



COUNTY SPORTS
PARTNERSHIPS

Sport Across Staffordshire & Stoke-on-Trent



Increasingly Active, Healthy and Successful Communities

Club Support Plan

December 2008 – December 2010

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1.0 Introduction

Sport Across Staffordshire and Stoke-on-Trent (SASSOT) is a partnership of agencies “working together to champion participation, enjoyment and success through sport, physical education and active recreation”. We have a headline vision to make the communities of Staffordshire increasingly active, healthy and successful.

We are one of six sub regional County Sports Partnerships within the West Midlands and one of forty-nine across England.

This plan evidences how the Partnership will be implementing a high quality club support plan, which will contribute to achieving our aim of increasing participation in sport, PE and active recreation by at least 1% year on year.

Reflecting the plan for sport, the club support action plan aims to connect participants and local deliverers to different partners in a simple coordinated way that is framed by the needs of the Staffordshire and Stoke-on-Trent area. Therefore the club support action plan will provide a clear, coordinated, needs led approach to club development.

Sports clubs play a crucial role within their communities. They offer sustainable opportunities for a wide range of people and abilities to participate in sport and physical activity and they are fundamental to the 1% increase in participation year on year and contribute to improving healthier, safer and more vibrant communities.

One of the key elements in supporting participation in sport is building a quality club infrastructure across the sub-region while improving and developing the capacity for sports clubs to attract new members.

Please note: This will be a 2-year SASSOT Club Support Plan covering the period December 2008 to December 2010. The Action Plan to deliver the outcomes will be annual.

CSPs will be playing a clear role in the creation of a world leading community sport system but National Governing bodies will be the principal deliverers of the outcomes of the new Sport England strategy and the future role of CSPs will be to support the NGBs delivery at a sub-regional level. This action plan will underpin and add value to NGB delivery focusing on sports clubs.

2.0 Context for the Club Support Plan - National/Regional Influencers

DCMS: Playing to Win: A New Era for Sport 2008

The DCMS (Department for Culture, Media and Sport) outlines a new vision for sport, with a focus on sport for sport's sake. It is the next step in building an integrated sports development system – with the Youth Sport Trust at the school level; Sport England at the community level; and UK Sport at the elite level working seamlessly together.

Vision for 2017

- A world-leading community sport system
- Continuing to increase participation year on year
- Significantly reduced drop off at 16 years
- High quality clubs encouraging talent development
- World leading coaching infrastructure

The vision is to give more people of all ages the opportunity to participate in high quality competitive sport. To deliver this vision, DCMS need an integrated and sustainable sporting system, which will nurture and develop sporting talent, underpinned by a high quality club and competition structure.

To move forward and to underpin this vision, it was necessary to review the direction and structure of Sport England as highlighted below;

Sport England Strategy 2008-2011

Sport England has published a radical new strategy to get more people playing and enjoying sport and to help those with talent get to the very top.

The new approach is designed to capitalise on the once-in-a-lifetime opportunity presented by the London 2012 Olympic and Paralympic Games, and to use its power to inspire more people to take part in and succeed in sport. The strategy commits Sport England to deliver on a series of demanding targets;

- 1m people doing more sport by 2012-13.
- a reduction in post-16 drop-off in at least five sports by 25% by 2012-13.
- improved talent development systems in at least 25 sports through high quality clubs and coaches
- a measurable increase in people's satisfaction with their experience of sport – the first time the organisation has set such a qualitative measure
- a major contribution to the delivery of the five hour sports offer for children and young people

The strategy focuses on sustaining and increasing participation in sport and widening the talent pool by creating clear talent pathways and encouraging people of all levels to be the best they can.

Sport England will take the strategic lead for community sport, developing a world leading community sport system to sustain and increase participation and develop sporting talent at all levels.

The overarching aim is to build the foundations of sporting success through the creation of a world-class community sport system in England. The strategy is based on the delivery of three key outcomes which, when combined, will form the basis of a world-leading community sport system.

Outcome 1 - Excel

- developing and accelerating talent

Outcome 2 - Sustain

- sustaining current participants in sport by ensuring that people have a high quality experience and by taking action to reduce the 'drop-off' in sports participation between 16 and 18.

Outcome 3 - Grow

- increasing regular participation in sport by 200,000 adults per annum (1m in total by 2012-13)

A seamless pathway from school to community to elite

- Increase the level of participation amongst 5 to 16 year olds who participate in NGB accredited clubs to 33% in 2010.

The particularly English passion for volunteering will be maximised

- Some 1.9m people volunteer in sport for at least an hour each week
- Work with National Governing Bodies to attract and retain more volunteers, reduce the burdens faced by volunteers and ensure professional support enhances voluntary systems

A modern network of sports clubs will be the centrepiece of people's sporting experience

- The sports club is core to people's experience of sport – coaching, facilities and competition all centre around the club structure
- Over 10 million adults in England play sport in a club environment.
- Develop a welcoming, accessible modern sports club network in partnership with National Governing Bodies - this will drive up participation, improve satisfaction and retention and allow those with talent to fully develop (Club accreditation)

DCSF: PE & Sport Strategy for Young People

In 2002, DCSF and DCMS launched the National PE, School Sport and Club Links (PESSCL) Strategy and began to transform the landscape of PE and sport in schools.

The 2008 target for the percentage of 5-16 year olds participating in at least two hours high quality PE and school sport each week was 85%; School Sport Partnerships surpassed this nationally with a figure of 86%. The target for 2010 is 100% and the aim will be to have all SSPs within the sub region reaching this target.

Building on this success, the DCSF want to go further and ensure that sport becomes a natural part of every young person's life, not only during their school years, but also into their college and working lives.

The new PE and Sport Strategy for Young People (PESSYP) launched in January 2008 expresses the Government's commitment to improve the quantity and quality of PE and sport undertaken by young people aged 5-19 in England. The new strategy is set out in the Public Service Agreement target 22, 'To deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport'

They are investing at least £755 million over the next three years, to 2011, to extend the Strategy. Their new ambition is to:

- Create a new '5 hour offer' for all 5-16 year olds. Continue to increase the number of 5-16 year olds taking part in at least two hours high quality PE and sport at school each week; and create new opportunities for them to participate in a further three hours each week of sporting activity, through school, voluntary and community providers; and
- Create new opportunities for all 16-19 years olds to participate in three hours each week of sporting activities through their colleges or in local clubs

The aim is to create a world-class system for PE and sport for all children and young people, which will stimulate and increase their participation in sport, and sustain it.

Sport England - Club Development Research 2006

“Sports Clubs of every shape and size are at the heart of everything we do”

Some 1 in 4 people in England participate in sport at a club.

25.1% of the population (10.2m people) participates in sport and active recreation as members of sports clubs.

This is broken down into 29.3% of all men (5.8m people) and 21.1% of all women (4.4m people). (Active People survey 2006)

The vision for Sport England is to develop dynamic, co-ordinated and sustainable networks of high quality clubs across England, providing sporting opportunities for all.

What do we already know nationally?

- There are approximately 106,000 affiliated sports clubs and many more non-affiliated clubs!
- 5.8 million volunteers – many in sports clubs
- Many clubs are longstanding
- Many clubs have limited longevity
- But key factor – clubs exist in all shapes and sizes

National Governing Body of Sport - Whole Sport and One-Stop Plans

Since 2003, Sport England has worked with 30 priority sports to assist them with the development and implementation of their whole sport plan (WSP) or one stop plan's (OSP).

These are a plan for the whole of sport within the NGB from grass roots right through to elite level that identifies how it will contribute to Sport England's start, stay and succeed objectives.

This provides their sport with structure and direction, as well as proving a useful resource for communicating their aims with their partners, such as with Sport Across Staffordshire and Stoke-on-Trent.

Although each NGB plan is different, they typically focus on seven core KPIs, which are used to measure the achievements, delivered by the plan. The KPIs that relate to SASSOT's Club Support Plan are

- i. an increase in participation through NGB-driven activity
- ii. the number of accredited clubs within the sport
- iii. and the number of active members of clubs within the sport.

Many NGB plans identify the need to:

- Improve the quality of sports clubs (e.g., 50% of clubs to achieve club accreditation by 2012, RFU)
- To develop a Staffordshire wide network of sustainable Charter Standard clubs (The FA)
- Increase the number of accredited clubs by one, year on year (British Triathlon, West Midlands)
- Increase in the number of members of triathlon clubs by 10% year on year (British Triathlon, West Midlands)
- Increase the number of participants at clubs (e.g., 5% increase in cricket club members across the country by 2009, ECB)
- Achieve an increase of 1% each year in the membership of the ASA and a 1% annual increase in swimming participation (ASA West Midlands, Regional Focus of Actions 2006-09)
- Increase in the number of members of triathlon clubs by 10% year on year (British Triathlon, West Midlands)
- Improve the sustainability of Rugby clubs (e.g., achieve a minimum 3% increase in the number of volunteers by 2012, RFU)

With these NGB strategies predominantly being of a national focus, all aims and requirements are not always essential or applicable to sports clubs in Staffordshire and Stoke-on-Trent.

However, these strategies will provide useful and relevant information of the areas that the NGB intends to focus upon, and how they would like clubs within their sport to develop. Understanding these elements, and the national targets that NGBs need to achieve, helps to improve partnership working, particularly when SASSOT is working with NGB officers on club development. It also helps SASSOT to reflect NGB priorities within their aims and objectives of their Business and Delivery Plans.

The new Sport England 08-11 strategy reflects a shift in emphasis and role for National Governing Bodies. The recognised experts in their sport, NGBs will be 'commissioned' by Sport England to deliver against the key outcomes of the SE strategy, they will be the primary drivers to deliver this new strategy for community sport.

During the second half of 2008, 46 NGBs have been developing their Whole-Sport Plans to illustrate how they propose to deliver against these outcomes. These plans will be assessed and reviewed by Sport England with NGBs being notified in December 08, successful NGBs will then be given a single four-year grant to deliver.

These plans will be the core element of the drive towards a world-leading community sport system.

3.0 Context for the Club Support Plan - SASSOT Business and Delivery Plans

The Partnership's Business Plan 2006-09 sets the strategic direction and emphasises the role of Club Support as a key function for the Partnership Team.

SASSOT's delivery plan 2008-09 is structured around Sport Across Staffordshire and Stoke-on-Trent's three core functions:

1. Strategic Coordination and Planning
2. Marketing and Communications
3. Performance Measurement

Club Support fits within the Strategic Coordination and Planning (Building the Pathways and Improving Partnership Working) core function as outlined below;

1. Strategic Coordination and Planning (Building the Pathways and Improving Partnership Working)	
Strategic Objective 1:	To develop the Delivery System for sport, physical education and active recreation across Staffordshire and Stoke-on-Trent involving all the key players as active members of the Partnership
Strategic Objective 2:	To develop a high quality paid and voluntary workforce that is able to achieve the 1% increase in participation year on year, through having adequate resources in terms of trained and motivated people, facilities, technology and finance to deliver high quality sport, physical education and active recreation
Strategic Objective 3:	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
Outcome 1:	Increased participation levels in young people and adults; 85% of pupils receiving two hours of high quality PE and sport in schools each week by July 2008; Young people (aged 5-19) being able to access the 'Five Hour Offer'; Equality Standard for Sport Intermediate level to be achieved by March 2009; Advanced level of the Child Protection in Sport Standard achieved by December 2008; 10% increase in clubs accredited with Clubmark or FA Charter Standard; PESSCL KPIs achieved.
Outcome 2:	Increased number of partners actively involved and benefiting from the Partnership; effective and efficient governance structures; dynamic delivery system working at local and sub regional levels; the Partnership being recognised as good value by partners and for good practice by other external agencies

Overall measure of success:

- 1% increase in adult (16+) participation year on year (8,488 people of which 6,579 are from underrepresented groups)
- Increased number of partners engaged with SASSOT
- Increased levels of partner satisfaction with SASSOT services.

4.0 Context for the Club Support Plan – Sub-Regional Influencers

Sport Across Staffordshire and Stoke-on-Trent recognise that sports clubs are at the heart of the future development of sport in the country, we therefore dedicate a lot of time and effort into the development and support of our sports clubs.

Clubs play a vital role and provide a supportive environment for young players to develop. Sport Across Staffordshire and Stoke-on-Trent will help assist National Governing Bodies of Sport in the development of active, accessible and accredited clubs through national and sub-regional programmes.

This Club Support Plan focuses on the opportunities for supporting and developing the sports club infrastructure throughout Staffordshire and Stoke-on-Trent which is deemed by government as pivotal in the role SASSOT can play in contributing to driving the 1% increase in sport and active recreation needed year on year.

This plan aims to strategically create improved partnership working between all parties working to develop sports clubs within the sub-region. It identifies the need for NGBs, Local Authorities, School Sport Partnerships and SASSOT to work more closely in assisting club development. Improvements in communication and understanding of each party's roles and responsibilities in club development have been identified as important areas to develop when working with sports clubs.

Objectives of the Club Support Plan

1. To contribute to increasing participation by 1% + year on year through developing the sports club infrastructure
2. To further build and support a network of active, accessible and accredited clubs
3. To develop the club/volunteer infrastructure and enhance the support network available to sports clubs/volunteers
4. To develop a planned and coordinated programme of club/volunteer education and training opportunities
5. To increase the number of sports clubs accessing external funding and develop sustainable clubs
6. To develop a comprehensive school to club links programme to provide a seamless pathway from school to community sport
7. To support NGBs in delivering increases in people's satisfaction with the quality of sport experience (in line with SE 2008-11 strategy)

Aim – Develop a vibrant quality club environment throughout the sub-region (Staffordshire and Stoke-on-Trent will have quality clubs in a variety of different sports and activities, which are fit for purpose and significantly contribute to increasing participation)

Size of the Sports Club Infrastructure in Staffordshire and Stoke-on-Trent (approx)

- 205,000 adults are currently members of a sports club
- 176 Clubmark / NGB accredited sports clubs
- 80 sports clubs working towards accreditation
- 39,292 adult sports volunteers

Sports Club Membership

The Active People survey 2006 highlight that 24% of all Staffordshire and Stoke-on-Trent adults are members of a club where they take part in sport which compares to (23.5%) in the West Midlands and a quarter (25.1%) of the national adult population.

Based on the 2001 Census and mid population estimate figures from 2006, approximately **205,000 adults** in Staffordshire are currently members of a club where they have played sport in the last 4 weeks.

Within Staffordshire and Stoke-on-Trent, sports club membership (all adults) ranges from 28.2% in Stafford to 18.7% in Stoke.

2006 Active People data highlights that there are certain groups we need to target in the sub-region (such as females, people over 55 years of age, people with a limiting longstanding illness or disability and those from the lowest socio-economic groups), SASSOT needs to influence partners to focus on these groups to increase sports club membership and participation.

Sports Club Accreditation

Currently as of November 2008 there are 176 Clubmark / NGB accredited sports clubs throughout Staffordshire and Stoke-on-Trent and approximately 80 actively working towards accreditation.

Evidence collected independently of NGBs suggests that Clubmark clubs have, over the past two years, increased junior participation, raised the number of active, qualified coaches and improved levels of coach qualification, thus making them, in their own view and that of the evaluators, more effective and sustainable community sports clubs.

Table 1 – Clubmark/NGB accredited clubs by Sport in Staffordshire and Stoke-on-Trent

Sport	Number of Clubmark / NGB accredited clubs
Aikido	2
Athletics	5
Badminton	6
Canoeing	3
Cricket	35
Cycling	2
Football	66
Golf	3
Gymnastics	5
Hockey	3
Judo	1
Netball	4
Orienteering	2
Rowing	3
Rugby Union	9
Squash	3
Sub Aqua	1
Swimming	10
Table Tennis	9
Tennis	1
Triathlon	1
Volleyball	2

Developing the sports club infrastructure and increasing the number of affiliated and accredited sports clubs will contribute to the outcome of increasing levels of participation by 1% + year on year in club and community sport. SASSOT want to ensure there is an extensive network of community clubs offering high quality sporting opportunities for young people.

SASSOT Workforce Development Plan 2007-2009

The development and implementation of the Partnership Workforce Plan has helped to ensure that Staffordshire and Stoke-on-Trent has sufficient capacity and people with the right skills to deliver the target of increasing sports participation in the sub region by 1% year on year. The purpose of the Workforce plan was to identify the current and future skills gaps, skills shortages and capacity gaps that exist within the Staffordshire sub regional sports workforce and develop a clear set of actions to address these.

Based on the feedback from the organisations sampled, the IFF workforce survey clearly identified a significant deficit in the volunteer workforce. The most common skills shortages and biggest deficit within the volunteer workforce was a lack of qualified coaches across all levels, this shortage of coaches was consistent across all sports. After coaches, club officials (including secretaries, chairs and treasurers), team captains and sports officials were the other occupations cited as having large numbers of vacancies.

This Club Support Plan will link in with the Workforce Development plan's objectives of;

- developing a sub regional education and training programme offering a comprehensive range of opportunities to volunteers that is affordable and accessible
- increasing the number of coaches working in the sub region, and
- increasing the number of volunteers working in community sports settings

Sports Volunteers

Sports volunteers have been described by Sport England as the “lifeblood of sport” and as providing “the foundations of our sporting nation”. The Framework for Sport in England (2003) highlights the roles of volunteers as one of the “key drivers of change” necessary for sport to achieve its target of getting more people participating in sport and widening access to sport and physical activity.

Results from the Active People Survey 2006, state that 4.6% of adults in Staffordshire and Stoke-on-Trent contribute at least one hour a week of volunteering to sport compared to 4.7% regionally and nationally.

Based on the 2001 Census and mid population estimate figures from 2006, this equates to approximately **39,292 adults** in Staffordshire, currently volunteering their time to support the development and delivery of opportunities for sport in the sub-region for at least an hour a week.

Estimation of the Economic Value of Sports Volunteers

It is difficult to quantify the value of volunteering across Staffordshire and Stoke-on-Trent due to the variety of skill levels required, diversity of tasks and the level of support undertaken.

However Volunteering England recommend using a financial valuation of £10 per hour to calculate a realistic economic value and recognise this diversity.

If we apply the £10 per hour valuation this means that:

Volunteers contribute at least £2,043,184 in sports voluntary participation across Staffordshire and Stoke-on-Trent a year.

This research demonstrates exactly how important sports volunteers are to the sub-region and the value of the time contributed by sports volunteers.

The Active People survey highlights that there are current inequalities in sports volunteering throughout the sub-region, with the following groups participating below the sub-regional average:

- Females
- People over 55 years of age
- People with a limiting disability
- People with low incomes (C2DE)

SASSOT recognises that the critical role of volunteers is fundamental for sport to continue to thrive throughout the sub-region and the need for better support and investment in the volunteer workforce.

The challenge for sports clubs is to recruit the expected increase in the number of volunteers to meet the needs of the growing numbers of people wishing to participate in sport.

SASSOT need to maximise this natural resource through working with National Governing Bodies to attract and retain more volunteers, reduce the burdens faced by volunteers and ensure professional support enhances voluntary systems. SASSOT will also need to work with the broader voluntary sector and partners such as the Volunteer Development Agencies within the sub-region to ensure that best practice is being appropriately deployed within the sport sector.

If sport is to sustain the enthusiasm and expertise of all those who give their time so willingly to sport in the area, it is essential that this plan is in place to ensure that this invaluable workforce and the future generations of volunteers are appropriately trained, deployed, supported and motivated in a coordinated approach.

Education and Training

Up-skilling the sports club workforce across the sub-region by providing education and training opportunities is seen as essential in increasing the % of people with qualifications employed or volunteering in sport and recreation (paid and unpaid). This will result in more qualified people at all levels and in all disciplines.

Sport Across Staffordshire and Stoke-on-Trent recognises the need for a robust and easily accessible training and development programme to support the future of sports clubs across the sub-region.

By linking with the annual SASSOT Education and Training Programme there will be an increase in qualified club personnel (coaches and volunteers).

During 2007/08, Sport Across Staffordshire and Stoke-on-Trent organised 45 education and training workshops, which resulted in over 703 people accessing training and gaining qualifications.

The ability of many clubs across the sub-region to cope with increasing membership and to meet quality standards will be increased through improving the training and development opportunities for the paid and unpaid workforce.

Club Support Plan Consultation

A number of working groups were consulted with when developing this club support plan including the SASSOT team, Local Authority Sports Development teams and National Governing Bodies of Sport. These groups identified the major issues and first year priorities (highlighted below) for club support in Staffordshire and Stoke-on-Trent.

Major Issues

- Lack of volunteers / coaches – recruitment / retention
- Lack of local funding into community sport / sports clubs
- Capacity for clubs to become accredited (infrastructure/personnel)
- Perceived benefits of Clubmark / NGB accreditation
- Developing school club links
- Identifying club support roles and responsibilities for SASSOT/SDO/NGB/SSP
- Access to small scale funding for sports clubs

First Year Priorities

- Develop a SASSOT Club directory (affiliated / accredited / disability)
- SASSOT gaining the Generic clubmark licence
- Recruiting and retaining more quality volunteers – link to Step into Sport
- Develop links between sports clubs and Volunteer Development Agencies
- Clubmark – Promotion and providing more support for sports clubs
- Benefits package for sports clubs
- Developing School-Club links
- Funding for clubs – workshops/guides and assisting clubs with funding applications
- Making sports clubs sustainable / develop as small businesses

5.0 Managing and Delivering the Club Support Plan

The proposed Action Plan sets out a series of measures that can be realistically achieved over the initial interim 12-month period. Please note the Action Plan is open to future amendments and further local identified priorities (via partners). The Action Plan will be further updated on a yearly basis following annualised research and updated intelligence.

Implementing the Club Support Plan requires local authorities, national governing bodies of sport and the community and voluntary sector to work together in a strategic way.

- To achieve this, a co-ordinating body (task/steering group) must be established to help ensure the Plan succeeds. This group will consist of representatives from SASSOT, Local Authorities, NGBs, SSPs and the Club/Voluntary sector.

The Plan's further development, implementation and review will be co-ordinated by Sport Across Staffordshire and Stoke-on-Trent, through its Club & PESSCL Development Officer and through the SASSOT Club Development Task Group. Its implementation will be steered through SASSOTs Delivery System and key stakeholder engagement.

6.0 Club Action Plan (December 2008 – December 2009)

What (Objective)	How	When	Who/Resource
Improve Club Development communications and partnership working	<ul style="list-style-type: none"> Establish a SASSOT Club Development task group to ensure all partners are working in a combined strategic way and to drive and implement the action plan 	Jan 09	CDO, SASSOT Forums
Raise the profile of Clubmark scheme and accredited sports clubs	<ul style="list-style-type: none"> Broaden SASSOTs web based sports club database to include all accredited and affiliated clubs and link to mapping software and communicate to partners Ensure Clubmark / NGB accredited clubs have priority promotion Link in with SASSOT Equity plan and Special Schools Sports Festival – include and promote disability sports clubs Highlight and promote good practice and case studies from sports clubs that have achieved accreditation Include articles on sports clubs in SASSOT e-newsletter to recognise and reward sports clubs Nominate high quality accredited sports clubs for regional, national or relevant NGB awards 	<p>June 09 - ongoing</p> <p>March 09</p> <p>June 09</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>CDO, ETO, AO, SDOs, NGBs</p> <p>CDO, SDOs, RMO</p> <p>CDO, RMO</p> <p>CDO, RMO</p> <p>CDO, AO</p> <p>CDO, SDOs, NGBs</p>

<p>Increase the number of Clubmark / NGB accredited sports clubs and enhance the support network available to them</p>	<ul style="list-style-type: none"> • Role of SDOs in Club Development to be clarified - – (link to work currently being undertaken to identify roles/responsibilities for NGBs / LAs / SASSOT / SSPs) 	March 09	CDO, SDO Forum
	<ul style="list-style-type: none"> • Develop Clubmark sections on SASSOT / LA / SSP websites - Guidance Notes / Template Forms and links to the national Clubmark website 	Feb 09	CDO, SDOs
	<ul style="list-style-type: none"> • Clubmark 'Drop in' Sessions to be organised as part of SASSOT Coach & Club Education Programme 	April 09	CDO, ETO
	<ul style="list-style-type: none"> • Develop a Benefits package for Accredited clubs - increase external benefits of obtaining Clubmark 	Sept 09	CDO, RMO, LAs, Facility Managers
	<ul style="list-style-type: none"> • Provide support for club development forums/evenings in local authority / SSP areas as requested 	Ongoing	CDO
	<ul style="list-style-type: none"> • SASSOT to gain licence for Generic Clubmark and provide training to SDOs to roll the programme out in the sub-region 	Feb 09	CDO, RMO, KKP, LAs
	<ul style="list-style-type: none"> • Investigate the opportunity to develop a sub-regional accreditation scheme for sports clubs from sports that don't have a Sport England recognised NGB and therefore can't gain Clubmark accreditation 	Jan 09	CDO
	<ul style="list-style-type: none"> • 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	CDO, NGBs, SSPs, LAs

Develop a planned and coordinated programme of club development training opportunities	<ul style="list-style-type: none"> Identify appropriate Club Development courses to be integrated into the annual SASSOT Education and Training programme, including Running Sports and SportsCoach UK workshops 	Jan 09	CDO, ETO, WO
To provide advice and support to sports clubs on funding streams and applications	<ul style="list-style-type: none"> Undertake an audit of local, sub-regional, regional and national funding schemes and opportunities for sports clubs 	April 09	CDO, SE, LAs, wider partners
	<ul style="list-style-type: none"> Develop a Sports Club Funding Guide to promote the availability of potential sources of funding and support for club development 	August 09	CDO, RMO
	<ul style="list-style-type: none"> Investigate the feasibility of including funding workshops for clubs in SASSOTs Education and Training programme 	Feb 09	CDO
	<ul style="list-style-type: none"> 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	CDO, RMO SASSOT Team

Increase the number of formal school club link agreements between SSPs and sports clubs	<ul style="list-style-type: none"> Review the SASSOT funded SSP School Club Link project and undertake a survey with partners to identify barriers/solutions/best practise 	Feb 09	CDO, CSP/SSP Interface Group
	<ul style="list-style-type: none"> Promote the benefits of school-club links to all parties 	Ongoing	CDO
	<ul style="list-style-type: none"> Develop and share good practice in achieving 'High quality' school-club links 	Ongoing	CDO
	<ul style="list-style-type: none"> Provide SSPs with sports club contacts / directory and encourage them to contact clubs as well as vice versa 	Jan 09	CDO
	<ul style="list-style-type: none"> Identify what school based sports clubs have Clubmark / NGB accreditation status 	Feb 09	CDO
	<ul style="list-style-type: none"> Identify what are the SSP focus sports and communicate to NGBs and contact clubs 	March 09	CDO, SSPs
To increase the quantity and quality of volunteers within sports clubs	<ul style="list-style-type: none"> To improve the use of the SASSOT website as a volunteering information tool and becomes a one stop shop for information about sports volunteering 	Ongoing	CDO
	<ul style="list-style-type: none"> Include downloadable RunningSport Quick Guides and Top Tips on SASSOT/LA/SSP websites 	Jan 09	CDO, LAs
	<ul style="list-style-type: none"> Develop a SASSOT Volunteer Plan identifying actions to develop, support and increase the sports volunteer workforce in the sub-region 	August 09	CDO, VDA, LAs
Develop strong links with the Voluntary and Community sector	<ul style="list-style-type: none"> Promote the sub-region's VDAs to LA/SSPs/Sports Clubs 	Feb 09	CDO, VDAs
	<ul style="list-style-type: none"> Encourage sports to work with their existing network of Volunteer organisations including VDAs for the recruitment, retention and up-skilling of volunteers 	Jan 09 – ongoing	CDO, LAs, NGBs

Develop the Step into Sport project throughout the sub-region	<ul style="list-style-type: none"> Promote the Step into Sport scheme to sports clubs and organisations and their role in offering quality placements to young leaders and the benefits it can bring to the club and young people 	Dec 08 – ongoing	CDO, LAs, NGBs, SSPs
	<ul style="list-style-type: none"> Broker high quality SiS placement opportunities for young people in community sports clubs within the sub-region 	Dec 08 – ongoing	CDO, NGBs, LAs, SSPs
	<ul style="list-style-type: none"> Collate and produce a sub regional sports events/short term projects calendar (link in with Sports Unlimited, Competition Managers/FESCOs) 	Jan 09 – ongoing	CDO, NGBs, LAs,
	<ul style="list-style-type: none"> Make connections to the NGBs and the Club Links Programme by encouraging the development of high quality Step into Sport Placements as part of a ‘school-club link’ agreement. 	Feb 09 - ongoing	CDO, SSPs, LAs, NGBs
	<ul style="list-style-type: none"> Support the development and provision of Leadership Academies in each SSP 	Dec 08 - ongoing	CDO, ETO
	<ul style="list-style-type: none"> Link in with the Staffordshire and Stoke-on-Trent Involved teams to create additional high quality placements 	Dec 08 - ongoing	CDO
	<ul style="list-style-type: none"> Identify Volunteer Coordinators in each SiS placement organisation and run Volunteer Coordinator workshops to support them 	Jan 09	CDO, ETO

7.0 Glossary of Acronyms

AO	Administration Officer (CSP)
CDO	Club Development Officer (CSP)
ETO	Education & Training Officer (CSP)
RMO	Research & Marketing Officer (CSP)
WO	Workforce Officer (CSP)
CSP	County Sports Partnership
SASSOT	Sport Across Staffordshire and Stoke-on-Trent
DCMS	Department of Culture, Media and Sport
DCSF	Department for Children, Schools and Families
SE	Sport England
PESSCL	Physical Education, School Sport & Club Links
PESSYP	Physical Education and Sport Strategy for Young People
PE	Physical Education
SSPs	School Sport Partnerships
LAs	Local Authorities
NGBs	National Governing Bodies
SDOs	Sports Development Officers
VDA	Volunteer Development Agencies
SSSF	Special Schools Sports Festival
KKP	Knight, Kavangh & Page