



Hampshire & Isle of Wight Sports Partnership



County Sports Partnership

Business Plan

January 2005 - March 2009



Business Plan

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1. INTRODUCTION

The Hampshire and Isle of Wight Sports Partnership was formally established in 2000. The area has long had strategic alliances and partnerships between governing bodies of sport, local authorities and others. This spirit of co-operation and partnership working provided a strong basis upon which the formal partnership has been built.

The Hampshire and Isle of Wight Sports Partnership is one of the largest Partnership areas in the country. There are 15 Local Authorities within the Partnership, made up of 3 Unitary authorities, 11 District and Borough Councils, and the host authority Hampshire County Council. National Governing Bodies of Sport, together with their respective county associations and clubs, Sport England, sports coach UK, English Federation of Disability Sport, Youth Sport Trust, and Education are also members of the Partnership. The Partnership is continually evolving and new alliances are and will continue to be formed where there is a shared commitment to the partnership's outcomes for sport and physical activity for the area. (For further details of the Partnership and its population, see Appendix 1).

The Hampshire and Isle of Wight Sports Partnership has a Partnership Strategy, which has been developed with all partners and sets out the vision, outcomes and targets for sport and physical activity in the Partnership for 2004 – 2010 (see Appendix 1). The Business Plan is based on the framework established through the Partnership Strategy, and has been developed in line with Sport England's model for County Sports Partnerships (see Appendix 2). The Business Plan will put in place the core services and staff which will be key to achieving the Partnership Strategy and Sport England's objectives for a County Sports Partnership for Hampshire and the Isle of Wight.

The Business Plan is made up of 9 sections: section 2 outlines the needs assessment which has taken place in developing the Partnership Strategy and the core services and staffing proposals; sections 3 and 4 state the shared vision and outcomes for sport and physical activity within the Partnership; section 5 sets out the core services to be planned, delivered and monitored; section 6 highlights how the core services will contribute to achieving Sport England's and other partners Key Performance Indicators; section 7 outlines how the Partnership is organised and managed; sections 8 and 9 outline the core staff and finances required to achieve the outcomes, core services and key performance indicators.

2. NEEDS ASSESSMENT

The Needs Assessment for this business plan has taken place at two levels:

1. The development of the Hampshire and Isle of Wight Sports Partnership Strategy 2004 – 2010
2. The development of the Business Plan 2005 - 2009

Strategy Needs Assessment

The Hampshire and Isle of Wight Sports Partnership Strategy 2004 – 2010 has been developed through extensive consultation with partners. All key partners were involved in establishing a common agreement on the needs for sport and physical activity in the Partnership, which form the basis of the Strategy. A summary of the consultation process can be found in section 3 of the Strategy attached at Appendix 1.

Business Plan Needs Assessment

In the early part of 2004, Sport England outlined a model for the development of County Sports Partnerships (CSP) attached at Appendix 2. The model identified the core role of any CSP. This paper was shared with the Hampshire and Isle of Wight Sports Partnership's Management Steering Group (MSG) on 16th March 2004. Following discussion, members agreed that:

- The MSG needs to lead the planning of the future core services and staffing structure of the CSP, before consulting more widely in the Partnership
- Officers would draft provisional ideas on the future core services and staffing structure, and present this to the MSG for discussion on 6th May 2004.

A Working Group made up of Julie Amies (HCC Senior Sports Officer) Carolyn Carr (Active Sports Officer), Helen Mitchell (Active Sports Officer), Sharon Hall (County Youth Sports Officer), Sophie Barratt (Partnership Services Officer), Pete Brailey (New Forest DC SDO and MSG member) and Jan Hill (Southampton City Council SDO and MSG member) met with the purpose of preparing proposals to present to the MSG on the future core services and staffing structure.

As preparation for the working party, essential research was undertaken to identify:

- details of where we are now - core services, and sports specific staff
- feedback from NGBs on their requirements of Sports Partnerships to help them deliver One Stop or Whole Sport Plans
- findings from Southampton Institute research interviews with Sports Development Officers (SDOs) and Chief Leisure Officers (CLOs) on their perceived support needs of a Sports Partnership

The working group presented proposals for the future core services and staffing requirements to a Special Meeting of the Management Steering Group in May 2004 (Appendix 3). The MSG supported much of that proposed, but in addition asked colleagues to:

- Add clear outcomes

- Hold further discussions on the strategic co-ordination of the PE, School Sport and Club Links (PESSCL) work, to identify if and what type of co-ordination may be required
- Amend the presentation of the staffing section to focus on the core partnership staff, whilst also highlighting the additional support from HCC staff, local authority SDO's and the officers of other partners

The updated proposals were presented to the MSG in June 2004, and were approved. It was agreed officers would consult on the proposals with local authority and governing body partners. The 15 local authority partners, along with the 20 priority sports of Sport England and UK Sport, and an additional 2 priority sports of the Partnership, were consulted.

The consultation feedback informed the final proposals which were presented in a further paper to the MSG on 29 September 2004 attached at Appendix 4. The final proposals were endorsed in full by the MSG and form the basis of the Business Plan.

3. VISION

The vision for sport in Hampshire and the Isle of Wight has been developed through wide consultation on the Partnership's strategy, and has been agreed as:

“ For Hampshire and the Isle of Wight to become more active through participation in sport and physical activity. “

This will be achieved through a concentration on 3 main themes:

- **Young people** – a key priority of government, regional bodies, local authorities and governing bodies of sport.
- **Sport and Physical Activity for all** – a key priority of government, regional bodies, local authorities and governing bodies of sport
- **Performance sport** – a key priority for national, regional and county bodies as well as governing bodies of sport.

(Extract from the Hampshire and Isle of Wight Sports Partnership Strategy 2004-2010 Appendix 1)

4. OUTCOMES

The outcomes of the Partnership Strategy and the Business Plan are:

1. The development of a strong partnership that is built upon a common aim, shared objectives and strong values
2. The strategic co-ordination of sporting opportunities across Hampshire and the Isle of Wight to prevent duplication of effort and to make the best use of available resources
3. A growth in numbers participating in sport and physical activity

4. The establishment of a strong education infrastructure for sport and physical activity that facilitates the enhancement of take up amongst 5-16 year olds, and therefore improves educational performance
5. The improvement of the quality of physical education and school sport
6. The improvement of educational performance in schools
7. The development of a network of accredited clubs and volunteers to support increased participation
8. An increased recognition of the benefits of a physically active lifestyle
9. A healthier population
10. A network of good quality, affordable sports and recreation facilities to provide for participation.
11. More young people with appropriate skills to access National Governing Body Performance Programmes and therefore able to perform on the World Stage.
12. Wider representation in sport and physical activity programmes amongst target groups, e.g. girls and women, people with disabilities, economically disadvantaged, black and ethnic minorities
13. Stronger and safer communities

The Business Plan will put into place core services and staff (see sections 5 and 8) which will work towards these outcomes. Due to the nature of these outcomes, core services and staff will make a more direct contribution to some than others. However, it is expected that they will have an impact on all of these outcomes.

5. CORE SERVICES

To achieve the outcomes identified above, a range of core services will need to be provided from April 2005. These are:

- Strategic Planning
- Player support and development
- Coaching development
- Club and Volunteer development
- PESSCL Physical Education, School Sport and Club Links
- Child Protection
- Marketing and Communications (funding and sponsorship)
- Management and Administration
- Performance Measurement

The core services are consistent with Sport England's model for CSPs. For each service, a number of outputs will be required. Specific projects and work areas have been identified in detail in Appendix 5. As just one example, club and volunteer development has been identified as a service need amongst all partners. A club and volunteer development officer will be responsible for the development and implementation of club accreditation (either the generic or sports specific standard) across the sports partnership with a view to achieving outcome 7, a network of accredited clubs to increase participation in sport.

6. KEY PERFORMANCE INDICATORS, MONITORING AND EVALUATION

Key Performance Indicators

As a final stage in the consultation process to help inform the business plan, the core staff facilitated a workshop with partners around the 17 Key Performance Indicator's (KPI's) as defined by Sport England and the Regional Sports Board (RSB).

Representatives present at the workshop included Local Authorities, National Governing Bodies of Sport, School Sport Partnerships, sports coach UK, Local Education Authorities and Sport England. The outcomes identified for the workshop were:-

1. Enhance awareness of the range of KPIs
2. Agree KPI's for the County Sports Partnership linked to the business plan

Groups were invited to discuss the 17 KPI's and asked to identify the priorities for the Partnership linked to the Sport England County Sport Partnership Model (Appendix 2). The following list reflects the priorities identified and will form the KPI's associated with this bid:-

1. KPI Part – Total number of participants
2. KPI Memb – Total number of active members
3. KPI Coach – Number of qualified coaches
4. KPI Quals – Number of individuals gaining sports related qualifications
5. KPI Volun – Number of volunteers
6. KPI Accre – Organisation accreditation
7. KPI Fund – Amount of further investment generated for sport and active recreation through the project

Achievement against the KPI's detailed above will also contribute to the long term vision, outcomes and targets outlined in the Partnership Strategy (Appendix 1).

The Partnership recognises the increased emphasis on performance measurement for all partners, with KPI's providing a focus for such work. The Partnership currently works with a range of KPI's for projects such as Active Sports and the Community Sports Coach Scheme, and recognises that it will continue to work towards achieving these KPI's, in addition to those emerging from NGB One Stop and Whole Sport Plans.

It is also recognised that partners are and will be working towards additional sets of KPI's (e.g. School Sports Coordinator Partnerships). Therefore, it will be crucial that data collection and reporting procedures are agreed amongst partners to avoid duplication of effort and potential 'double counting'.

Monitoring and Evaluation

The core staff of the Partnership are currently in the process of investigating potential collection of baseline data (including MORI) to more accurately demonstrate that intervention methods performed by the Sports Partnership have been successful.

How the data will be collected to demonstrate success against each of the KPI's above will be crucial. The Partnership already has a successful relationship with

Southampton Institute of Higher Education, collecting qualitative data to support the quantitative data collected by other methods and this will continue for future work.

Following the initial consultation workshop, the core staff will facilitate a further workshop in advance of April 2005. The purpose of this further workshop will be to identify all sets of KPI's which partners currently work to and to identify current methods of collection. This information will be used to formulate a streamlined approach to all KPI's, outlining key methods of collection (including participant surveys, quantitative monitoring data etc), who will undertake the collection and the identification of reporting lines. Targets will then be set in consultation with partners including Sport England and measured on a six monthly basis.

7. ORGANISATION AND MANAGEMENT

Memorandum Of Understanding

The Hampshire and Isle of Wight Sports Partnership has a Memorandum of Understanding (MOU) which all 15 local authority partners have signed. This can be found in full at Appendix 6. The MOU sets out the relationship between the Local Authorities, the Local Education Authorities, Sports Governing Bodies and other key organisations which have chosen to work together to meet the vision and outcomes of the Partnership.

The Partnership is connected to and supported by:

- Management Steering Group
- Chief Leisure Officers
- Partnership Services Group
- Sports Specific Action Groups formed from local representation
- Sports Development Forum
- County Sports Board

A diagram showing the Communication and Management Structure is included with the MOU at Appendix 6.

Management Steering Group

The Memorandum of Understanding identifies that the Management Steering Group will oversee the work of the Partnership, and make decisions on its' strategic direction.

The Management Steering Group consists of representatives from key partners including: Host Authority, Leisure, Education, Sport England, Governing Bodies, CLOs & SDO's (non Unitary Authority or HCC reps to ensure an appropriate balance on the group).

Additional representation can include organisations such as sports coach UK, National Council for School Sport and others responsible for developing sport within the Partnership's boundaries. For details of current membership, see section 11 of the MOU (Appendix 6). The secretariat is provided by the core staff.

The Management Steering Group has led the planning of the future core services and staffing structure, and will oversee the implementation of the Business Plan from January 2005.

It is important to point out that in 2005, the Memorandum of Understanding and the Management Steering Group will be subject to review in order to ensure they are still fit for purpose, in light of the development of the Partnership Strategy and the Business Plan.

8. STAFFING

Based on the identified outcomes and core services, it has been agreed that a number of posts will be required. The following table identifies the posts and the specific KPI's they will contribute to achieving. Additional information is provided in the Staff Diagram (see Appendix 7) and the Job Role Profiles (see Appendix 8).

| Role Title and Description | KPI's |
|--|---|
| <p>Sports Development Manager (1)</p> <p>To manage identified elements of the Partnership's strategy and structure, for example, staffing, budget, projects, service level agreements, performance measurement etc.</p> | Responsibility for implementation, monitoring and evaluation of all KPI's |
| <p>Sports Development Manager (2)</p> <p>To manage identified elements of the Partnership's strategy and structure, for example, staffing, budget, projects, service level agreements, performance measurement etc.</p> | Responsibility for implementation, monitoring and evaluation of all KPI's |
| <p>Club and Volunteer Development Officer</p> <p>To plan and deliver club accreditation and a range of volunteer development projects</p> | KPI Part KPI Memb KPI Quals KPI Volun KPI Accre |
| <p>Coaching Development Officer</p> <p>To co-ordinate the development and implementation of the CSPs coaching strategy</p> | KPI Part KPI Coach KPI Quals |
| <p>Marketing and Communications Officer</p> <p>To develop, implement, monitor and evaluate a comprehensive and responsive marketing strategy for the Sports Partnership, to ensure effective promotion to target audiences as defined in the Partnership Strategy</p> | KPI Part KPI Fund |
| <p>Administrative Officer</p> <p>To provide administrative support to the Partnership's staff</p> | All linked to role responsibilities |
| <p>Finance and Data Tracking Officer</p> <p>To provide administrative support to the Partnership's staff</p> | All linked to role responsibilities |

In addition to the core staff identified above, the achievement of the Partnership outcomes and the delivery of the core services will be supported and enhanced by the existing officers of partner organisations, including:

Hampshire County Council

| Role Title and Description | KPI's |
|--|---|
| <p>Senior Sports Officer</p> <p>To devise, implement, monitor and review a partnership strategy for sports development in Hampshire and the Isle of Wight, and to manage the operation.</p> | Overall responsibility for implementation, monitoring and evaluation of all KPI's |
| <p>Sports Development Manager (formerly the Youth Sports Development Officer)</p> <p>To manage identified elements of the Partnership's strategy and structure, for example, staffing, budget, projects, service level agreements, performance measurement etc.</p> | Responsibility for implementation, monitoring and evaluation of all KPI's |
| <p>Sports Development Officer</p> <p>To assist with the delivery of the Sports Partnership Strategy and lead a number of associated projects, for example, Mini Youth Games, partnership funding, FANS etc.</p> | KPI Part KPI Memb KPI Volun |
| <p>Disability Officer</p> <p>To provide advice and support to disability sport in Hampshire and the Isle of Wight.</p> | KPI Part KPI Memb KPI Coach |
| <p>Recreational Cycling Officer</p> <p>To plan and implement a range of off-road recreational cycling routes across Hampshire and the Isle of Wight to deliver the County's Recreational Cycling Strategy</p> | KPI Part KPI Memb KPI Volun |
| <p>Administrative Officer</p> <p>To provide administrative support to the partnership's staff</p> | All linked to role responsibilities |

District, Borough and Unitary Authorities

| Role Title and Description | KPI's |
|---|--|
| <p>Sports Development Officers</p> <p>To co-ordinate locally the planning and implementation of the Partnership's targets and outcomes</p> | KPI Part KPI Memb KPI Coach KPI Quals KPI Volun KPI Accre KPI Fund |

sports coach UK

| Role Title and Description | KPI's |
|--|------------------------------------|
| Coach Development Officer To manage and implement support to local coaches, and ensure they can access appropriate continuous professional development | KPI Part KPI Coach KPI Quals |

It is recognised that a number of other partners will provide services in the Partnership, including Chief Leisure Officers, National Governing Bodies, Local Education Authorities, Sport England and the Youth Sport Trust.

Recruitment process

Subject to a successful outcome to the application to the Regional Sports Board, the revised staffing structure will be implemented in line with the employment practices of Hampshire County Council. Considerable consultation has taken place with the County Council's human resources department and this will continue throughout any implementation of a new staffing structure for the Partnership. Recruitment will commence in January 2005, to have the new staffing structure operational from April 2005.

Training and Development

Staff employed by the Partnership will be supported by the County Council's Performance Management process, a key element of which includes a training and development plan for each individual in addition to the service overall. The County Council is Investors in People accredited, highlighting their commitment to staff development.

9. FINANCIAL INFORMATION

Business Plan Budget

The Business Plan budget 2004 - 2009, is presented below. Detailed budget explanations are provided in the budget notes in Appendix 9.

The budget has been established to achieve the vision, outcomes, core services and staffing structure as set out in earlier sections. When reviewing the budget, it should be noted that:

- The budget has been prepared through consultation with local authority partners, and has been approved by the Management Steering Group
- The budget is presented based on the information which is available at this moment in time – pending the completion of National Governing Bodies Whole Sport and One Stop Plans, and further discussions, it is unclear what level of contribution will be forthcoming from the National Governing Bodies
- In principle support has been received from 14 of the 15 local authorities, to provide annual financial contributions to the Partnership (see letters of support attached in Appendix 10). Hart District Council is yet to confirm a financial contribution, pending the appointment of and discussions with the new Head of Leisure Services, although they are currently signed up until April 2005.
- The new funding agreement achieved with local authorities to 2009 builds on the agreement which was in place for the Active Sports programme, and demonstrates the commitment of local partners to the future of the Partnership
- The costs associated with the existing officers of local authority partners are included as added value contributions. In addition, other partners' officer time provides further added value, including NGB officers, Chief Leisure Officers, Local Education Authority Officers, and the growing network of Partnership Development Managers and Directors of Sport

Budget January 2005 – March 2009

| Income | 2004/2005 | 2005/2006 | 2006/2007 | 2007/2008 | 2008/2009 | Totals |
|---|------------------|----------------|----------------|----------------|----------------|------------------|
| ASM/ ASO final year reserve | 57,000 | | | | | 57,000 |
| PESSCL / Coaching Task Force Grant | 59,275 | 50,300 | 9,200 | | | 118,775 |
| Partnership Services Lottery Award | 68,033 | 60,399 | 105,377 | 96,210 | 118,000 | 448,019 |
| Sponsorship | 35,000 | 40,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| Local Authorities' Contributions | 76,500 | 63,750 | 67,500 | 69,750 | 72,000 | 349,500 |
| Community Sports Coach Scheme Grant | 201,000 | 317,000 | 316,000 | 116,000 | | 950,000 |
| Active Sports Plans Lottery Award | 173,900 | 143,557 | 76,632 | | | 394,089 |
| Governing Bodies and Football Foundation | 74,652 | 42,443 | 71,171 | | | 188,266 |
| Hosting Contribution | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 170,000 |
| Partners' Officer time (HCC) | 155,900 | 160,577 | 165,394 | 170,356 | 175,467 | 827,694 |
| Partners' Officer time (14 local authorities) | 72,000 | 74,160 | 76,384 | 78,675 | 81,035 | 382,254 |
| NGB Plans | - | Not known | Not known | Not known | Not known | Not known |
| Total | 1,005,260 | 985,186 | 946,658 | 590,991 | 507,502 | 4,035,597 |

| Expenditure | 2004/2005 | 2005/2006 | 2006/2007 | 2007/2008 | 2008/2009 | Totals |
|---|------------------------|------------------|------------------|----------------|----------------|------------------|
| Staff recruitment (Jan-Mar 05) | 5,000 | - | - | - | - | 5,000 |
| Staff | in core services below | 205,187 | 218,190 | 222,542 | 239,415 | 885,334 |
| Hosting Contribution | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 170,000 |
| Core Services | 242,298 | 166,000 | 163,550 | 171,728 | 180,314 | 923,890 |
| Active Sports Plans | 280,062 | 206,000 | 167,803 | | | 653,865 |
| Community Sports Coach Scheme | 201,000 | 317,000 | 316,000 | 116,000 | | 950,000 |
| Step into Sport Programme | 5,000 | 5,000 | | | | 10,000 |
| Step into Sport Volunteer Conference | 10,000 | 10,000 | | | | 20,000 |
| School-club links sports' co-ordination | 6,000 | 10,700 | 9,200 | | | 25,900 |
| Partners' Officer time (HCC) | 155,900 | 160,577 | 165,394 | 170,356 | 175,467 | 827,694 |
| Partners' Officer time (14 local authorities) | 72,000 | 74,160 | 76,384 | 78,675 | 81,035 | 382,254 |
| NGB plans | - | Not known | Not known | Not known | Not known | Not known |
| Total | 1,009,260 | 1,187,624 | 1,150,521 | 794,301 | 712,231 | 4,853,937 |

| | 2004/2005 | 2005/2006 | 2006/2007 | 2007/2008 | 2008/2009 | Totals |
|------------------|--------------|----------------|----------------|----------------|----------------|----------------|
| Shortfall | 4,000 | 202,438 | 203,863 | 203,310 | 204,729 | 818,340 |

Funding Request

The ability to deliver the outcomes, core services and staffing structure outlined above, is dependent on a core funding contribution from the Regional Sports Board.

The Hampshire and Isle of Wight Sports Partnership is requesting core funding from the Regional Sports Board of £818,340 for 2004 – 2009, amounting to 17% of the total Partnership budget. 49% of the planned expenditure will be resourced from the Partnership, and 51% from DCMS / Sport England direct or indirect contributions.*

The percentage contribution of the Regional Sports Board is likely to reduce over the 5 year period, as the Partnership generates additional income through Governing Body Whole Sport and One Stop Plans, and other funding sources.

* Partnership contributions: Sponsorship, local authorities, governing bodies and county associations, hosting contribution, and HCC and local authority officers' time. DCMS / Sport England direct or indirect contributions: final year reserve, PESSCL / Coaching Task Force Grant, Active Sports Lottery Awards, Community Sports Coach Scheme, and Football Foundation.

10. CONCLUSION

The Business Plan has set out the outcomes, core services and staffing structure to contribute to achieving the Partnership Strategy and the Sport England model for County Sports Partnerships.

The Business Plan is built on firm foundations of extensive consultation, partner commitment, and an excellent track record of achievement.