Communities Select Committee
12 July 2012

Surrey’s County Sports Partnership

Purpose of the report: Policy Development and Review

To inform Members about the range of provision for residents offered and influenced by Surrey’s County Sports Partnership and seek views on the opportunities for future development to secure these resources at a sustainable cost to the Council.

Introduction:

1. This report describes Surrey’s County Sports Partnership (CSP), the services offered and the benefits that are delivered to a wide range of Surrey’s residents and organisations.

2. Secondly, the report outlines the current financial position and the opportunities to realise the potential for the CSP to increase income generation, deliver significant public benefit; and contribute to Surrey County Council’s (SCC) corporate and directorate strategies.

3. Surrey’s CSP has been hosted within SCC’s Children’s Schools and Families Directorate’s Services for Young People since 1999, there has and is still a significant part of the CSP’s work that is strategically linked to the Children’s Schools & Families agenda.

4. Primary funder Sport England has repeatedly extended “core service” contracts since 1999 and recently announced in-principle funding to 2017.

5. However, with the setting up of Surrey’s shadow Health & Wellbeing Board (HWB), uncertainty over the future of non-statutory services such as sport within local authorities and the awareness raised by the imminent London Olympic and Paralympic Games, now is the ideal time to assess the role of sport and physical activity in Surrey and its benefit to the county’s priorities.

Active Surrey Activities, Resources and Values:

6. Surrey’s County Sports Partnership (CSP) is a network of organisations covering all of Surrey’s local authorities, sports clubs and voluntary groups, FE/HE, sports/leisure facilities, sports governing bodies and NHS Surrey.

7. In order to receive Sport England core service grants, the CSP is required to have local stakeholder representation on some form of governance board. Representatives have been nominated from the sectors mentioned above and meet
regularly as the Surrey Sports Board (see appendix 1) to look at the strategic direction of sport and physical activity in the county.

8. The Board recently published the 2011-15 strategy “A more active and successful sporting county”, a framework for joint partnership working to deliver improvements in a number of outcomes (see appendix 2).

9. A small executive group meets to set Board meeting agendas and deal with day-to-day issues and decision-making of the core team (Active Surrey).

10. Active Surrey is the delivery arm (or core team) of the CSP. It is the county’s nationally recognised strategic lead sports development agency and the primary support locally for up to 46 national governing bodies of sport and the Surrey CSP network’s other partners.

11. Together the Board and the Active Surrey team play a vital role in fostering better partnership working, sharing of resources and coordination of an often disparate and convoluted sector.

12. Active Surrey has successfully operated since 1999 as a semi independent organisation, funded by local and national partners and hosted by Surrey County Council. Currently, SCC is fully legally responsible and accountable for the work of the CSP. Governance advice is provided by the independent, advisory Surrey Sports Board as well as working with the host authority and funding partners to ensure funding and hosting conditions are adhered to.

13. The staff team currently comprises 17 permanent / fixed-term employees augmented by 2 apprentices, 1 bank worker and 3 part-time sub-contractors who together represent sector leading levels of experience and qualifications. The staff team are based at Quadrant Court, Woking but provide support to the public and partners at a range of other sites including education establishments, clubs, local authority offices and leisure centres.

14. Active Surrey's 4-year strategy (2011-15) has five interlocking areas of work (see appendix 3):

- Supporting the Surrey CSP Network
- Communicating effectively with the public
- Improving and delivering events and activities
- Developing clubs and facilities
- Coordinating volunteers.

15. This contributes to achieving the vision for Surrey that it is an active county, well connected and working as one. The focus is on adding value to local partners through a mission “to work with others to enable long-lasting, high-quality sporting and physical activity opportunities for all”.

16. Partner funding comes from a variety of sources, demonstrating buy-in at all levels. A £200k “core service” grant is awarded by Sport England, but significant additional resources are provided by long-standing partners Surrey County Council, the 11 Borough & District Councils and Surrey County Playing Fields Association. Their financial and staffing support allows enhancement of the core service offer to Surrey’s sporting community. (See point 38 for details).

17. The extra resource also ensures that a variety of other local and national projects can be effectively managed on behalf of partners. As well as official 2012 legacy programme “Places, People, Play”, other projects include:
18. Active Surrey’s values underpin the working practice, playing a critical role in the establishment of a dynamic, high quality, developing and respected provider. These values are:

- **Credibility**: Trusted to deliver a professional and honest service every time.
- **Success**: Making a positive difference in all the work we do and striving to exceed the expectations of our partners.
- **Partnership**: Working together where all feel valued, respected and supported to achieve team and shared goals.

19. Active Surrey is currently rated “green” in Sport England’s CSP RAG performance measurement system.

20. It also has the Advanced Safeguarding Standard and the Foundation Equality Standard recognising best practice in these areas, both in its delivery and its influence on partners.

### Benefits of Sport and Physical Activity

21. Sport and physical activity generates substantial long-term economic value in terms of avoided health costs and improved health-related quality of life; it has a positive and quantifiable effect on a person’s perceived wellbeing; regular exercisers have lower mortality rates; and it increases numeracy skills in school children (see appendix 5).

22. Despite the evidence, it appears that sport, physical activity and active recreation is not always seen as a priority amongst decision makers and as a consequence Surrey has yet to fully capitalise on the powerful impact sport, physical activity and active recreation can have on individuals, families, communities and society as a whole.

23. Families are a major factor in influencing their children participating in regular sport and physical activity and there are clear links between families that participate in regular sport and physical activity and their levels of confidence, positive attitude, health and general achievement, therefore it is essential that there are clear links with SCC’s Public Health objectives and Young People’s employability Plan, supporting lifestyle changes amongst surrey’s under achieving and vulnerable families.

### Operating Models and Governance:

24. There are a number of significant factors that need to be considered when considering the advantages and disadvantages of any operational and financial model for a sustainable future.
25. Surrey’s CSP has been hosted within Surrey County Council’s (SCC) Services for Young People (SYP) since 1999. SCC revenue investment is £5,000 per annum (plus additional project funding of £14,100 last year) alongside significant in-kind support including:

- Office space
- IT equipment
- HR support
- Financial management systems
- Insurance
- Management Support

The value of this in-kind support has not been assessed but is estimated at between £50,000 and £70,000 per annum; a full assessment will be done as part of this summer’s review (see paragraph 34).

26. Despite budgetary pressures, the core service contribution from Borough and District Councils and Surrey County Playing Fields Association has remained constant but static for the last 6 years.

27. There is extensive, and growing, stakeholder buy-in and involvement and the CSP is financially viable and robust. Active Surrey is currently rated “green” in Sport England’s CSP RAG performance measurement system and, because of this success, funding has been agreed in-principle to 2017.

28. The new statutory responsibility of SCC in supporting health improvements and the setting up of Surrey’s shadow Health & Wellbeing Board (HWB) requires a series of strong local networks to help advocate for investment in preventive measures through clinical commissioning.

29. Local authority sport services across England are having their funding reduced. This has prompted, around a quarter of the 48 other CSPs to recently move from local authority or university hosting arrangements to become incorporated companies / charities.

30. The imminent London Olympic and Paralympic Games has heightened the awareness of sport and created a desire for a sustainable legacy to be left in Surrey post-Games.

31. Currently the CSP is not a legal entity / incorporated and the existing Surrey Sports Board does not have legal powers but is purely an advisory group. SCC retains legal powers and day to day operational responsibility over the CSP. Decisions regarding projects are therefore reached by mutual decision with partners (rather than a true governance board) but within the conditions of SCC’s policies and procedures.

32. Sport England’s funding is based on the condition that local stakeholders have clear involvement and engagement in CSP decision making. It is therefore essential that a sustainable governance model is agreed.

33. The national aspiration from Government is that CSPs are the lead strategic body for sport and physical activity in each sub-region. The CSP can better support the strategic priorities of SCC and other partners by having clear links to Surrey’s Health and Wellbeing Board (HWB) and Surrey’s Children and Young People’s Partnership.
34. Developments over the last two years have strengthened arrangements in Surrey. For example, negotiations are currently taking place between the CSP, NHS Surrey and Sport England to assess whether the Surrey Sports Board could become the key physical activity advisory function of the new HWB. Progression must continue until the CSP is always the first port of call for strategic engagement of, and support for, partners.

35. As part of the regular internal review of the CSP, a review group has been set up to review the existing hosting / governance arrangements. This features the following people (some of which are Board members) to ensure a broad spectrum of views are considered:

- Cllr David Munro, Vice Chairman, SCC
- Gerry Ceaser, Chairman, Surrey Sports Board
- Mike Abbott, CEO, Surrey Youth Focus
- Paul Blanchard, CEO, Surrey Sports Park
- Sue Barham, Assistant Director, Woking Borough Council.
- Martin Cusselle Head of SOLD & SCC host representative, SCC
- Campbell Livingston, Director, Active Surrey

36. In pursuit of a sustainable future for the CSP we need to examine the opportunities and constraints that would be afforded by a range of operating models. These options include the status quo, independent trading company (current or new host), community interest company or company limited by guarantee with charitable status. Each of these offer differing opportunities to secure a sustainable financial future, minimising risk to SCC whilst adding significant value for Surrey’s residents. The review group will be reporting back to September’s Surrey Sports Board meeting with their findings.

**Finances:**

37. Despite a challenging financial climate demand for Active Surrey’s services continues to grow. There has been a concerted effort to increase new business whilst reducing inefficiencies and improving services.

38. Attempts to raise revenue through charging for traditionally free activities such as conferences and awards ceremonies have met with some resistance from traditional partners, although generally accepted by the wider stakeholder network. Net gains have been modest.

39. However, through increased diversification of income streams (eg school, big society and health projects), Active Surrey has achieved year on year growth over the past three years both in the capacity of the team to support the public and partners and the level of income generated at the same time that the level of SCC budget has remained fairly static. Turnover has risen from £767K in 2010/11 to £913K in 2011/12 with expected turnover of £1M+ in 2012/13.

<table>
<thead>
<tr>
<th>Income Profile 2011-12</th>
<th>% of Total</th>
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<tbody>
<tr>
<td>1 Sport England</td>
<td>£503,492</td>
</tr>
<tr>
<td>2 SCC (core grant)</td>
<td>£5,000</td>
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<td>3 SCC (project grants)</td>
<td>£14,100</td>
</tr>
<tr>
<td>4 Local Partner Contributions</td>
<td>£52,950</td>
</tr>
<tr>
<td>5 Commercial Sponsorship</td>
<td>£42,850</td>
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<td>6 Grants &amp; Revenue</td>
<td>£221,537</td>
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ITEM 9

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<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>Training &amp; CPD</td>
<td>£24,216</td>
<td>3%</td>
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<tr>
<td>2010-11 c/forward</td>
<td>£48,774</td>
<td>5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>£912,919</strong></td>
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**Expenditure Profile 2011-12**

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<tr>
<th>Item</th>
<th>Amount</th>
<th>% of Total</th>
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</thead>
<tbody>
<tr>
<td>Salaries &amp; On-costs</td>
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<tr>
<td>Operational Costs</td>
<td>£83,686</td>
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<tr>
<td>Training &amp; CPD</td>
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<td>Marketing &amp; Communication</td>
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<tr>
<td>Grants</td>
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<td>TOTAL</td>
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**Notes:**
1. Core grant of £200k plus a range of other projects and grants
2. SCC pays an annual core contribution as a grant condition to release the Sport England core grant.
3. Includes grants to support Surrey Youth Games (£2,100) and Surrey School Games (£12,000) work.
5. Primarily for Surrey Youth Games and Surrey Sports Awards.
6. Including grants from various government departments, etc.
8. Project grants can normally be rolled over to following years.
14. 2011-12 saw the start of several new grant programmes which were not fully distributed and therefore rolled over to 2012-13.

40. Financial developments have clearly put Active Surrey in a strong position within a changing market and has seen steady growth, including the past two years of national economic pressure. The steadily growing customer base, the development of new programmes/products, external recognition from regulating bodies, investment in staff, increasing year on year income and investment in a significant marketing campaign (particularly in 2012) are the key to a sustainable independent future.

41. Central to a successful financial model will be the ability to:
- expand trading, creating surplus to develop new programmes and continue to support more disadvantaged residents
- secure commissions to deliver from other outside bodies
- attract additional grant funding for both revenue and capital projects (the latter on behalf of partners)
- Have a recognised strategic role within Public Heath with the Heath & Wellbeing Board

**Conclusion:**

42. Surrey has a strong, vibrant CSP core team with growing demand to deliver new programmes (from national partners), support local residents’ needs and deliver a sustainable legacy of more people playing, coaching, officiating and organising sport and physical activity following the 2012 Games.

43. There is further scope to grow the CSP “business” through a growing reputation for quality provision. Surpluses generated from traded activity will support significant social return in the form of services available to vulnerable people. Different
operating models may offer opportunities for expanding business and the risks and benefits of each of these will need to be appraised.

44. As the strategic body the CSP can add significant value towards Surrey achieving its strategic objectives within Public Health, Partnership working, Supporting vulnerable families and young people whilst increasing the overall level of regular participation in sport and physical activity across Surrey.

Financial and value for money implications

45. The focus of this report is to initiate a process to examine different operating models for the CSP to deliver the best value for money in securing the future of sport and physical activity development for Surrey’s residents.

Equalities Implications

46. Sport England funding relies on the CSP including a broad range of partners, being able to benefit equally from the added value that the partnership brings to Surrey.

Risk Management Implications

47. Undertaking the work proposed in this report will inform the levels of risk for a range of options that the Council may wish to pursue in the future.

Implications for the Council’s Priorities or Community Strategy/Local Area Agreement Targets

48. Development of the CSP supports the Council’s corporate priorities to increase the health and wellbeing of the people of Surrey as well as to work in partnership, add value and maintain quality of services.

Recommendations:

49. Members are asked to

   (a) Note the content of this report
   (b) Recommend that the CSP is the recognised strategic representative, advocacy body for Sport and Physical Activity in Surrey
   (c) Ask officers to undertake a more detailed appraisal of the opportunities for the development of the CSP for further scrutiny by this Committee in advance of a paper being presented to Cabinet.

Next steps:

50. Officers will undertake more detailed study of the opportunities available.

51. A further report will be prepared for Select Committee to consider in the Autumn.

Report contact:

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Sources/background papers: None.
Appendix 1: Membership of the Surrey Sports Board

**Chair:** Gerry Ceaser (ex leader Spelthorne Borough Council)

**CSP Director:** Campbell Livingston (Active Surrey)

Representing **Surrey County Council:** Martin Cusselle (Surrey County Council)

Representing the **Surrey Chief Leisure Officers Group:** Chris Hunt (Runnymede Borough Council)

Representing the **Surrey Leisure Development Managers Group:** Tamsin McLeod (Waverley Borough Council)

Representing **Surrey County Playing Fields Association:** David Gill (Surrey County Playing Fields Association)

Representing **Surrey’s Sports Governing Bodies (NGBs & County Associations):** Caroline McRoyall (Surrey County Football Association)

Representing the **Surrey Sports Development Officers Forum:** Richard McVittie (Guildford Borough Council)

Representing **County Councillors (Surrey Local Government Association):** Cllr Chris Pitt (SCC)

Representing **Borough & District Councillors (Surrey Local Government Association):** Cllr Gail Kingerley (Runnymede Borough Council)

Representing members of **Surrey’s 13 Local Sports Councils:** Vacant

Representing the **Voluntary Youth Sector:** Mike Abbott (Surrey Youth Focus)

Representing **PE & School Sport (State sector):** Vacant

Representing **PE & School Sport (Private sector):** Ben Edwards (Reed’s School)

Representing **Business (Surrey Chambers of Commerce):** Jon Jagger (Menzies Accountants)

Representing the **Surrey 2012 Board:** Surriya Subramaniam (SCC)

Representing **Sports Facility Providers:** Dan Reynolds (Fusion Lifestyle)

Representing the **Voluntary Sector:** Tony Hutt (Woking Ass’n Voluntary Services) and Sonia Hubbard (Surrey CVS / VC Network Coordinator)

Representing the **Adult & Community Learning Sector:** Judith Dey (SCC)

Representing the **Health Sector:** Victoria Heald (NHS Surrey)

Representing the **Early Years Sector:** Lisa Guy (SCC)

Representing the **Disability Sector:** Vacant

Representing the **Further & Higher Education Sector:** Paul Blanchard (Surrey Sports Park)
Appendix 2: The Surrey Sport & Physical Activity Strategy 2011-15

Following a year of consultation, working groups and stakeholder input, the Board launched the 2011-15 Surrey Sport and Physical Activity Strategy in May 2011. It provides a framework for partners to work on delivering a number of shared outcomes concentrating on:

1. Increasing Physical Activity
2. Enhancing the Workforce
3. Facility Development
4. Elite Athlete Support

Thematic Working Groups have been set up to audit existing work and develop improvement plans to action the four outcomes.
Appendix 3: Active Surrey’s 4 year strategy

Active Surrey’s 4-year strategy (2011-15) has five interlocking areas of work:

**The Network**
Support the network of organisations that collectively form Surrey’s County Sports Partnership (CSP) to maintain and increase their work, avoid duplication and ensure good governance.

**Public Engagement**
Ensure people of all ages and backgrounds are communicated with so that they are aware of all the opportunities (and support) on offer locally.

**Events and activities**
Enable access to quality events and regular activities that will engage people in lifelong participation.

**Clubs and facilities**
Work with clubs and facilities to raise standards, target new markets and increase their capacity.

**Volunteers**
Coordinate a volunteering pathway from schools, colleges and businesses to the community, increasing the number of sports volunteers and thus increasing capacity across the sector.
It is the Government strategy for school sport, building on existing competition structures and using London 2012 to inspire more young people into sport. It provides four levels of competitive sport and activity, designed to give ALL young people the opportunity to get involved and represent their school. This could be as a competitor, official, leader, journalist, performer, musician – the list is endless!

WHAT ARE THE AIMS OF THE SCHOOL GAMES?
- Maintain and enhance existing programmes of school sports activity
- Enable all young people to achieve their potential
- Provide access to alternative competition formats to engage more young people
- Maximise the impact of school sport by providing new opportunities for young people to develop new skills through leadership, officiating, media coverage, event management etc
- Enable young people to play a key part in the organisation and delivery of the School Games
- Use the excitement, profile and School Games resources to drive educational activities, cross curricular learning, citizenship and improved personal skills.

WHAT ARE THE FOUR LEVELS OF THE SCHOOL GAMES?

**LEVEL 1 - Intra-school competition**
- House teams, form groups, PE lessons etc, culminating in a School Games Day(s).

**LEVEL 2 - Inter-school competition (Years 3-13)**
- Local district inter school competitions (leagues and tournaments) throughout the year, and winning teams are selected to progress to county finals in certain sports.

**LEVEL 3 – County Festival**
- **P&G Surrey School Games** – A six month programme of sporting, cultural & inclusive events across the county ([www.gosurrey.info/p-g-surrey-school-games/](http://www.gosurrey.info/p-g-surrey-school-games/))
- Planned and managed by a Local Organising Committee (LOC), chaired by a Head Teacher.

**LEVEL 4 – National multi-sport event**
- High profile national multi-sport event, for the country’s most talented school age athletes.

Open to any pupil below county-level standard, the **P&G Surrey Youth Games** offer free (or highly subsidised) coaching sessions in different sports, culminating in a huge, Olympics-style competition held in June at the Surrey Sports Park in Guildford. ([www.activesurrey.com/courses-events/surrey-youth-games/2012](http://www.activesurrey.com/courses-events/surrey-youth-games/2012)) Pupils represent their Borough or District Council, who organise the teams.

The aim is to foster better school-club links and lifelong involvement in community clubs. Anyone can take part by attending coaching and training sessions, in their borough. These take place from April to June each year. All competitors must either live or go to school in that borough and must be below county standard in their chosen sport.

WHAT ARE THE AIMS OF THE P&G SURREY YOUTH GAMES?
- More young people take part in competitive sport and continue to take part in sport after the Youth Games
- More sports clubs become accredited by their National Governing Body, thereby improving the quality of clubs in Surrey
- More people become qualified in sports coaching and officiating
- New junior sports clubs or sections are created.
Appendix 5: Benefits of sport and physical activity

- Activity improves cognitive function and academic achievement in children.
- Active children are less likely to smoke, use alcohol or take illegal drugs.
- Activity can improve the health of those with a physical or cognitive disability.
- A sedentary lifestyle is estimated to cause 54,000 premature deaths a year.
- On average, compared to an active person, an inactive person has 38% more days in hospital, 5.5% more GP visits, 13% more specialist service, and 12% more nurse visits.

The direct and indirect cost of physical inactivity in England is estimated at £8.3 billion a year. **For NHS Surrey this equates to a staggering £12.8 million a year.**

Source: Surrey’s Joint Strategic Needs Assessment chapter on physical activity.