



ANNUAL REPORT

1st April 2008 – 31st March 2009



Chair's Report

In last year's report I noted that the challenges that we needed to overcome to make our vision of Gloucestershire being a physically active and successful sporting county were immense.

I also expressed concern about the implications and practicalities of the sudden and unexpected change in the priorities established by Government for Sport England. Of particular concern was the lack of any alternative source of national funding for promoting physical activity to replace the previous availability of investment from Sport England. Nonetheless the Board took a principled decision to remain committed to promoting participation in physical activity alongside our work in sport. This was vindicated when we learnt in December that the Department of Health had decided to invest directly in the national network of County Sport Partnerships as a mechanism for supporting the delivery of the "Be Healthy; Be Active" targets. Consequently sport and physical activity in Gloucestershire continues to have a high profile within the Gloucestershire Local Area Agreement and Active Gloucestershire has lead responsibility for several work areas which have gradually taken shape during the course of the year.

At the end of last year we knew that we faced challenging and uncertain times as the implications of the significant changes to the purpose and work of Sport England emerged. If anything both the challenge and the uncertainty increased during the year. By the summer of 2008 it was clear that we faced a reduction in funding from Sport England; that this would inevitably have a significant impact on staff resources and that current and any future staff resources would need to be repositioned to ensure that we had the right individuals with the right experience to work on the new agenda. In addition the first ripples of the coming recession were beginning to be noticed.

The only way to achieve this was for the Board to carry out a systematic review of the current staff structure and the second half of the year was dominated by this process. With the support of the University's Human Resources department and through a combination of effective vacancy management, non renewal of



fixed term contracts and voluntary redundancy a total of 14 posts (full and part-time) were removed from the structure. It would be wrong to underestimate the considerable uncertainty experienced during this period and it is a tribute to all staff that, wherever possible, effective service delivery was maintained.

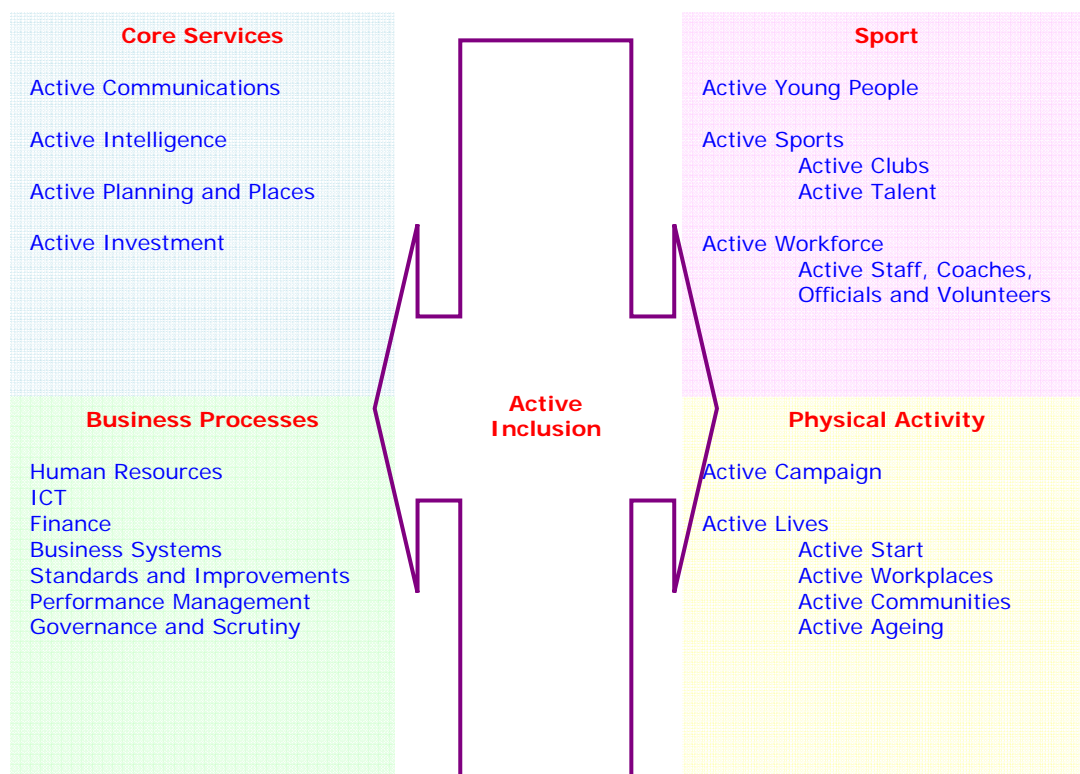
Due in no small measure to this work we ended the year in good shape and, critically, ready to respond effectively to the new opportunities that will emerge in the first half of 2009-10. I would like to take this opportunity of thanking my fellow Board members and the staff for their continued efforts to make Gloucestershire a physically active and successful sporting county.

Karen Toole

Chair

Chief Executive's Report

During the course of the year our basic business model was revised in order to align with both the new Sport England agenda and the new requirement placed on us by the Department of Health. By year end the Board had reviewed the proposed revisions and adopted the new model which is illustrated below.



The rest of this report is written to reflect this model.

One of the biggest challenges during a time of change is to continue to look outward and to deliver effective services when doubt and uncertainty is all around. I would like to record my thanks and appreciation not just for the support of our Board but also for the great response from our staff. Notwithstanding the difficulties that we encountered during the year we also made steady progress,



whilst still managing to plan and prepare for the future as I hope this report will illustrate.

Finally I would like to acknowledge the support and contribution of our colleagues and partners in local authorities, schools, the University and Further Education colleges and the county sports associations and their clubs. Without their continued efforts sport and physical activity in Gloucestershire would be immeasurably poorer.

John ER Stevens

Chief Executive Officer



Core Services

Active Communications

Effective communication with current and new partners in sport and physical activity will be increasingly important to the way in which we will have to work in the future. At the heart of this is our website and e-newsletter and we have made some progress with enhancing both of these channels. However there is still scope for further improvement if we are to get to the point where these mechanisms really do influence, inform, assist and add value to the work of our partners.

Whilst these electronic channels represent our core communication method they are supported by our involvement in a number of formal working groups across the county. Again these groups can help to provide opportunities to influence and shape policy and delivery and it is important that we ensure that we achieve and maintain the right balance between these two dimensions. During the year we recognised that there would be a need to look again at our involvement in these groups to reflect:

- the introduction of new work areas in sport and physical activity;
- the development of new groups, especially the Community Sport and Physical Activity Networks (CSPANs);
- wider changes and emerging opportunities.

This work will be concluded by the autumn of 2009.

Highlights during the year included:

- Moving from publishing our electronic newsletter bi-monthly to monthly. 1056 individuals, clubs, coaches, schools, local authorities and other organisations at county and regional level now receive the newsletter. Our eventual aim is to move to a fortnightly publishing frequency and to introduce customised newsletters for specific groups. To facilitate this we introduced a Customer Relationship Management system and started the process of cleaning and migrating our existing databases into the new



system. This work should be completed by mid-summer and will enable a much more precise use of electronic communication.

- Continued membership of and involvement with the County Senior Cultural Officers Group including reporting regularly to the Community Strategy Executive Board on the 2012 legacy progress and the sport and physical activity targets in the Local Area Agreement.
- Establishment of a regular meeting between Active Gloucestershire and the School Sports Partnership Development Managers to provide a mechanism to plan, co-ordinate and monitor progress in areas of mutual interest and especially the five hour offer.
- Growing involvement with NHS Gloucestershire through the Health and Wellbeing Partnership and the Obesity Strategy Group.

Active Intelligence

During the year it became apparent that one of the key roles that CSPs would be expected to carry out in the future would be to develop and maintain a source of local intelligence and information on sport and physical activity provision and opportunities in the county; to make this information available and to help governing bodies of sport and other partners to use this information to enhance their own developments and initiatives. In readiness for this role we:

- Continued to gather data on sports clubs in Gloucestershire and to use this material to inform our Club database.
- Worked with Sport England to provide a training day for local authority staff on the use of the Active people and Active Places database.

Active Planning and Places

During the year we:

- Continued to make the case for proper consideration of community sport issues in the County Council's plans for Building Schools For The

Future and we hope to see more formal processes established during 2009/10.

- Continued to support the “hub club” feasibility project undertaken by Gloucester City Council, the University and Bishop’s College including emphasising the need for the project to include a county standard athletics track and helping to ensure that Sport England continued to earmark Community Investment Funds for the project.
- Worked with Stroud District Council, Stroud Town Council, Stroud FE College, Stroud Athletics Club and PMP Consultants to commission and support a feasibility study into the provision of a club standard athletics track and replacement artificial turf pitch at Stratford Park.
- Through the Senior County Cultural Officer’s group participated in the work of the Planning Area Committee as part of the Joint Infrastructure Group for the County.
- When and where appropriate responded to Sport England consultations on planning applications

Active Investment

During the year we secured £942,257 from a variety of sources, including Sport England, NHS Gloucestershire, Gloucestershire County Council, Short Breaks Pathfinder, Gloucestershire Children’s Centres, Gloucestershire Schools, Youth Sport Trust, income generation through school holiday programmes and training programmes, Department of Health, Gloucestershire Football Association, Gloucestershire School Sport Partnerships, English Federation of Disability Sport, University of Gloucestershire, Rotary and Tewkesbury Healthy Towns.

BUSINESS PROCESSES

The main focus during the year was to maintain effective business systems at a time of significant change and uncertainty and growing downward pressure on staff resources.

Human Resources

- Completed the University's job evaluation programme;
- Conducted and implemented a comprehensive structural review to align staff roles and responsibilities with the new agenda;
- Continued to ensure that staff received appropriate training, development and support.

ICT

- Started to install a customer relationship management system and to clean and migrate existing databases into the new system.

Finance

- Appointed Godfrey Wilson accountants to provide support and review our financial processes.

Business Systems

- Continued to develop, review and update standard operating procedures and to support staff with their implementation.

Standards and Improvements

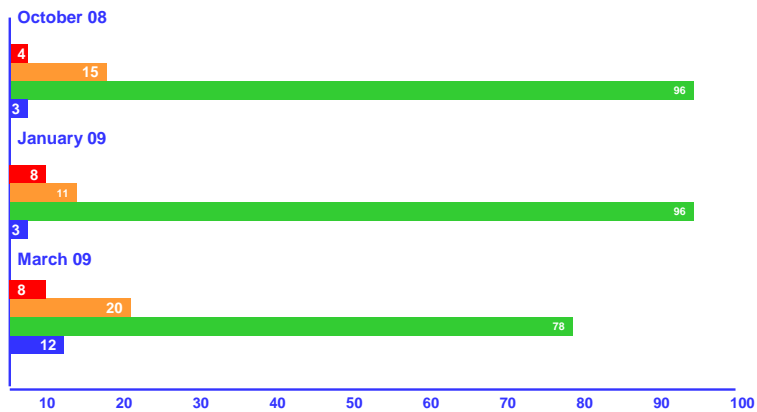
- Maintained the Intermediate Child Protection Standard.
- Maintained the Preliminary Equality Standard for Sport.

Performance Management

- Maintained quarterly reports to the Board. These identified that as the anticipated disruption to staff and services caused by the changes introduced by Sport England gathered pace our capacity to continue to deliver at previous levels of performance was diminished. As the year progressed more projects or programmes were put on hold or not started (blue); some became very problematic (red) and some required careful

attention (amber). The problematic areas were all in back office functions such as human resources and finance and communications as staff resources in these areas were cut back.

Traffic Light Reporting 118 specific actions



Governance and Scrutiny

- Recruited three new Board members;
- Conducted four Board meetings and an annual retreat;
- Introduced a scrutiny process involving staff briefing Board members on progress and answering questions on their work areas.

End of Year Financial Statement

Year ended 31st March 2009

	Budget 08/09	Actual 08/09	Variance
	£	£	£
Total Income	882,691.00	942,593.30	59,902.30
Total Expenditure	1,054,173.00	824,648.64	(229,524.36)
Surplus (Deficit)	(171,482.00)	117,944.66	
Balance Brought Forward 1st April 2008	163,651.00		
Balance Carried Forward 31st March 2009		281,595.96	

Board Members 1st April 2008 – 31st March 2009

Ms Karen Toole

Mr Mike Cogger

Ms Cheryl Stennet

Mrs Angela James

Mr Neil Cameron

Mr Jonathan Vickers Resigned 23 October 2008

Ms Elaine Smith Appointed 17 July 2008

Mr Bill Lawrence Appointed 17 July 2008



Mr Philip Cooke

Appointed 17 July 2008

Ms Di Billingham

Appointed 17 July 2008

Active Inclusion

Our efforts to enhance the provision and quality of opportunities for disabled people in both school and community made encouraging progress.

During the year we:

- Won the bidding process to manage the national Playground2Podium project in the county.
- Provided staff training in support of the work of School Sports Partnerships to deliver high quality physical education and the Playground to Podium programme. This included:
 - In-house sessions for disabled pupils and school staff on using the “My Log Book – 10 Skills Test”;
 - 25 school staff attending a course for identifying Talented Disabled pupils;
- Established 4 junior and 2 adult multi-sports clubs;
- Conducted 4 Ability Days for the School Sports Partnerships with a total of 120 pupils participating. 50 of these will go now go forward to the forthcoming County Athlete Assessment and Development Centres.
- Enabled 60 coaches to attend Disability Sports Coaching courses by providing bursaries in conjunction with Skills Active.
- Following a series of consultation meetings and events established the Gloucestershire Activity Inclusion Network (GAIN) and developed a work programme for 2009 onwards.
- Organised the annual County Youth Games attended by 265 disabled participants. Secured sponsorship for the Games from the Barnwood House Trust and the Rotary Club of Severn.
- Supported the County Council’s “Ask Me 2” consultation exercise for pupils in special and mainstream schools by running a workshop on identifying opportunities for pupils to participate in sport and leisure activities.



- Developed a partnership with the Gloucestershire Short Break pathfinder team to develop and deliver respite opportunities for disabled children and young people.



SPORT

ACTIVE YOUNG PEOPLE

Gloucestershire Competition Managers 2008-2009

By June 2008 the full complement of staff for Gloucestershire was in place and integrated into the five county School Sport Partnerships and Active Gloucestershire (The Senior Competition Manager is hosted by Active Gloucestershire 3 days per week). A great deal of the year has been spent establishing and building relationships with PE departments in Gloucestershire's 42 Secondary Schools and with the numerous Primaries and Special Schools. Having established some foundations on which to build the new school year (2009-2010) will bring a new direction from the Youth Sport Trust (YST). This has a greater focus on working with National Governing Bodies of Sport (NGBs) and promises ever closer collaboration with Active Gloucestershire.

During the year the School Sport Competition Managers:

- Contributed to a 5% growth in number of children and young people participating in inter-school competition;
- Trained and utilised over 50 leaderships students;
- Attracted attention from 16 NGBs towards school competition in Gloucestershire;
- Demonstrated a commitment to inclusion by linking closely with the work of Active Gloucestershire;
- Contributed towards to the delivery of the 5 hour offer for Gloucestershire;
- Developed a culture of keeping Children and Young People at the centre of everything we plan and implement.

Coaching in Schools

We continued to work with the school sports partnerships in the county to provide and support coaching in schools. During the year:

- The Community Sports Coach Scheme delivered 5,370 hours of quality coaching to Gloucestershire schools;

- We supported the Stroud School Sport Partnership PE and School Sport Assistants' scheme with appropriate training and development for the 4 assistants. Now in the second year the scheme provides opportunities for school leavers to become qualified and gain practical coaching experience in curricular and extra-curricular settings in primary and secondary schools and helps to address the lack of coaches available during the school day.

Sport Unlimited

We worked with the Community Sport and Physical Activity Networks (CSPANs) in the County to co-ordinate and plan the delivery of the national Sport Unlimited programme throughout the county.

- 30 local partners delivered 50 activity projects.
- 2120 young people were engaged and 1521 (71%) achieved the retention target of attending 6 or more out of 10 sessions.
- 30 students studying physical education, school sport and community links at the University of Gloucestershire supported delivery and provided reflective case studies on their own learning.
- Developed an On-line toolkit to support local partners with their organisation.
- Developed a social networking site on Facebook and used this to engage with young people and communicate the programme to a wider audience.

Further Education School Sport Coordinators (FESCOs)

Working with Further Education Establishments in the County to support the work of FESCOs to increase participation in sport and physical activity for post 16 years olds.

- Supported the county's School Sport Partnerships with the recruitment of 4 FESCOs working across 5 Further Education Establishments in the County.
- Integrated the work of the FESCOs within local CSPANs.

- Provided funding to deliver Sport Unlimited for 16-19 years olds as part of the 5 Hour Offer (3 hours for post 16).

ACTIVE SPORTS

Active Clubs

Local clubs are at the heart of sports development. Work to support clubs to enhance the range of their existing provision and opportunities continued.

During the year we:

- Launched the Active Gloucestershire Club Standards scheme. This is a preliminary step for clubs pursuing full club accreditation provided by either their National Governing Body or Sport England's Clubmark. 51 clubs received Clubmark and 26 football clubs achieved the FA's Charter Standard.
- Developed our club database. 193 clubs are now registered.

Active Talent

During the year we:

- Funded and supported the work of a School Talent Co-ordinator.
- Supported sports specific talent identification and development schemes in girls football, netball, athletics and hockey.

ACTIVE WORKFORCE

Active Staff, Coaches, Officials and Volunteers

We were not able to progress our complete plans for workforce development due to internal capacity and changing external priorities. However we were able to make some limited progress.

During the year we:

- Worked with Skills Active to support 159 individuals with bursaries to meet the costs of achieving their level 2 coaching awards;

- Delivered the Gloucestershire Sports Training and Education programme. 300 individuals attended 23 course;
- Supported our local School Sports Partnerships with the delivery of the Step into Sport programme. 114 students used the online passport to record their volunteering hours.
- 1 student achieved the gold award (200 hours volunteering), 2 silver (100 hours) and 5 bronze (50 hours).
- 49 young people were assisted with securing local community placements as part of the programme.
- Used our events and the UK School Games in Bristol and Bath to provide opportunities for local volunteers to gain or widen their experience of sports volunteering.
- Supported the county's school sports partnerships with the recruitment of the FE Sport Co-ordinators.
- Supported the county's School Sports Partnerships with the organisation and delivery of appropriate training for their school sport co-ordinators.
- Organised and hosted the Annual Gloucestershire Sports Awards in celebration of the contribution and achievements of coaches, clubs, volunteers, officials, teachers and performers. Over a 100 guests attended and 16 awards were made overall.

PHYSICAL ACTIVITY

During the year the role and contribution that we could make to the physical activity agenda became clearer and was given a significant boost by the news that the Department of Health would be investing in all County Sports Partnerships in order to:

1. Strengthen the infrastructure for the local delivery of physical activity alongside sport;
2. Support strategic planning and delivery of regional and national physical activity plans and initiatives that will contribute towards the Legacy Action Plan (LAP) target of 2 million more people active by 2012;
3. Contribute to 2012 regional delivery plans and support the delivery of local Area Agreements (LAAs);
4. Support the adoption of social marketing tools and methods in promoting physical activity (including Change4life);
5. Target the least active and contribute to the reduction of health inequalities.

This provided a valuable framework to shape our growing engagement with NHS Gloucestershire and to plan future work.

Active Campaign

During the year we:

- Continued to develop the proposed county based social marketing campaign for promoting participation and commissioned "Brilliant Futures" to scope the reach of the campaign.

Active Lives

The importance of being physically active on a regular basis and building it into daily life is a key response to the threat of obesity and several other health challenges. It is vital that the idea of living an active life is promoted effectively

and in a sustained manner and that existing and planned work aligns with this outcome.

During the year we:

- Continued to undertake the lead cross-cutting responsibility for promoting physical activity within the Gloucestershire LAA and to use this to influence the emerging response to the obesity challenge in the county.
- Joined NHS Gloucestershire's Obesity Strategy Group and continued to support the work of the Health and Wellbeing partnership.
- Supported NHS Gloucestershire with the development of the Reducing Obesity Priority Card of the Healthy Gloucestershire 2008 – 2018 strategy and took on the role of Champion for the required actions.

Active Start

- Extended this innovative project into 11 children centres. The project introduces fundamental movement skills and activities to young people and also trains staff, carers, parents and volunteers to deliver sport and physical activity opportunities.
- Trained 30 staff, carers, parents and volunteers in basic sports leadership skills.
- Reached agreement with the County Council on a future commissioning process that will enable the project to continue to roll out across all 49 of the county's children centres.

Active Workplaces

- Supported the development of the Healthy Workplace Priority Card of the Healthy Gloucestershire 2008 – 2018 strategy.

Active Communities

- Supported NHS Gloucestershire, Tewkesbury Borough Council and Food Vision to prepare and submit a successful bid to the national Healthy



Towns programme. The bid secured £2.4 million to promote healthy lifestyles including physical activity. As a member of the project board we will continue to help shape and influence the project and its implementation.

- Supported the co-ordination and delivery of the Women's Running Network training programme in the county.
- Worked with the Nelson Project to help project staff to use sport and physical activity as a means of engaging with and developing lifestyle skills for young people involved in substance abuse.

Active Ageing

- Helped secure funding for the appointment of an Activity Co-ordinator's post to work in support of the Gloucestershire Partnership for Older People (POPPs).