are represented to the PE & Sport Stakeholder Groups	04/09		Director, Board Champion & BSF Stakeholder Group	Officer & Board member time	Meetings held. Strategy for Change 2 document produced		LAA, Sport England Strategy, Dept. of Health Scope of Work, PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans, BSF, Staffordshire Integrated Youth Support Service, PCT Health Plans
	Completion of consultation on sport, PE & cultural requirements with Stakeholders	06/09						
	Identify short, medium and long term actions to support the achievement of BSF outcomes in relation to sport, PE & culture	04/09						
	Production of the PE, Sport & Culture Stakeholder Group's contribution to the Strategy for Change 2 document	07/09						
Support the Stoke-on-Trent Building Schools for the Future PE, Sport & Culture Stakeholder Group	Ensure that NGB & Sport England requirements are represented to the PE & Sport Stakeholder Groups	04/09		Stoke City Council supported by Director, Board Champion & BSF Stakeholder Group	Officer & Board member time	Meetings held. Strategy for Change 2 document produced		
	Completion of consultation on sport, PE & cultural requirements with Stakeholders	06/09						

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

<b>2.8</b>		<b>Facilities - To support the development of appropriate facility developments throughout Staffordshire &amp; Stoke-on-Trent</b>						
Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Hold up to date knowledge of and understand the sport, PE & active recreation facility requirements for the CSP area	Maintenance of the sub-regional Facilities Strategy	03/10		Director, Board Champion & Communications, Knowledge Management & Equality Manager	Officer & Board member time	Sub-regional Facilities Framework produced & available to partners. NGB survey carried out		LAA, Sport England Strategy, Dept. of Health Scope of Work, PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans, BSF, Staffordshire Integrated Youth Support Service, PCT Health Plans

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

2.9		Provision of funding advice						
Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Establish central resource for providing funding advice to partners	To support partners in the development of appropriate funding applications  Provide one to one support as appropriate	Ongoing	All	Director, Sports Manager, Club Development & PESSYP Manager, Communications, Knowledge Management & Equality Manager, SDOs & NGBs	Officer & Board Champion time	Partners supported & feedback via Satisfaction Survey		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans, Staffordshire Integrated Youth Support Services & BSF
	To identify and promote funding opportunities (local/regional/national) to partners to support their projects	Ongoing	All				Officer & Board Champion time	
	Update and maintain on-line information resource	May 09		Communications, Knowledge Management & Equality Manager	Officer time	On-line information is accurate & up to date		
	Investigate feasibility of developing an online funding forum	Oct 09		Communications, Knowledge Management & Equality Manager	Officer time	Development of system and promotion to partners		
	Education and Training Programme – funding advice workshops as requested	Mar 10		Education & Training Officer	Officer time	Workshops delivered and participants attending		

**Objective: 2. Delivery of cross-sector services to meet the priorities of partners.**

2.9		Provision of funding advice						
Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Establish central resource for providing funding advice to partners	To advise Sport England on the merits and local fit of applications to sport Lottery funding opportunities	Ongoing	All	Director & Board Champions	Officer & Board Champion time	Response times re feedback achieved		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans & Staffordshire Integrated Youth Support Service, BSF
	To advise other external funding organisations on the merits and local fit of applications as requested	Ongoing	All	Core Team & Board Champions	Officers & Board Champion time	Response times re feedback achieved		

**Objective: 3. To increase awareness of the value of sport, PE and physical activity.**

<b>3.1</b>	<b>Marketing &amp; Communications</b> - To Increase awareness of the value of sport, PE and physical activity, including the important links to wider agenda issues							
Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Review and implement an annual plan	Plan produced and agreed by Executive Board	Apr 09	1	Communications, Knowledge Management & Equality Manager, Admin Officer & Board Champions	£15,000 + Officer & Board Champions' time	Plan produced, distributed and in operation		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
Continuation of Marketing & Communications Steering group	Quarterly meetings & ongoing review of membership	Apr/Jul/Oct & Jan	All	Communications, Knowledge Management & Equality Manager and Admin Officer	Officer time	Meetings held		

**Objective: 3. To increase awareness of the value of sport, PE and physical activity.**

<b>3.2</b>	<b>Two Way Communication Systems</b>	a. To develop a 'one stop shop' for information relating to sport, PE and active recreation. b. To interpret policy being fed down nationally and fed back up the delivery chain to support effective delivery at a local level
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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Maintain a central Information hub to provide a one-stop shop to signpost organisations to key partners	Dissemination via established processes	Monthly updates	All	Admin Officer	Officer Time	Central hub hosted on website		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
	Maintain links with PANWM and disseminate information to partners	Monthly updates	All	Physical Activity Development Manager	Officer Time	12 updates issued		
Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport, PE and physical activity eg. NGB Forum, CSP/SSP Interface, CSNs, SLCOF etc	Monthly	All	All Core Team members  Supported by: Admin Officer	Officer Time	Meetings held		
Continue monthly sport-e newsletter	Subscription based	Monthly	All	Admin Officer  Supported By: Communications, Knowledge Management & Equality Manager	Officer Time & Partners Time	12 editions of e-newsletter released		
Maintain and continue to develop CSP website	Developments implemented as per Marketing & Comms plan	Monthly	All	Communications, Knowledge Management & Equality Manager	£3,000 Officer Time	XX hits to the website per year		

**Objective: 3. To increase awareness of the value of sport, PE and physical activity.**

<b>3.2</b>	<b>Two Way Communication Systems</b>	<p>a. To develop a 'one stop shop' for information relating to sport, PE and active recreation.</p> <p>b. To interpret policy being fed down nationally and fed back up the delivery chain to support effective delivery at a local level</p>
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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Maintain CSPAN web pages	Ongoing	All	Physical Activity Development Manager	Physical Activity Development Manager time	8 web pages up to date		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
	Improvements implemented from Partnership Satisfaction Survey	07/09	2	Communications, Knowledge Management & Equality Manager  Supported By: Core Team	Officer Time	Results of satisfaction survey analysed and implemented into key documents		
	Populate and maintain databases eg. Coach, Club, LDA, NGB courses & awards	Monthly	All	Admin Officer x 2	Officer Time	All databases operational		
Produce Annual Report	Annual Report produced 04/08 to 03/09	06/09	1	Communications, Knowledge Management & Equality Manager  Admin Officer	Officer Time	Articles form all funding partners achieved		
Provision of mapping facility for CSP, CSNs, NGBs and key partners	Mapping service offered to partners	Monthly	All	Communications, Knowledge Management & Equality Manager  Admin Officer	Officer Time	Service accessed		

**Objective: 3. To increase awareness of the value of sport, PE and physical activity.**

<b>3.2</b>	<b>Two Way Communication Systems</b>	<p>a. To develop a 'one stop shop' for information relating to sport, PE and active recreation.</p> <p>b. To interpret policy being fed down nationally and fed back up the delivery chain to support effective delivery at a local level</p>
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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To coordinate promotional material that promotes the work of the County Sports Partnership	Support material for CSP programmes eg. Education & Training Programme	Quarterly	All	Communications, Knowledge Management & Equality Manager	Staff time & marketing budget	Quality Mark & Generic Clubmark material produced		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
	Support material for events eg. Coaches Conference, Special Schools Sports Festival	07/09	2	Communications, Knowledge Management & Equality Manager	Staff time & marketing budget	Activity Pack produced		
Co-ordinate monthly NGB newsletter for SSPs	Production of monthly newsletter	Monthly	All	Sports Manager	Officer Time	Circulated monthly		

**Objective: 3. To increase awareness of the value of sport, PE and physical activity.**

**3.3 PR & Media**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Celebrate success	Annual Report achievements reported	06/09		Communications, Knowledge Management & Equality Manager  Partnership Director & Admin Officer	Officer Time	Report produced		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP,
Informing Partners of the new role of the CSP	Grow, Sustain & Excel 2009/11 Promotional Event	07/09	2	Communications, Knowledge Management & Equality Manager  Supported by: Core Team and SASSOT Funding Partners	Staff time & marketing budget	Event delivered		Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire
Branding, advertising and media for the CSP	Effective marketing & communications via sport-e newsletter, website and promotional material	Monthly	All	Communications, Knowledge Management & Equality Manager and Admin Officer	Staff time & marketing budget	12 monthly newsletters & min of 6 press releases per year		Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan

**Objective: 3. To increase awareness of the value of sport, PE and physical activity.**

**3.3 PR & Media**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Promote Special schools Festival, and Coaching Conference, Generic Clubmark and any other key work areas as appropriate	Events organised	07/09	All	Communications, Knowledge Management & Equality Manager  Supported by: Core Team	£5,000 - Coaches Conference £3,000 SSSF	Events Delivered		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
Ensuring that press releases are sent as appropriate	Monitoring number of press releases published	Monthly	All	Communications, Knowledge Management & Equality Manager	Officer Time	Min of 6 press releases per year		
Continue press and media contacts and relationships Media network service	Up-to-date wide ranging media contacts list	Monthly	All	Communications, Knowledge Management & Equality Manager	Officer Time	Named contact for each publication		
Attract sponsorship for appropriate events	Sponsorship secured for SSSF and other appropriate events	Jul 09	All	Communications, Knowledge Management & Equality Manager	Officer Time	Sponsorship for CC & SSSF secured		

**Objective: 4. To assist partners to make evidence based decisions to implement local developments and support partners to demonstrate the impact of sport, PE and physical activity.**

**4.1 Knowledge Management**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Implement a 'gap analysis' exercise to identify current opportunities and gaps	Priority sports and areas of delivery are identified  Develop action plans with Partners to increase capacity to provide additional activity where required	Aug 09	2	Communications, Knowledge Management & Equality Manager  Supported By: Sports Manager and Physical Activity Development Manager	Officer Time DoH funding Partner funding Sport Unlimited funding	Gap matrix produced  Action plans prepared		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan,
Collate data on local partner strategies / plans	Share findings with relevant partners in order to maximise joint working eg. LAA NI 8 progress	Sept 09	2	Communications, Knowledge Management & Equality Manager	Officer Time	Networking event held		NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
	Collate & circulate good practice i.e. Sport Unlimited	Aug 09	2		Officer Time	Cases studies live on website		
Collate relevant data to indicate the direction of travel re: LAA targets	Development of a core common set of data for projects	Quarterly	All	Communications, Knowledge Management & Equality Manager  Supported By: Partnership Director & Admin Officer	Officer Time	All LAA indicator information collated		

**Objective: 4. To assist partners to make evidence based decisions to implement local developments and support partners to demonstrate the impact of sport, PE and physical activity.**

**4.1 Knowledge Management**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Collate relevant data to indicate the direction of travel re: LAA targets	Monitor projects via data collection to evaluate delivery and provide evidence re outcomes	Quarterly	All	Communications, Knowledge Management & Equality Manager  Supported By: Partnership Director & Admin Officer	Officer Time	All LAA indicator information collated		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
Collate and share relevant other performance indicator data	Use the data to inform partner strategies and plans	Ongoing	All	Communications, Knowledge Management & Equality Manager  Supported By: Partnership Director & Admin Officer	Officer Time	Networking event held		
Monitor and evaluate the impact of appropriate programmes	Provide a gateway to data such as Active People and Market Segmentation.	Oct 09 / Ongoing	3	Communications, Knowledge Management & Equality Manager	Officer Time	All Active People data request responded to with a week		

**Objective: 4. To assist partners to make evidence based decisions to implement local developments and support partners to demonstrate the impact of sport, PE and physical activity.**

**4.1 Knowledge Management**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Provide a GIS mapping facility service to partners	Key staff to receive GIS training updates  External organisations access the mapping software	Ongoing	All	Communications, Knowledge Management & Equality Manager  Admin Officer	Officer Time	Minimum 2 external organisations accessing software		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
Establish the need for future research programmes as required	Commission appropriate research subject to available funding	Aug 09	2	Communications, Knowledge Management & Equality Manager	Officer Time			
Support NGBs where appropriate in delivering satisfaction surveys	Satisfaction surveys implemented and results analysed and distributed	As Required	All	Communications, Knowledge Management & Equality Manager	Officer Time	Min of 30 responses		

**Objective: 5. Manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.**

**5.1 Governance - Regular Executive Board meetings**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Regular Executive Board meetings	Meetings held quarterly	Ongoing		Chair to lead supported by Strategy, Value & Continuous Improvement Champion & Partnership Director	Chair, Officer and Board member time	Partner satisfaction rating of good achieved for governance		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Staffordshire & Stoke-on-Trent 2012 Action Plan, Staffordshire Integrated Youth Support Service, NGB Whole Sport Plans & BSF
Publish minutes	Minutes published	Ongoing		Director & Admin Officer	Officer time	Minutes published on time		
Continue to develop Board Champion roles		Ongoing		Chair & Strategy, Value & Continuous Improvement Champion	Board Champion time	Roles reviewed		
Board development/ briefing sessions organised as necessary	Programme of workshop sessions organised as part of Executive Board Meetings	Ongoing		Chair & Director	Officer & Board member time	Workshop sessions organised		
Prepare reports for Executive Board as required	Reports presented to Executive Board	Quarterly	All	Director	Officer time	Meetings held & reports produced		
External CSP audit	Assimilate and deliver recommendations from audit	03/10		Board & Director	Board members & officer time	Recommendations implemented		

**Objective: 5. Manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.**

**5.2 Governance - Develop Partnership Team**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Manage individuals and team	Work programmes agreed for core team	04/10		Partnership Director to lead. Supported by Chair & People Champion	Core budget for staff and Board Champion time	Partner satisfaction rating for team - to achieve good		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Staffordshire & Stoke-on-Trent 2012 Action Plan, Staffordshire Integrated Youth Support Service, NGB Whole Sport Plans & BSF
Invest in team building	Organisational and Training Needs Analysis reviewed and updated	06/09				Training plan developed & implemented		
Invest in personal development	Training plan implemented	03/10						
Review structure of CSP as appropriate to emerging agenda and priorities	Team meetings held	Monthly				Team meetings held		
	Support and mentor team members	Ongoing						



## **Consultation**

This Delivery Plan has been developed following extensive consultation with key partners. We are therefore confident that it is needs based and will make a significant contribution to achieving our target of increasing participation in sport and active recreation by 1% and developing player pathways.

Our partners and consultees are acknowledged:

### **Funding Partners:**

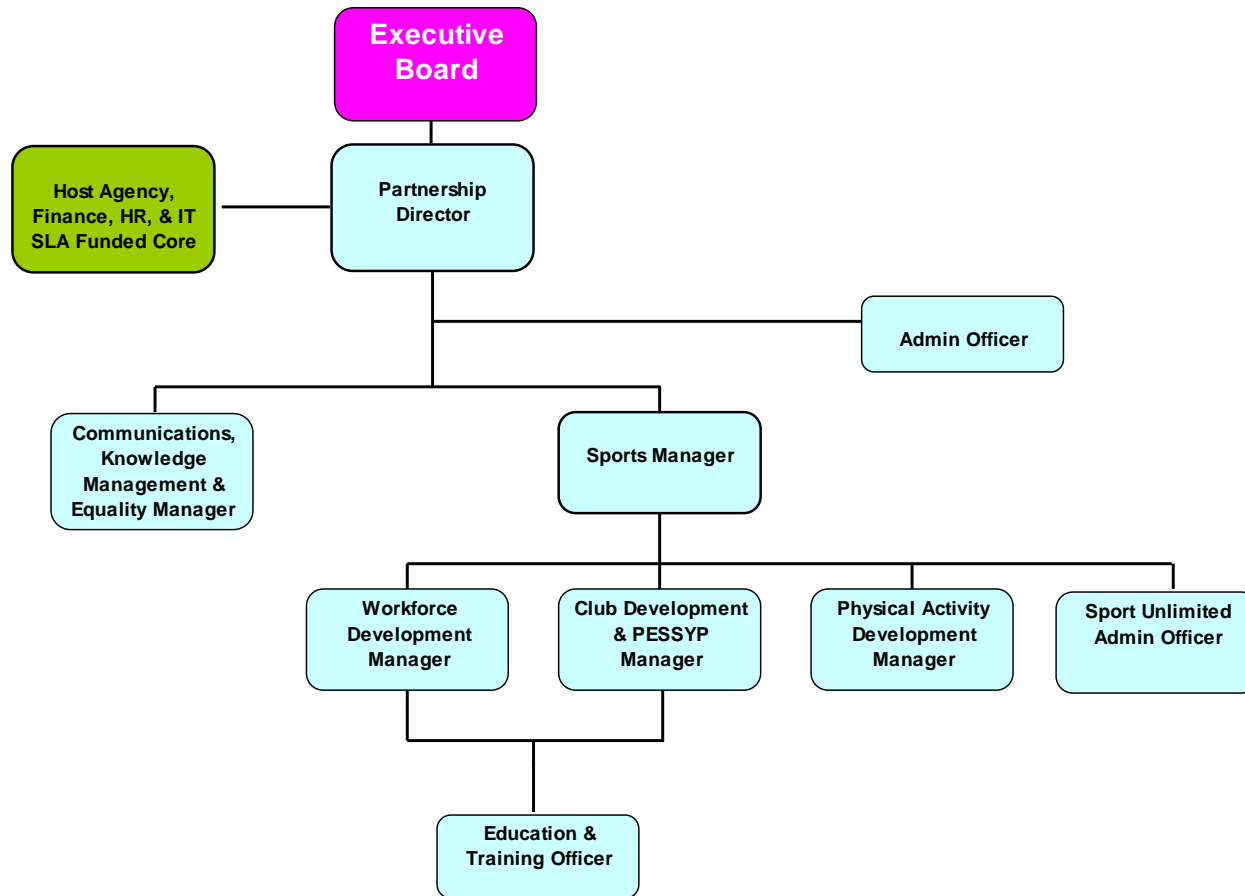
Cannock Chase District Council  
East Staffordshire Borough Council  
Lichfield District Council  
Newcastle-under-Lyme Borough Council  
South Staffordshire District Council  
Stafford Borough Council  
Staffordshire County Council  
Staffordshire Moorlands District Council  
Stoke-on-Trent City Council  
Tamworth Borough Council  
Keele University - tbc  
Staffordshire University  
NHS North Staffordshire  
South Staffordshire Primary Care Trust  
Sport England  
Department of Health  
Youth Sport Trust

### **Contributing Consultees**

Board Members, Local Authorities, School Sports Partnerships, Sport England, Youth Sport Trust, PANWM, Higher Education, Further Education, National Governing Bodies of Sport, Voluntary Sector, Primary Care Trusts, English Federation of Disability Sport, Sports Coach UK, Regional Action West Midlands, Skills Active, Business Link West Midlands, Staffordshire & Stoke 2012 Coordinator, Regeneration Partnerships.



**Partnership Team  
Core Functions & Relationships**





**Glossary**

CC	City Council	SCP	Strategic Coordination and Planning
CEO	Chief Executive Officer	NHS	National Health Service
CIF	Community Investment Fund	PCTs	Primary Care Trusts
CAA	Comprehensive Area Assessment	PDMs	Partnership Development Managers
CPD	Continuous Professional Development	PDR	Performance & Development Review
CSPAN	Community Sport and Physical Activity Networks	PE	Physical Education
CSN	Community Sports Networks	PESSYP	PE & Sport Strategy for Young People
CSP	County Sports Partnership	PIs	Performance Indicators
DoH	Department of Health	PR	Public Relations
Ed	Education	PSA	Public Service Agreement
FA	Football Association	RSB	Regional Sports Board
ID	Identification	SASSOT	Sport Across Staffordshire & Stoke-on-Trent
	Key Performance Indicator from Sport England: Monitoring & Evaluation	scUK	Sports Coach UK
KPI	Toolkit	SE	Sport England
LA	Local Authority	SEWM	Sport England West Midlands
LAAs	Local Area Agreements	SLCOF	Staffordshire Leisure & Culture Officers Forum
LEA	Local Education Authority	SSPs	School Sport Partnerships
LSC	Learning & Skills Council	TAES	Towards An Excellent Service
LSPs	Local Strategic Partnerships	TBC	To be confirmed
LTAD	Long Term Athlete Development	YST	Youth Sport Trust
NGB	National Governing Body	PM	Performance Management
BDMC	Business Development, Marketing and Communications		