



Increasingly Active, Healthy and Successful Communities

County Sport and Physical Activity Partnership

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2011 – March 2012

www.sportacrossstaffordshire.co.uk

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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. To develop and maintain strategic alliances and local networks for the development of sport, PE and physical activity
2. To delivery services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity
3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions
4. To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place

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

1.1 Strategic Influencing & 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	6/11	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		Sport England Strategy, LA Community Plans PCT Health Plans, Children and Young People Plan, Sustainable Community Strategies, & Staffordshire & Stoke-on-Trent 2012 Action Plan

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

1.1 Strategic Influencing & 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, Disability Sport Forums, Staffs & Stoke 2012 Steering Group, Health Fit Board, PPAFTP, Aiming High Short Breaks, Sport Specific Development Groups, CSPANs ,CSP/SSP Interface Group, sub-regional NGB Forum, Equality Group, Marketing & Communications Group, Sportivate Leads Events and Steering Group, Workforce Development Group, Safeguarding Group, Regional CSP / NGB Engagement Meetings	On-going		Core Team	Core Team time	Meetings held		Sport England Strategy, LA Community Plans, PCT Health Plans, 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: 1. To develop and maintain strategic alliances and local networks for the development of sport, PE and physical activity.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
SASSOT to influence and act as an advocate for sport and physical activity	Maintain and further develop effective working relationships with Staffordshire and Stoke partnership networks (LSPs), Leaders & CEO networks, NHS networks, Children & Young People partnerships	On - Going		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 LA Community Plans and Health Strategies.		Sport England Strategy, LA Community Plans, PCT Health Plans,, Staffordshire Integrated Youth Support Service and Children and Young People's Plan
Support the development and coordination of a Staffordshire wide Physical Activity 'Framework'	Ensure a minimum of 10 partners organisations/departments signed up to the framework Engaging with the new health & Well-being Boards as and when they become established.	12/11	3	SSPCT, NSPCT and SCC to lead on strategy development and implementation	Physical Activity Development Manager and Board Champion time	Audit completed		

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Delivery of the SSPCT Service Level Agreement	<p>To implement the SLA in consultation with SSPCT.</p> <p>Deliver a minimum of 4 brief intervention training sessions</p> <p>Minimum of 60 professionals attending the Brief intervention training</p> <p>Delivery of a Staffordshire wide Lifestyle conference</p> <p>Minimum of 50 professionals attending the physical activity conference, from a minimum of 10 different organisations</p> <p>12 Community Games set up, with 600 people attending, using £6000 funding. See CG section below.</p> <p>Support the social marketing campaign</p>	12/11	3	Physical Activity Development Manager	£10,000 (SSPCT) (£1500 SSPCT)	Implement ation of Delivery Plan		LA/PCT Health Plans, Children & Young People's Plan
				SSPCT	(£1000 SSPCT)			
				SSPCT/Health Fit	(£6000 SSPCT)			
				SSPCT / Health Fit	(£5000 DoH)			

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To ensure there are appropriate networks in place to support the delivery of sport and physical activity.	Support the development and sustainability of CSPANs	On-going	All	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		Sport England Strategy, LA Community Plans PCT Health Plans, Children & Young 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 the development and implementation of CSPAN delivery plans to: - <ul style="list-style-type: none"> Increase participation Widen access Implement equity and CSP workforce development plans. 	On-going	4	Physical Activity Development Manager	Physical Activity Development Manager time	5 plans supported		
	Link in wider strategic partners to the CSPAN networks as appropriate eg NGBs	On-going	All	Physical Activity Development Manager	Physical Activity Development Manager time			
	Innovative new projects monitored and evaluated and supported in CSPAN delivery plans	On-going	3	Physical Activity Development Manager	Physical Activity Development Manager time. £9,000 included in PA budget	Implement ation of new projects with funding secured.		

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

1.1 Strategic Influencing & 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 regional CSP PA meetings	Attend regional CSP PA meetings.	On-going	All	Partnership Director supported by Physical Activity Development Manager	Officer time	Quarterly meetings attended		Sport England Strategy, LA Community Plans, PCT Health Plans, Children & Young People's Plan, NGB Whole Sport Plans, Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire & Stoke-on-Trent 2012 Action Plan
Roles and Responsibilities	Review and update Partner briefing sheet	12/11	3	Workforce Development Manager	Officer time	Briefing doc completed		

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

1.1 Strategic Influencing & Networking

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	On-going	All	Director	Officer time	Attend ¼ly meetings		, Sport England Strategy, LA Community Plans, PCT Health Plans, Children & Young People's Plan,
	Delivery of relevant programmes within the Staffordshire & Stoke on Trent Action Plan eg. Sportivate, Special Schools Sports Festival, Playground to Podium, number of accredited clubs, increasing volunteering in sport, Young Apprenticeship scheme and Community Games Programme.	On-going	All	Core Team, NGBs, Local Authorities, SSPs & Voluntary Sector	Officer, Board Champion & Partner time. Programme funding	Sportivate – 1468 retained SSSF held P2P – CAADs held Increase in number of accredited clubs 12 Apprenticeships Community Games - 35		Sustainable Community Strategies & Staffordshire & Staffordshire Integrated Youth Support Service, Stoke-on-Trent 2012 Action Plan

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Advocacy re "Places People Play"	Promotion and advocacy of the "People Places Play" 2012 Legacy at all sub regional forums	On-going	All	Core Team	Officer Time	Presentations presented		

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

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To develop working relationships between partners and to ensure an effective signposting mechanism is in place to link partners	Drive/support regional networks where appropriate and disseminate information across the sub-region. eg. Workforce, CSP/NGB regional engagement days, marketing & comms, investment, P2P, C&YP, CDM, PA, regional NGB Forum, CSP Directors	On-going		Core Team	Core Team time			Sport England Strategy, LA Community Plans, PCT Health Plans, Children & Young People's Plan, & Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP &
	Review Partner Priorities Mapping Audit	03/12	1	Sports Manager & Director	Core Team time	Reports produced for all NGBs, LAs & for Education		
To manage the advocacy and training elements within the 2012 Community Games contract	Establish a Community Games network structure in the sub-region and promote the CG through SASSOT website / e-newsletter / email and through partner networks	On-going	4	Club Development Manager	£20,426 Officer time	Number of Community Games organised		
	Recruit Community Games advocates	On-going	2	Club Development Manager	Officer time	18 advocates recruited		
	Plan and schedule Community Games workshops throughout the county	On-going	1	Club Development Manager	Officer Time	6 workshops delivered		

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

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Identify existing pre-planned events for 2011/12, which have the potential to be classed as a Community Games and link into the programme	On-going	3	Club Development Manager	Officer Time	Number of Games organised		
	Ensure Community Games organisers planning an event register their games on the CG website	On-going	1-4	Club Development Manager	Officer Time	88 CG registered before September 2012		
	Track progress in the sub-region by ensuring completion of monitoring and evaluation	On-going		Club Development Manager	Officer Time	All CG's evaluated		
Connecting NGBs with CSP and local partners	Investigate need for re-audit with local partners	03/12	4	Sports Manager	Sports Manager time	Decision made based on partner need		Sport England Strategy, Whole Sport Plans, , Sustainable Community Strategies, PESSYP, Children & Young People's Plans, BSF, Staffordshire Integrated Youth Support Service and PCT Health Plans
	Collate information from audit of LAs, Education & NGBs to identify key priorities and potential areas for partnership working					Audits collated and reports produced for all partners		
	Signpost NGBs to key partners – as appropriate	On-going						

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

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Continue to develop remit and effectiveness of NGB Forum, including representation from Education, and NGB rep on other SASSOT / Partners Forums	On-going				4 NGB Forums held		
	Ensure NGBs have access to network groups	On-going						
Active Universities Social Sports Participation Project	Support the project by being an active member of the Steering Group and ensuring that there is appropriate engagement with NGBs	On-going		Sports Manager	Sports Manager time	All meetings attended by SASSOT rep		

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

1.3 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	03/12		Sports Manager	Sports Manager time	32		Sport England Strategy, Whole Sport Plans, Sustainable Community Strategies, Children & Young People's Plans, Staffordshire Integrated Youth Support Service and PCT Health Plans
	Arrange / attend Regional CSP / NGB Engagement Meetings or one-to-one meetings with appropriate NGBs on a regular basis	On-going				8 regional meetings		
	Review existing agreements, taking into account revised Core Specification	06/11	1			25		
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required	On-going		Sports Manager, NGB Officers & Host	Officer time & office accommodation	11 NGB Officers Hosted		
	Review hosting costs and agreements in preparation for 2012/13	3/12	4			Agreements in place with 5 NGBs		

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

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Support the development of county and regional sport-specific plans	Input into county level plans and attendance at sport-specific development groups where required	On-going		Sports Manager & NGBs	Officer & Board Champion time	Number of plans implemented – TBC subject to Whole Sport Plans		Sport England Strategy, Whole Sport Plans, Sustainable Community Strategies, Children & Young People's Plans, & Staffordshire Integrated Youth Support Service and PCT Health Plans

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

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To revise the Equality & Diversity group membership and key tasks	Review Equality & Diversity group membership	09/11	2	Knowledge, Communications & Equality Manager	Officer & Partner time	Inclusive club directory		Sport England Strategy,, PCT Health Plans, Children & Young People's Plan, & Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP & Staffordshire Integrated Youth Support Service
	Develop an Equality Toolkit	03/12	4					
	Develop an action plan for SASSOT to work towards the Intermediate Level of the Equality Standard For Sport	03/12	4					
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Re-launch and promote the availability of the ACCESS Across Staffordshire Fund to partners	10/10	3	Knowledge, Communications & Equality Manager Supported by: Partnership Director, Executive Board Champion, Equality & Diversity Steering Group	Officer, Director & Champion time. £5,000	8 th Round of ACCESS fund implemented Number of projects supported.		
	Collect and review data from awarded ACCESS projects	07/10	2	Knowledge, Communications & Equality Manager Admin Officer	Officer time	Review completed		

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

1.4 Equality and Diversity

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		
To support the development of targeted programmes: <i>Aiming High For Disabled Children</i>	SASSOT representation on Aiming High Board when requested. SASSOT Chair Sport, Leisure, Arts & Culture Group	On-going	1	Disability Sport & PA Officer Knowledge, Communications & Equality Manager Supported by: Staffordshire County Council	Officer & Partner time.	SASSOT representation on Board SASSOT chair SLAC group		
	Review County Disability Sport & Physical Activity Strategy	6/11	1	Disability Sport & PA Officer Knowledge, Communications & Equality Manager	Officer & Partner time.	Plan produced & communicated to key partners		

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

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Maintain and update Disability Sports Directory	On-going		Disability Sport & PA Officer	Officer & Partner time.	Directory produced & live on SASSOT website		
	Audit of Disability clubs, mainstream provision, after school and holiday			Disability Sport & PA Officer	Officer & Partner time.	Access / provision established		
	Provide information and support to parents and disabled children	On-going		Disability Sport & PA Officer	Officer & Partner time.	All identified parents and children offered information and support		
	Development and maintenance of a Disability Forum in each local authority area	10/10	3	Disability Sport & PA Officer Supported by: LAs	Officer & Partner time.	Two new forums established & existing forums maintained		
	Development of a Countywide Disability Sport Forum	03/12	4	Disability Sport & PA Officer Supported by: LAs	Officer & Partner time.	One Countywide meeting run with representatives from all Disability Sport Forums		

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

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Support the pilot and role out of EFDS Inclusive Toolkit and 'Clubmark'		3	Disability Sport & PA Officer Supported by: NGBs, LAs & Club Development Manager	Officer & Partner time.	12 clubs to have completed Health Checks 2 disability clubs to have achieved Clubmark		
	Identify the need and support the development of Multi Sport clubs	10/10	3	Disability Sport & PA Officer Supported by: PDMs, NGBs	Officer & Partner time.	One multi sport club in each SSP		
	Develop Disability Training Programme for coaches, staff and volunteers	09/10	2	Disability Sport & PA Officer Supported by: Workforce Manager		96 coaches received training		

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

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Ensure SASSOT meets the requirements of the new Post Standards Framework	SASSOT to complete self assessment against maturity matrix	04/12	4	Workforce Manager, Local Authorities, NGB's and Children and Lifelong Learning	Officer time	Maturity Matrix		National Strategy for Safeguarding Young People & Staffordshire Integrated Youth Support Service
	SASSOT to review and update partnership safeguarding action plan	04/12	4	Workforce Manager, Local Authorities, NGB's and Children and Lifelong Learning	Officer time	Revised action plan in place		
Ensure that the national safeguarding standards are implemented across all programmes that are SASSOT lead e.g. Sportivate	Where appropriate verify that partners' policies meet the required standards to deliver SASSOT funded programmes and advise partners on improvements if required.	04/11 ongoing	1	Workforce Development Manager, Local Authorities, NGB's and Children and Lifelong Learning	Officer time	Policies audited and support offered as required		A Call to Action – National Strategy for Safeguarding Young People in Sport
	Ensure all SASSOT led delivery meets the standards requirements i.e. special schools games; P2P	Ongoing	1	Workforce Development Manager	Officer time	Events delivered in line with safeguarding manuals		
	Deliver Safeguarding Training as required	Ongoing		Workforce Development Manager & Education and Training Officer	Officer time £4,000 training costs	Minimum 8 safeguarding workshops delivered		
Maintain links with Staffordshire and Stoke-on-Trent	Work with statutory services as appropriate to support safeguarding investigations, make referrals as required and linking them to the sports	Ongoing	4	Workforce Development Manager	Officer time	Link established to Stoke LSCB		

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

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Safeguarding Boards	network.							
	Support communication of outcomes of Vetting and Barring Review.	04/12	4	Workforce Development Manager, NGB's, Local Authorities and CPSU Workforce Development & LSCB development officer	Officer time			
Gain LSCB support/endorsement for SPC courses and distribution of safeguarding leaflets via their networks	09/11	3						
Vetting & Barring Scheme	Cascade information to partners regarding the review of the Vetting and Barring Scheme.	Ongoing	4	Workforce Development Manager, CPSU, Stoke LSCB and Staffordshire LSCB	Officer time	Information disseminated as required		As above
	Work with local and national partners to implement recommendations of the review of Vetting and Barring Scheme	No date given for review outcome	4					
Add SPC training to core team	Undertake Safeguarding TNA for Core Team	09/11	2	Workforce Development Manager, CPSU, Training Provider	£500	Core Team have appropriate level of safeguarding knowledge		As above
	Subject to the outcome of the TNA identify and deliver suitable training for Core Team							

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
<u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region	Year One plans in place, all funding downloaded and KPIs met, with a wide range of delivers included	03/12	4	Sports Manager, Sportivate Admin Officer, Local Leads	£156,420 (Lottery)	1468		NGB Whole Sport Plans, Sport England Strategy, Local Partner Strategies
	Steering Group continues to operate effectively	On-going				3 meetings		
	Learning Events held to share good practice	On-going				2 events		
<u>Sport Unlimited</u> Ensure that the Sport Unlimited programme is completed satisfactorily.	Submit KPIs for the final term	05/11	1	Sports Manager, SU Admin Officer, Local Leads		7410		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
	Ensure all finance is reconciled	05/11	1			Minimal under-spend		
	Circulate press release to promote successes of the programme	05/11	1			1 press release circulated		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To support the development of targeted programmes: <i>Playground To Podium</i>	Co-ordination of the Playground To Podium Steering Group	On-going	All	Knowledge, Communications & Equality Manager SSPs, YST, English Federation of Disability Sport, NGBs	Officer & Partner time.	Group maintained and networking event held		Sport England Strategy, Dept. of Health Scope of Work, PCT Health Plans, Children & Young People's Plan, & Sustainable Community Strategies, Aiming High, Playground To Podium, NGB WSP & Staffordshire Integrated Youth Support Service
	Delivery of Two County Athlete Assessment Days.	03/11 04/11	1	Knowledge, Communications & Equality Manager	£6,500.00	CAAD Day Delivered		
Linking NGBs with the Education agenda	Await results of Partner Priorities Mapping audit and arrange networking opportunities as appropriate Additional actions to be agreed with partners once SSP or equivalent structures / priorities confirmed	3/12	4	Sports Manager	Core Team & NGB Forum member time			Sport England Strategy

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.
2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Staffordshire Young People's Offer	Work with SLCOF to develop the PE, Sport and Cultural Offer. Present update report to the Staffordshire and Stoke CEO's Commence Consultation in association with SLCOF	Ongoing April 11 May/ Oct	1 1 - 3	Sports Manager PDMs, LA SDOs, NGBs	Officer time	Data collected, 9 x local reports produced		Community Strategies. Health and well Being Strategy SSP EPDs
Support delivery of the School Games framework	SASSOT to be represented on the Local Organising Committee for the Level Three Competition NGB representation on the Local Organising Committee	Ongoing		Sports Manager	Officer Time	Attendance at every meeting		SSP EPDs, NGB Whole Sport Plans, Sustainable Community Strategies
<u>CSP/SSP Interface Group</u> Effective operation of the CSP / SSP Interface group, and links to PDM meeting, NGB Forum etc.	On-going management of CSP / SSP Interface Group up to July 2011 Review function of Group in light of post September 2011 SSP structures Manage / support meetings post September 2011 if appropriate	07/11 07/11		Sports Manager	Officer time	2 meetings New meeting structure in place that meets partner needs		LDA, SSP EPDs, NGB Whole Sport Plans, Sustainable Community Strategies
Deliver the Special Schools Sports Festival, in conjunction with key partners	Consultation with key partners - plan event and ensure key partners are kept fully informed of progress	10/11	3	Club Development Manager NGBs / Special Schools	Officer Time £5,000	Consultation undertaken and event planned		SSP EPDs, Children & Young People's Plans, WSP's

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Recruit volunteers to support the event	09/11	2	Club Development Manager	Officer Time	20 volunteers recruited		
	Special Schools Sports Festival delivered	10/06	3	Club Development Manager NGBs	Officer Time	1 event delivered		
	Review requirement of SSSF for future years	12/11	3	Club Development Manager NGBs / Special Schools	Officer Time	Paper produced and circulated		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

2.2 Club Development

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Maintain and promote SASSOT's accredited club database	Maintain SASSOT's web-based sports club database to include all Clubmark/NGB accredited/SASSOT QualityMark and communicate to partners	On-going		Club Development Manager NGBs	Officer time	Comprehensive database updated and promoted		Sport England Strategy, Whole Sport Plans, Sustainable Community Strategies, Children & Young People's Plans, Staffordshire Integrated Youth Support Service and PCT Health Plans
Raise the profile of club accreditation	Promotion of Clubmark / NGB accreditation / SASSOT QualityMark to partners and clubs via website/e-newsletter	On-going		Club Development Manager Board Champion	Officer time	SASSOT Website pages highlighting club accreditation		
	Recognition of club accreditation at a local level and raised profiles of accredited clubs - All local authority/SSP websites to have information regarding club accreditation	On-going		Club Development Manager Board Champion	Officer time	Promotion campaign implemented		
Increase the number of accredited clubs and enhance the support network available to them	Continue to provide 'SASSOT Sports Club Accreditation Funding Scheme'	On-going		Club Development Manager Workforce Steering Group	£10,000 Officer time	20 clubs financially supported to achieve accreditation by 31/03/12		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

2.2 Club Development

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Support local authorities signing up to the Clubmark Charter and offering specific benefits / subsidiaries to Clubmark clubs with schools/FE/HE/NGB's to integrate their benefits. Ensure promotion to sports clubs	12/11		Club Development Manager SLCOF SSPs LAs Local Authority Facility Managers	Officer time	9 LA's adopted and promoting a Clubmark Charter		
Provide face-to-face support for clubs via engagement events	Provide support for club development forums / evenings in local authority areas as requested or lead as appropriate	On-going		Club Development Manager & Core Team	Officer Time	8 forums attended/supported		
	Develop a programme to provide advice on funding / SPC / CoachWeb			Club Development Manager Core Staff	Officer Time	Number of clubs accessing support		
Develop a planned and coordinated programme of club development training opportunities	Identify appropriate Club Development workshops to be integrated into the annual SASSOT Education and Training programme (including pre-requisites for accreditation criteria)	On-going		Club Development Manager Education & Training Officer	Officer time	Comprehensive club and volunteer training programme implemented, promoted and communicated		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

2.2 Club Development

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Help support links between school and community sports clubs	Audit of affiliated clubs within the sub-region - include in online database and linked to a mailing list so that relevant info can be sent directly to clubs as well as via NGBs	On-going		Club Development Manager NGBs	Sport England CYP £18,000 Officer time	Online database complete		
	Identify priority clubs for club links work that are not currently accredited, and work with appropriate partners to ensure these clubs gain accreditation	On-going		Club Development Manager	Officer time	15 new accredited clubs		
	Use the SSP/LA Priority Mapping audit results with NGBs to identify clubs that SSPs/schools have a link with but are not currently accredited and prioritise these to achieve accreditation	On-going		Club Development Manager NGBs	Officer time	Increase in number of accredited clubs which have been identified as a priority		
	Promote SASSOT's club and coach databases to all partners and encourage them to access relevant information	On-going		Club Development Manager Core Team	Officer time	Number of partners using databases		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
						Target	Actual	
Secure additional investment to build capacity within the sports and leisure workforce	Continue to expand the sports apprenticeship programme across the sub region	6/10	2	Workforce Manager & Stoke City Council	Officer time	25 apprentices trained & deployed		WM 2012 Volunteer Strategy NGB Whole Sport Plans, Sport England Strategy, PCT Health Plans, Staffordshire Integrated Youth Support Service, Workforce Development Plan
	Role out a sports specific strand to Future Jobs Fund. If appropriate work to secure funding from replacement programme	9/11	4	Workforce Development Manager, Coach Development Manager, Club Development Manager	Officer time			
	Undertake scoping exercise with Staffordshire County Council and Stoke City Council to establish viability of joint bid to BIG lottery fund or other appropriate funding scheme	05/11	4	Workforce Manager, Staffordshire County Council & Stoke City Council	Officer time	Scoping exercise completed		
	Ongoing management of CSCS. Including supporting partners to sustain posts where possible and ensuring grant award conditions are met.	03/12	3	Workforce Manager	Remaining CSCS funding (approx 50k)	All CSCS targets delivered		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
						Target	Actual	
Make a tangible contribution to the wider skills agenda	Develop stronger links with HE and FE institutions	03/12	3	Workforce Development Manager	Officer time	FE/HE represented on Workforce Steering Group		WM 2012 Volunteer Strategy NGB Whole Sport Plans, Sport England Strategy, PCT Health Plans, Staffordshire Integrated Youth Support Service, Workforce Development Plan
	Where appropriate work with FE providers to secure funding for training that will support the sector i.e. 2012 Inspirations or support partners to do so	03/12	3	Workforce Development Manager	Officer time			
	Work with partners to deliver projects that make a tangible contribution to the skills and employment agenda	03/12	4	Workforce Development Manager	Officer time			
Gather workforce intelligence on an ongoing basis to inform future planning and generate advocacy for the sector	Manage and develop the remit of the sub regional Workforce Steering Group	On-going		Coaching Development Manager, Workforce Development Manager & Club Development Manager	Officer time	4 meetings held		
	Maintain links and support the work of the West Midlands Workforce Forum	On-going		Workforce Development Manager & Director	Officer time	4 meetings attended		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
						Target	Actual	
	Ensure Workforce Development Plan is up to date and reflects the needs of SASSOT and its partners	On-going		Workforce Development Manager	Officer time	Plan revised annually		WM 2012 Volunteer Strategy NGB Whole Sport Plans, Sport England Strategy, PCT Health Plans, Staffordshire Integrated Youth Support Service, Workforce Development Plan
Improve access to training through a combination of direct provision and effective signposting to appropriate training providers	Provide a comprehensive generic education and training programme that meets the needs of volunteers and coaches	On-going		Workforce Development Manager, Education and Training Officer, Coaching Development Manager & Club Development Manager	Officer time	60 workshops delivered 1000 coaches and volunteers attended		
	Improve access for partners to a wider range of training and CPD including leadership and management training	04/12	4	Workforce Development Manager	Officer time	Promotion of wider training via website		
	Improve access to sports specific coaching and officiating courses within the sub-region	04/12	4	Workforce Development Manager, Education and Training Officer, Coaching Development Manager	Officer time	Promotion of wider training via website		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
						Target	Actual	
	Investigate the viability of becoming a accredited Coachwise centre with a view to supporting the direct delivery of some sports specific coach education	06/11	2	Workforce Development Manager, Education and Training Officer, Coaching Development Manager	Officer time	Scoping exercise completed and paper submitted to Exec Board		WM 2012 Volunteer Strategy NGB Whole Sport Plans, Sport England Strategy,
	Complete annual review of education and training programme pricing structure	04/12	4	Workforce Development Manager, Education and Training Officer, Coaching Development Manager & Club Development Manager	Officer time	Price review completed. Amendments made to pricing of workshops if required		PCT Health Plans, Staffordshire Integrated Youth Support Service, Workforce Development Plan
	Develop a comprehensive marketing and promotion plan for the education and training programme	06/11	2	Workforce Development Manager, Education and Training Officer, Coaching Development Manager & Club Development Manager	Officer time	Plan in place/actions delivered		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Target	Actual			Target	Actual	
	Undertake annual planning and partner consultation exercise in order to prepare a programme for 2012/13	03/12	4	Core team & partners	Officer time	Consultation completed-provisional programme drafted		
	Quarterly review of the system to be shared with partners	6/11 9/11 12/11 3/12	Q1 Q2 Q3 Q4	Coaching Development Manager	Officer time Approx £5,000 renewal licence for CoachWeb	4 reviews shared by 3/12		Workforce Development Plan, Sport England Strategy
	Roll out online bookings and payment for the education and training programme subject to successful pilot	Pilot by 4/12. 1 st phase roll out by 5/11	Q1	Coaching Development Manager, Workforce Development Manager, Education and Training Officer	Officer time	Online booking available by 5/11		Workforce Development Plan, UK Coaching Framework
Maintain, promote and review the coach data management system, SASSOT Coaching	Quarterly generic coaching newsletter communication to coaches	6/11 9/11 12/11 3/12	Q1 Q2 Q3 Q4	Coaching Development Manager	Officer time	4 newsletters by 3/12		Workforce Development Plan, Sport England Strategy
	Targeted CPD, opportunities and news stories communicated to coaches via SASSOT Coaching	On-going		Coaching Development Manager	Officer time	2 per month		Workforce Development Plan
Provide a regular communication mechanism to coaches	Provide advice and signposting service to coaches	On-going		Coaching Development Manager	Officer time			Workforce Development Plan, UK Coaching Framework

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
						Target	Actual	
	Implement the Disability Coach Mentor project	On-going		Coaching Development Manager, Disability Sport Officer	Officer time Aiming High funding	3 mentees through the programme each receiving 10 hours support		Workforce Development Plan, UK Coaching Framework
	Provide links on SASSOT Coaching to courses section on NGB websites	Initial link by 6/12. Review quarterly		Coaching Development Manager, NGBs	Officer time	Link on website for 10 NGB's by 6/12		Workforce Development Plan, UK Coaching Framework
Increase knowledge of Private Coaching Providers	Arrange initial meeting between Private Coaching Providers and SASSOT	By Qtr 2	2	Coaching Development Manager	Officer time	Meeting held by Q2		Workforce Development Plan
	Explore feasibility of 'standard mark' for private coaching providers	By Qtr 3	3	Coaching Development Manager	Officer time			Workforce Development Plan
Review CSSN Delivery Plan in light of revised CSP core spec	Produce a new CSSN Delivery Plan that reflects the revised core spec	6/11	1	Coaching Development Manager, Workforce Development Manager	Officer time	Produce new plan by 6/11		Sport England Strategy, UK Coaching Framework
Support an increase in the number of qualified coaches								

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Target	Actual			Target	Actual	
Ensure that sport-specific training for teachers is needs-led and appropriate	Update the courses for teachers' protocol and ensure it is publicised and followed	05/11	1	Sports Manager	Officer time	90% of courses submitted to Staffs CC approved		Children & Young People's Plans, WSPs

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
						Target	Actual	
<p>Sports Volunteer Support Plan</p> <p>Improve the use of the SASSOT website as a volunteering information tool</p>	<p>Ensure the SASSOT website becomes a one stop shop for information regarding sports volunteering</p>	On-going		<p>Workforce Development Manager</p> <p>Club Development Manager</p>	Officer time	Increased number of website hits by 30%		<p>WM 2012 Volunteer Strategy</p> <p>NGB Whole Sport Plans, Sport England Strategy, PCT Health Plans, Staffordshire Integrated Youth Support Service, Workforce Development Plan</p>
<p>Raise the profile of sports volunteering through Volunteer Development Agencies (VDAs)</p>	<p>Ensure VDAs are included on SASSOT communication – website / e-newsletter / education and training programme / SASSOT groups</p> <p>Include information gathered from voluntary sector sources in the SASSOT e-newsletter</p>	On-going		<p>Workforce Development Manager</p> <p>Club Development Manager</p>	Officer time	100% of VDAs signed up to receiving SASSOT e-newsletter		
<p>Gain an understanding of wider volunteer issues in the sub-region and champion sports volunteering</p>	<p>Ensure SASSOT has representation on relevant sub-regional volunteer groups; SCIO / 2012</p>	1		<p>Workforce Development Manager</p> <p>Club Development Manager</p>	Officer time	Ensure SASSOT representation and attendance at meetings		

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Target	Actual					
Strengthen links between the sports sector and generic volunteering infrastructure to increase access to sports volunteering	Encourage partners / clubs using a series of workshops, advertising and other communications to work with the existing network of volunteer organisations	On-going		Club Development Manager	Officer time			
	Ensure partners at a local level understand each others roles and are working together to support volunteering	3		Club Development Manager		Increase in the number of clubs registering with volunteer centres		
Use 2012 Olympics as a catalyst to increase volunteering	Ensure that Clubs and Leagues fully understand the support available to them by registering with their local Volunteer centre and the benefits they can bring by recruiting volunteers using http://www.do-it.org.uk/	On-going		Club Development Manager	Officer time			
	Encourage sports club/organisations to attend CVS 2012 workshops so that they can develop 2012 games inspired volunteering opportunities	On-going		Club Development Manager		40 sports clubs attend workshop		
	Encourage partners to register events on www.wmfor2012.com/volunteering to recruit volunteers through the 'Volunteers-we need YOU' campaign			Club Development Manager 2012 coordinator			25% increase in the number of events registered	

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Target	Actual			Target	Actual	
Increase the numbers of volunteers at SASSOT events	Ensure the required number of volunteers are recruited for SSSF / P2P CAAD days by recruiting through SSP Leadership Academies	On-going		Club Development Manager	Officer time	Appropriate numbers of volunteers sourced		
Identify opportunities that exist within the broader non-sport volunteer and third sector organisations that could support NGB volunteer and club needs	Coordinate a comprehensive training and education programme that is reactive to the need and skill gaps of sports volunteers within the sub-region Promotion of local volunteer training / education opportunities (sport and non sport specific)	1 On-going		Workforce Development Manager Club Development Manager Education & Training Officer	Officer time	Identified workshops in Education & Training programme Increase in the uptake of sports clubs accessing opportunities		
Increase retention of volunteers by addressing skill shortages	Identify and map club/committee role specific training needs within NGBs /clubs e.g. volunteer coordinators, treasurers, Identify what support/training is needed and in what format	3		Workforce Development Manager Club Development Manager	Officer time	Identified training/support delivered		

Objective: 2. To deliver services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Target	Actual			Target	Actual	
Promote the value of volunteers across the sub-region at all levels of sport and raise the profile of volunteering	Raise the profile and recognition of sports volunteers by including articles on websites, e-newsletters and local press	On-going		Club Development Manager	Officer Time	8 x articles per year		
Recognise and celebrate the successes of volunteers in sport by giving them due recognition and support	Map current NGB/SSP/LA volunteer recognition awards within the sub-region – aim to coordinate one sub-regional winner and nominate for the BBC Unsung hero award Coordinate and promote the Sports Volunteer category for the Staffordshire Volunteer awards Continued sponsorship of Local Authority volunteer recognition awards	On-going		Club Development Manager	Officer Time	Sub-regional winner nominated for national award		
Sport England Sport Makers programme Identify, recruit and register potential volunteers	Organise venues and bookings for the workshops; Liaise with the organisation providing the inspirational Leadership learning programme; SASSOT to be present for matching the volunteers to opportunities	On-going		Workforce Development Manager Club Development Manager Education & Training officer	Sport England £40,000 Officer time			

Objective: 2. To deliver services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity.

Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Target	Actual			Target	Actual	
Develop a menu of Leaders volunteer opportunities, brokered with NGB's, Clubs and Community Organisations involved in sports participation	<p>Develop additional resources, signposting and support structures for the Leaders</p> <p>Ensure communication between the Leader and the volunteer opportunity provider</p> <p>Ensure the volunteer opportunity provider has everything in place to make the volunteering experience a success</p>	On-going		Workforce Development Manager				
Organise a programme of workshops for the potential Leaders								
Match and support Leaders into volunteer placements								

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Review Marketing & Communications plan	Implement plan Review internal communications plan	06/11	2	Knowledge, Communications & Equality Manager, Admin Officer & Board Champions	£6,900 + Officer & Board Champions' time	Plan produced, distributed and in operation		Sport England Strategy, 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 & On-going review of membership	Apr/Jul/ Oct & Jan	All	Knowledge, Communications & Equality Manager and Admin Officer	Officer time	Meetings held		
Maintain a central Information hub to provide a one-stop shop to signpost organisations to	Dissemination via established processes Establish M&C contacts within each of the NGBs	Monthly updates	All	Admin Officer	Officer Time	Central hub hosted on website		Sport England Strategy, PCT Health Plans, Children & Young People's Plan, NGB Whole Sport Plans,

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
key partners	Maintain links with DoH WM via the Regional CSP PA group and disseminate information to partners	Monthly updates	All	Physical Activity Development Manager	Officer Time	12 updates issued		Sustainable Community Strategies, Staffordshire Integrated Youth Support Service & Staffordshire, Stoke-on-Trent 2012 Action Plan & Marketing & Communications Plan
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		
	Review Google analytics and other development tools eg. Link in with CoachWeb		All	Knowledge, Communications & Equality Manager	Officer Time	Demo-graphic data of website use		
	Review and maintain CSPAN web pages	On-going	All	Physical Activity Development Manager	Physical Activity Development Manager time	8 web pages up to date		Sport England Strategy, PCT Health Plans,

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Populate and maintain databases eg. Club, Disability Sport, NGB courses & awards	Monthly	All	Admin Officer x 2	Officer Time	All databases operational		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
Produce Annual Report	Review format options for 2011 Annual Report and explore alternate forms of production, electronic, digital etc	04/11	1	Knowledge, Communications & Equality Manager Admin Officer	Officer Time	Articles form all funding partners achieved		
	Annual Report produced 04/10 to 03/11	07/11	2					
Implement a partner satisfaction survey	Implement the Partnership Satisfaction Survey and incorporate the improvements identified in the 2010/11 plan	10/11	3	Knowledge, Communications & Equality Manager				
	Analyse and communicate the results							
Provision of mapping facility for CSP, CSNs, NGBs and key partners	Mapping services to be reviewed	08/11	All	Knowledge, Communications & Equality Manager Admin Officer	Officer Time	Service accessed		

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.1 Marketing & Communications

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	Produce appropriate promotional material for key CSP programmes	On-going	All	Knowledge, Communications & Equality Manager	Staff time & marketing budget	Quality Mark & Generic Clubmark material produced		Sport England Strategy, PCT Health Plans, 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
Co-ordinate monthly NGB newsletter for SSPs	Production of monthly newsletter to July 2011 Continue post September 2011 if appropriate	Monthly	All	Sports Manager	Officer Time	Circulated monthly		
Social media pilot	Implementation of Facebook pilot Implementation of full Facebook project based on Executive Board approval	04/11 09/11		Sportivate Officer Supported By: Knowledge, Communications & Equality Manager		Pilots implemented		
Aiming High e-newsletter	Fortnightly publication of Aiming High newsletter	09/10	3	Disability Sport & PA Manager	Officer Time	Quarterly circulation		

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Branding, advertising and media for the CSP	Phase in new SASSOT 'Get Active' branding	12/11	3	Knowledge, Communications & Equality Manager, Admin Officer	Staff time & marketing budget	12 monthly newsletters & min of 6 press releases per year		Sport England Strategy, PCT Health Plans, 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
	Effective marketing & communications via sport-e newsletter, website and promotional material	Monthly	All					
Ensuring that press releases are sent as appropriate	As appropriate Provide articles for inclusion in partner newsletters	On-going	All	Knowledge, Communications & Equality Manager	Officer Time	Min of 3 press releases per year		

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.2 Knowledge and Data 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: agreed KPI's	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	indicator information collated		Sport England Strategy, PCT Health Plans, 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
Monitor and evaluate the impact of appropriate programmes	Sportivate, Sports Leaders, Aiming High, P2P, Community Games programmes			Knowledge, Communications & Equality Manager and programme managers	Officer Time			
Establish 'Relationship Managers' for each core funding partner	Team members assigned relationship manager roles Review meetings arranged and actions implemented	10/11 Quarterly	3 3/4					

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.2 Knowledge and Data Management

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Support partners to access Active People & Market Segmentation Data	Provide a gateway to data such as Active People and Market Segmentation Produce individual key stakeholder reports for LAs Provide training accordingly Explore use of Mosaic	Ongoing		Knowledge, Communications & Equality Manager				
Sport England LA Toolkit	Advocacy and promotion of Sport England's 'In it for the long run' Tool Kit to all sub regional network groups	Ongoing		Director ,Knowledge, Communications & Equality Manager	Officer Time			
Establish the need for future research programmes as required	Commission appropriate research subject to available funding	On-going		Knowledge, Communications & Equality Manager	Officer Time			
Collate relevant data to indicate the direction of travel re: Agreed KPI's	Collate & circulate good practice i.e. Sportivate	12/11	2	Knowledge, Communications & Equality Manager	Officer Time	Cases studies live on website		
	Development of a core common set of PI data and monitoring and evaluation for projects	Quarterly	All	SLCOF, supported by Partnership Director	Officer Time	Indicator information collated		

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.3 Facilities

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	10/11	3	Director, Board Champion & Communications, Knowledge Management & Equality Manager	Officer & Board member time	Sub-regional Facilities Framework produced & available to partners. NGB survey carried out		Sport England Strategy, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans, Staffordshire Integrated Youth Support Service, PCT Health Plans
Asset Transfer	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required	Ongoing		Partnership Director Club Development Manager	Officer Time Sport England resources			Number of community groups supported using the Asset Transfer toolkit

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.3 Facilities

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
To be an advocate for increased community access to school sports facilities	Advocate and promote Sport England's "Win Win" toolkit to local partners	On-going		Club Development Manager	Officer Time	Increase in NGBs / sports groups accessing school sport facilities		
	Audit of all schools, FE and HE institutions re what facilities they have, when they're currently available to the public / community groups etc		3	Club Development Manager		Audit completed and communicated to NGBs		

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.4 Funding and Investment

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	3/12	4	Core Team	Staff time	CIF projects on target		
Establish central resource for providing funding advice to partners	To support partners, clubs and other community groups in the development of appropriate funding applications Provide one to one support as appropriate and update SASSOT investment log	On-going	All	Core Team SDOs & NGBs	Officer & Board Champion time	Partners supported & feedback via Satisfaction Survey		Sport England Strategy, PCT Health Plans, Children & Young People's Plan, Sustainable Community Strategies, Whole Sport Plans, Staffordshire Integrated Youth Support Services
	To identify and promote funding opportunities (local/regional/national), including GrantFinder, to partners, clubs and other community groups to support their projects	On-going	All		Officer & Board Champion time	Production of funding information pack		
	Maintain an up to date list of local, sub-regional, regional and national funding schemes and opportunities for sports clubs on the SASSOT website and e-newsletter	On-going		Club Development Manager	Officer time	On-line information is accurate & up to date		

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Review effectiveness of GrantFinder and examine alternatives eg J4B			Club Development Manager	Officer time			
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	On-going	All	Core Team & 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

Objective: 3. To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions.

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
	Support NGBs to signpost clubs to online guides, links to funding opps, links to Runningsports on how to prepare funding bids		2	Club Development Manager	Officer Time			
Community Amateur Sports Clubs	Raise awareness via positive promotion and advocacy of the benefits of being a Community Amateur Sports Club and signpost to expertise	On-going		Club Development Manager	Officer Time	Number of clubs supported to become CASC		

Objective: 4. To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.1 CSP Governance

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Regular Executive Board meetings	Meetings held quarterly	On-going		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		Sport England Strategy, PCT Heath Plans, Children & Young People's Plan, Sustainable Community Strategies, Staffordshire & Stoke-on-Trent 2012 Action Plan, Staffordshire Integrated Youth Support Service, NGB Whole Sport Plans
Publish minutes	Minutes published	On-going		Director & Admin Officer	Officer time	Minutes published on time		
Continue to develop Board Champion roles	Review Board Champion roles	On-going		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		
Internal SBC CSP audit	Assimilate and deliver recommendations from audit	3/12	4	Board & Director	Board members & officer time	Recommendations implemented		

Objective: 4. To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.2 CSP Operations

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement		Strategic Links
		Date	Qtr			Target	Actual	
Manage individuals and team	Work programmes agreed for core team	4/11	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		Sport England Strategy, PCT Health Plans, Children & Young People's Plan, Sustainable Community Strategies, Staffordshire & Stoke-on-Trent 2012 Action Plan, Staffordshire Integrated Youth Support Service, NGB Whole Sport Plans
Invest in team building	Organisational and training needs & knowledge gaps analysis reviewed and updated	6/11	1			Training plan developed & implemented		
Invest in personal development	Training plan and knowledge gaps implemented	3/12	4					
Review structure of CSP as appropriate to emerging agenda and priorities	Team meetings held	Monthly				Team meetings held		
	Support and mentor team members	On-going						



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:

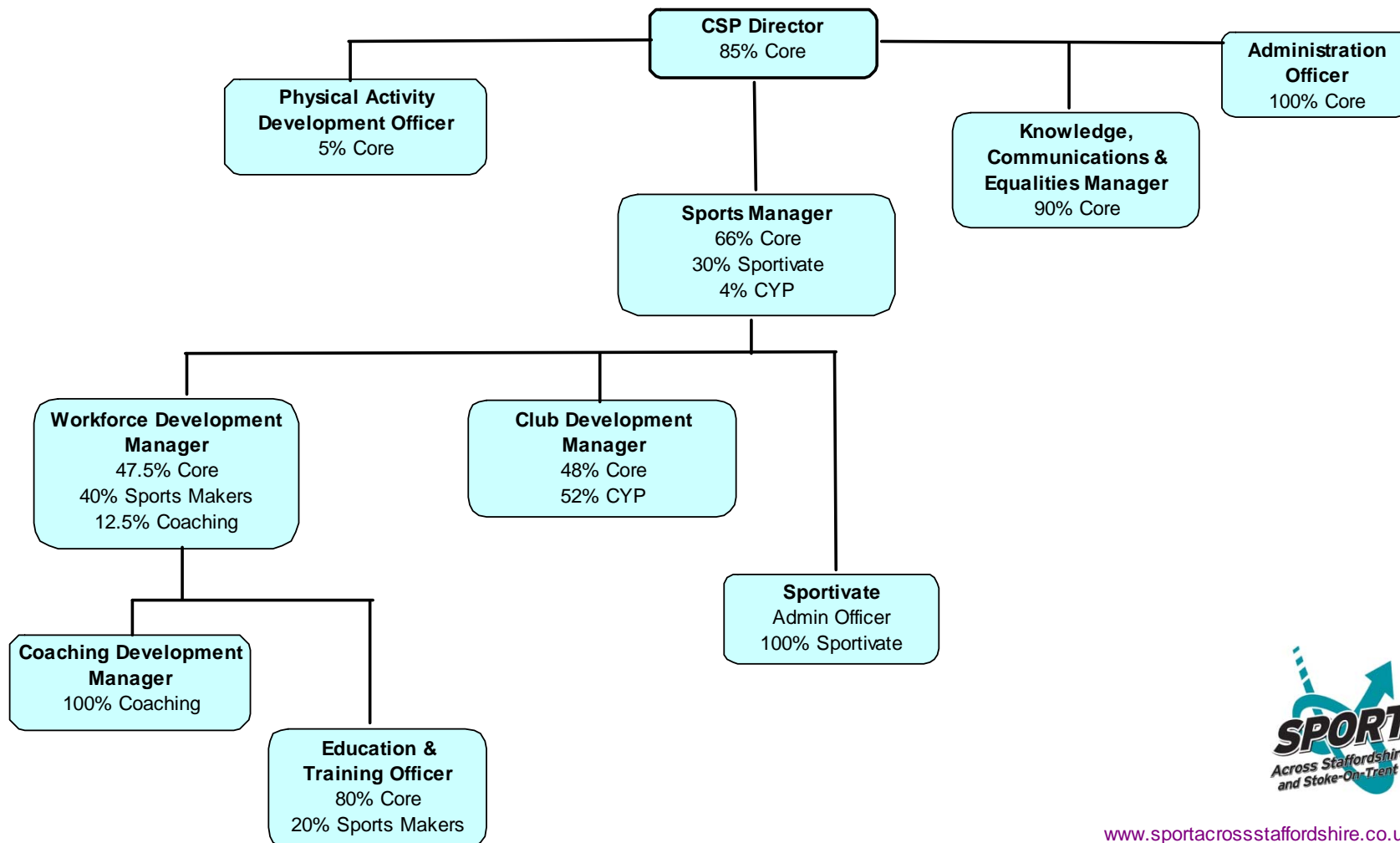
Sport England
Cannock Chase District Council
East Staffordshire Borough Council
Lichfield District Council
Newcastle-under-Lyme Borough Council
South Staffordshire District Council
Stafford Borough Council
Staffordshire County Council
Staffordshire Moorlands District Council
Stoke-on-Trent City Council
Tamworth Borough Council
Keele University
Staffordshire University (TBC)
South Staffordshire Primary Care Trust

Contributing Consultees

Board Members, Local Authorities, School Sports Partnerships, Sport England, 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, Staffordshire & Stoke 2012 Coordinator.

Sport Across Staffordshire & Stoke-on-Trent

Core 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
CPD	Continuous Professional Development	PDR	Performance & Development Review
CSPAN	Community Sport and Physical Activity Networks	PE	Physical Education
CSP	County Sports Partnership	PIs	Performance Indicators
Ed	Education	PSA	Public Service Agreement
ID	Identification	SASSOT	Sport Across Staffordshire & Stoke-on-Trent
KPI	Key Performance Indicator from Sport England: Monitoring & Evaluation Toolkit	scUK	Sports Coach UK
LA	Local Authority	SE	Sport England
LEA	Local Education Authority	SLCOF	Staffordshire Leisure & Culture Officers Forum
LTAD	Long Term Athlete Development	TBC	To be confirmed
BDMC	Business Development, Marketing and Communications	PM	Performance Management