

# West Yorkshire Sport Partnership

## Strategic Actions Progress Tracker - 1 Year Plan

### Quick Links

Strategic Theme 1: [Accessible Pathways](#)  
 Strategic Theme 2: [Integrated Sports Structure](#)  
 Strategic Theme 3: [Raise Profile](#)  
 Strategic Theme 4: [Joint Working](#)  
 Strategic Theme 5: [Measure Performance](#)

### Assessment Definitions:

**Achieved**  
**GREEN** Target achieved as planned.  
 Progress is on target or exceeding plans and expectations.

**AMBER** Progress is slower than expected, some area of concern.

**RED** Progress is a lot slower than expected or not started, major area of concern.

### West Yorkshire Sport Lead Definitions

NH - Nigel Harrison  
 DW - Dean Wilkinson

JB - Joe Baker  
 KT - Kirsty Thornton

SZ - Sarah Zagni  
 SA - Steve Archer

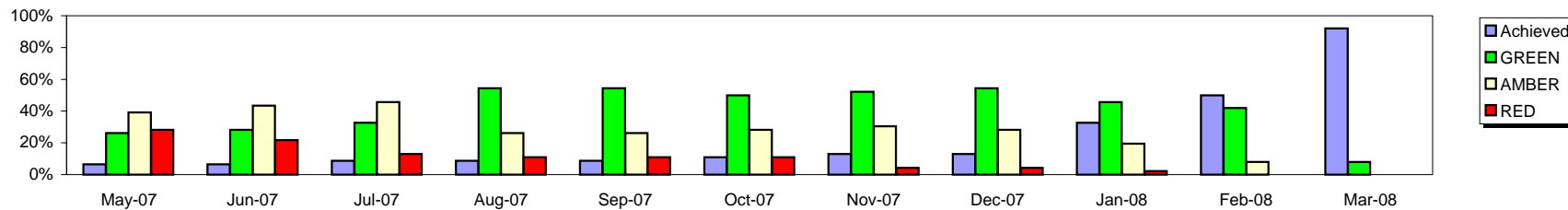
LB - Lucy Birkenshaw  
 LM - Louise Morby

JP - Julian Pratt  
 RF - Rachel Firth

### Assessment Progress Summary:

**Achieved**  
**Green**  
**Amber**  
**Red**

	Current	Previous
<b>Achieved</b>	<b>92%</b>	<b>50%</b>
<b>Green</b>	<b>8%</b>	<b>42%</b>
<b>Amber</b>	<b>0%</b>	<b>8%</b>
<b>Red</b>	<b>0%</b>	<b>0%</b>



Strategic Aim 1: to create accessible pathways into and through sport and active recreation for all people within West Yorkshire						
Ref	Strategic Action	Resources	Lead	Measure of Success	Position Statement	Assessment
1.1	Establish sub-regional 'fit for purpose' sports development plans and structures	Officer Time and £106k budget	SA	16 sports-specific development plans and implementation structures in place	Funding agreements with development targets in place with 19 sports, all of which include an SiS element.	<b>Achieved</b>
1.2	Implementation of the Community Sports Coaching Scheme	Officer Time and £463k grant	JB/DW	70 DCMS funded community sports coaches employed across West Yorkshire, and a total of 30,000 hours of coaching delivered.	60 Community Sports Coaches currently in place. 10 vacant posts. Total coaching hours above 31958. Total people coached 112,192. Further extension monies identified.	<b>Achieved</b>
1.3	Review and assess the impact of the Community Sports Coach Scheme	Officer Time	DW	Production of CSCS impact assessment and future implementation proposals report	CSCS evaluation statistics compiled. Impact assessment report looking at sustainability issues. However, further extension funding has been made available for another 12 months of employment so sustainability of posts to be reviewed during 2008-09.	<b>Achieved</b>
1.4	Implementation and management of the Supporting Sports Skills LSC Project	Officer Time and £124k grant	LM/DW	LSC Supporting Sports Skills Project implemented, enabling 550 leaders, coaches and staff to access education and training qualifications	CSLA candidates - 141 completed Level 1 candidates - 237 completed level 3 candidates - 25 completed NVQ candidates - 10 completed NVQ Assessors - 6 completed Total candidates registered - 533	<b>Achieved</b>
1.5	Develop and implement a Club Development Plan	Officer Time and £30k PESCCCL	SA	Club Development project plan embedded in West Yorkshire resulting in 350 sports clubs achieving Clubmark (or equivalent) and 150 school-club links established	Club Development Plan drafted. Various actions being delivered as part of NGB development planning. Service Plan Review needs to identify what the priorities are and how these are delivered between clubs, NGBs and local authorities. 351 clubs have achieved clubmark.	<b>Achieved</b>
1.6	Develop and implement a Voluntary Sector Strategy WFD Action Plan	Officer Time plus potential WFD CIF Bid	LM/DW	Volunteers WFD Action Plan embedded and in place in West Yorkshire, supported by a successful CIF Workforce Development bid	Volunteers WFD action plan in place and CIF funded volunteer project being progressed. Volunteer Management Workshops have also taken place.	<b>Achieved</b>

1.7	Develop multi-skills clubs in line with national criteria	Officer Time plus £10k budget	KT	Multi-Skills Community Clubs project plan in place, and the development of 20 multi-skills clubs	Multi-skills activity taking place in 49 clubs based around SSP communities and sites. 2008-09 to focus on progressing this activity to community based facilities.	<b>Achieved</b>
1.24	Extended Activities Work	Officer time plus £475k budget	KT / NH	WY EA plan in Place, with regular monitoring and evaluation of projects taking place.	5 consultation days taken place, 5 follow up meetings attended to analyse the 5 District proposal plans. WY EA Plan submitted 29/2/07. Programme activity to start April 08	<b>Achieved</b>
1.25	Support the delivery of the Playground to Podium programme	Officer Time	LB	Playground to Podium Forum held with taken place to consult and feed into the Regional Plan	Playground to Podium forum held 11th of March with 30 delegates in attendance.	<b>Achieved</b>
1.8	Develop and implement a West Yorkshire Sports Equity Strategy	Officer Time plus £5k budget plus potential WFD CIF Bid	LB/DW	Sports Equity Plan established and embedded in West Yorkshire, supported by a successful CIF Workforce Development bid	The actions from the Sports Equity Plan have been devolved to the sub-groups, such as the Coach Education Group, while an annual Equity forum will take place around September 08.	<b>Achieved</b>
1.9	Develop and implement a West Yorkshire Disability Sports Plan	Officer Time plus potential WFD CIF Bid	LB/DW	Disability Sports Plan established and embedded in West Yorkshire	A new disability plan has been developed for West Yorkshire aligning with FDSO's regional plan. Plans are in place to have a WY officer in place from FDSO to coordinate delivery of the plan.	<b>Achieved</b>
1.10	Develop and implement a West Yorkshire 'At Risk' Sports Plan	Officer Time plus potential WFD CIF Bid	LB/DW	'At Risk' Sports Plan established and embedded in West Yorkshire, supported by a successful CIF Workforce Development bid	'At Risk' planning and delivery devolved to Connect with Sport Group.	<b>Achieved</b>

1.11	Develop and implement a West Yorkshire BME Sports Plan	Officer Time plus potential WFD CIF Bid	LB/DW	BME Sports Plan established and embedded in West Yorkshire, supported by a successful CIF Workforce Development bid	BME planning and delivery devolved to CSNs and local authorities.	<b>Achieved</b>
1.12	Develop and implement a West Yorkshire Women and Girls Sports Plan	Officer Time plus potential WFD CIF Bid	LB/DW	Women and Girls Sports Plan established and embedded in West Yorkshire, supported by a successful CIF Workforce Development bid	Women and Girls work devolved to CSNs, local authorities, education and governing bodies.	<b>Achieved</b>
1.13	Development and implementation of West Yorkshire sports-specific Facility Needs Analysis plans	£3,000	DW/JB	10 sports-specific Facility Needs Assessment and Development plans in place in West Yorkshire	9 sports-specific West Yorkshire draft facility plans produced.	<b>Achieved</b>
1.14	Establish and embed sport within Local Development Frameworks	Officer Time	NH	Local Development Framework for Sport plan embedded in West Yorkshire	planning officers from Leeds, Bradford and Calderdale carried out - Wakefield and Kirklees to follow. Each at various stages of LDF planning but profile of sport has been raised in those areas. Facility assessments taken place in Bradford, Wakefield and Calderdale, and work being planned in Kirklees. Sport Rec SPD consultation carried out	<b>Achieved</b>
1.15	Audit and develop programming and cross-boundary working opportunities between local authority sports facilities	Officer Time	JB/DW	LA Sports Facility Performance Measurement procedure in place, reporting a total throughput of 10.4 million visitors	LA Sports Facility Performance Measurement procedure in place. Total throughput 7.5 million visitors (as of end of Dec 07 - awaiting 4th quarter stats).	<b>Green</b>
1.16	Develop and implement a Workforce Development (WFD) Action Plan for Sport in West Yorkshire	Officer Time plus potential WFD CIF Bid	LM/DW	WFD Action Plan for Sport embedded and in place in West Yorkshire	Sub-sector WFD action plans in place and being delivered through working groups	<b>Achieved</b>
1.17	Develop and implement a Sports Facilities and Operations sub-sector WFD action plan in West Yorkshire	Officer Time plus potential WFD CIF Bid	DW	Sports Facilities and Operations sub-sector WFD action plan embedded and in place in West Yorkshire	Sports Facilities and Operations sub-sector WFD action plan produced. LA Facility Managers review the plan at the quarterly meetings. Next meeting scheduled 23rd April 08.	<b>Achieved</b>

1.18	Develop and implement a PE and School Sport WFD action plan in West Yorkshire	Officer Time plus £1k budget plus potential WFD CIF Bid	NH	PE and School Sport WFD action plan embedded and in place in West Yorkshire	PE and Sport core group agreement to plan with delivery programme in place. Plan being implemented	<b>Achieved</b>
1.19	Develop and implement a professional sports development officers WFD action plan in West Yorkshire	Officer Time plus potential WFD CIF Bid	DW	Professional Sports Development Officer WFD action plan embedded and in place in West Yorkshire	Professional Sports Development Officer WFD action plan produced and discussed at SDM meetings. Netx review date 25th April 08.	<b>Achieved</b>
1.20	Develop and implement a non-traditional sports officers WFD action plan in West Yorkshire	Officer Time plus potential WFD CIF Bid	LB/DW	Non-traditional Sports Officers WFD action plan embedded and in place in West Yorkshire	Non-traditional sports officers WFD plan in place. Further partnership planning required to ensure delivery.	<b>Green</b>
1.21	Develop and implement a Sports Coaches and Officials WFD action plan in West Yorkshire	Officer Time plus potential WFD CIF Bid	SA	Sports Coaches and Officials WFD action plan embedded and in place in West Yorkshire, and 1500 people accessing training and education opportunities	Coaches and Officials plan in place, and over 1500 have accessed training and education opportunities through projects such as LSC, Running Sport, Marketing Awareness, Active People training and sports-specific courses.	<b>Achieved</b>
1.22	Implement the Step into Sport programme across West Yorkshire	Officer Time and £24k budget	KT/JP	80% of young people attending a one-day community volunteer conference placed in high quality placements	SiS conferences held. 361 students attended. SiS meeting held 30th Jan, with poor placement feedback. To address in March 08	<b>Achieved</b>
1.23	Develop competition pathways and structures in West Yorkshire	Officer Time	NH	Sports competition frameworks agreed, and a WY way forward agreed for the CM structure. Also pathway structure for all sports published	Competition structures in place in school partnerships through the work of the Competition Managers, and additional senior/manager posts being secured. NGB player pathway / school or club competition frameworks identified with x sports.	<b>Achieved</b>
1.24	Development Planning of the Extending Activities Programme (trailblazer for Yorkshire)	£7.5k grant	NH / KT	Carry out planning for EA programme leading to funding being agreed and activity to start in April 2008.	5 planning meetings taken place, implementation plan agreed and first term plans drawn up. Application for funding made to SE on time. District Co-ordinators Manual in place, activities starting April 08	<b>Achieved</b>

Strategic Aim 2: to develop and influence an integrated sports structure that will provide a mechanism for a single system for sport and active recreation in West Yorkshire						
Ref	Strategic Action	Resources	Lead	Measure of Success	Position Statement	Assessment
2.1	Development of 'fit for purpose' Community Sports Networks	Officer Time and £62k budget	DW	5 Community Sports Networks established, embedded and effectively delivering and reporting achievement against key sub-regional targets	5 CSN Boards set up and strategies in place in Leeds, Bradford and Wakefield. Calderdale and Kirklees strategies under development though awaiting strategic developments at national level.	Achieved
2.2	Development of 'fit for purpose' Local Sports Alliances	Officer Time	DW	10 Local Sports Alliances established and embedded as part of the CSN	6 Bradford LSA's structure progressing. Other district networks formulating local network options.	Green
2.3	Continue to develop and establish district PE and sport groups linking to the West Yorkshire core PE and Sport Group	Officer Time and £10k budget	NH	5 PE and Sport groups embedded and in place in West Yorkshire	Districts groups in place. New group established in Wakefield as part of the CSN. New impetus through Extending Activities programme to put in place local sports alliances for young people	Achieved
2.4	Promote community use of existing schools/FE/HE sports facilities	Officer Time	NH	Audit and increase the number of schools available with community access	3 BSF District stakeholder groups in place. Regional FE/HE engagement paper in place.	Green
2.5	To implement the WYSP communication plan	Officer Time and £5k budget	DW/JP/SZ	<ul style="list-style-type: none"> <li>• 300 personnel receiving the weekly e-mail news bulletin</li> <li>• 10,000 unique visitors to the website annually (Google Analytics)</li> <li>• 45,000 hits on the website (Google Analytics)</li> <li>• Average number of website users per month = 4100</li> <li>• Production of a post 'Poulter's Plan'</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly email - 485 recipients</li> <li>• 26,853 total unique visitors.</li> <li>• 46,300 total hits on the website</li> <li>• 3,230 average unique visitors</li> <li>• 4,629 average monthly hits</li> <li>• 2,000 average return visitors</li> <li>• 1,284 average visitors making 5+ visits</li> <li>• PPP being planned</li> </ul>	Achieved
2.6	Develop and implement Investment Strategy's across West Yorkshire	Officer Time	DW	Development of 1 CSN level Investment Strategy linked to the Delivery System and CIF portfolios	Detailed discussions with SE consultants have concluded that CSN 'investment strategies' are determined by the strategy and action plans for that network. Christine Fiddler to advise SE that the strategy development work, and local management of CIF enquiries and projects includes prioritisation and development of investment.	Achieved

2.7	Joint planning days between NGBs, SSPs and Local Authorities	Officer Time	KT	5 District plans in place and 10 sports calendars in place	Completed in May 2007	<b>Achieved</b>
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<b>Strategic Aim 3: to raise the profile and highlight the contribution of sport and active recreation amongst the widest possible associated networks at a sub-regional level</b>						
<b>Ref</b>	<b>Strategic Action</b>	<b>Resources</b>	<b>Lead</b>	<b>Measure of Success</b>	<b>Position Statement</b>	<b>Assessment</b>
3.1	Deliver and manage the 2007 West Yorkshire Youth Games as a showcase for sports development work in the county	Officer Time and £15k budget	SZ/JP	500 young people participating in the West Yorkshire Youth Games	Evaluation meeting held. Total of 570 participants took part.	<b>Achieved</b>
3.2	Organise Sports Development Conference to increase training and promotion opportunities for the sports workforce across West Yorkshire	Officer Time plus potential WFD CIF Bid	SZ/JP	100 representatives of the West Yorkshire workforce attending the Sport Development Conference day and evening event	Conference successfully held 25.10.07	<b>Achieved</b>
3.3	Review and identify potential opportunities provided through the Learning Skills Council	Officer Time	DW	Production of Learning Skills Council assessment and team proposal report, and development of 2 projects	New LSC tender guidelines circulated to appropriate partners.	<b>Achieved</b>
3.4	Manage the preparation and co-ordination of the 2007 West Yorkshire Youth Games	Officer Time	SZ/JP	2 additional sports confirmed. Project plan and key dates confirmed.	Sports confirmed and steering group meetings on track for 2008.	<b>Achieved</b>
3.5	Marketing Seminar	Officer Time	JP	3 Marketing seminars for SDOs, facility and other relevant staff.	25 delegates attended Feb 28 at JCCS, Mar 5 at Richard Dunn and Mar 19 at Whitcliffe Mount	<b>Achieved</b>
3.6	FANS scheme proposed for West Yorkshire	Officer Time	JB	Report to Exec board	Report went to Exec on 19th March, scheme to be updated with comments	<b>Achieved</b>

Strategic Aim 4: to carry out joint working practices that will benefit and add value to sport in West Yorkshire						
Ref	Strategic Action	Resources	Lead	Measure of Success	Position Statement	Assessment
4.1	West Yorkshire Sport to attain quality standards	Officer Time and £2k budget	NH	WYS will achieve the Child Protection Intermediate Standard	Intermediate standard achieved	<b>Achieved</b>
4.2	West Yorkshire Sport to attain quality standards	Officer Time	NH	WYS will achieve 'good' assessment in accordance with TAES	'Good' assessment achieved	<b>Achieved</b>
4.3	West Yorkshire Sport to attain quality standards	Officer Time	NH	WYS will achieve a minimum 80% Quest for Sports Development assessment	83% Quest assessment achieved. Interim review 17/03/08	<b>Achieved</b>
4.4	Investigate how the HE / FE sector can be integrated into the work of the WYSP	Officer Time	NH	Production of assessment report illustrating HE/FE contribution to the Delivery System and Community Sport	No assessment report available but research now been produced by Sport England. Yorkshire FE Colleges and WY Consortium of Colleges meetings held with a view to establishing a WY Sports FE group. Regional paper on HE/FE engagement being drawn up.	<b>Achieved</b>
4.5	To investigate a joint approach to the preparation for the 2012 Olympics	Officer Time	NH	West Yorkshire Sports Legacy plan in place	Local authority steering group meeting scheduled for 4th April 08. Draft Olympic Legacy framework in place. Regional Yorkshire Gold sports group established. Aim to get legacy framework in place by September 2008.	<b>Achieved</b>
4.6	Establish a West Yorkshire marketing group that will add value and provide economies of scale for marketing opportunities in the county	Officer Time	JP/SZ	WY Marketing Plan in place, regular meetings take place	West Yorkshire Marketing Group in place and meetings held. Opportunities for 'added value' to develop during 2008-09.	<b>Achieved</b>
4.7	Joint working on the 5 District Sports Strategies	Officer Time	NH/DW	4 District Sports Strategies in place with common headline indicators	3 District Sports Strategies in place. Work on Kirklees and Calderdale well in advance.	<b>Achieved</b>
4.8	Develop and implement Building Schools for the Future planning	Officer Time	NH	3 LEA BSF Sports Stakeholder Groups establishes in West Yorkshire	Meetings and groups now in place in Leeds, Bradford and Kirklees	<b>Achieved</b>

**Strategic Aim 5: to systematically measure performance of sport and active recreation in West Yorkshire**

Ref	Strategic Action	Resources	Lead	Measure of Success	Position Statement	Assessment
5.1	Provide the WYSP Board quarterly performance management reports against the WYSP Annual Service Plan	Officer Time	JB/DW	Production of quarterly performance management reports against the WYSP Annual Service Plan	Annual Service Plan report presented to the Board 19th March 2008. Data collated on CSCs, PESSCL and Market Segmentation	<b>Achieved</b>
5.2	Provide the Board with quarterly finance updates against the WYS budget	Officer Time	NH/RF	Production of quarterly finance updates against the WYS budget	Quarterly reports to Board in June, September and December. SE audit of WYSP taken place in February 08	<b>Achieved</b>
5.3	Develop and implement a performance measurement framework and collection system in West Yorkshire	Officer Time	JB/DW	Performance measurement framework and collection system embedded in West Yorkshire	National CSP performance framework in place. Performance summary reports to be produced on a quarterly basis (see 5.1). Monthly service plan reports available online.	<b>Achieved</b>
5.4	Implement and promote the performance of the WYSP against the Annual Service Plan	Officer Time	JB/DW	Presentation of 11 monthly tracking reports against the Annual Service Plan on the website, and 1 end of year tracker report.	11 monthly trackers finalised and on the website	<b>Achieved</b>