



*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 2010 – March 2011**

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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 (TBC), 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 the role and membership of the network groups	6/10	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

**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	
	SASSOT to support SLCOF, SDO & Facility Managers Forums, LDA and Competition Managers Steering Group, Disability Sport Forums, Staffs & Stoke 2012 Steering Group, Health Fit Board, PPAFTP, Aiming High Short Breaks, Sport Specific Development Groups, Rural Physical Activity Care Pilot, CSPANS and to coordinate and support the BSF PE, Sport & Culture Stakeholder Group, CSP/SSP Interface Group, sub-regional NGB Forum, Staffordshire NI 8 Delivery Group, Equality Group, Marketing & Communications Group, Sport Unlimited, Workforce Development Group, Safeguarding Group and Leadership Academy	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, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
To develop working relationships between partners and to ensure an effective signposting mechanism is in place to link partners	Support regional networks where appropriate and disseminate information across the sub-region	Ongoing		Core Team	Core Team time			
	Collate relevant data re partners' strategies and action plans in order to identify joint working opportunities eg. Partner Priorities Mapping Audit and Knowledge Transfer Partnership	6/10	1	Sports Manager & Director	Core Team time KTP contribution £20,000	Reports produced for all NGBs, LAs & SSPs		

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**1.1 Strategic Influence & Networking**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
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	9/10	2	Director supported by the 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 Plan
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 – link to Knowledge Transfer Partnership work	Ongoing	3	LAs (SLCOF) and PCTs to lead on strategy development and implementation	Physical Activity Development Manager (TBC) and Board Champion time £20,000 contribution to KTP			

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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 deliver the delivery plan for the DoH funding	To update and implement the delivery plan in consultation with SSPCT, NSPCT and Stoke PCT and PAN-WM Regional Co-ordinator.	3/11	4	Physical Activity Development Manager (TBC)	£48,000 Inc. KTP contribution	Implementation of Delivery Plan		Dept of Health 'Be Active, Be Healthy' Strategy, PCT Health Plans, LAA & Children & Young People's Plan
Coordination and support the implementation of the Staffordshire LAA NI8, sport and active recreation delivery plan and steering group	To prepare an end of year progress report for DoH re: Physical Activity Plan.	3/11	4	Physical Activity Development Manager	Physical Activity Development Manager time	Report 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
	Review and implementation of the NI8 plan and steering group meetings held	Ongoing		Director, 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							

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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 support the implementation of the Stoke on Trent LAA NI8 delivery plan	Support the delivery of FTAP	03/11	4	Physical Activity Development Manager	Physical Activity Development Manager time	Plan supported		
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 – link to Knowledge Transfer Partnership	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	9/10	2	Physical Activity Development Manager	Physical Activity Development Manager time	5 plans in place		

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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 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	3/11	4	Core Team	Staff time	CIF projects on target		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young
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	Quarterly meetings attended		People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
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

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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 bi-yearly events with 9 CSN chairs.	09/10 03/11	2 4	Physical Activity Development Manager	Physical Activity Development Manager time	2 events held for CSPANs		People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
	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	5 plans supported		
	Innovative new projects launched and supported in CSPAN delivery plans	Ongoing		Physical Activity Development Manager	Physical Activity Development Manager time. £9,000 included in PA budget	Implementation of new projects with funding secured.		
	Develop the links between CSPANs and C&LPs	9/10	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	
To implement the key strands of the Equality & Diversity Action Plan	<i>Club Development.</i> To complete a club audit, promote good practice and establish new clubs.	9/10	2	Knowledge, Communications & Equality Manager  Club Development Manager, NGBs, LAs	Officer & Partner time.	Inclusive club directory  Club health checks completed		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

**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	
	<i>Workforce &amp; Volunteer Development:</i> To complete an audit of training provision, TNA & promote volunteering opportunities	2/11	4	Knowledge, Communications & Equality Manager  Workforce Manager  NGBs, LAs	Officer & Partner time.	Training programme established		
	<i>Marketing &amp; Networking:</i> To effectively utilise media opportunities, develop promotional material accordingly and develop networking opportunities	11/10	3	Knowledge, Communications & Equality Manager  Supported By: LA's, NGBs, PDMs, PCTs	Officer & Partner time.	New consultation networks established		
To support the development of targeted programmes:  <i>ACCESS Across Staffordshire</i>	Investigate the feasibility of continuing the ACCESS Across Staffordshire Fund.	5/10	1	Knowledge, Communications & Equality Manager  Supported by: Partnership Director, Executive Board Champion, Equality & Diversity Steering Group	Officer, Director & Champion time.  £5,000	If successful 7 <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
	Collect and review data from awarded ACCESS projects	8/10	2	Knowledge, Communications & Equality Manager  Admin Officer	Officer time	Review completed		

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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	
	Continue to utilise the Equality & Diversity Group to coordinate targeted programmes and implement the ACCESS Across Staffordshire Scheme	Qtrly	All	Knowledge, Communications & Equality Manager  Supported by: Equality & Diversity Steering Group, NGBs, PDMs, LAs	Officer & Partner time.	Sub group continue to assess bids		WSP & Staffordshire Integrated Youth Support Service
To support the development of targeted programmes:  <i>Playground To Podium</i>	Co-ordination of the Playground To Podium Steering Group	Ongoing	All	Knowledge, Communications & Equality Manager  SSPs, YST, English Federation of Disability Sport, NGBs	Officer & Partner time.	Group maintained and networking event held		
	Delivery of Two County Athlete Assessment Days.	5/10 6/10	1	Knowledge, Communications & Equality Manager  SSPs, English Federation of Disability Sport, NGBs	£6,500.00  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, &

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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 targeted programmes:  <i>Equality Standard For Sport</i>	Equality Standard to be implemented as determined by Sport England	9/10	2	Knowledge, Communications & Equality Manager  Supported by: Core Team & Partners	Officer & Partner time	Intermediate Level achieved		Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP & Staffordshire Integrated Youth Support Service
To support the development of targeted programmes:  <i>Aiming High For Disabled Children</i>	SASSOT representation on Aiming High Board	Ongoing	1	Disability Sport & PA Officer  Knowledge, Communications & Equality Manager  Supported by: Staffordshire County Council	Officer & Partner time.	SASSOT representation on Board		
	Development of County Disability Sport & Physical Activity Strategy	5/10	1	Disability Sport & PA Officer  Knowledge, Communications & Equality Manager	Officer & Partner time.	Plan produced & communicated to key partners		

**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	
	Development of a Disability Sports Directory	7/10	2	Disability Sport & PA Officer	Officer & Partner time.	Directory produced & live on SASSOT website		
	Audit of Disability clubs, mainstream provision, after school and holiday	6/10	1	Disability Sport & PA Officer	Officer & Partner time.	Access / provision established		
	Development of three new Disability Forums	11/10	3	Disability Sport & PA Officer  Supported by: LAs	Officer & Partner time.	Three new forums established		
	Support the implementation of EFDS 'Health Check' and 'ClubMark'	12/10	3	Disability Sport & PA Officer  Supported by: NGBs, LAs & Club Development Manager	Officer & Partner time.	16 clubs to have completed Health Checks  2 disability clubs to have achieved Club Mark		
	Support the development of Multi Sport clubs	11/10	3	Disability Sport & PA Officer  Supported by: PDMs, NGBs	Officer & Partner time.	One multi sport club in each SSP		

**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	
	Develop a new Disability Training Programme for coaches, staff and volunteers	12/10	3	Disability Sport & PA Officer  Supported by: Workforce Manager	£10,000 (External Funding Staffordshire CC)	96 coaches received training		
	Implement three 'Family Fun Sports Days'	3/11	4	Disability Sport & PA Officer	£10,000 (External Funding Staffordshire CC)	100 children attending		

**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  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 Three plans in place, all funding downloaded and KPIs met	03/11	4	Sports Manager, SU Admin Officer, Local Leads	£31,775 Capacity, £271,000 Delivery (DCMS)	7410 retain		LAA, Children & Young People's Plan, Sustainable Communities Strategies, SSP EPD, NGB Whole Sport Plans, Staffordshire Integrated Youth Support Service, PCT Health Plans, Sport England Strategy
	Steering Group continues to operate effectively	Ongoing				2 meetings		
	Learning Events held to share good practice	Ongoing				3 events		
<u>Step into Sport / Leadership Academies</u> Step OUT – Step UP (supporting 16-19yr olds in Community Volunteering)	Develop and embed a Leadership Academy networking group for SASSOT, SSPs and other relevant partners	Ongoing		Club Development Manager  Leadership Academy Managers  PDMs		4 meetings		PESSYP Strategy SSP EPDs
	Support the development of SSP Leadership Academies and Step into Sport students as locally agreed through a menu of options	Ongoing		Club Development Manager  Leadership Academy Managers  PDMs		10 Leadership Academies supported		Recruit into Coaching, LAA, Children & Young People's Plan, Sustainable Communities Strategies, SSP EPD, NGB Whole Sport Plans

**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	
	Engage NGBs, organisations and clubs to broker community volunteering placements for young people aged 16-19.	Ongoing		Club Development Manager  NGBs  Leadership Academy managers	Officer time	90% of placements brokered as requested		PESSYP Strategy SSP EPDs
	Support and promote the use of the SiS Online Volunteer Passport	Ongoing		Club Development Manager  Leadership Academy Managers  SiS mentors	Officer time	All SiS students registered and using correctly		PESSYP Strategy SSP EPDs
	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	Monitored quarterly		PESSYP Strategy SSP EPDs
	Coordinate local training for Club Volunteer coordinators. 4 x RunningSports – The 'Role of the Volunteer Coordinator' workshop	Ongoing		Club Development Manager  Leadership Academy Managers  Education and Training Officer	£2,000 Sport England	4 x annually		PESSYP Strategy & Workforce Development Plan, LDA & SSP EPDs

**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	
<p>Youth Sport Trust 'Single Offer' Delivery/coordination of programmes that fall within the Single Offer agreement Programme 2010-11</p> <p>School Sport Coordinator Networking</p>	<p>Delivery of 1 networking opportunity to each SSCO in the county</p>	<p>11/10</p>	<p>3</p>	<p>Club Development Manager YST CSP/SSP Interface group SSCo Networking Conference steering group</p>	<p>YST £3,200 – tbc £3000 YST underspend</p>	<p>1 conference delivered</p>		<p>PESSYP Strategy &amp; Workforce Development Plan, LDA &amp; SSP EPDs</p>
<p>Linking NGBs with the PESSYP agenda in Staffordshire &amp; Stoke-on-Trent</p>	<p>Await results of NGBs audit and arrange networking opportunities as appropriate</p>	<p>3/11</p>	<p>4</p>	<p>Sports Manager &amp; Club Development Manager</p>	<p>Core Team &amp; NGB Forum member time</p>	<p>Number of NGBs engaged with PESSYP programmes</p>		<p>PESSYP, Sport England Strategy &amp; LAA</p>

**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	
Overseeing & coordinating the data collection	Data relating to the 2 hours of community sport collected and collated	7/10	2	Sports Manager / Club Development Manager  PDMs, LA SDOs, NGBs	Officer time	Data collected, 9 x local reports produced		LAA, SSP EPDs, PESSYP Strategy
	Local-level action planning meetings held and action plans produced	10/10	3	Club Development Manager	Officer time	9 meetings held		LAA, SSP EPDs, PESSYP Strategy
Roles and Responsibilities	Review and update Partner briefing sheet completed. Investigate need for a SLCOF & SSP Networking event	9/10	2	Club Development Manager	Officer time	Briefing doc circulated Event held		
		7/10	2	Partnership Director				
<u>Competition Managers</u> Support the work of the Competition Manager team	SASSOT represented on CM Steering Group	Ongoing		Sports Manager	Officer time	4 meetings		
	CM web pages sign-posted via SASSOT site	4/10	1	Club Development Manager	Officer time	Web pages live		

**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>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	Ongoing		Club Development Manager	Officer time	5 meetings held		LAA, LDA, SSP EPDs, 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	7/10	2	Club Development Manager	Officer Time £5,500	Sponsorship confirmed		SSP EPDs, Children & Young People's Plans, WSP's
	Recruit volunteers to support the event	5/10	1	Club Development Manager	Officer Time	25 volunteers recruited		
	Special Schools Sports Festival delivered	01/07/10	2	Club Development Manager NGBs	Officer Time	1 event delivered		
	Review requirement of SSSF for future years	10/10	3	Club Development Manager NGBs / Special Schools	Officer Time	Paper produced and circulated		
	Ensure linkages to Playground to Podium and Aiming High			Club Development Manager  Communications, Knowledge Management & Equality Manager  Disability Sport & PA Development Officer	Officer Time	Discussed at P2P Steering Group		

**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 in line with the outcomes of the post-standards framework and Call To Action document. Develop a joint safeguarding in sport action plan in partnership with the LSCB	4/10	1	Workforce Officer, Local Authorities, NGB's and Children and Lifelong Learning	Officer time £500	Consultation complete with priorities identified		National Strategy for Safeguarding Young People & Staffordshire Integrated Youth Support Service
Ensure that the standards are implemented across all programmes that are SASSOT lead eg. Sport Unlimited, ACCESS Across Staffordshire, Youth Games	To review the sports working group reporting to LSCB.	6/10	2	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	Policies audited and support offered as required		
	Deliver Partnership Safeguarding Training as required	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	3/10	4	Workforce Development Manager	Officer time	Link established to Stoke LSCB		
Vetting & Barring Scheme	To provide support to partners on the vetting and barring scheme	Ongoing		Workforce Development Manager	Officer time	As appropriate		

**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 & agree core services agreements with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Core service agreements in place with all NGBs that identify SASSOT as a key delivery area	Ongoing		Sports Manager	Sports Manager time	To be set once NGBs confirm whether SASSOT is a priority area for them – national-level work taking place on this		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
	Review existing agreements in preparation for 2011/12	3/11	4					
Connecting NGBs with CSP and local partners	Collate information from audit of LAs, SSPs & NGBs to identify key priorities and potential areas for partnership working	4/10	1	Sports Manager	Sports Manager time	Audits collated and reports produced for all partners		
	Signpost NGBs to key partners – as appropriate	Ongoing						
	Investigate need for re-audit with local partners	3/11	4			Decision made based on partner need		
	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)	Ongoing				4 NGB Forums held		
	Ensure NGBs have access to network groups	Ongoing						

**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	
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required	Ongoing		Sports Manager, NGB Officers & Host	Officer time & office accommodation	6 NGB officer posts hosted		
	Review hosting costs and agreements in preparation for 2011/12	3/11	4			6 agreements in place		
Support the development of county-level sport-specific plans	Input into county level plans and attendance at sport specific development groups where required	Ongoing		Sports Manager & NGBs	Officer & Board Champion time	Number of plans implemented – TBC subject to 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

**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	
Maintain and promote accredited Club database	Maintain 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	Ongoing		Club Development Manager  NGBs	Officer time plus £24,900	Database updated ongoing		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
	Investigate feasibility of broadening database to include all affiliated clubs	12/10		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	Maintain Club section (best practice / case studies / templates / resources) on SASSOT website	Ongoing		Club Development Manager Board Champion		Case studies section live on website		
	Promote Clubmark/NGB accreditation/SASSOT QualityMark to partners and clubs	Ongoing		Club Development Manager Board Champion	Promotion campaign implemented			
	Audit LAs to confirm what support they can offer to clubs re accreditation. Provide training where appropriate. Agree appropriate levels of support with each LA	9/10  Ongoing	2	Club Development Manager  LA SDOs  KKP	15 clubs supported to achieve SASSOT Clubmark / 5 to achieve QualityMark			

**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	
	Continue to provide 'SASSOT Sports Club Accreditation Funding Scheme'	Ongoing		Club Development Manager Workforce Steering Group		50 clubs financially supported to achieve 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
	Work with LAs to encourage them to adopt a Clubmark Charter, incorporating NGB benefits	12/10	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 club link agreements between SSPs and sports clubs	Develop and share good practice in achieving 'high quality' school-club links and include promotion of the formal agreement	Ongoing		Club Development Manager	Officer time	Good practice shared		
	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)	Ongoing		Club Development Manager, SSPs, NGBs & Sports Development Officers	Officer time	20 new accredited clubs		

**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	Ongoing		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

**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	
Revise and update SASSOT Workforce Development Plan	Consultation and Research with the Workforce Development Steering group to develop a first draft for circulation to sub regional stakeholder groups	6/10	2	Workforce Development Group	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
	Specific Coaching and volunteer sections included in the Workforce Development plan	9/11	4	Workforce Development Manager, Coach Development Manager, Club Development Manager				
	Launch strategy following consultation and amend as required	9/10	3					

**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	
To increase the number and quality of volunteers working within sport to ensure the long-term sustainability of sports structures and clubs	Explore opportunities to strengthen links between the sports sector and generic volunteering infrastructure to increase access to sports volunteering	Ongoing		Club Development Manager	Officer time			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
	Identify opportunities that exist within the broader non sport volunteer and third sector organisations that support NGB volunteer and club needs							
	Increase the number of volunteers within sports clubs receiving training and support through a subsidised Training and Education programme							
	To increase the number of appropriately skilled volunteer co-ordinators in sports clubs							
	Support the sports volunteering pilot in Staffordshire Moorlands							
Build the capacity of the coaching workforce	To sustain the delivery and development of the Coach Scholarship Scheme to support 100 qualifications	Ongoing		Workforce Development Group	Officer time £10,000	Coach recruitment & training plans in place		

**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)	3/11	4	Workforce Development Manager + Stoke City Council	£12,500 for year 2 + officer time	32 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
	Working in partnership with Staffordshire University and scUK deliver a multi skills coach recruitment and development programme	Ongoing		Workforce Development Manager + Staffs Uni team, North Staffs SSPs	£500	16 coaches recruited & developed		
	Maintain current membership of database.  Undertake formal review of database functions / purpose of the coach database	12/10	3	Workforce Development Manager	TBC	Ensuring all coaches on the database meet the Full criteria.		
Continue to grow the Sports Apprenticeship Programme	New Local Authorities & NGBs engaged in Year 3 of the current Stoke-on-Trent Apprenticeship Programme  Continue to meet the CIF award conditions which includes monitoring and evaluation.	8/10  Ongoing	3	Workforce Development Manager, Skills Funding Agency + Local Authorities	Workforce CIF bid funds £33,390	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	
	Incorporating the Apprenticeship Programme into the Future Jobs Fund delivery	8/11	3	Workforce Development Manager, Skills Funding Agency + Local Authorities	Workforce Development Manager	12 new posts?		
Deliver the education and training programme for coaches, clubs, volunteers and sports professional staff	Complete price review	4/10	1	Workforce Development Manager & Education & Training Officer	Officer time	On line booking system operational by Dec 10		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
	Implementation of on-line booking of education and training programme	12/10	3					
	Consult partners and course attendees, with a view to widening the range of courses on the education and training programme	11/10	3	Education & Training Officer	Officer time	30 partners/attendees consulted by 12/10		
	Deliver 60 workshops as part of the education and training programme that meets the needs of local partners	3/11	4	Education & Training Officer	Officer time	60 workshops and 800 attendees		
	Complete review of Coaches Conference and take options paper to People, Marketing & Comms Board Champions	4/10	1	Workforce Development Manager	£15,840 inc. in budget	Conference held 160 attendees		
	Coaching Development Manager in post to analyse the provision of sport specific coach education opportunities	9/10	2	Coaching Development Manager	Officer time	Report made to workforce steering group		

**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 NGBs to analyse the tutor workforce requirements regionally and sub-regionally	9/10	2	Coaching Development Manager	Officer time	Report made to workforce steering group		
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. Incorporating a review of the current database system	3/11	4	Workforce Development Manager + Coaching development Manager	Officer time	Report produced for Board		Sport England Strategy, scUK Coaching Strategy, Workforce Development Strategy, PESSYP, LDA & SSP PEPEDs, NGB Whole Sport Plans
Work with sports coach UK to implement relevant objectives of UK Coaching Framework (UKCF) and the CSSN	Deliver the award conditions for Coaching Development Manager funding as agreed with Sport England and scUK  Delivery of coaching support networks as required by sports coach UK by providing a toolkit or options for partners to use in supporting their coaching workforce	12/10	3	Workforce Development Manager + sports coach UK	Officer time £41,800	KPI agreed with sports coach UK and Sport England		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	
<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	9/10	2	Workforce Development Manager	Officer time	Report produced. Number of coaches engaged. Coaching hours delivered		
		3/11	4					
Key Task - Review the sustainability of CSC posts with partners beyond Sport England funding	Sustain CSCS posts where the opportunity arises	Ongoing		Workforce Development Manager + NGBs, SSPs, Local authorities	Officer time £109,680	CSCs retained		
<u>Workforce Strategy</u> Support the work of the LDA	SASSOT represented on LDA LDA pages on website maintained	Ongoing		Sports Manager	Officer time	Termly meetings attended		SSP PEPD, Children & Young People's Plans, WSPs
	Ensure the courses for teachers' protocol is publicised and followed	Ongoing		Sports Manager	Officer time	90% of courses taken to LDA approved		SSP PEPD, 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	On going		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	6/10						
	Identify short, medium and long term actions to support the achievement of BSF outcomes in relation to sport, PE & culture	7/10						
	Production of the PE, Sport & Culture Stakeholder Group's contribution to the Strategy for Change 2 document	7/10						
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	On going		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	6/09						

**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	3/11	4	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 and update SASSOT investment log	Ongoing	All	Core Team  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), including GrantFinder, to partners to support their projects	Ongoing	All		Officer & Board Champion time	Production of funding information pack		
	Update and maintain on-line information resource	Ongoing		Club Development Manager	Officer time	On-line information is accurate & up to date		
	Education and Training Programme – funding advice workshops as requested	Ongoing		Education & Training Officer	Officer time	Workshops delivered and participants attending		
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,

**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	
	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		PESSYP, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans & Staffordshire Integrated Youth Support Service, BSF
Sports club funding	Maintain an up to date list of local, sub-regional, regional and national funding schemes and opportunities for sports clubs	Ongoing		Club Development Manager LA NGBs	Officer Time	Audit completed & data published		
	Include funding workshops for clubs in SASSOT's Education and Training programme	6/10		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	Ongoing		Club Development Manager	Officer Time	Number of clubs supported		

**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	Implement six month action plan	9/10	2	Knowledge, Communications & Equality Manager, Admin Officer & Board Champions	£8,000 + 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	Knowledge, Communications & 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						
Key Tasks	Milestones	Timescales Date	Qtr	Lead/Partners	Resources	Performance Measurement Target Actual		Strategic Links
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: Knowledge, Communications & 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	Knowledge, Communications & Equality Manager	Officer Time	500,000 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>	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	
	Implement website 'Users Poll'	5/10	1	Knowledge, Communications & Equality Manager	£600 Officer Time	Demographic data of website use		
	Review and 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
	Implement the Partnership Satisfaction Survey and incorporate the improvements identified in the 2009/10 plan	4/10	2	Knowledge, Communications & 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 04/09 to 03/10	6/10	1	Knowledge, Communications & Equality Manager Admin Officer	Officer Time	Articles form all funding partners achieved		
Provision of mapping facility for CSP, CSNs, NGBs and key partners	Mapping services to be reviewed	6/10	All	Knowledge, Communications & 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	Utilise the promotional leaflet as support material for CSP programmes eg. Education & Training Programme	Ongoing	All	Knowledge, Communications & 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	7/09	2	Knowledge, Communications & 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.**

<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>						
Key Tasks	Milestones	Timescales Date    Qtr		Lead/Partners	Resources	Performance Measurement Target    Actual		Strategic Links
Social media pilot	Implementation of Education & Training text messaging pilot	9/10	3	Education & Training Officer & Admin Officer  Supported By: Knowledge, Communications & Equality Manager	Officer £300	Pilots implemented		
Aiming High e-newsletter	Development and publication of Aiming High newsletter	9/10	3	Disability Sport & PA Manager	Officer Time	Quarterly circulation		

**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	
Branding, advertising and media for the CSP	Effective marketing & communications via sport-e newsletter, website and promotional material	Monthly	All	Knowledge, Communications & Equality Manager, Admin Officer	Staff time & marketing budget	12 monthly newsletters & min of 6 press releases per year		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
Promote Special schools Festival, Clubmark and any other key work areas as appropriate	Events organised, schemes promoted	7/10	All	Knowledge, Communications & Equality Manager  Supported by: Core Team	£5,500 SSSF	Events Delivered		
Ensuring that press releases are sent as appropriate	As appropriate	Ongoing	All	Knowledge, Communications & Equality Manager	Officer Time	Min of 3 press releases per year		
Attract sponsorship for appropriate events	Secure sponsorship for SSSF	9/10	All	Knowledge, Communications & 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	
Establish a Knowledge Transfer Partnership (KTP) with Staffordshire University	Agree priority work areas for KTP. Including collating data on local partner strategies and action plans.	4/10	1	Director and Knowledge, Communications & Equality Manager Staffordshire University	Officer Time £20,000 contribution	KTP formed		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
	Audit of provision ref sport and PA opportunities	4/10	1					
	Prepare and submit funding application for consideration	6/10	1					
	If funding application successful establish KTP	9/10						
	Share findings with relevant partners in order to maximise joint working eg. LAA NI 8 progress	ongoing	All					
Collate relevant data to indicate the direction of travel re: LAA targets	Collate & circulate good practice i.e. Sport Unlimited	8/10	2	Knowledge, Communications & Equality Manager  Supported By: Partnership Director &	Officer Time	Cases studies live on website		

**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	
	Development of a core common set of PI data and monitoring and evaluation for projects	Quarterly	All	Admin Officer	Officer Time	All LAA indicator information collated		
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	Knowledge, Communications & Equality Manager  Supported By: Partnership Director & Admin Officer	Officer Time	All LAA indicator information collated		
Monitor and evaluate the impact of appropriate programmes	Provide a gateway to data such as Active People and Market Segmentation  Produce individual key stakeholder reports for LAs  Audit Active People training needs of NGBs and LAs and provide training accordingly	Ongoing		Knowledge, Communications & Equality Manager	Officer Time	All Active People data request responded to with a week		LAA, Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, PESSYP, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable

**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	
Establish the need for future research programmes as required	Commission appropriate research subject to available funding	Ongoing		Knowledge, Communications & Equality Manager	Officer Time			Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan

**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	Review Board Champion roles	Ongoing		Chair & Strategy, Value & Continuous Improvement Champion	Board Champion time	Roles reviewed		
Prepare reports for Executive Board as required	Reports presented to Executive Board	Quarterly	All	Director	Officer time	Meetings held & reports produced		
Review role of SASSOT	Arrange Board Member Working Group	4/10	1					
	Prepare future options report	6/10	1					
	Report to Board	7/10	2					
	Report to Staffordshire CEO Group		2					

**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	
	Implement report recommendations as agreed.		2+					
Internal CSP audit	Assimilate and deliver recommendations from audit	3/11	4	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	4/10	1	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 & knowledge gaps analysis reviewed and updated	6/10	1			Training plan developed & implemented		
Invest in personal development	Training plan and knowledge gaps implemented	3/11	4					
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.

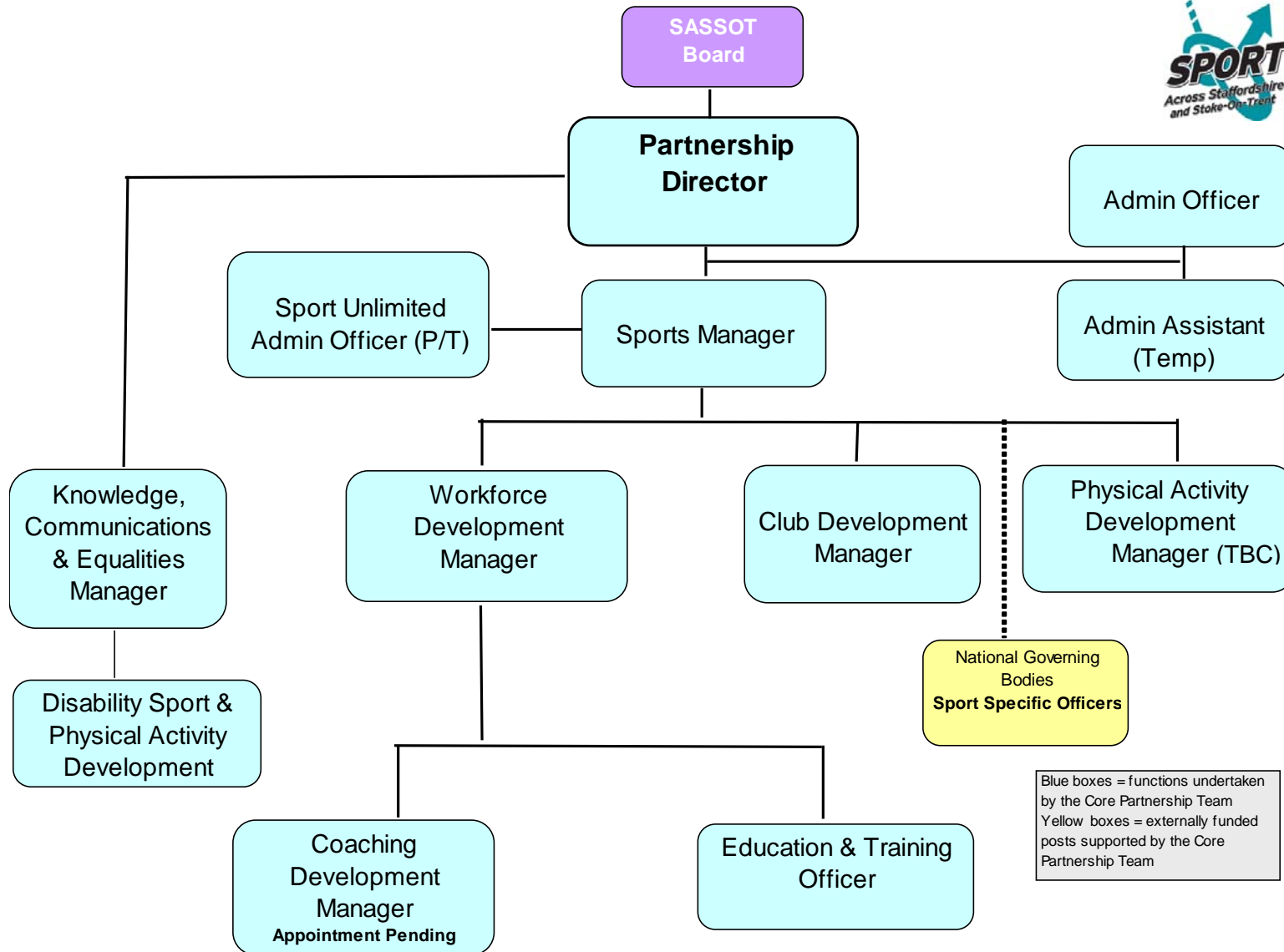
Our partners and consultees are acknowledged:

### **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  
Staffordshire University (TBC)  
NHS North Staffordshire (TBC)  
South Staffordshire Primary Care Trust  
Sport England  
Department of Health (TBC)  
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.



Blue boxes = functions undertaken by the Core Partnership Team  
 Yellow boxes = externally funded posts supported by the Core Partnership Team



**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		