

SUSSEX COUNTY SPORTS PARTNERSHIP TRUST (T/A ACTIVE SUSSEX)

TRUSTEES REPORT 2016-17

The Trustees present their report and accounts for the year to 31 March 2017.

The **report** serves as an essential link between the charity's legal purposes and aims, and the activities it has undertaken during the past year to achieve them. It links the activities and achievements with the sources of income used to finance them, and the expenditure incurred on those activities.

The **accounts** have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Trust's Memorandum and Articles of Association, the Companies Act 2006 and the Charities Commission "Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102)", issued in March 2005 and revised January 2016. For accounting periods commencing on or after 1 April 2008, there is also a requirement for the Trust to report on how it satisfies the **Public Benefit** test introduced by the Charities Act 2006. The Trust can report as follows:

- a) The report of those activities undertaken by the Trust to further its charitable purposes for the public benefit can be found in this report under the headings '**Objectives and Activities**' and '**Achievements and Performance**'.
- b) Accordingly, the trustees hereby state that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission.

Taken together with the accounts, the report seeks to offer a fair and balanced picture of what the Trust has done (outputs) or achieved (outcomes), or what difference it has made (its impact) across the county during 2016-17. Finally, it provides an overview of its structure, governance and management, any professional services procured by the Trust, as well as its plans for the future.

1 OBJECTIVES AND ACTIVITIES

The Trust's objects are to promote increased community participation in sport and active recreation for the benefit of Sussex inhabitants. During 2016-17, on behalf of its local community, the Trust managed a number of government funded community sports programmes, and these are incorporated into the above framework. The Trust is required to meet the terms and conditions for utilisation of all government grants. Performance against these grants was reported to the trust's external funder, Sport England, every six-months using a specific CSP performance measurement framework.

In terms of the planning and expenditure decisions for these programmes, this is achieved in conjunction with community sport and physical activity delivery organisations in membership of the Trust, and includes other partners who make up local sports networks and the wider Active Sussex Network, such as national governing bodies of sport, leisure trusts, local business, local clubs, local authorities, education and health partners.

All programmes are delivered against budget, and decisions on strategic funding applications as recommended by the Management Group are taken by the Board of Trustees.

The Trust and its partners continued to work in order to contribute to national sport and physical activity strategy outcomes, and to ensure that these were reflected across Sussex.

It is fair to say that it has been a successful year in terms of delivering against its external contracts, and so the Trust reports below the strategies and programmes it has used to meet its purpose. The Trust's Strategic Plan 2013-17 established the framework in which it would operate, and the main objectives for 2016-17 were achieved through the delivery of the programmes and services as shown in the framework below.

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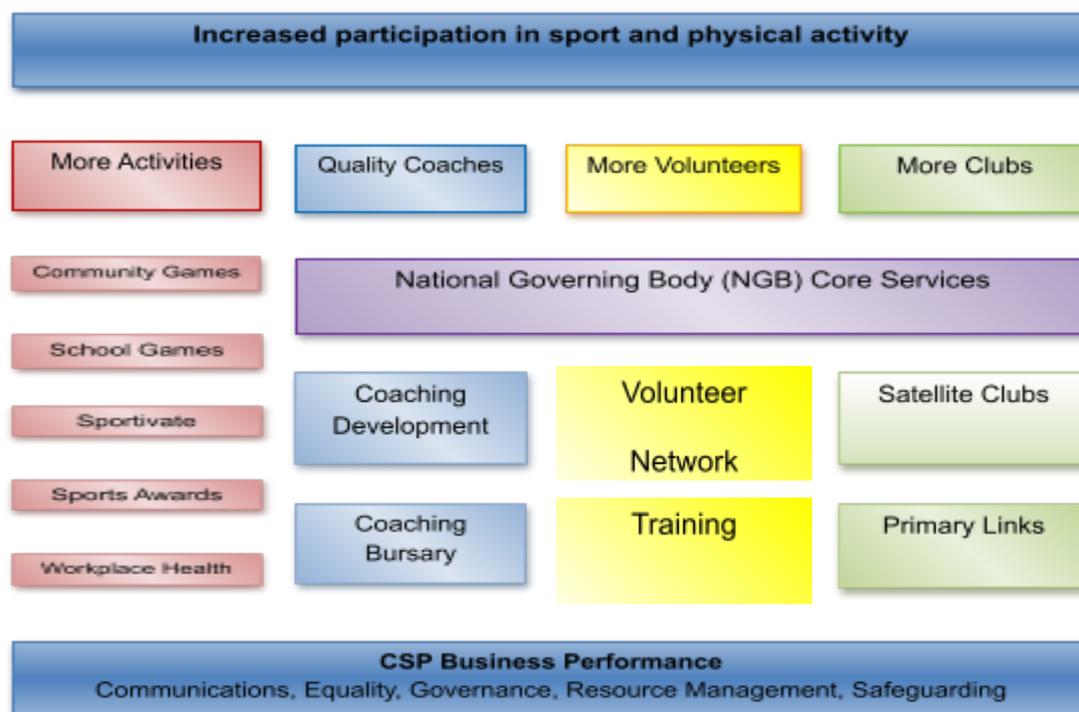


Fig.1 – SCSPT Strategic Framework 2013-17

2 ACHIEVEMENTS AND PERFORMANCE

Getting People More Active

During 2016-17, the key measure of sports participation levels continued to be Sport England’s Active People Survey (APS), principally focusing on what is referred to as the ‘1 x 30’ indicator. This is defined as the percentage of the adult population (people aged 16 years and over) participating in sport at moderate intensity, for at least 30 minutes for one or more days per week. From APS 10 (October 2015 to October 2016), we are able to report the last three years trend in sports participation in Sussex, compared to regional and national participation rates as follows:

Percentage of population participating in sport (1 x 30 minutes)			
Year	Sussex	South East	Nationally
2016 (APS 10)	36.6%	38.3%	36.1%
2015 (APS 9)	35.8%	37.7%	35.8%
2014 (APS 8)	36.5%	37.6%	36.1%

Overall, Sussex sport participation has increased by 0.8% since the previous year, and currently stands at 36.6% (0.5% higher than the national rate).

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The Trust has an indirect role in contributing to increased adult sports participation by securing national programme funding for distribution to its local sports delivery partners. Additionally, it has provided sports participation data which helped sports governing bodies and other sports delivery organisations to better understand their target market and demand for a particular activity. This in turn helped to focus investment into specific activities in the right places, at the right times and at an appropriate cost (in order to increase participation levels).

The Trust is required to facilitate increased participation via NGBs and their club infrastructure by helping to ensure that minimum operating standards are in place and that club, coach and volunteer development training /education programmes are offered to clubs that will improve the participant's experience of the activity (and increase the likelihood of them continuing to participate).

National Governing Body Core Services

One of the ways Active Sussex has got more people active and into community sport is by working with National Governing Bodies of Sport (NGBs), as well as other organisations that have been able to share our priorities. 2016-17 was the final year of NGBs' national Whole Sport Plans funded by Sport England. Our focus has been on supporting their local plans particularly in the areas of clubs, coaching, volunteering and via our funded programmes such as Satellite Clubs, Sportivate, Primary Premium and the Sussex School Games. Not all of the 46 funded sports have needed our support and in some instances, we have consciously worked with alternative organisations as well as non-funded NGBs, to meet any local need.

When we reported last year, we said that we would help NGBs by nurturing relations with organisations that can use sport and physical activity to achieve their social or health outcomes. We provided opportunities for NGBs to link to new partners via collaborative projects and strategic groups, input into community funding bids and we organised our Active Sussex Network and annual conference.

The Active Sussex Network is a support mechanism offering continuing professional development opportunities, networking, sharing good practice and increased partnership working.

In our 2016 partner satisfaction survey, NGBs told us that advice and guidance, local knowledge and insight, plus club development support are the highest valued services that we provide them. Some key stats follow:

- NGBs represented 18% of responses in our 2016 partner satisfaction survey
- Net Promoter Score was 71% (no detractors)
- Direct support given to 37 NGB's local plans - 13 of whom attended the Active Sussex Network, Conference or NGB Forum
- Highest performance rating by Sport England achieved

Investment brought into Sussex for Sport and Physical Activity

The Trust measures this as non-Sport England income generated. 2016-17 has been a year that has seen its officers begin to embed new business development principles into their everyday activity, and to successfully drive operational efficiencies. Trust developed a suite of services which prepared the ground for modest business expansion and income diversification from April 2016, setting itself a non-grant income and efficiency savings target of £155k for the year. The Trust is pleased to report that the team achieved 97% of the target as at 31 March 2017.

Coaching

Coaching is changing with Active Sussex at the forefront. In 2016-17 Sport England released '*Coaching in an Active Nation - The Coaching Plan for England 2017-21*' with County Sports Partnerships tasked with testing the principles of the plan before whole sector implementation. As a result coaching delivery was very different for Active Sussex in 2016-17.

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Active Sussex was tasked with a new approach of shared learning and collaborative working that focused on talent, disability, older people, children and young people and women in coaching, with an even greater importance of testing programme delivery against the new Sport England broader definition of coaching which is *'improving a person's experience of sport and physical activity by providing specialised support and guidance aligned to their individual needs and aspirations'*. Some brief outcomes are noted below:

- 75 female coaches attending the first ever regional Female Coaching Conference delivered in partnership with the Female Coaching Network
- 24 coaches successfully up-skilled through the Active Sussex Coaching Bursary in 2016-17 and delivered projects that tested the principles of the Coaching Plan for England

Talent Foundation Programme

In August 2016, Active Sussex launched an exciting Talent Foundation Programme in partnership with UK Coaching. The programme was aimed at coaches who are already working within a recognised National Governing Body talent pathway. 14 coaches successfully applied to complete the programme and benefitted from working with their own talent Coach Developer and accessing training through a series of interactive workshops.

The programme allowed coaches the opportunity to learn and reflect on their coaching practice, shape a personal development plan and apply new practices into their own setting. Through this blended approach to learning, coaches gained great insight and reflections into their coaching practice and identified areas for further development. A total of 14 coaches were recruited and developed through the inaugural Talent Foundation Programme in Sussex.

Volunteering and Community Games

Volunteering can be seen in every facet of community sport. This year Active Sussex has made huge moves towards a more insight led approach to volunteering, by connecting with new community voluntary sector networks that enable access to inactive participants in sport and physical activity.

For example, the Community Games programme (which gives organisations the chance to organise a sporting event to bring local communities together), is still going strong in Sussex. 16 events took place during 2016-17 with 7720 participants involved in a Community Games event and 378 volunteers engaged. £7700 was raised for local charities and 42 providers have continued to create opportunities for long-term participation.

Inclusion

Over the last year Active Sussex has continued its work with local and national partners, including NGBs, to tackle inactivity levels of those from underrepresented and hard to reach groups. This has been achieved through some targeted project work, as well developing new relationships with non-traditional stakeholders via the **Sussex Disability Sports Network** managed by Active Sussex, which aims to influence change and encourage collaboration. Connections with these new organisations has expanded our reach and understanding of the needs of disabled people of all ages.

During 2016-17, the Sussex Disability Sports Network continued to grow and saw a wider range of partners engaged via associated meetings and events, as well as training opportunities for those supporting people with a disability. The noticeable reach and impact of the network has seen several NGBs setting up steering groups supported by Active Sussex, and bringing funding into the county for developing provision where there is demand.

In terms of projects and events, Sussex was chosen as a priority by several partners over the last year. This included being one of 7 localities to host a local **Wheelpower Primary Sports Camp**, with Active Sussex being the main driver to identify delivery partners and Schools to engage with the event.

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We also became the project lead for the Spirit of 2012 Rugby project – **Spirit of Brighton ‘Try it!’** which is focusing on raising awareness of disability sport, specifically mixed ability rugby and encouraging disabled people to engage with sport on all levels - from playing and volunteering to spectating.

Engaging with female participants, the Trust continued to promote the successful Sport England **This Girl Can** campaign via our network communications. This Girl Can is a national campaign developed by Sport England and a wide range of partnership organisations. It's a celebration of active women up and down the country who are doing their thing no matter how well they do it, how they look or how sweaty they get! Using our very own **‘This Girl Can Sussex Ambassador’** to raise the profile of sport and physical activity opportunities for women in Sussex, Active Sussex developed a range of engaging videos and blogs, and promoted local events and national campaigns such as Women Outdoors Week and Women Sports week.

Furthermore, Active Sussex secured funding to deliver a **‘This Girl Can Basketball’** project across Sussex. High level coaches delivered the Basketball England Activators Award across 33 secondary school sites in the Eastbourne, Rother and Hastings, and Mid Sussex areas to 14-16 year old female pupils. In all over 400 young female leaders gained the activators award, and in turn with the support of their schools and our coaches delivered sessions to over 500 11-14 year olds within their respective schools. This culminated in inter-school competitions within the three areas organised and led by the newly trained activators, ultimately increased the participants and activators 1 x 30 minute weekly activity levels. External junior club sessions are now established in schools and weekend Community Club sites where previously no provision existed.

Our relationship with local **Public Health** colleagues is establishing well to enable us to influence and promote physical activity as a valuable intervention and ensure that the cost of inactivity is considered at a high level when policy decisions are being made. Through two **Local Summits** at the end of March 2017, the Trust brought together strategic level partners in order to interpret national messages at a local level, to align them with relevant health and wellbeing priorities and to better understand the physical activity and health landscape in Sussex. These were well received by partners, and have formed the basis of a more collaborative approach to investment in the future, in some areas of the county.

Some key outcomes for this work area are noted below:

Disability

- Over 210 members are now part of the Sussex Disability Sport Network (increase of 50 since 2015-16)
- 62 people upskilled via the Sainsbury's Inclusive Community Training Workshops
- 44 people attended the Spirit of Brighton Mixed Ability exhibition match - promoting sport for all abilities

Female Sport

- This Girl Can Sussex Ambassador video reach – 897 views
- Women in Sport Week – 51 website page views
- 3% increase in female participation in Sussex – (APS 10) to 34.9% in 2016

Physical Activity & Health

- Health colleagues presenting at Active Sussex network events
- Involved in the Public Health England GP Clinical Champion Training to highlight physical activity pathways
- Representation on strategic Local Authority health groups to raise the profile of sport & physical activity
- Strengthened relations with Public Health colleagues and sharing of best practice through Active Sussex network events

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Sussex School Games 2016

The Sussex School Games 2016 took place on Wednesday 29 June at K2, Crawley. Children from schools across Sussex came together to compete in 12 competitions in a range of sports including athletics, stoolball and golf having qualified to represent their area at a locally arranged qualifying event.

As well as the summer festival, standalone 'badged' events took place for cross country and indoor athletics, and a mini-festival of table tennis, boccia and new age curling.

The summer festival had an Olympic Games feel to it, with an opening ceremony where the children were joined by some very special guests. **Montell Douglas, Team GB Sprinter**, spoke to the children during the opening ceremony, inspiring them to recover from any knockbacks in life, her key message: "If you don't win today, you can win tomorrow". Focused and ready to go, all that was left to do was a warm-up which was led by GB Boxer, Chantelle Cameron, who led some high intensity exercises before the schools moved to their sports.

In terms of participation levels, 1,601 children competed in level 3 events, 281 volunteers helped run the Sussex School Games, of which 223 were Young Leaders recruited from local schools. Backed by National Lottery Funding from Sport England, the School Games in Sussex were sponsored locally by Freedom Leisure.

Sussex Sports Awards 2016

The prestigious Sussex Sports Awards took place at The Grand Hotel, Brighton on 25 November in front of a sell-out 400-strong audience.

Hosted by Five-time Olympic athlete Jo Pavey MBE and popular BBC Sussex DJ, Danny Pike, the evening recognised the successes and dedication of sportspeople, organisations and volunteers, and showcased their talents and achievements. Following on from the Rio Olympic Games, the event adopted a carnival theme with a live performance from Brighton School of Samba kicked the celebration into full swing.

12 Olympic and Paralympic athletes returning from Rio 2016 joined the celebrations, including gold-medallist Katie-George Dunlevy, silver-medallist Pete Mitchell and bronze-medallists Simon Munn, Steve Scott and Helena Lucas MBE.

There were many memorable moments throughout the evening, including the story of Heartbeat United who broke the record for the World's longest football match in memory of friends who had lost their lives in the Shoreham Air Disaster and cardiac arrest.

But the show was stolen by Bill Lucas, Britain's oldest surviving Olympian who would celebrate his 100th birthday in January 2017. War had ruined Bill's chances to compete in 1940 and 1944, but undeterred he competed in the London Olympics in 1948. With a short speech he inspired the entire room, before presenting the Young Sports Personality of the Year award to aspiring athlete Archie Davis. The Trust partnered with commercial firm 'Tagboard' to install a live social media display. This encouraged unprecedented levels of social media and even saw #SxSportsAwards trending on Twitter.

The event raised £2,918 raised for disability sport through the silent auction, raffle and donations.

Sportivate

Sportivate is a seven-year, nationwide campaign that provides opportunities for 11-25 year olds to receive 6-8 weeks of discounted (or free) coaching in a sport of their choice. In Sussex, the Sportivate campaign has engaged with over 18,000 participants over the past six years. The 2016-17 campaign focused on inactive and irregularly active 11-25 year olds and saw Sport England Youth Insight used at the heart of project development and delivery to maximise take up of activities. There were three success measures:

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1. **Completed Participants:** this was the number of young people who successfully complete their coaching sessions by attending all of the 6-8 weekly coaching sessions (missing no more than one session). The completed participant target of 2632 was exceeded by 12%, with 2944 participants
2. **Inactive Participants:** this was the number of young people who, when registering for Sportivate, state that they aren't yet doing once a week participation in sport. The Inactive target of 1053 was exceeded by 118%, with 2297 participants
3. **Sustained Participants:** this is the number of young people who continue to take part in sport - three, six and twelve months – after their Sportivate coaching sessions have ended. The final target of participants being sustained post Sportivate activity is a measure across the South East region, with a 5% increase set. This target was exceeded with a 45% increase

Overall 253 separate blocks of activity were delivered (across 35 sports) within Sussex whilst 102 blocks were female focused and used the This Girl Can Project prefix. 12% of all participants registered were disabled, higher than the Sportivate national average.

Sportivate 'Yot Fit'

The 'Yot Fit' programme was created specifically to help to reduce the rates of offending in East Sussex, whilst also aiming to increase activity levels amongst young people. The programme was originally piloted through Eastbourne Borough Council's Community Department, East Sussex Youth Offending Team and the Sovereign Centre – an Eastbourne Leisure Trust facility.

Through health promotion, diversionary activity, positive role models and team interaction the programme aims to build a positive group identity. The sessions offer participants a wide range of sporting opportunities as well as the chance to improve body image and weight management – both of which are common issues for young people, particularly those involved with substance misuse. Since the original pilot, where over 20 young people were engaged, Active Sussex has funded further projects in the Hailsham, Hastings and Seahaven areas. The not-for-profit leisure trust Freedom Leisure was invited to join Eastbourne Leisure Trust (as well as Wave Leisure) in delivering the programme; whilst extending the offer to those on the cusp of becoming young offenders after consulting with East Sussex County Council Targeted Youth Service. In total, 11 projects have been delivered across East Sussex, with over 90 young people engaged to date.

Workplace Health Programme

2016-17 saw the delivery of two successful online Workplace Challenge programmes, Shake Up September and Active Lunch. The Workplace Challenge site is a catalyst for getting workplaces active particularly around the national campaign times. During the online campaign users logged their completed activities on the Workplace Challenge site in exchange for points and competed against each other using the leaderboards.

The flagship Active Sussex workplace event, beach volleyball, increased the number of tournaments to take in extra dates in May and September. The event went from strength to strength with approximately 80 people turning up at Yellowwave each month to play, no matter what the weather!

Outcomes:

- 878 Sussex employees actively using the Workplace Challenge site in 2016-17.
- Over £1600 worth of prizes were donated by local businesses that recognise the importance of workplace health and wellbeing.
- 235 active workplaces used the Workplace Challenge site

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COMMUNITY SPORTS CLUBS

Club Development

Active Sussex continued to deliver a comprehensive club offer in 2016-17. As a Clubmark Licensed Partner, Active Sussex has accredited seven clubs with a further three clubs currently working towards Clubmark Accreditation. Clubmark is the universally acknowledged cross sport accreditation scheme for community sports clubs.

Active Sussex facilitates the planning and delivery of a needs led training and education programme relating for club, coach and volunteer development in Sussex. Workshops were tailored to meet the needs identified through National Governing Bodies and Local Authorities, providing opportunities for the continued professional development of local coaches and volunteers within clubs. Subsidised places were offered to partners providing the facility and discounts were offered to Clubmark clubs for workshops with a candidate cost. Finally, to enable the sharing of best practice from high quality community sports clubs, a number of club profiles have been published.

Here are some key achievements for the period:

- 394 throughout of attendees on Active Sussex training workshops
- 28 workshops delivered across Sussex, in conjunction with external partners
- 10 clubs either working towards or achieved Clubmark Accreditation (via Active Sussex)

Satellite Club Development

Entering into its fourth year, the Satellite Club programme has seen record numbers in 2016-17. Bringing together schools, colleges, clubs and National Governing Bodies of Sport, the programme has provided sporting opportunities for up to 2000 young people throughout the lifetime of the programme.

The clubs provide a vital link between school and community sport, offering young people aged 14-25 the opportunity to take part in regular sporting activity on a school or college site, linked with a local club. Active Sussex has helped to start up a further 33 clubs, giving 550 young people the opportunity to participate in a satellite club during 2016-17. Sustainability has been a major focus during the year with 33 clubs from the 2015-16 year continuing to operate and provide opportunities for an additional 734 young people.

PRIMARY SCHOOLS

Primary School Sport Premium Support

In 2016-17, the Government continued its £160m per year investment in the Primary PE & Sport Premium, approximately £4m was distributed to 452 primary schools in Sussex. Over £2m was allocated to primary schools in West Sussex, around £1.5m in East Sussex and primary schools in Brighton & Hove shared around £538,000.

The Primary PE and Sport Premium is ring-fenced and schools must use the funding to make additional and sustainable improvements to the quality of PE and sport they offer. Partnership working formed the basis of the Trust's approach when communicating strategic aims of the funding to schools; largely to develop the PE teaching skills of primary school staff to raise attainment levels and increase participation amongst pupils.

Active Sussex connects with schools in a variety of ways: through cluster meetings with PE coordinators, Head Teacher locality meetings, the School Games Organiser network and other partners, conferences, training days, one-to-one meetings, school visits and our monthly e-newsletter.

Outcomes:

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- 456 subscribers to the Active Sussex Education e-news
- Worked with local partners including Sport Without Boundaries and University of Chichester to develop Quality Start, which is an award to recognise school's' commitment to high quality PE, sport and physical activity provision, specifically for Key Stage One
- Annual delivery of Level 5 Primary PE Specialism course (designed by Sports Leaders UK and Association of Physical Education) to help schools develop sustainable excellence within PE
- The Primary School of the Year award into its third year at the Sussex Sports Awards, further raising the profile of primary PE and sport across Sussex. Lyminster Primary School were announced winners in 2016
- Over 50 participants have attended Active Sussex CPD courses

CSP BUSINESS PERFORMANCE

Business Development

For 2016-17, The Trust set itself a target to generate a minimum of £155,000 non-Sport England income through business development activities. It launched a new consultancy service – Active Consulting – from April 2016, and also looked to work with new partners and organisations with a common interest in increasing participation (particularly for people with disabilities and those aged 55 years and over).

The publication of the Government's new sports strategy entitled *Sporting Future*, followed by Sport England's' investment strategy '*Towards An Active Nation*', signalled the need for the Trust to develop its own Business Strategy 2017-21 aligned to these policy documents, but also clearly setting its own priorities for Sussex based on current insight and demographic need. This process begun at the back end of 2016-17, with two local strategic stakeholder summits - but robust work on a new strategy is yet to commence due to anticipated changes in the Trust's main external contract from Sport England.

Notwithstanding this, the Trust has achieved 98% of its income target for the period, which included £6,257 worth of business savings. This work is being overseen by the Trust's Business Development sub-committee trustees, and this direction is supported by the Trust's key stakeholders, including Sport England.

Governance

The Trust could not operate without rigorous financial policies, sound operational management and comprehensive governance procedures. It has been a year of successes, driving down administration costs and increasing efficiency. For example, in February 2016, the business insurances were renegotiated, saving the Trust a total of £689 on premiums. In March 2016, a £4,000 discount (55% reduction) was negotiated on Mobile Technology contracts for staff.

The Trustees have ensured that the Trust operated in a manner that complies with statutory regulations, including those laid down in charity and corporate law. The Board of Trustees met four times during the reporting period, plus attendance at the AGM 2016.

Sub-committees also met four times each during 2016-17 to oversee, guide and provide scrutiny to the Strategic Management Group in their implementation of the annual delivery plan and associated operations.

Marketing & Communication

Active Sussex's communications objectives are to support and maintain the main aims of the organisation: to increase participation in sport and physical activity through more activities, more coaches, more volunteers and more clubs. These objectives were achieved through different marketing and communications channels throughout 2016-17.

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Website

Active Sussex's online presence was consolidated by maintaining and updating the website with regular news, events and blog postings. In the financial year 2016-17 our website attracted 73,360 visitors and 97,619 sessions - an increase of over 10,000 for both metrics, from the previous year. Updates included modifications to the header navigation menu and consolidation of the funding and insight section (to ensure for an easier user experience). A new club directory widget was also developed for the homepage, allowing for a quicker search experience.

Press & PR

Our global reach online is supported by solid connections with traditional media, with regular coverage in local and regional newspapers and broadcast. The Sussex Sports Awards, which reached its fourteenth year, is a key marker in the Active Sussex calendar, raising our profile locally, driving traffic to our website and consolidating our links with local and regional businesses. The 2016 awards generated a total AVE (advertising value equivalency), from online clips alone, of £10,156 and a total circulation of 335,369, driving more traffic to our website.

E-news

The Active Sussex monthly e-newsletter was sent out to 1,257 recipients from across the globe - a decrease from the previous year due to a data cleanse, to ensure communications remained relevant and targeted.

Social media

The Active Sussex social networks saw an increase in engagement rates from the previous year:

- 6,600 followers on Twitter
- 2,215 likes on Facebook
- 236 followers on Instagram
- 361 followers on LinkedIn

Policy Support (Equality & Safeguarding)

Equality

Active Sussex is an accredited Equality Standard (Foundation Level) organisation. In the past year Active Sussex has:

- Been top rated 'Green' by Sport England for equality delivery in 2016-17
- Communicated information about the Equality Standard on the Active Sussex website
- Completed an Equality Annual Audit by Trustees and Staff providing insight to underpin 2017-18 plans
- Identified staff completing equality training
- Revised its equality action plan to embed equality development across all the Trust's core business and programmes

Safeguarding

Through completion of the Child Protection in Sport Unit (CPSU) framework review, Active Sussex has upheld its 'Green' RAG rating, which demonstrates our commitment to maintaining and embedding effective safeguarding standards.

The 2016-17 implementation plan has been monitored throughout the year and progress has been recorded against the actions set, including priorities as agreed with CPSU. Each action links to our key policy objectives to ensure safeguarding is embedded across the whole organisation and all staff take responsibility for promoting good safeguarding practice internally (staff and trustees) and externally to our stakeholders.

The range of our responsibilities included the management of welfare provision at the School Games, ensuring commissioned delivery partners had satisfactory safeguarding procedures in place, and supporting and signposting coaches, volunteers, parents and young people who may have a safeguarding concern.

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We also linked with local safeguarding boards to ensure that the sport and physical activity sector is considered with regards to their plans and communication from both a safeguarding children perspective and engaging with children and parents via a different route.

Over the past 12 months, the Trust has delivered 13 Safeguarding & Protecting Children workshops,, upskilling 225 candidates and it delivered the first Multi-sports 'Time to Listen' Club Welfare Officer course for Sussex.

Resource Management and Improvement

As part of its business efficiency drive, the Trust was able to secure free access to Google business management software, and by the end of the financial year, it had transferred all email and administrative support systems to a cloud based platform (Google Drive and associated applications); its partnership database has moved to a new Customer Relationship Management system (Capsule) which has the added benefit of being fully integrated with the trusts new financial administration system (Xero). This has benefitted the Trust in terms of improved data and file access by staff, and improved internal communication and customer records. Our workshop administration processes are now much more streamlined and via Google AdWords the Trust has generated £44,357 in free advertising. The Trust also signed up for Gift Aid during the year, with £207 in donations received from September 2016 to April 2017.

Well-qualified trustees and professional advisors managed the Trust's human resources function, ensuring staff employment rights are observed, and that annual appraisal and continual professional development is undertaken. Finances are managed in accordance with the Trust's financial regulations and an industry-recognised accounting package is used to allocate restricted, designated and unrestricted budgets; to record all transactions, to provide monitoring reports and to reconcile income and expenditure. The Trust's accounts are subject to external audit.

3 FINANCIAL REVIEW

The Statement of Financial Activities shows income brought forward of £425,220 and income received for the 2016-17 financial year of £1,099,724. The total expenditure was £1,029,984, and the net loss on pension fund was £84,000 giving an overall deficit of £14,260 for the year ending 31 March 2017. The principal financial management policies and procedures deployed during the year are stated earlier in this report.

a) Reserves Policy

The Trust's reserves protocols ensures that sufficient unrestricted funds are held to cover a minimum of six months' employment and running costs and 100% end of contract costs (in the event of any significant delays or cessation of external core funding). The fund required to cover these costs is £150,000, however at 31 March 2017 the fund stood at £253,116. This figure is currently above the level expected due to additional income generated, efficiency savings and higher pensions costs that did not come to fruition, as only 50% of the staff participated in the pension scheme.

b) Principal Funding Sources

The Trust's principal funding stream continues to come from Sport England. Of the £1,099,724 income received, 87% of this (£955,980) came from Sport England. The remaining income has been generated from:

1. Corporate sponsors
2. Trust members (mainly local government)
3. Google AdWords Grant
4. England Athletics

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5. Spirit of Rugby
6. Club, Coach and Volunteer Development courses fees
7. Surrey County Council
8. Project Management fees

94% of income is restricted and is therefore spent on the specific sports participation outcomes detailed as per conditions of the funding award. More importantly, the expenditure has directly supported the key objectives of the charity.

c) Senior Management Remuneration

As a result of TUPE of staff from its former host organisation, the University of Brighton, the Trust adopted the University's national remuneration framework, against which all staff pay levels were set in line with their level of responsibility and seniority. All staff pay is reviewed annually by the Trust's Human Resources Sub-committee, and pay increments are subject to completion of an annual staff appraisal. Cost of living rises are benchmarked within the sector. For 2016-17, a 2% pay increase was awarded. During 2016-17 the senior management team pay totalled £223,761 (see note 11 to the accounts).

d) Related Parties

No trustee received any remuneration during the year; the following trustees had interests in companies and academic bodies. Further details can be found in the notes to the accounts. No other trustee received any financial benefit from any of the transactions undertaken.

1. Freedom Leisure Trust (Mrs K Burrell and Ms C Reynolds)
2. The University of Brighton (Mrs S Hogg)
3. Sport England (Mrs S Maurel)

e) Risk Management

The Trust maintains a comprehensive risk register which identifies the principal risks, together with the steps to be taken to manage them. Each risk is stated as either 'strategic' or 'operational': the key strategic risk is non-compliance or breach of legal/statutory responsibilities leading to loss of stakeholder confidence and risk to investment. The key operational risk is the loss of key staff resources, both staff and financial. During the reporting period, there was one significant issue listed on the risk register relating to the Trust's liabilities arising from ongoing membership of the East Sussex Local Government Pension Fund. However, this has since been resolved; the Trustees and Chief Executive continue to monitor this closely through annual actuarial valuation and open dialogue with the scheme administrators. In general, the Board and Sport England review the risk register every six months.

The Trust through its Governance sub-committee continued to develop its corporate business policies during 2016-17, with any policy changes endorsed at Board level. The necessary business protection, human resources and financial policies continued to be in place, as do the Trust's Equity and Safeguarding in Sport policies.

4 PLANS FOR FUTURE PERIODS

2017-18 will mark a transitional year for the Trust, in that it's main external funder (Sport England) is still revising the CSP core service contract and so in the interim the Trust is tasked with focusing on local insights into its inactive population, and taking a lead on bringing strategic delivery partners to the table to develop a more collaborative way of working and investing in sport and physical activity programmes. Plans for the majority of our service areas are summarised below.

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Sport England CSP Core Services Contract

This contract requires the Trust to focus on the six areas noted below:

1. Strategic networking (brokering and facilitation)

The Trust will continue to engage with a wide variety of stakeholders from the public, private and community voluntary sectors, in order to position sport strategically in local plans, and to support the case for investment in physical activity programmes. Our key partners are NGBs, local government, public health, education, leisure trusts/facility operators, the community voluntary sector and local businesses. We will also ensure our stakeholders are made aware of Sport England's new investment themes and funding programmes, and facilitate joint/collaborative project applications where appropriate.

2. Local intelligence and understanding (creating and using participation insight)

The Trust will work to ensure it develops a high level of understanding of the local area (the market, audiences and organisations) and what will work best for the delivery of sport and physical activity in Sussex. With the introduction of the new Active Lives measure, the Trust's work will primarily focus on supporting partners to reduce the number of inactive people across the county, which currently sits at 26%, but at a cost to the public purse of £31.3M (due to long term preventable illnesses such as heart disease, diabetes and stroke). It will also progress its Data Intelligence programme in partnership with 4Global to better understand real time participation trends across key leisure settings in Sussex, identify gaps and evaluate social value of partner programmes.

3. National Governing Body (NGB) delivery

The Trust will continue to connect with NGBs to support their plans and identify deliverers that can support insight driven need where an NGB may not prioritise Sussex. It will reconfigure its NGB engagement plan based on NGB/CSP capacity and readiness, greatest impact on target groups (referencing demographic data and trends) and mutual priorities.

The Trust is keen to continue working with some key NGBs individually or collaboratively, but note that as insight and learnings evolve it may also work with specific sports to achieve our aims using a customer centric need/demand approach. It will prioritise NGBs that currently engage its priority markets and those sports that can help to address wider wellbeing and inclusivity.

4. Board effectiveness

As a body in receipt of public funds, this relates to the Trust's compliance with the new Code for Sports Governance (published October 2016), and ensuring it meets the five principles of good governance outlined in the Code. The Trust is pleased to report that following an internal assessment against the 60+ criteria, there are only a few areas that require action to ensure high level compliance.

5. Leadership

Ensuring there is sound leadership in terms of setting strategic direction, policy; that trustees and senior staff are appropriately skilled to run the organisation; that there is financial planning and management, as well as the development of the organisation and its people. The Trust will be developing its strategic policy for the 2017-21 period this year and undertakes trustee recruitment on an annual basis to ensure the right balance of skills and people are recruited.

6. Delivery arrangements and business efficiencies

The Trust will ensure that it has the right organisational structure, and appropriately skilled personnel, to deliver the core contract and any programmes (see below) for which it is funded. There is also a need to demonstrate continued business efficiencies, driving down administrative costs and sharing good business practice from inside and outside the Trust's immediate constituency.

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Programme Delivery

Work with children and Young People

Primary Schools

- Support schools in response to any proposed changes to funding in 2017-18 and beyond
- In response to the Childhood Obesity Plan for Action, ensure all schools are informed of expectations and recommendations then support accordingly
- Work with local and national partners to meet the training needs of primary school teachers and school staff. In addition the use of Active Sussex insight to identify niche CPD for schools to address gaps in provision
- Delivery of Primary PE & Sport Premium Governor Training Workshops to ensure school governors have the knowledge and tools they need to effectively monitor their school's usage of the premium
- Promote local Primary PE & Sport Premium spending examples

Satellite Clubs

- Engage with schools and colleges yet to take up the satellite club programme
- 15 new satellite clubs to be set up targeting inactive and hard to reach young people
- Sustain existing Satellite Clubs from 2016 providing access to regular physical activity

Sportivate - this programme comes to an end in September 2017. The final Year 7 targets are:

- 1014 Completed participants
- 710 Inactive participants
- This Girl Can Basketball Young Coaches Academy to be created and see a number of qualified activators upskilled and deployed in School and Community Club settings
- Sustainable playing pathways developed

Other Organisational Priorities 2017-18

Business Development and New Strategy

The Trust set itself a target to generate a minimum of £155,000 last year, and whilst there is still a climate of financial constraint, the Trust aims to exceed this in 2017-18. The Trust will aim to complete and publish its own Business Strategy 2017-21 aligned to national policy documents, but also clearly setting its own priorities for Sussex based on current insight and demographic need. We will be engaging our staff, trustees and key stakeholders in this process.

Club Development

- Coordinate a county wide, **needs led training programme** for clubs, coaches and volunteers that expands to include Club Matters workshops and seminars
- Develop high quality and sustainable community sports clubs through **Clubmark**
- Continue to update and produce a comprehensive, cross sport **club database**

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Coaching Development

The Active Sussex Coaching Delivery Plan 2017-18 will focus on the following projects areas that will continue test the principles within the 'Coaching in an Active Nation - The Coaching Plan for England 2017-21':

- Facilitate a targeted cross-sport talent development coaching network for NGB's and other key delivery partners
- Using local insight, identify two projects with an appropriate local delivery partner to recruit and develop frontline coaches to provide meaningful activity experiences to disability groups and older people in Sussex
- Ensure that the design principles of the Coaching Plan for England are applied to all Sport England programmes which Active Sussex has coordinating responsibility for
- Implementation of the women in coaching national campaign within Sussex

Equality

- To be an advocate for equality through raising awareness through strategic and other identified networks
- Embed equality across all core business and programmes Active Sussex delivers on
- Attend equality 'think tank' groups where possible to help identify best practice

Inclusion, Health and Physical Activity

- Strengthening relations with non-sport sector partners who can help reach inactive populations to achieve wider aims of DCMS/SE strategy
- Sharing across networks of Physical Activity policy research and behaviour change best practice (including campaigns such as This Girl Can)
- Continued strategic co-ordination of Sussex Disability Sports Network
- Parallel Youth Games in house management, supported by Freedom Leisure

Marketing & Communications

- General direction advised (as per DCMS strategy)
- Strengthening and aligning of our marketing and communications through the creation of a marketing strategy
- Responding accordingly to the new Sport England strategy and being an integral part of helping to deliver 'Towards an Active Nation.' - Increased insight driven, understanding and responding to trends in Sussex

Safeguarding

Key safeguarding priorities for the next year:

- Create an Adults at Risk Policy supported by the Ann Craft Trust
- Be aware and consider the recommendations from the recent independent review conducted on behalf of DCMS into the Duty of Care sport has towards its participants, and ensure our Local Safeguarding Boards are aware of any changes in light of this
- Work with our leisure operators regarding safeguarding policies and practices, and provide support, advice and training in conjunction with the Child Protection in Sport Unit

Volunteer Development

- Continue to connect, gather insight and provide strategic direction for sport and physical activity within the volunteer and community sector

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- Highlight and share best practice volunteer stories relating to sport and physical activity that showcase the dual benefit of volunteering
- Advocate the need for a diverse and representative volunteer workforce

Workplace Health

- Development and delivery of workplace health activity, needs led
- Respond to customer requests to expand the workplace beach volleyball in 2017-18
- Use of local insight to create a more comprehensive offline offer for Sussex businesses

EVENTS 2017-18

June 2017 – Sussex Parallel Games

The 2017 Parallel Youth Games will take place at The K2 Crawley on **7 June 2017**

It will feature elements of the Level 3 School Games. Over 400 young people are expected to take part in a day of competitive sport. The Sussex Parallel Games are delivered in partnership with the Southern Area Disability Network, and supported financially by The Trust and Freedom Leisure.

June 2017 - Sussex School Games

As we move towards the fifth anniversary of the London 2012 Olympics and Paralympics, the Trust seeks to mark the occasion by providing the opportunity for up to 1,000 school children from across Sussex to compete in the School Games in Sussex at K2 Crawley on **28 June 2017**.

September 2017 - Active Sussex Network Conference

This year's conference will take place on **14 September 2017**, and will incorporate the Trust's Annual General Meeting, and will also include keynote speakers from the world of health and professional sports development.

November 2017 - The Sussex Sports Awards

Finally, the high profile event of the year, showcasing business support for community sport, the Trust is pleased to confirm that the ever popular Sussex Sports Awards will return to the prestigious Grand Hotel in Brighton on **Friday 17 November 2017**.

5 STRUCTURE, GOVERNANCE AND MANAGEMENT

The Sussex County Sports Partnership Trust ('the Trust') is a company limited by guarantee registered in England and Wales, number 06166961. It is also a registered Charity number 1122082. The Trust was incorporated on 19 March 2007 and was registered as a Charity on 19 December 2007. The Trust is governed by its Memorandum and Articles of Association as reviewed on 16 March 2016. It became fully operational on 2 January 2008.

The Trustees, who are also the Directors for the purpose of company law, who served during the year, were:

Mrs K Burrell

Mr P Cloughton (Stepped down May 2016)

Mr A Davy

Mr C H Dier (Stepped down February 2017)

Miss C Grant

Mrs S Hogg

Mr J Hughes (Chair)

Mrs M Kinnear

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Miss L G McCrickard

Mr P Millman

Miss C Reynolds

Mrs J Schofield

The Trust's senior employees support the Board of Directors strategically. Three sub-committees are convened by deploying appropriately skilled members from the Board to deal with Human Resources, Business Development (and Marketing), and Governance (Finance and Legal) matters that arise.

1. **Governance Sub-committee:** Mr A Davy, Mr J Hughes, and Mrs S Maurel
2. **Human Resources Sub-committee:** Mr P Cloughton (to May 2016), Mr C H Dier (to February 2017), Mrs S Hogg, Miss C Reynolds, and Mrs J Schofield
3. **Business Development & Marketing Sub-Committee:** Mrs K Burrell, Miss C Grant, Mrs M Kinnear, Miss L G McCrickard, and Mr P Millman.

The current Board of Trustees consists of individuals from the public, private and voluntary sectors. They bring the necessary skills and experience to the Trust to ensure sound governance, probity and excellent advocacy of the charity's aims and objectives.

The Trust operates an open recruitment process including short listing and interview by the Chair, Chief Executive and representatives of the HR and Governance Committees, and is in line with the provisions of Article 12 of the Articles of Association. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The Trust requires all officers and staff to undertake induction and continuing professional development to familiarise themselves with the political, funding and delivery environment in which the Trust operates; to set out their respective roles and responsibilities; and to ensure accountability and compliance with statutory Charity and Company law. All Trustees are able to access governance, equity and safeguarding training opportunities on an ongoing basis via the Trust's professional advisers and through other recognised training providers.

Organisational Structure

Under the current governance arrangements, the day to day executive functions of the Trust are handled by the Trust's senior strategic and operational staff (or Strategic Management Group). This is made up of the Chief Executive, Senior Partnership Manager, Education & Club Links Manager, Strategic Lead Physical Activity, Sports Development Manager and the Business Support Manager. The Board oversees the work of the Strategic Management Group (via quarterly reporting process), and is responsible for setting and deciding strategic policy direction in pursuance of the charitable aims and business needs. It ratifies recommendations of the Strategic Management Group.

Financial Management

Budgets are devolved to the Strategic Management Group and other individual officers as appropriate, with monthly management accounts provided to all budget holders to enable ongoing financial monitoring and control. The Board of Directors and the Governance Sub-Committee receive monitoring figures on a quarterly basis. All payments are authorised in accordance with the Trust's published financial regulations, procedures and bank mandate.

Representation

At county level, the Trust had membership of, and/or provided support to, the following strategic groups and meetings:

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1. Active Hastings Partnership Group
2. Active Rother Partnership Steering Group
3. Brighton & Hove Sport & Physical Activity Strategic Group
4. East Sussex Healthy Weight Partnership
5. East Sussex Youth Infrastructure Group
6. Local Organising Committee for the Sussex School Games
7. Sussex Sports Disability Network
8. Sussex National Governing Body Forum
9. Sussex School Games Organisers Network

Regionally, Sussex is represented by the Trust on the following County Sports Partnership Network (CSPN), strategic groups:

1. Children & Young People
2. Physical Activity
3. National Governing Body Leads
4. Safeguarding Leads

Nationally, the Chief Executive continued her appointment as one of two Sport England nominated Directors, representing their interests on the Board London Sport. The Communication & PR Officer is a member of the National CSPN Communications Group. The Trust meets with its majority funder Sport England on a half-yearly basis to review progress

6 REFERENCE AND ADMINISTRATIVE DETAILS

Under the current governance arrangements, the day-to-day executive functions of the Trust are handled by the Trust's principal staff or Management Group, made up of the Chief Executive (Mrs SFE Mason MBE), Senior Partnership Manager (Mrs S Johnston), Education & Club Links Manager (Ms J Ashworth), the NGB Development Manager (Inclusion), (Ms G Finlay), the Sports Development Manager (Mr A Statham) and the Business Support Manager (Mrs M Collier-Self).

The Board oversees the work of the Management Group (and those they line manage) via a quarterly reporting process, and is responsible for setting and deciding strategic policy direction in pursuance of the charitable aims and business needs. It ratifies recommendations of the Management Group.

Financial Management

Budgets are devolved to the Management Group and other individual officers as appropriate, with monthly management accounts provided to all budget holders to enable ongoing financial monitoring and control. The Board and the Governance Sub-committee receive financial management accounts on a quarterly basis.

All payments are authorised in accordance with the Trust's published financial regulations, procedures and bank mandate.

Professional Services

The following organisations provided services to the Trust during the reporting period:

- **Accountancy & Audit**
Russell New Limited, The Courtyard, Shoreham Road, Upper Beeding, Steyning, West Sussex, BN44 3TN
- **Banking**
Barclays Bank PLC, Floor 27, Churchill Place, London, E14 5HP

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- **Human Resources**
Rix & Kay Gatekeeper Services, The Courtyard, River Way, Uckfield, East Sussex, TN22 1SL
- **Payroll**
Plummer Parsons Accountants, 18 Hyde Gardens, Eastbourne, East Sussex, BN21 4PT
- **Solicitors**
Rix & Kay Solicitors LLP, The Courtyard, River Way, Uckfield, East Sussex, TN22 1SL

Disclosure of information to auditors

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

Messrs Russell New were appointed for the 2016-17 period.

On behalf of the Board of Trustees

Mr J Hughes (Chair)

Trustee

Dated