

Lancashire Sport Partnership

Core team Delivery Plan 2008/09

Sporting Infrastructure

1. Corporate Statements

As the lead partnership body for Sport in the County, Lancashire Sport Partnership has the core purpose of:

“Leading and facilitating joint work across the partnership to enable an effective delivery system for Sport and physical activity within the County.”

We directly support the 14 District based Sport and Physical Activity Alliances across the County and are one of 5 sub-regional County Sport Partnerships in the North West, and one of 49 across England.

The Partnership is supported by the Core Team, based at Myerscough College. The Core team is organised in four thematic areas, each with Thematic delivery plans:

- *Sporting Infrastructure*
- *Communications*
- *Business development*
- *Workforce development*

Additionally, a *Partnership Development Plan* has been developed this year to manage the up and coming opportunities and initiatives such as 2012.

In addition to the core purpose (the reason we exist), we have a partnership vision (describing the future we want), our core team mission (how we will get there) and Corporate objectives and priorities.

a. Partnership Vision

The vision of the partnership, its Board and core team is:

“Working in partnership to increase sustainable participation in, and widen access to, sport and physical activity.”

b. Mission

The mission of the core team is:

“To establish a sustainable Sporting infrastructure and partnership.”

c. Corporate Objectives

The 2006 – 09 Lancashire Sport Strategy “Changing Lives”, identified a number of core themes which underpin our Corporate objectives:

- *Enhancing the Sporting infrastructure*
- *Developing the workforce*
- *Benefiting the economy*
- *Marketing and communications*
- *Health and wellbeing*
- *Young people*
- *Creating stronger and safer Communities*
- *Performance measurement and intelligence*
- *Strategic planning and co-ordination*

d. Corporate Improvements Priorities

Work with our stakeholders and a TAES review has identified the key improvement priorities leading to **higher levels of Performance** for the service during 08 – 09 as:

- Improving the **Quality** of our offer to our partners through achievement of higher service standards.
- Championing the **Equality** of opportunity to create aspiration and increase in participation in under represented groups.
- Building Relationships which **Influence** policy direction and decision making.
- Achieving **Sustainability** for the work of the partnership and the core team.
- Becoming the hub for **Knowledge** which will identify opportunities and support the business case for Sport and

Physical activity.

e. Service Delivery structures

Lancashire Sport Partnership is committed to supporting the Sport England Delivery system for sport and physical activity. This commitment will be delivered through our leadership role with the 14 SPAA (Sport and Physical Activity Alliances) of Lancashire, the 32 key Sport Governing Bodies and organisations who support and commission sport and physical activity across the County.

The Partnership is structured around the single system in the following way:

Partnership Advisory Board

A representative advisory Board has been recruited against an Equality profile to reflect the stakeholder makeup of Lancashire.

The Partnership Advisory Board represents the interests of the partnership and provides leadership, communication and direction for the core team, partnership activity and stakeholder involvement.

The Partnership Board meet quarterly, under the direction of a Chair elected by the group. The Board oversees partnership performance and co-ordinates the financial and performance returns to funding bodies.

The **Trustee Board** will meet quarterly to review the performance of the Core Team and make financial returns to Sport England and other funders.

Partnership Cluster groups

The County has been divided into three work areas to improve co-ordination and co-operative activity. These areas are:

- Coastal:** Lancaster, Wyre, Blackpool, Fylde.
- Central:** Preston, South Ribble, Chorley, West Lancashire.
- Pennine:** Blackburn with Darwen, Hyndburn, Ribble Valley, Rossendale, Burnley, Pendle.

SPAA (Sport and Physical Activity Alliances)

The 14 Lancashire SPAAs are the District based delivery arm of the partnership. The SPAAs have the key roles of co-ordinating local partners, action planning and monitoring outcomes.

The SPAAs are supported by Cluster based Partnership Development Officers and senior managers who provide a co-ordination and support function.

Thematic groups

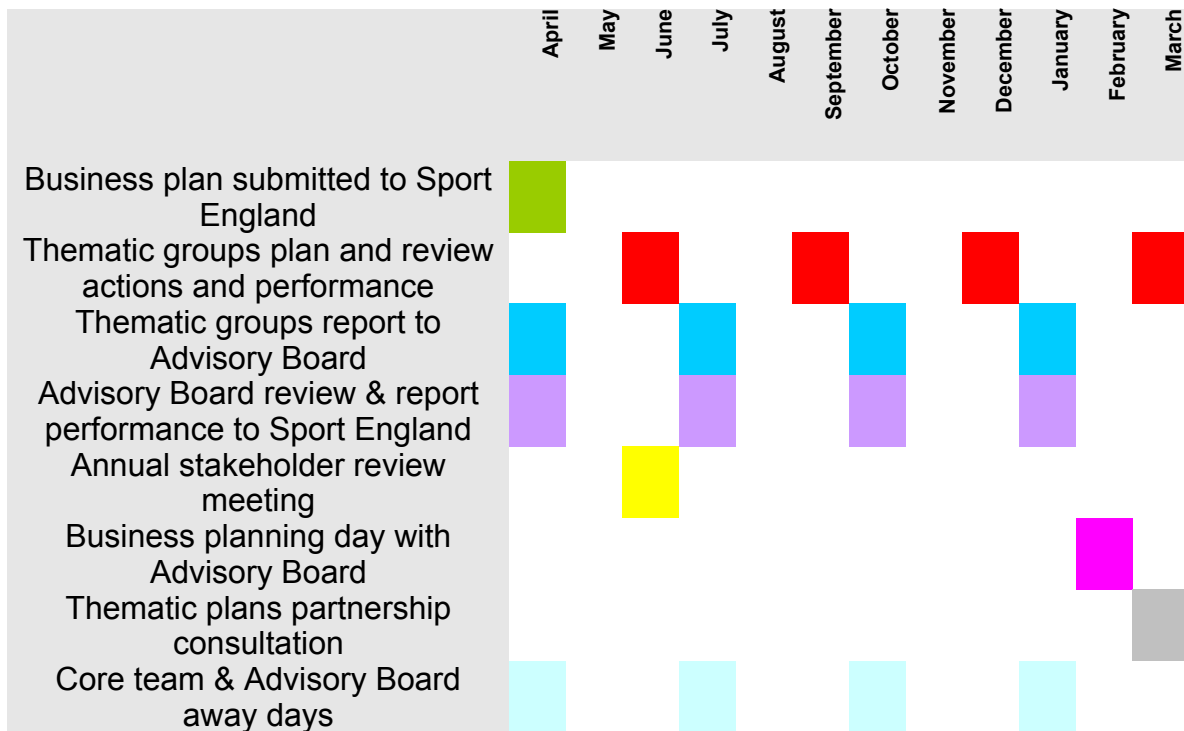
The Core team thematic leads are supported by multi agency groups who can oversee the work and development of that thematic area.

The thematic groups meet quarterly to plan and review the progress against each of the thematic plans. This progress is reported back to the Advisory Board as a written report.

f. Business plan cycle

Lancashire Sport Partnership is driven by the Sport England financial year Business planning timetable (April to May).

The timetable for Business planning can be summarised as:



g. Strategic planning cycle:

Lancashire Sport operates on a Strategic planning timetable of three years, aligned with Government spending reviews. The next Strategic plan will operate from 2009 to 2012.

2. Introduction to the Service

Sporting Infrastructure Team

The Sporting Infrastructure Team has lead responsibility for the following areas:

1. Lancashire Delivery System with a particular emphasis on supporting Sport and Physical Activity Alliances
2. Support to Governing Bodies of Sport

3. Supporting Children's Services to achieve national objectives ensure that sport is at the heart of those objectives. The team has specific lead responsibility for the 5 Hour Offer (including Extending Activities Programme).
4. Club Development
5. Corporate Performance Management

The Sporting Infrastructure team is made up of the following officers:

Joanne Moss – Partnership Manager

George Cull – Partnership Development Officer (Central Cluster)

Dan Isherwood – Partnership Development Officer (East Cluster)

Lorna Postlethwaite – Partnership Manager (Coastal Cluster)

Each of the PDO's takes responsibility for supporting Sport and Physical Activity Alliances in their respective clusters as identified above. In addition they each have a lead responsibility for a thematic area. Lorna and George have lead responsibility for Governing bodies of Sport and Dan has responsibility for Children Services.

Sporting Infrastructure Team Key Challenges 2008/09

- Managing the sub regional implications of national and regional direction of travel for Sport England
- Maintaining the balance of sport and physical activity within SPAA's ensuring cross partner engagement

Sporting Infrastructure Team Key Opportunities

- Sport England Strategy and direction of travel.
- 5 Hour Offer
- Further rollout of Building Schools for the Future

Sporting Infrastructure Thematic Working Group

The Sporting Infrastructure Group is made up of representatives from School Sport Partnerships (Partnership Development Managers) Governing Bodies of Sport, Local Authority Leisure Services (Sport Development), Leisure Trusts and Senior Competition Manager. Its core purpose is to strategically coordinate and support the work of the Sporting Infrastructure Team.

6. Service Achievements for Previous Year

- Appointment of 3 Partnership Development Officer May 2007
- 14 Sport and Physical Activity Alliances (SPAA's) established to agreed framework

- 14 SPAA Delivery Plans submitted in agreed timescale
- Supported the development of 46 SPAA projects
- £2,624,637 Community Investment funding secured and £6,069,677 partnership funding secured (inclusive of in-kind investment)
- Sporting Infrastructure Group established with representation from National Governing Bodies of Sport, Local authority Sport Development, School Sport Partnership - Partnership Development Managers, Lancashire Sport Core Team
- Clubmark License achieved with 1st Bowling Club in the country achieving clubmark as part of the License procedures
- 2 Building Schools for the Future (BSF) Sport Stakeholder Groups established and supported – Blackburn and Blackpool SF Sport
- SPAA leads forum established
- Leadership and support given to Partnership Development Managers network
- Headteachers SPAA engagement programme developed in partnership with Lancashire County Council PE Advisor Services.
- Joint leadership provided to develop Lancashire Coaching Framework
- Interim Performance Management reporting systems established and quarterly reports submitted in agreed timescale
- Support given to SPAA to roll out Market Segmentation
- 5 Hour Offer briefing and visioning workshops delivered with over 40 partners attending from various organisations including local authority sports development, colleges, schools, partnership development managers, youth and community services, universities and extended services to name a few.
- Support given regionally to develop PE and Sport Strategic Framework (5 Hour Offer) guidance documentation

- Strong links developed to regional networks through Sporting Infrastructure team members including regional SPAA Leads network, young people's forum, club development group and performance management group
- 1 to 1 support and meetings have taken place with 32 governing bodies of sport.
- Annual National Governing Body of Sport workshop delivered in July 2007
- Development and submission of Competition Managers application to Youth Sport Trust.
- Acted as consultee to over 15 external Community Investment Fund applications

7. Key Priorities for 2008 / 09

Priority Theme	Objective	Task or actions	Lead Person	Targeted Output	Targeted Outcome	Resources	Timescales and milestones	Links to Thematic plans
Quality Sustainability	<u>Delivery System</u> Continue to develop an effective and fit for purpose Delivery System	Establish 12 month rolling programme for SPAA leads Forum	PM	3 Meetings per year 12 month programme developed	Improved communications and leadership with SPAA's	£500 & Officer time	June 2008	Communications / Workforce/ Business
		Organize and deliver SPAA leads away day to set out vision for the delivery system	PM	1 Away Day per year	Clear vision for the delivery system	£1,500 & Officer Time	April 2008	Communications /Business
		Continue to provide 1to1 support to SPAA's	PDO's	Min 4 meetings per SPAA per year	Improved communications, and leadership, sharing of best practice	Officer time	On-going	Communications
		Work with workforce development to develop appropriate personal development opportunities to SPAA leads	PM	Personal development programme developed and elements delivered	Better 'equipped / skilled community leaders	£2,000 & Officer time	March 2009	Workforce / Communications /Business
		Establish 12 month rolling programme for Sporting Infrastructure group	PM/SIG	12 month programme developed	Clarity about role and responsibility of SIG	Officer time	April 2008	Business/ Communication/ Workforce

Priority Theme	Objective	Task or actions	Lead Person	Targeted Output	Targeted Outcome	Resources	Timescales and milestones	Links to Thematic plans
Relationships Communication Knowledge Quality	Governing Bodies Further develop a tangible offer for National Governing Bodies of Sport (GB's) and engage with their networks	Continue to provide 1to1 NGB support – understand NGB needs	PDO's	Min 32 1 to 1 meetings per year	Improved relationships and understanding of NGB needs	Officer time	On-going	Workforce / Communications
		Deliver annual NGB Conference	SIG	1 Conference delivered	Improved relationships between NGB's, SDO's and PDM's	£2,000 & Officer time	June 2008	Workforce/ Communications / Business
		Support the development of swimming and cycling (2012 legacy sports)	PDO's	1 strategic group established for each sport 1 2012 legacy plan developed for each sport	Coordinated approach to the development and delivery of cycling and swimming across Lancashire	Officer time Officer time	September 2008 December 2008	Communications Communications/ Workforce
		Develop support package to NGB's	SIG	Support package agreed, developed and implemented	Improved relationship, communication and quality support provided	£2,000 & Officer time	September 2008	Communications/ Workforce/ Business

Priority Theme	Objective	Task or actions	Lead Person	Targeted Output	Targeted Outcome	Resources	Timescales and milestones	Links to Thematic plans
Relationships Communications Sustainability Quality	Children and Young People Develop a Lancashire PE and Sport Strategic Framework for Children and Young People (5 Hour Offer)	Organise briefing and visioning day to develop PE and Sport Strategic Framework (5 Hour Offer)	PM / PDO's	1 Strategic Framework Developed	Better coordinated PE and Sport opportunities for CYP	£1,500 & Officer time	May 2008	Workforce/ Communications / Business
		Facilitate the development of Extended Activities (EA) Plans for 14 SPAA areas and submit in agreed timescale	PDO / SIG	14 plans developed 9,730 YP engaged in EA's 6,916 YP retained in EA's	Improved sport offer for children and young people 5-19yrs	£1,000 & Officer time	May 2008	Communications / Workforce / Business
		Support Children and Young People Strategic Partnerships (CYPSP) to achieve national objectives through sport	PM	Engagement with 3 CYPSP's	Sport aligned to national objectives	Officer time	On-going	Communications
		Provide leadership for Building Schools for the Future (BSF) Sport Stakeholder Groups	PM	5 Sport Stakeholder Groups established	Sport position at the heart of BSF Programmes	Officer time	April 2008 / On-going	Workforce / Communications

Priority Theme	Strategic Objective	Task or actions	Lead Person	Targeted Output	Targeted Outcome	Resources	Timescales and milestones	Links to Thematic plans
Quality Knowledge Sustainability	Club Development Develop a Club Development Strategic Framework which sets out key priorities and actions for Club Development	Undertake consultation and develop club development framework	SIG/PM	1 Club Development Strategic Framework Developed	Clarity on Club Development priorities and focus	Officer time	December 2008	Workforce / Communications
		Support the development of a Club Development Database	PDO's	1 Lancashire database developed	Improve knowledge about clubs	£1,000 & Officer time	September 2008	Communications / Business
		Support the recruitment of Club Development officers through SPAA's	PDO's	14 Club Development Officer roles appointed	Delivery structure for club development work	Officer time	September 2008	Workforce
		Provide leadership to Club Development Officers through Club Development Forum	PDO's	1 club development forum operating with clear targets and priorities	Coordination of Club Development work	£500 & Officer time	On-going	Workforce
		Continue to promote and administer Clubmark	PDO's	83 clubs to achieve national standards (including Clubmark and Charter Standard)	Network of high quality clubs across Lancashire	£500 & Officer time	On-going	Communication / Workforce/ Business

Priority Theme	Objective	Task or actions	Lead Person	Targeted Output	Targeted Outcome	Resources	Timescales and milestones	Links to Thematic plans
Quality Sustainability Knowledge Communication Relationships	Performance Management (PM) Improve Performance Management	Develop a fit for purpose Performance Management Framework	PM	1 Framework developed and implemented	Improved Performance Management	Officer time	September 2009	Workforce/ Communications/ Business
		Support the TAES Review	PM	TAES review and improvement plan developed	'Good' organizational rating under TAES	Officer time	??	Workforce/ Communications/ Business
		Ensure quarterly reports are completed and submitted in agreed timescale	PM	4 reports submitted	Improved performance management	Officer time	June 08/Sept 08/Dec 08/March 09	Workforce/ Communications/ Business
		Ensure performance is managed through annual appraisal and reviews	PM	Annual appraisals and quarterly reviews implemented	Improved performance management	Officer time	Reviews: June 08/Sept 08/Dec 08 / March 09 – full appraisals	Workforce/ Communications/ Business
		Implement data capture systems for SPAA's and Extended Activities Programme and provide reports – integrate systems where possible	PDO's	Min 1 and max of 2 data capture systems developed	Improved knowledge about performance of SPAA's and EA programmes	Officer time	April 08	Workforce/ Communications/ Business
		Produce annual report 2007/08	PM	1 annual report produced	Annual performance communicated	£3,000 & Officer time	June 2008	Workforce/ Communications/ Business

