



*Everyone More Active More Often*

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

## **Delivery Plan**

**April 2017 – March 2018**

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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 our Local Authorities and Universities.

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 and physical activity.



## Core Functions

1. National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity
2. Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions
3. Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes. To increase investment in sport, PE and physical activity within the sub-region by advocating their value
4. Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
5. Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.
6. Marketing and Communications – Supporting the promotion of community sport programmes
7. Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place
8. Programme Delivery – Coordination of delivery of a range of programmes to achieve maximum benefit for increasing participation and to ensure connection to NGB Whole Sport Plans as appropriate. Examples of programmes include Sportivate, Satellite Clubs, Level 3 School Games, Volunteering support and Primary School PE and School Sport initiative.

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
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### 1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
SASSOT to review individual groups as and when necessary	SASSOT to support SLCOF, SDO & Facility Managers Forums, Disability Sport Forums, Sport Specific Development Groups, sub-regional NGB Forum, Central Rivers Initiative / TTTV Boards, SGO Meetings, Regional / National Workstrand Meetings, School Games Local Organising Committee and sub-groups, FE / HE Networking Meeting  Review SASSOT's attendance on these groups annually	On-going	All	Core Team	Core Team time	Meetings held	
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, Leaders & CEO networks, LEPS, Health & Wellbeing Board, Public Health and Clinical Commissioning Groups, OPCC, Children & Young People partnerships	Ongoing	All	Strategic Leads 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.	

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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

### 1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Support the development and coordination of a Staffordshire wide Physical Activity 'Framework'	<p>Work with the Staffordshire and Stoke-on-Trent public health teams to develop Physical Activity Strategies and engage with the Health &amp; Well-being Boards.</p> <p>Support local authority partners with the development of Built Facilities Strategies, Playing Pitch Strategies and Sport and Physical Activity Strategies</p>	3/18	4	<p>Staffordshire Public Health to lead on strategy development and implementation supported by SASSOT</p> <p>Strategy &amp; Relationships &amp; Strategic Partnerships, Investment and Workforce Dev Manage</p>	<p>Strategic Lead Strategy &amp; Relationships &amp; Strategic Partnerships, Investment and Workforce Dev Manager and Board Champion time</p>	Strategy developed	

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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Support the delivery of the Sportshire Agenda	Support the continued development of the “Sportshire” Strategy and implementation of the agreed Plan	On-going	All	Staffordshire County Council/ SASSOT.	Sportshire Coordinator. Commissioner Strategic Lead and other appropriate Officer time.	Strategy completed Implementation plan prepared and acted upon. Number of major events attracted to the sub region	
SASSOT support for and representation on the Stoke -on -Trent Sport In PASS Project	Supporting delivery and potential review of the PASS, and of ECoS Legacy projects	On-going	All	Stoke-on-Trent City Council/Sport England/ SASSOT/ Staffordshire University	Officer time	Outputs detailed in the PASS and ECoS Delivery Plan achieved	

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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Engagement, consultation and partnership working with key delivery agencies to delivery high quality, successful programmes	Delivery of relevant programmes eg. Sportivate (wrap up) , School Games, Satellite Clubs, Primary Premium, number of accredited clubs, increasing volunteering in sport, Inspire Multi Sport Clubs programme. See individual programme information for more details						
Advocacy re Sport England's Towards an Active Nation strategy	Promotion and advocacy of strategy and related funding streams at all sub regional forums	On-going	All	Core Team	Officer Time	Update presentations presented to relevant sub regional groups and partners	



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## 1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
To develop working relationships between partners and to ensure an effective signposting	Develop and support regional networks where appropriate and disseminate information across the sub-region. eg. NGB, Coaching, Business Development, Marketing and Communications etc.	On-going	All	Core Team	Core Team time		
Facilitate links between primary schools and community sports clubs	Maintaining links between primary schools and sports clubs	Ongoing	All	Club Development Manager / Youth Sport Manager	Officer Time	Annual club directory produced and distributed	
Connecting NGBs with CSP and local partners	Organise six-monthly Engagement Events and measure their impact	Oct 17	3	Strategic Lead-Service Delivery	Staff time £1000	1 event held	
	Ensure the NGB Forum continues to operate effectively, with appropriate external attendees when required, and links to FE / HE	¼ ly		Strategic Lead-Service Delivery	£400	2 forums held	

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### 1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Identify and carry out actions with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Review Generic Support Offer and Priority Sports once requirements of NGBs for 2017-21 become clear. Facilitate engagement between NGBs and local partners as appropriate	Ongoing	4	Strategic Lead-Service Delivery	Staff time	Priority sports identified	
	Maintain overall Green RAG-rating for NGB Delivery	Sept 17, Mar18	2, 4	Strategic Lead-Service Delivery	Staff time	Green RAG rating	
	Tracker format reviewed All team members recording agreed support and outcomes in the NGB Tracker	Sept 17 Ongoing	4 4	Strategic Lead-Service Delivery	Staff time	Tracker in place and being used	
	Attend Regional CSP / NGB Engagement Meetings or arrange one-to-one meetings with appropriate NGBs on a regular basis	Ongoing	4	Strategic Lead-Service Delivery	Staff time	12 meetings	
Effective support of individual NGB projects	NGB Activation Officer work programme developed in consultation with local partners and NGBs.	Ongoing	4	Strategic Lead-Service Delivery, NGB Activation & Volunteering Dev. Officer	Staff time £2000	Work programme in place 3 NGB participation projects delivered	

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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required, reviewing annually  Provide occasional hot-desking for other NGB staff as required (promote twice yearly and to all new NGB staff)	On-going	All	Strategic Lead-Service Delivery		1 NGB Officer Hosted 5 NGB Officers accessing hot-desking	

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#### 1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
To have an up to date Equality & Diversity Policy	To review SASSOT Equality & Diversity Policy and communicate the partners	Mar 18	4	Knowledge, Communications & Equality Manager	Officer & Partner time	Relevant training delivered.	
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Support and monitor the implementation of current ACCESS projects	Sept	2	Knowledge, Communications & Equality Manager  Supported by: Strategic Lead, Board Equity Champion,	Knowledge, Communications & Equality Manager  £4,000	50 participants	
	Implementation of an additional round of ACCESS funding	Mar 18	4				
Deliver Projects using the This Girl Can Activation Funding	Support local delivers to access TGC & MMiM campaign branding and insight to shape activity development	April 17	1 & 2	Knowledge, Communications & Equality Manager This Can Admin Officer	Delivery funding £7200 Mar Comms £900	To aid the constancy of campaign branding and key messages	
	Support the promotion of funded TGC projects via Social Media channels, local media & other networks	April 17	1 & 2		Admin Officer time 14 hrs a week	Delivery of 13 TGC Activation Projects	
	Encourage & support entry onto the MMiM database to help promote their activity and help promote the awareness of the TGC MMiM campaigns	April 17	1		Staff time	To exceed or at least reach 900 database entries	

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Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Follow up with M&E with deliverers/organisers/participants to analyse how successful the projects were	Sept 17	1 & 2			Measure those that are still participating in Sport 3 months after project finished	
	Production of promotional material showcasing the project	April 17	2			To produce promotional material to help increase campaign awareness	
To develop the local disability sport and physical activity offer	Working with team members develop the new work programme for the Inclusion Officer	May 17	All	Inclusion Officer			
	Implement the Staffordshire County Council Inspire Disability Multi Sport club Aiming High contract including Staffs FA holiday delivery	Ongoing	All	Inclusion Officer	Officer & Partner time.	220 disabled children engaged	
	Produce service level agreement with partners and manage Aiming High budget.	April 17	All	Inclusion Officer			
	Co-ordinate 'Inspire Leads' meetings	June 17	All	Inclusion Officer		Agreements signed and budget managed successfully	
	Collate club attendees, child outcomes and submit reports to Aiming High	Ongoing	All	Inclusion Officer			

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#### 1. 4 Equality and Diversity

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Conduct quarterly Inspire Club quality assurance checks	May/Aug/Nov/ Feb	All	Inclusion Officer			
	Develop links with non-sporting groups, organisations and services and facilitate networking opportunities	On-going	All	Inclusion Officer	Develop links with non-sporting disability groups, organisations and services	On-going	All
	Maintain 'Service & Reach' database and communicate to partners					20 organisations engaged with	
	Provide information and support to parents and disabled children	On-going	All	Inclusion Officer	Officer & Partner time.	All identified parents and children offered information and support	
	Review the role of the county disability sport forum Explore potential for a 'Engagement Networking' evening involving new CICs, charities, organisations etc	On-going	All	Inclusion Officer	Officer & Partner time.	Networking evening held	

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#### 1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Support Stoke –on-Trent City Council and EFDS to implement the 'Get Out Get Active' project  Attend the relevant project meetings	Ongoing	All	Knowledge, Communication s & Equalities Manager  Supported by Inclusion Officer	Officer & Partner time		

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#### 1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Ensure SASSOT meets safeguarding requirements of the Sport	Develop safeguarding action plan. SASSOT Board to endorse. Consult LSCB on plan content and complete sec 11 compliance assessment	05/17	1	Strategic Partnerships, Workforce & Investment Manager,	Officer time	Green RAG rating in quarterly report	

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

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
England CSP core specification	Implementation of actions referenced in Safeguarding Plan	Ongoing	All	Workforce & Coaching Development Manager, Board Safeguarding Champion, Core Team			
	Monitor implementation	Sept 17 March 2018	2 4				
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	09/17 03/18	2 4	Strategic Partnerships, Workforce & Investment Manager, Workforce & Coaching Development Manager,			



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### 1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Deliver the outcomes of SASSOT's annual safeguarding action plan	Deliver the following priority actions: <ul style="list-style-type: none"> <li>• Ensure SASSOT's safeguarding policies and procedures reflect current best practice and are fit for purpose</li> <li>• Ensure all SASSOT led delivery involving young people and vulnerable groups meets the safeguarding standards outlined in our safeguarding procedures</li> <li>• Undertake team safeguarding TNA and address training needs identified through this process</li> <li>• Maintain links with LSCB's and statutory services</li> <li>• Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults</li> <li>• Provide partners with the opportunity to learn about safeguarding through sharing information resources and through the provision of an education and training programme</li> </ul>	09/17 03/18	2 4	Strategic Partnerships, Investment and Workforce Manager, Workforce & Coaching Development Manager, Local Authorities, NGB's and Children and Lifelong Learning	Officer time	Action Plan Priority actions delivered	



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- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes**

## 2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
<u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region	Review 6 years of Sportivate in Staffordshire & Stoke on Trent.	08/17	2	Sportivate Manager,	£31,970	All reconciliation approved by SE Produce closing KPI statistics reports for all LA areas and main Regional partners	
	Reconcile the Sportivate Delivery grant and Cannock Innovation project	10/17	3				
	‘Complete’ the Sportivate grant Looked After Children’s project.	03/18	4				

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## 2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
<u>School Games</u> Ensure successful delivery of Level Three with effective links to Levels One and Two	Ensure the Local Organising Committee and its sub-groups operate effectively, with appropriate membership	On-going	All	Youth Sport Manager / School Games Co-ordinator with support from other Core Team members as appropriate	Officer Time £45,000	All meetings attended	
	Ensure Project Delivery Plan is followed to deadlines	07/18	All				
	Deliver a successful 2018 Level Three summer festival and support identified satellite events	07/18	All			Summer festivals with 1500 participants	
	Review 2017/18 calendar, processes etc. in conjunction with partners / stakeholders	06/17	1				
	Develop a Project Delivery Plan for 2017/18, incorporating review findings and confirmed School Games recommendations	05/17	1			Plan agreed by LOC	
<u>SGO Support</u> Effective support of SGOs, and links to NGBs where appropriate	Support the SGO Meetings through attendance, leading on agenda items linked to SASSOT work areas (i.e. Level 3, Satellite Clubs, Primary PE & Sport Premium etc.)	On-going	All	Youth Sport Manager	Officer Time	6 meetings	

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## 2.1 Children & Young People

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Primary School Support	Support primary schools to use their Primary PE and School Sport Funding effectively	Ongoing	All	Youth Sport Manager	£51,025 Capacity funding	Delivery mechanism agreed and offer to schools produced. Commissioned partner(s) identified, brief set and delivery of brief commenced	
Satellite Clubs Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Delivery of year 5 Satellite Club Link Makers Delivery Plan	04/19	All	Youth Sport Manager/ Satellite Club Links Officer	£49,768.44 Delivery Funding	30 new Satellite Clubs operational with 15 existing satellite clubs sustained  To engage 750 participants	

	To support deliverers to create positive experiences for young people attending satellite clubs.	03/18	All	Youth Sport Manager/ Satellite Club Links Officer	£27,213.00 Capacity Funding	All deliverers attending club experience workshop.  Met with all club deliverers and discussed satellite club principles and objectives.  Qualitative monitoring and evaluation completed.	
	To support the supply side (traditional sports clubs and physical activity providers) in providing greater variety to meet the different motivations and needs of young people. With the emphasis being on addressing inequalities in young people's activity levels.	03/18	All	Satellite Club Links Officer and Club Development Manager	Officer Time	Regular visits to satellite clubs	
	To support the clubs and organisations we work with the behaviour change model. Through the organisation of workshops and one to one support.	03/18	All	Satellite Club Links Officer and Knowledge, Communications & Equalities Manager	Officer time	3 workshops arranged across the County and club visits.	

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## 2.2 Club Development

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Update Club Support Plan	Implement review & consultation process. Update as required. Communicate updated plan to partners	09/17	2	Club Development Manager Key funding partners	Officer time		
Maintain and promote SASSOT's club database	Maintain SASSOT's web-based sports club database to include all Clubmark/NGB accredited/SASSOT QualityMark	On-going	All	Club Development Manager  NGBs	Officer time	Comprehensive database updated and promoted	
Raise the profile of club accreditation	Promotion of Clubmark under the 'Club Matters' umbrella' and SASSOT QualityMark to partners and clubs. Maintain Clubmark license and training to assess the new online process	On-going	All	Club Development Manager Board Champion	Officer time	SASSOT Website / e-newsletter / social media highlighting club accreditation	
Increase the number of accredited clubs and enhance the support network available to them	Continue to provide 'SASSOT Sports Club Accreditation Funding Scheme' and ensure that the Funding Scheme includes awards for coaching qualifications	On-going	All	Club Development Manager Workforce Steering Group	Officer time £4500	10 clubs financially supported to achieve accreditation by 31/03/18	

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## 2.2 Club Development

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Develop a planned and coordinated programme of club development training opportunities in line with Club Matters resources	Identify appropriate Club Development workshops programme to be delivered by Club Matters tutors	On-going	All	Club Development Manager  NGBs	Officer time	Comprehensive club and volunteer training programme implemented, promoted and communicated	
Promote and support Community Amateur Sports Clubs	Raise awareness via positive promotion and advocacy of the benefits of being a Community Amateur Sports Club and signpost to web-based information	On-going	All	Club Development Manager	Officer Time	Clubs signposted to become CASC	

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### 2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Provide local strategic coordination for workforce development activity for the sports sector	Continue to deliver Coaching Development Plan as per Core spec requirements from Sport England	Sep 03/18	2 4	Workforce & Coaching Development Manager	Officer time £3825 Budget to deliver the Plan	Sport England Green RAG rating at Q2 Sport England Green RAG rating at Q4	
Support the development and growth of the sports volunteer workforce	Use volunteer signposting service, DfE, and NGB Activation recruitment programmes to support workforce requirements of other SASSOT delivery programmes i.e. satellite clubs and school games	On-going	2	Workforce & Coaching Manager, NGB Activation & Volunteering Officer	Officer time £8,000 DfE funding award	30 volunteers deployed onto other programmes	
	Recognise volunteers and their work through supporting volunteer awards e.g. Community Sports Volunteer of the Year Award	On-going	4	Marketing and Coms Manager/Workforce & Coaching Manager	Officer Time	At least 1 volunteer award supported	
	Through direct provision and effective signposting provide sports volunteers with access to education and training that meets their training needs, including disability sport CPD as shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce.	On-going	2 4	Workforce & Coaching Development Manager, Sport Structures, NUL College, EfDS	Officer Time	200 attendees on workshops 400 attendees on workshops	
Work with partners and local	Work with approved deliverers to develop a comprehensive education and training programme	On-going	1	Workforce & Coaching	Officer time	200 attendees	



- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

### 2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
training providers to ensure workforce training needs are met	to meet the needs of coaches and volunteers. <ul style="list-style-type: none"> <li>• Undertake annual planning and partner consultation exercise in order to prepare a programme for 2017</li> <li>• Provide CPD training support to at least 400 coaches and volunteers, including disability sport CPD as shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce</li> </ul>			Development Manager, Sport Structures, NUL College  Workforce Development & Coaching Manager			
Work with partners and local training providers to ensure workforce training needs are met	Signpost and promote NGB courses for the 46 Sport England funded sports and the SASSOT Education and Training programme via the SASSOT website, and social media	On-going	All	Workforce & Coaching Development Manager, Sports Coach UK, NGBs	Officer time	Links visible	
	Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and supporting female coaches	Ongoing	All	Workforce & Coaching Development Manager, Regional CSP's, sportscoachUK	Officer time, £400 funding,	20 female coaches supported by SASSOT and 100 across the region	
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	Ongoing	All	Workforce & Coaching Development Manager,	Officer time,	Produce Monthly e-newsletter and extend the Coach to Coach pilot e-newsletter to a wider audience	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

**2.3 Workforce Development (including Volunteering and Coaching)**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
				Sports Coach UK, Staffordshire University		100 coaches accessing targeted CPD needs	
	Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost	Quarterly	All	Workforce & Coaching Development Manager, sportscoachUK, CSPN	Officer time	'Funding Opportunities for Coaching' guide produced quarterly	
SASSOT Volunteering and Leadership programme	Provide on-going support to volunteers trained in Year 1-5 of the programme.	On-going		NGB Activation and Volunteer Development Officer	NGB Activation and Volunteer Dev Officer time	Contact maintained with previous leaders and opportunities offered.	
	30 volunteers (aged 16+) recruited and deployed to support levels 1 and 2 of the school games. This information is valid for the academic year Sept 2017-July 2018.	July 2018	2- for first results 4- for 2 <sup>nd</sup> results	Workforce Development Manager NGB Activation and Volunteer Dev Officer	NGB Activation and Volunteer Dev Officer time	30 volunteers recruited and deployed by July 2018.	
	School games workforce audit completed in conjunction with SGO's. For the academic year Sept 2017-July 2018.	September 2017	2	Workforce Development Manager/NGB Activation and Volunteer Dev Officer/SGO's	NGB Activation and Volunteer Dev Officer time	Workforce audits completed by September 2017.	
	SGO's supported to address needs identified in school games workforce audit through the provision of training	Ongoing	All	NGB Activation and Volunteer Dev Officer	NGB Activation and Volunteer Dev Officer time	Courses organised and tutored as and when needed for the SGO's.	



- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

**2.3 Workforce Development (including Volunteering and Coaching)**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Deliver volunteer training for event volunteer team	June 2018	All	NGB Activation and Volunteer Dev Officer	NGB Activation and Volunteer Dev Officer time	Sufficient volunteers recruited, trained and deployed as event volunteers.	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

### 3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Marketing Planning & Development	Develop knowledge of customer centricity and disseminate to team  Review the MarComms Plan for 2017-18 accordingly  Review CRM systems / tools and develop accordingly	Mar 18	Q4	Knowledge, Communication s & Equality Manager, Admin Officer & Board Champions	£5,000 + Officer & Board Champions' time	Plan produced, distributed and in operation	
Website Maintenance and Development	Maintain website content and continue to develop key plug ins including e-news, searchable databases, event calendar, media library	Ongoing	1	Knowledge, Communication s & Equality Manager and Admin Officer			
	Review Google analytics and other development tools	Ongoing	All	Admin Officer			
Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport and physical activity eg. NGB Forum, SDO/Facility Managers Forums, SLCOF etc	Ongoing	All	All Core Team members  Supported by: Admin Officer	Officer Time £1000	Meetings held	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
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### 3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Production of e-newsletters	Production of SASSOT fortnightly sport-e newsletter	Fortnightly	All	Admin Officer	Officer Time & Partners Time	24 editions of e-newsletter released 26% open rates for all publications	
	Production of SASSOT Coaching and Volunteering e-newsletter	Monthly	All	NGB Activation and Volunteer Dev Officer			
	Production of NGB newsletter for schools and SGOs	Half-termly	All	Strategic Lead-Service Delivery		6 editions circulated	
Partner Support	Publicise partner products, programmes and media campaigns as appropriate	Ongoing	All	Knowledge, Communications & Equality Manager	Officer Time		
	Implement ‘Move More In May’ campaign <ul style="list-style-type: none"> <li>- Publicise the local offer and develop local offers with key partners</li> <li>- Engage local media</li> <li>- Assess the impact</li> </ul>	May 17	1	Admin Officer Sports Manager NGB Activation Officer, TCG Officer		Programme to offer sessions in 10 sports. Media coverage gained	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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### 3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Produce Annual Report	Annual Report produced 04/16 to 03/17	Jun 17	1	Admin Officer	Officer Time £600		
Social Media Development	Co-ordinate recruitment of a ‘Social Media & Digital Marketing’ Apprentice , develop a programmes and work with training provider to support development  Development of Social Media including Facebook and Twitter - Team to develop social media priorities / action - Develop benchmarking and monitoring process	Ongoing	All	Knowledge, Communication s & Equality Manager  Admin Officer  Supported by Team Members	Staff time		
SASSOT Community Sports Awards	Implement county Community Sports awards: - Community Club of the Year - Community Coach of the Year	Aug-Nov 17	Q2	Knowledge, Communication s & Equality	Officer time £700	Winners selected and awards event held with S&SoT nominees	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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### 3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	<ul style="list-style-type: none"> <li>- Community Impact Award</li> <li>- Community Volunteer of the Year</li> <li>- Aspiring Athlete of the Year</li> <li>- SASSOT and BBC Radio Stoke Power of Sport Award</li> </ul>			Manager/NGB Activation and Volunteer Dev Officer/supported by Team Members CSPN WM			
West Midlands Community Sports Awards	Work with the West Midlands Marcomms Group to coordinate the WMCSA	Dec 17	Q3	Knowledge, Communications & Equality Manager/NGB Activation and Volunteer Dev Officer	Officer Time	Awards evening held	
Producing Media Releases To Advocate The Work of the CSP	Distribution of Media Releases	Ongoing	All	Knowledge, Communications & Equality Manager and Core Team Members	Officer Time	Min of 10 News Releases per year	
School Games Support	Deliver media training to young School Games volunteers	Jun 17	Q1	Knowledge, Communications & Equality	Officer Time	Training provided	

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### 3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Develop event programme	Jun 17	Q1	Manager and Core Team Members		Programme produced	
	Support development and maintenance of School Games website	Ongoing	AI			Website updated	
	Co-ordinate media hub at School Games event	Jun 17	Q1			Media report produced	



- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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**3.2 Research & Insight**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Create a hub of local information and resources	Continue to develop a central resource of information hosted on both the SASSOT website and Insight Hub	Ongoing	All	Knowledge, Communications & Equality Manager and Staffordshire University	Officer Time	Data collated and ‘Info Hub’ available	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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### 3.2 Research & Insight

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Applying Behaviour Change	Mapp influencers and delivers that could benefit from receiving behaviour change training	Sep17	2	Knowledge, Communication s & Equality Manager	Officer Time		
	Assess capacity and upskill a team members to deliver behaviour change training or source a suitable provider	Sep 17	2				
	Support the satellite club programme to embed behaviour change through; <ul style="list-style-type: none"> <li>- Provide guidance docs</li> <li>- Delivery training</li> <li>- Organise UK Coaching BC Course</li> <li>-</li> </ul>	Dec 17	3				
	Develop knowledge base of applying BC to Marketing & Comms	Dec 17	3				
	Identify potential localised case studies, promote and advocate	Mar 18	4				

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
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### 3.2 Research & Insight

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Localised Sport & Physical Activity Research <i>(Understanding of local demand and supply)</i>	Work with Know Research and NUL BC to implement localised Sport & Physical Activity Insight Project.	Sept 17	2	Knowledge, Communications & Equality Manager Know Research	Officer Time	Reports produced	
	Support Stafford Borough Council to implement localised Sport & PA research through focus group consultations	Jan 18	4				
	Co-ordinate localised Sport & PA research in Staffordshire Moorlands. Working with Support Staffordshire deliver focus groups in identified areas and produce a summary of findings	Dec 17	3				
	Assess research needs in East Staffordshire and implement accordingly	Mar 18	4				
Monitor and evaluate the impact of appropriate programmes	Satellite Clubs, Primary School Sport Premium, Aiming High, School Games	Quarterly	All	All programme mangers	Officer Time	M&E reports produced and provided to funders and Board	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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### 3.2 Research & Insight

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Review the role and allocation of 'Relationship Managers'	Review value of process and organise meeting accordingly	Sept 17	2	Strategic Leads	Officer Time	Mgrs / Officers allocated roles Review meetings held and actions agreed	
Collate and report Active Lives Survey data	Provide a gateway to the Active Lives data and provide further analysis upon request	Ongoing	All	Knowledge, Communications & Equality Manager	Officer Time	LA Sports Profiles produced	
Advocacy and promote Sport England's data tools and insight	Maintain and develop knowledge of SE data tools Communicate developments to partners and provide training where appropriate	Ongoing Ongoing	All All	Strategic Lead, Knowledge, Communications & Equality Manager	Officer Time	Support 5 partners directly	
Demonstrate impact of local partner investment	Collate data to produce localised documents	Oct 17	2	Knowledge, Communications & Equality Manager Team members	Officer Time £600	11 Impact documents produced	

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### 3.2 Research & Insight

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Explore viability of developing GIS mapping resource within SASSOT core team	<ul style="list-style-type: none"> <li>• Attend GIS orientation training</li> <li>• Establish access to SBC GIS mapping resources</li> <li>• Trial application of GIS mapping tools with SASSOT programmes and insight functions, starting with Satellite Clubs</li> <li>• Participate in CSPN community of learning for GIS</li> </ul>	March 18	ALL	Strategic Partnerships and Investment Manager	Officer Time	Paper taken to board proposing SASSOT approach to use of GIS	
Undertake Insight scoping and review exercise	<ul style="list-style-type: none"> <li>• Scope future insight needs against core spec</li> <li>• Complete options appraisal, including resource evaluation around SASSOT approach to insight and research work to present to Board</li> </ul>	Oct 17	2	Insight and Comms Manager & Strategic Partnerships and Investment Manager	Officer Time	Options appraisal completed	

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### 3.3 Facilities

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Hold up to date knowledge of and understand the sport, PE & physical activity facility requirements for the CSP area	Sub Regional Sports Facilities Framework to be available on request by partners and advice provided to support appropriate facility developments	Ongoing	All	Strategic Partnerships, Investment & Workforce Manager	Officer & Board member time.	Sub-regional Facilities Framework available to partners.	
Asset Transfer & Club Matters	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required.	Ongoing	All	Club Development Manager	Officer Time Sport England resources	Number of community groups supported to use the Asset Transfer toolkit	
	Promote the Sport England Club Matters club resource.	Ongoing	All				
To be an advocate for sport on education sites	Advocate and promote Sport England’s “Use our School” toolkit and web-based SchoolHire Facility Finder to local partners	On-going	All	Youth Sport Manager	Officer Time	Increase in NGBs / sports groups accessing school sport facilities	

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### 3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
Provide a comprehensive range of support services that will assist partners, clubs and community groups to access funding and new investment	To support partners, clubs and other community groups in the development of appropriate funding applications.	On-going	All	Strategic Partnerships, Workforce & Investment Manager	Officer & Board Champion time	Projects supported & feedback via Satisfaction Survey	
	Provide one to one support as appropriate and update SASSOT investment log			Strategic Partnerships, Workforce & Investment Manager			
	To identify and promote funding opportunities (local/regional/national), to partners, clubs and other community groups to support their projects	On-going	All	Core Team, SDOs & NGBs	Officer & Board Champion time	Newsletter articles & website	
	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		Strategic Partnerships, Investment & Workforce Manager	Officer time	On-line information is accurate & up to date	
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	On-going	All	Strategic Leads,, Strategic Partnerships, Investment & Workforce Manager	Officer & Board Champion time	Response times re feedback achieved	
	To proactively advocate at a strategic level the value of local projects with Sport England and other funding bodies						

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

**3.4 Funding and Investment**

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Develop SASSOT data and insight guide to assist partners in developing strong funding applications.	03/18	All	Strategic Partnerships, Investment & Workforce Manager	Officer time	Intelligence Data Support Guide is up to date and available for partners	
	Provide one to one support to partners as required to help them evidence the need for specific projects.	Ongoing		Strategic Partnerships, Investment & Workforce Manager			
	Continue to develop resources and strategic documents that will assist partners when applying for funding i.e. facility plan						
Identify and apply for additional funding that will support the SASSOT and its partners to deliver sport and physical activity objectives	Continue to engage with Staffordshire Public Health, CCG's and other partners to develop a physical activity strategy.	Ongoing	4	Strategic Partnerships, Investment & Workforce Manager	Officer Time	New investment into sport from Public Health or CCG sources	
	Engage with locality commissioning leads and district health and wellbeing groups to positively influence the positioning of sport and physical activity within future commissioning plans						
	Proactively identify and apply for funding to sustain and develop SASSOT's local delivery offer such as locality commissioning opportunities	Ongoing	4	Strategic Partnerships, Investment & Workforce Manager		Applications made to relevant external funding pots	





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### 3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Lead/Partners	Resources	Performance Measurement	
		Date	Qtr			Target	Actual
	Continue to support the Team Staffordshire funding consortium to ensure proactive positioning of sport and physical activity with future TS funding applications	Ongoing		Strategic Partnerships, Investment & Workforce Manager			

**Governance - 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	
		Date	Qtr			Target	Actual
Board Operating effectively	Complete Governance Options Appraisal Implement recommendations Action Plan for Tier 3 compliance produced Compliance achieved	May 17 Mar 18 Sept 17 Mar 18	1 4 2 4	Campbell Tickell Board sub-group / Strategic Lead – Service Delivery	Chair, Officer and Board member time	Tier 3 criteria met or action plan in place to achieve	
Prepare reports for Board as required	Reports presented to Board  Briefing Notes circulated in the interim	Quarterly	All	Strategic Lead- Service Delivery Chair / Core Team	Officer time	Meetings held & reports produced	
Business Plan development	Develop interim 2017-2021 Business Plan (to be fully reviewed once new Core Spec, SASSOT strategy etc. in place)  Produce long-term strategy (to 2021)	Sept 17  Dec 17	2  3	Strategic Lead- Service Delivery  Vision 2021 Sub Group / Strategic Lead – Strategy and Relationships	Board and Officer time	Interim plan in place  Strategy in place and being delivered	

**Governance - 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		
		Date	Qtr			Target	Actual	
Manage individuals and team	Work programmes agreed for core team	May 17	1	Strategic Leads	Core budget for staff and Board Champion time	Partner satisfaction rating for team – to achieve good		
	Team meetings held – format to be reviewed	Ongoing	4	Strategic Leads		Monthly meetings held		
Invest in team building and personal development	Ensure priorities from team training plan are addressed	Sept 17	2	Strategic Lead – Service Delivery		Training plan developed & implemented		
	Analyse results of 2017 CSPn Staff Satisfaction Survey and action plan based on results	May 17	1	Strategic Lead – Service Delivery				
	Trial new PDR form, amend and finalise	May 17	1	Strategic Lead – Service Delivery All Line Managers				



## **Consultation**

This Delivery Plan has been developed in conjunction with the requirements of our Sport England Core and Programme Delivery Contracts, local funding partner requirements and consultation with key partners through our Partnership Satisfaction Survey and Good to Great Improvement Plan. 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 physical activity and developing player pathways.

Our partners and consultees are acknowledged:

### Funding Partners:

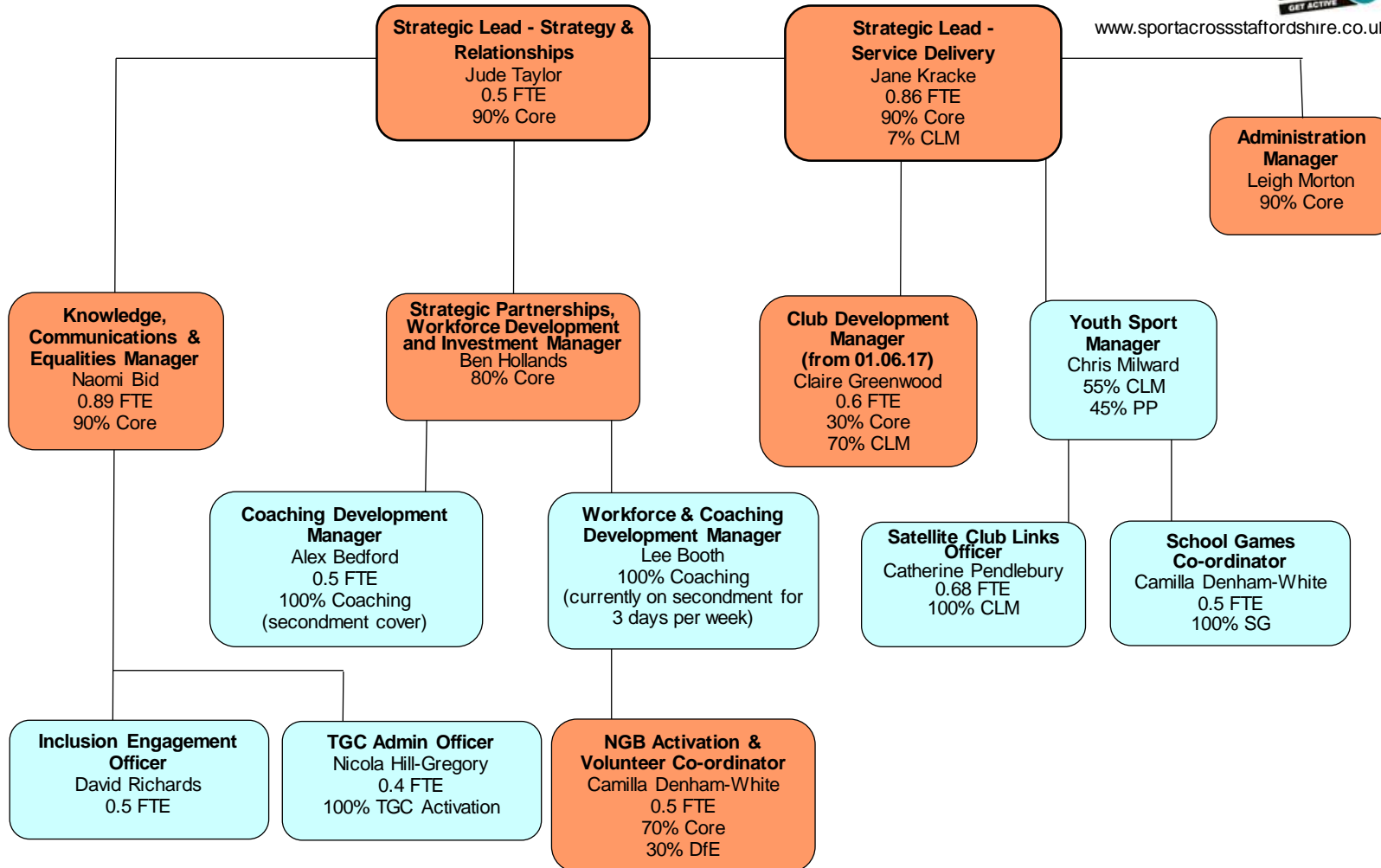
Sport England  
Cannock Chase District Council  
East Staffordshire Borough Council  
Lichfield District Council  
Newcastle-under-Lyme Borough Council  
South Staffordshire District Council  
Stafford Borough Council  
Staffordshire County Council  
Staffordshire Moorlands District Council  
Stoke-on-Trent City Council  
Keele University  
Staffordshire University




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

**Core Team 2017-18**



 - Posts highlighted on Orange are part-funded through Sport England Core Funding



## Glossary

CEO	Chief Executive Officer
CPD	Continuous Professional Development
CSP	County Sports Partnership
KPI	Key Performance
LA	Local Authority
PE	Physical Education
SASSOT	Sport Across Staffordshire & Stoke-on-Trent
scUK	Sports Coach UK
SLCOF	Staffordshire Leisure & Culture Officers Forum