



GUILDFORD
B O R O U G H

SPORTS DEVELOPMENT STRATEGY 2003-2007

Guildford Borough Council - Sports Development Strategy

Contents

Foreward	2
Definitions	3
Definition of Sport	
Definition of sports development	
Executive Summary	4
Vision	5
Mission Statement	
Strategic Aims	
Strategic Priorities and Core Values of the Council	6
National, Regional and Local Context	8
Influences	
Guildford's and Surrey's Cultural Strategies	
Best Value Reviews	
DCMS Objectives	9
Sport England Lottery Fund Strategy	
England, the sporting nation: A strategy	10
National Sport Specific Facilities Strategies	
Regional Sports Board	
Sport Matters in Surrey	12
Assessment of Local Need	
Consultation	
Local Audits	15
What are the benefits of a Sports Development Strategy?	17
Structural Relationship of Guildford Cultural Strategy, Sports Development Strategy and Best Value Review	18
Guildford Borough Profile	19
Sports Development at Guildford Borough	21
Sports Development Service Policy	24
Sports Development Mission Statement	25
Action Plan	
Strategic Aim One	28
Strategic Aim Two	31
Strategic Aim Three	33
Strategic Aim Four	35
Strategic Aim Five	37
Strategic Aim Six	40
Strategy Review	43

SPORTS DEVELOPMENT STRATEGY FOR GUILDFORD BOROUGH

Foreword

Jim Miles, Director of Leisure Services, Guildford Borough Council

It gives me great pleasure to introduce the first Guildford Borough Sports Development Strategy.

Guildford Borough Council recognises the role that sport has to play in people's lives and has a strong commitment to encourage, develop and enable opportunities for sports participation throughout the Borough among all sectors of the community.

The Strategy provides a framework for the development of sport in the Borough over the five year period 2003 – 2007. The framework proves the value of sport by demonstrating its ability to contribute towards the wider social issues of Healthy Living, Social Inclusion, Community Safety, Economic Development and Sustainability.

This Strategy has been developed in consultation with all interested stakeholders and it is intended that it act as a catalyst for the Borough and our partners to enable sport to continue to grow and develop in Guildford.

I commend its contents, please take time out to read the document.

DEFINITIONS

Definition of Sport

This Strategy follows the Council of Europe European Sports Charter 1993 definition of sport:

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.”

Definition of sports development

The Institute of Leisure and Amenity Management defines sports development as follows:

‘Sports development is concerned with the provision and enhancement of opportunities to participate in sport. It is about opportunity for everybody, the disadvantaged, the able, the young, the beginner, the potential stars, coaches, officials and administrators. Central to the concept is the belief that all those who take part in sport should be encouraged and have the opportunity to reach their maximum potential with the only constraints being their interest and ability.’

EXECUTIVE SUMMARY

This Strategy sets out why sports development opportunities are important to the quality of life of individuals and communities within Guildford Borough. It assesses the value of sport by demonstrating its ability to contribute towards wider social issues such as:

- Healthy Living
- Social Inclusion
- Community Safety
- Economic Development
- Sustainability

This Strategy is intended to provide a framework for the development of sport over the five-year period 2003 - 2007. The framework provided by the Strategy will influence the future planning of sports development within the Borough.

This Strategy will be adopted by Guildford Borough Council and will contribute to the Authority achieving its overall aims and objectives. The mission and aims of the Strategy reflect the Council's Corporate Strategy and Cultural Strategy objectives and the Strategic Priorities and Core Values as well as aiming to address wider national and regional priorities for sport.

This local Sports Development Strategy takes a holistic view of sport, involving the planning across physical and attitudinal boundaries.

This Strategy focuses mainly on what the local authority and its partners are doing, enabling, influencing and commissioning. But it will also take account of voluntary and private sector activity. It is about addressing local needs, whoever the provider may be.

VISION

Mission Statement

To be at the heart of flexible and innovative partnerships that provide a framework to encourage and create sustainable opportunities to enable participation in sport and physical recreation by the whole community at whatever level they choose.

Strategic Aims

In seeking to achieve the broad aim of Guildford Borough Council's vision for sport, the council has identified six strategic aims:

1. To enable clubs and organisations in the Guildford Borough to offer diverse opportunities for active leisure so that the community may benefit from better health, afforded by active lifestyles, enjoyment and the achievement of individual potential.
2. To encourage partnerships and identify how partner agencies can contribute to the development of sport locally.
3. To set a framework within which sport can contribute to improving the quality of community life as a whole.
4. To increase participation amongst young people, older people, women and girls, disabled people, low-income groups and ethnic minorities.
5. To encourage and enable participation by all sections of the community in sport at whatever level, by the provision of good quality, safe, accessible and affordable facilities, services and opportunities, or by supporting the efforts of clubs, organisations and individuals.
6. To develop links and structures that help fulfil personal potential and to achieve recognised standards of excellence.

The development of sport and, in particular, Guildford Borough Council's support for sport must relate to, and be guided by, the Authority's corporate vision and aims. Strategic and corporate priorities are recognised as "the starting point" under Best Value in the latest government guidance. Embedding the Authority's corporate vision and aims into the local Sports Strategy will conform to, and help deliver, Best Value.

Strategic Priorities and Core Values of the Council

Core Values of the Council

- A Communicating Authority - one that informs and listens to the public and our staff about matters that concern them.
- A Partnership Authority - committed to working with the private sector, the voluntary sector, the business community, other agencies and local communities for the benefit of the people of Guildford Borough.
- A Responsive Authority - in the way that it cares for our customers and provide services.
- A Community Orientated Authority - believing in the value and significance of local communities and committed to local communities in making decisions of local significance.
- A Challenging Authority - seeking to ensure continuous improvement in all Council Services to promote Best Value for the Community.

The Council's Strategic Priorities for Guildford Borough

"Building on the strengths of Guildford's communities and working in partnership with them, to enhance the quality of life for all residents, workers and visitors, with particular emphasis on":

Improving the well being of our whole community

1. Bringing improvements for the disadvantaged and vulnerable in our society
2. Protecting and enhancing the quality of Guildford's natural and built environment
3. Increasing affordable housing opportunities
4. Providing and promoting opportunities for young people in our society

5. Facilitating and promoting better health

Continuing to promote key areas of Council policy by:

1. Maintaining and publicising Guildford as a safe Borough
2. Sustaining and enhancing access to high quality in arts, sports and science
3. Balancing the needs of our heritage and environment with continued economic prosperity and a flourishing business community
4. Aiming to build sustainability into all the Council's policies and activities

Focussing on Transport

1. Offering attractive and viable alternatives to the car, providing services to increase mobility for all residents, making all parts of our Borough accessible.

NATIONAL, REGIONAL AND LOCAL CONTEXT

Influences

Guildford Borough Council recognises the many influences that national and regional organisations have as providers of legislation, guidance or funding.

The most important of these being

- Guildford Borough Cultural Strategy
- More to Life – A Cultural Strategy for Surrey
- Best Value Reviews
- Regional Sports Board
- DCMS Objectives
- Sport England Lottery Fund Strategy
- England, the sporting nation : A strategy (Sport England)
- National Sport Specific Facilities Strategies

Guildford’s Cultural Strategy and More to Life - A Cultural Strategy for Surrey

In 2000, the Department for Culture, Media and Sport (DCMS) issued **Local Cultural Strategies : Guidance for local authorities in England.**

The Guildford Borough Cultural Strategy sets the vision, the core values and the policy framework for the cultural life, including sport, of the Borough. It includes the key indicators against which local people judge the success of the Strategy. Sport is a key element of the Strategy and several of the indicators impact on local sport.

It is intended that this Sports Strategy dovetail with the Cultural Strategy.

Best Value Reviews

Best Value is part of the Government’s modernising local government agenda. The general duty of Best Value is as follows:

“A Best Value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

Sports Development has been reviewed with regard to Best Value under the Leisure Development Service Best Value Service Review 2002. This review demonstrates how the service is instrumental in delivering the Council’s corporate objectives and sets out a five-year performance plan for the continued improvement of the service.

DCMS Objectives

This Sports Development Strategy also underpins the national vision outlined by the Government in *A Sporting Future For All*, and the follow-up document, *The Government's Plan for Sport*, produced by the Department for Culture, Media and Sport (DCMS)

These documents have provided the context for local authorities to link the value of sport to wider benefits including health, social inclusion, regeneration, educational opportunities and crime prevention.

Local Authority sports development strategies have in general terms adopted the Government's approach endorsed in *A Sporting Future For All* which states:

"The role of local Councils is recognised in the strategy, not least for their provision of facilities and the importance of sports development services. However, with the focus of delivery on schools, it is essential for the strategy's success that the Local Council's skills are fully engaged in bringing together local partners, leading innovative schemes and adding value to schemes through their strategic overview of the community sporting needs. The development and sustainability of school, community and sports club links will be the critical success factor for the strategy. Local Councils' Sports Development Teams and Officers must play a central role in making these developments work."

Sport England Lottery Fund Strategy

Sport England aims to lead the development of sport in England by influencing and serving the public, commercial and voluntary sectors.

They have three core aims:

1. *More People* involved in sport
2. *More Places* to play sport
3. *More Medals* through higher standards of performance on sport

The Sports Development Service of Guildford Borough Council is primarily concerned with the first core aim, however this is the basis of developing individuals through the Sports Development Continuum which leads to core aims two and three.

By building the three main elements of the '*More People*' programme into this Strategy; Active Schools, Active Communities and Active Sports, we can continue to focus on providing for the whole community, but in particular young and disadvantaged people.

England, the sporting nation : A strategy

There are obvious benefits in the alignment of this Strategy with aspects of the national sports strategy.

The vision for Sport in England is expressed as follows:

‘We want England to be the sporting nation providing equal opportunities:

- for everyone to develop the skills and competence to enable sport to be enjoyed
- for all to follow a lifestyle that includes active participation in sport and recreation
- for people to achieve their personal goals at whatever their chosen level of involvement in sport
- for developing excellence and for achieving success in sport at the highest level.’

National Sport Specific Facilities Strategies

Sport England is currently working with a number of sports to develop facilities strategies where they are deemed necessary. The content of these strategies varies from sport to sport, but will serve two main purposes.

1. to enable National Governing Bodies to identify and focus on their priorities for facility development.
2. to establish how such facilities will be delivered, including helping to prioritise applications to the Sport England Lottery Fund.

Guildford Borough Council has taken into account these strategies when considering sport specific facility developments in the area.

Regional Sports Board

The South East Regional Sports Board has carried out an extensive consultation process with statutory and public bodies, private organisations, the voluntary sector and governing bodies of sport throughout the region, and as a result has developed seven themes for its regional statement 2001-2004 “*A New Agenda for Sport in the South East.*”

Guildford Borough Sports Development Service fully endorses the seven themes:

1. People in Sport – ensuring that everyone in the South East has the best possible opportunity to participate in sport to achieve their sporting objectives.

2. Education – ensuring that the experience of sport and exercise at all ages is one which children, young people and adults find enjoyable and an effective foundation for lifetime participation.
3. Healthy Communities – ensuring that all proposals for economic regeneration and the development of sustainable communities give due consideration to the role that sport and active recreation can play in enhancing the quality of life and challenging social exclusion.
4. Places for Sport – ensuring that people can take part in the sports activity of their choice at a place which fulfils their reasonable expectations.
5. Sport in the Natural Environment – ensuring that provision for sport in the natural environment is made as part of the sustainable planning for recreation and conservation.
6. The Development of Excellence – ensuring that those who have particular sporting skills are identified and given the best possible opportunity to fulfil their potential, and to promote the development of facilities in the region which play host to high level performance and the development of sporting excellence.
7. International Links – ensuring the importance of maintaining and promoting European and international links.

Local Context

Sport Matters in Surrey

A Strategy for Lifelong Participation in Sport – 2001 – 2006

This Sports Development Strategy is aligned to the County's sports strategy. The Action Plan is working to achieving the relevant recommendations that are stated in the Sports Matters in Surrey document, thus assisting in achieving the stated vision for Sport in Surrey;

'Surrey will be a county which is recognised for its provision of high quality and lasting opportunities in a wide range of sporting activities.'

The Sports Development Strategy embodies the vision, values and aims of the Authority's Corporate Plan and its Cultural Strategy

A core element of the Sports Development Strategy is a mission statement for sport in the local area and a rationale for local authority involvement in, and funding of, sport.

Assessment of Local Need

The widespread community consultation used for the Leisure Services Best Value Review and for the production of the Guildford Borough Cultural Strategy and for the ongoing measurement of the delivery of the Sports Development Service are useful tools to assist in the assessment of the need for new resources and new initiatives for sports participants and providers in the local area.

Consultation

When developing the consultation strategy for the Sports Development Service there were three main elements to incorporate, these were:

- **Information** - To provide the public with information so that they are better informed and understand clearly the Council's policies and priorities for Sports Development service delivery
- **Learning** - to listen to and learn from the public
- **Exchange** - to define issues and debate problems and solutions with the public

The following section outlines the service consultation strategy for Guildford Borough Council Sports Development Strategy.

Information:

- Publicity materials for events, projects and festivals
- Information leaflets produced on subjects such as Sports Directory and Sports Newsletters.
- Guildford Borough Council Web Site with dedicated sports web pages
- Press releases and information on projects disseminated via local press, the Council newspaper *About Guildford* and local radio stations
- Presentations via public meetings to disseminate information e.g. Grant Aid presentations, Football Foundation presentation, Sports Development Process Planning presentations
- Members Bulletin
- Presentations to Council Members, Sport Guildford, Youth Council

Learning and Exchange:

- Project evaluation forms including section on project partners feedback
- Customer feedback from Citizens' Panel and Sports Focus Groups
- Compliments/complaints monitoring
- Regular meetings of Sport Guildford
- Community Network Meetings
- Meetings with Sports Clubs on individual projects/issues
- Working Groups such as the Sports Working Group

Issues /needs highlighted through Consultation:

Issue	Where consultation was received	Action
The perceived lack of access to sports funding in Guildford Borough	Sport Guildford meeting – 6/9/01	Small Grants Funding seminar – 6/11/01 Awards for All application promotion and support Football Foundation meeting with Football Clubs All potential lottery applications are initially discussed with Sport England
Awareness required for the development of junior clubs	Informal discussions with local sports clubs and organisations	Promotion of Running Sport courses Hosting of Running Sport workshops
Lack of structured sports	Surrey Youth Games	Introduction of Active Sports

activities for young people	<p>– post event evaluation questionnaire</p> <p>FISH post event evaluation questionnaire</p>	<p>in the Borough</p> <p>Development of promotional notice boards in all secondary schools</p> <p>Summer and half term activity courses in areas of identified need</p>
The need for increased knowledge in the community of sports development activities	<p>Sport Guildford meeting – 1/3/01</p> <p>Policy Panel (Leisure) – 2001</p>	<p>Introduction of quarterly Sports Development Newsletter – April 2001</p>
The need for structured sporting opportunities for young disabled people	<p>Disability Challengers partnership meetings</p> <p>Informal conversations with existing providers and parents</p>	<p>Sports Club - Saturday morning sports sessions for the disabled.</p> <p>Raising sports clubs' awareness (through training and partnership work) to provide opportunities for the disabled.</p> <p>University of Surrey's 'Widening Participation' programme</p> <p>Introduction of Surrey Sports Equity Policy</p> <p>Provision of Fun in Summer Holiday Programme 2002 onwards</p>
The need to encourage people on low incomes to participate in leisure activities	<p>Guildford Borough Council Citizens' Panel January 2002</p>	<p>Introduction of Surrey Sports Equity Policy</p> <p>Reduced rate for attendance on Active Sports and FISH Schemes</p> <p>FANS Scheme in operation in Guildford</p> <p>Active Card available for Spectrum</p>
The need to provide more community based leisure facilities to alleviate some of the main barriers to	<p>Guildford Borough Council Citizens' Panel January 2002</p>	<p>Co-ordination of school holiday schemes in areas of deprivation – Ash/Bellfields</p>

participation, such as timing and location		
The need to provide far more publicity in a co-ordinated fashion about where school goes / leavers can play sport, particularly in local sports clubs	Guildford Borough Council Stakeholder Focus Group - Sport	School notice boards Sport For All Day Sport Guildford website Guildford Borough Council Sports Development website
The need to lead the way in providing education/club links and generally encouraging schools to then encourage children into sport	Guildford Borough Council Stakeholder Focus Group - Sport	Co-ordination of meetings between schools and clubs to forge links. Surrey Youth Games activities
The need to involve children in the designing of activities at a very local level, particularly in the deprived areas of the Borough.	Guildford Borough Council Stakeholder Focus Group - Sport	Ensure feedback from evaluation is used in the planning of forthcoming schemes
The need to provide additional funding and support to develop coaching skills and leadership in the Borough	Guildford Borough Council Stakeholder Focus Group - Sport	Ensure that grant applications from outside bodies include resources to provide coach education training. Work in partnership with appropriate bodies (Active Sports / Unis /SCUK to provide leadership courses
The need to provide outdoor leisure / sport facilities for the young	Guildford Borough Council Residents' Survey 2002	
Maintain the extremely high user satisfaction rating (89%) for the sports development service	Guildford Borough Council Residents' Survey 2002	Continue to consult to obtain the communities' needs in terms of sports development.

Local Audits

A local audit is a check on available resources within the area for providing for and assisting in the development of sport.

Human Resources: Coaches Audit
University of Surrey's Sports Development Officer
New marketing post in Leisure Services
Primary & Secondary Teachers
Surrey Sports Partnership
Surrey Sports Development

Facilities: Sports Provision Working Group
Facility Audit underway
History of previous audits

Information/Communication Networks:
Sports Directory
Sports Development Newsletter
About Guildford
Websites
SuSDOF
Sport Guildford
Surrey Sport
Inside Track
Libraries

Equity: Recently launched Surrey Sports Equity policy
Surrey Sports Equity Group

WHAT ARE THE BENEFITS OF A SPORTS DEVELOPMENT STRATEGY?

To summarise, the benefits of this document are:

- a) to emphasise the importance of sport for the well being and enjoyment of people in the Borough of Guildford.
- b) to bring about improvements to sport and recreation provision within the Borough
- c) to set priorities for sports development in a clear and rational way as identified by local people and organisations
- d) to make sporting opportunities local and accessible
- e) to promote and extend partnership working between organisations to maximise sports development opportunities for the whole community
- f) to provide a local framework for achieving national and regional objectives in sports development
- g) to help to achieve funding from outside sources
- h) to help provide Best Value for the people of the Borough in terms of its sports development provision
- i) to offer the opportunity for life long involvement as a volunteer, administrator or a coach

STRUCTURAL RELATIONSHIP OF GUILDFORD CULTURAL STRATEGY, SPORTS DEVELOPMENT STRATEGY AND BEST VALUE REVIEW

There is a two way relationship between the Guildford Borough Cultural Strategy with its overall vision, values, policies and aims cascading down to the Sports Development Strategy, which works these out in a more detailed strategy for sports development. In turn this more detailed Strategy will influence the implementation of the Guildford Borough Cultural Strategy in its future updates.

The Sports Development Strategy bridges the gap between the high level policy document of the Guildford Cultural Strategy and the detailed performance management review of the Best Value Review.



GUILDFORD BOROUGH PROFILE

Guildford, the county town of Surrey, lies in the gap in the North Downs carved by the scenic River Wey. The Borough of Guildford is situated some 30 miles south west of London and covers an area of approximately 104 square miles (269Km²). Some 70% of the Borough is within the Green Belt.

The Borough was formed on local government reorganisation in 1974 and is Surrey's most populous district with a population of some 129,000. The two principal urban areas are the town of Guildford and the parishes of Ash and Tongham in the west.

Guildford is the regional administration centre for the south east, with the Government Office for the South East and the S E England Development Agency based in the town and is a regional centre for employment, retailing, education and culture.

Sport is well catered for within the Borough. Guildford Spectrum is probably one of the largest multi-facility leisure centres in the UK, providing an Olympic size ice rink; 4 swimming pools; health & fitness facilities; 32 lane ten pin bowl; sports arena, squash courts and athletic stadium. It also hosts major national and international sporting events and other cultural activities.

The University of Surrey was established close to the town centre on Stag Hill in 1966. The high numbers of students attending the University and the staff employed make it a major influence in the Borough for sport (including the UniSport Sports Centre and the pitch and court facilities at the Varsity Centre) which contribute greatly to the sporting opportunities in the Borough. Further improvements of publicly available sports facilities are planned as early stages of the development on the University expansion site at Manor Farm. The Sports Development Service of Guildford Borough works closely with the Sports Development Officer at the University to develop sporting opportunities for students and members of the public.

At Ash Manor and King's College schools, the Borough and County Councils provide dual use sports facilities jointly.

Guildford Borough Council is a member of the Surrey Sports Partnership and the Surrey Active Sports Partnership (Active Sports being the nationwide sports programme co-ordinating the delivery of sports development across the country) with local sports clubs actively participating in the scheme. This ensures that they provide high quality sports provision to their members, and especially young people in the local community.

Sport Guildford is the umbrella body for over a hundred of the Borough's sports clubs. It provides advice and professional assistance to its members, and helps clubs and individuals obtain Guildford Borough Council grant aid. Sport Guildford ensures that voluntary sports organisations receive the

support necessary to deliver excellent sports opportunities at all levels of the sports development continuum in the Borough.

The Borough is also home to three sporting centres of excellence; University of Surrey for Squash, George Abbot School for Cricket and Bishop Reindorp School for Table-Tennis.

SPORTS DEVELOPMENT AT GUILDFORD BOROUGH

Background

In 1997 the South East Region of the English Sports Council (now Sport England) offered a co-funding package over three years to encourage the establishment of a dedicated Sports Development Officer within the Borough. Whilst much work had been done previously by Officers to promote the development of sport within the Borough it was considered that a dedicated Officer to further sports development would be very beneficial subject to financial constraints. In July 1997 the first Sports Development Officer took up post on a 3 year fixed term contract. In July 1999 following the resignation of the first Sports Development Officer the Council agreed, due to the success of the work undertaken, to make the post part of the permanent staff establishment.

The post has a diverse job description and the wide aim of co-ordinating the delivery and development of sport across all stages of the sports development continuum.

A key to this post is co-ordination. This recognises the need to liaise with schools, sports clubs, sports venues and providers, Sport England, Active Surrey, Surrey police, Disability Challengers, the University of Surrey and the Surrey Sports Development Unit, and implement the sports development programme on a Borough-wide basis and provide opportunities for the socially disadvantaged sections of the community who would otherwise be unlikely to participate in sport.

The Sports Development Officer also assists in the promotion, co-ordination and implementation of Sport development strategies and initiates and develops and maintains partnerships and projects to facilitate sports activities throughout the Borough on an ongoing basis.

The following mission statement and key aims for Leisure Services and Sports Development provide an overall focus to the Strategy.

Department of Leisure Services Mission Statement

The Council's Leisure Services aims to meet the people of Guildford's needs for leisure, both through the direct provision of facilities and services and through partnerships with other agencies and providers to enable a full range of stimulating activities to take place.

Key Aims

1. To provide and encourage the provision of leisure opportunities in the Borough for all.
2. To develop links and partnerships with other agencies, including education establishments, voluntary groups and the commercial sector in order to provide a balanced and comprehensive range of leisure opportunities in the Borough.
3. To act as the co-ordinating body for all leisure providers in the Borough in order to encourage better communication and an efficient and effective balance of activities.
4. To research changing leisure needs, including customer research, and review the performance of Leisure Services on an ongoing basis in terms of effectiveness, efficiency, changing expectations and social priorities.
5. To promote Leisure Services as a major contributor to the leisure opportunities in the Borough and work with the commercial and voluntary leisure providers in the Borough to enhance Guildford's potential for inward investment and the development of tourism.
6. To attract external funding from national and regional agencies, the National Lottery, Trusts and commercial sponsors towards the costs of the leisure initiatives undertaken by the Council.
7. To ensure that the leisure facilities of the Council are available to all participants, from complete beginners to those of the highest level of ability.
8. To establish User Groups for the Council's Leisure Services provision where appropriate and to offer a framework for customer feedback on the quality and range of services provided.
9. To establish and attract membership of "Friends of" or volunteer groups to those elements of the service where such a body will contribute positively to the work of that service.

10. To encourage access to, and increase use of, both indoor and outdoor leisure activities in line with the policies of the Local Plan.
11. To balance the provision of a modern, publicly accessible leisure service of the highest quality with the need to protect, sustain and enhance the environment.
12. To establish and publicise targets for standards of service.
13. To ensure that information on leisure opportunities in the Borough is widely disseminated through all available means, including the World-wide Web.
14. To utilise the leisure grants scheme to maximise support to leisure organisations and individuals in the Borough within the Council's budgetary constraints.
15. To investigate and implement mechanisms for increasing access to the Council's leisure facilities for disadvantaged members of the community.
16. To comply with appropriate Health & Safety standards regarding the public and staff.
17. To provide a rewarding, stimulating and safe environment for employees in which to work; to foster a climate of learning and development to encourage personal growth of employees and the growth of the organisation.
18. To extend the best possible service to visitors and users and to evaluate this through both national and local Performance Indicators and other monitoring mechanisms.
19. To work within the overall framework of Guildford Borough Council's stated Core Values.

Sports Development Service Policy

For the purposes of this policy 'sport' has been defined as those sports, which are officially recognised by Sport England.

The purpose of this policy is to set out the core values and principles of the Sports Development Service

1. Develop sporting opportunities for all throughout Guildford Borough with particular emphasis on activities for people under the age of 25. Priority will be given to the facilitation and development of sporting opportunities in preference to direct provision
2. Work in partnership with all sports development providers and encourage the construction of new partnerships
3. Encourage greater equality of access to sporting activities for all people in the Borough whatever their age, ability, gender, race, locality, ethnicity, sexuality. Develop easily accessible activities in the wards of the Borough recognised as having some areas of deprivation
4. Provide financial assistance and advice to development projects by sports clubs and associations within the Borough.
5. Manage Guildford's participation in regional and national sports development schemes
6. Ensure that all young people are treated as individuals and with respect, allowing them freedom of choice and control when participating in any sports development project, which in turn will assist the development of independence and self-esteem
7. Promote links between schools, further & higher education institutions and sports clubs to give young sports people the opportunity to access quality sporting opportunities during and after school
8. Raise the standards and quality of all sports coaches and facilitators
9. Ensure that information on sports development opportunities is disseminated through press releases, the Sports Development newsletter, the Guildford Borough Council Sports Directory and website
10. Ensure that all schemes supported and provided by the service meet all the necessary Health and Safety requirements set out through legislation

Sports Development Mission Statement

Sports Development co-ordinates the delivery and development of sport, especially for young people, across all stages of the sports development continuum and extends opportunities for all those involved in sport in the Borough to achieve their potential.

Key Aims

1. To develop sporting opportunities for all throughout Guildford Borough with particular emphasis on activities for young people.
2. To work in partnership with governing bodies of sport, sport specific development officers and the Surrey Sports Development Officer to promote sport and recreation opportunities for people throughout the Borough.
3. To work in partnership with public, private, commercial and voluntary agencies to improve communication between sports organisations within the Borough.
4. To support existing sports and recreation activities and support the development of new projects.
5. To support individuals of national/international standard or potential in their own field of sporting endeavour by offering financial assistance through the Outstanding Ability Awards and access to County Fans Scheme.
6. To provide financial assistance to development projects by sports clubs and associations within the Borough through the Leisure grants system.
7. To work with Sport Guildford to facilitate a wide range of activities and develop its areas of interest and effectiveness.
8. To increase the quality of sports delivery to young people in the Borough by developing and promoting training in coaching for teachers, coaches and volunteers.
9. To enhance sports development in schools through work with the County PE Advisor, Physical Education teachers and coaches.
10. To ensure that information on sporting opportunities in the Borough is disseminated through the Guildford Borough Council and Guildford Sports Council Websites.
11. To manage Guildford's participation in the Surrey Youth Games by programming development plans to support club activities, training sessions and squad selection.

12. To promote links between schools and clubs to give young sports people the opportunity to access quality sporting opportunities during and after school.
13. To support initiatives aimed at achieving the return of senior football to Guildford.
14. To work closely with the Surrey Active Sport scheme to utilise Lottery funding to achieve development in the identified sports.

**GUILDFORD
BOROUGH
COUNCIL**

Draft

**SPORTS
DEVELOPMENT
STRATEGY**

**ACTION
PLAN**

SPORTS DEVELOPMENT STRATEGY ACTION PLAN

STRATEGIC AIM: ONE				
To enable Guildford to offer diverse opportunities for active leisure so that the community may benefit from better health, afforded by active lifestyles, enjoyment and the achievement of individual potential.				
ACTION A: To encourage personal development and excellence in sports coaching in the Borough				
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES	
A1: To complete a Coach Audit for coaches actively working in the Borough	<ul style="list-style-type: none"> • Sport Guildford • Surrey Sports Partnership • University of Surrey 	0-1 years	Existing resources	
A2: To establish a Coaches Database for coaches actively working in the Borough to determine needs and requirements of coach education courses	<ul style="list-style-type: none"> • Active Surrey • University of Surrey • Surrey Sports Partnership 	1–2 years	Existing resources	
A3: Based on the findings of the Coaches Audit develop an annual coach education programme	<ul style="list-style-type: none"> • Sport Guildford • Surrey Sports Partnership • University of Surrey • Active Surrey 	1-2 years	Existing resources and grant funding	
A4: To have held training and given support to coaching staff to offer inclusive places for children with disabilities	<ul style="list-style-type: none"> • Active Surrey • Disability Challengers • Sports Coach UK • University of Surrey • Leisure Development Service 	ongoing	Existing resources	
A5: To have undertaken an investigation to identify the need for a Coaches Newsletter to promote coaching opportunities within the Borough		2 years	External sponsorship	

ACTION B: To develop opportunities that encourage new participants to sport				
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES	
B1: To have organised the annual Sports Coaching Festival for primary school pupils	<ul style="list-style-type: none"> • Primary Schools PE Association • Sport Guildford 	Annually	Existing resources and participants contribution Voluntary Coaches	
B2: To have co-ordinated, on an annual basis, Guildford Borough's participation in the Surrey Youth Games	<ul style="list-style-type: none"> • Surrey Sports Partnership • Schools • Sport Guildford • BAA Gatwick • Surrey sports Development Unit 	Annually	Existing resources and private sponsorship	
B3: To be working in partnership with the University of Surrey to develop sports activities for the community at the University's facilities including the proposals for the new site at Manor Farm	<ul style="list-style-type: none"> • University of Surrey Director of Sport, Sports Development Officer, Facility Managers, Students Union Sports Rep 	Ongoing	Existing resources and Uni. Of Surrey Sports Development Officer support	
ACTION C: Engage in external consultation and develop and evolve the sports development service in accordance with stated needs				
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES	
C1: To have completed an assessment of sports facilities to determine the appropriate level of provision including the identification of needs and opportunities in the Borough as part of the Cultural Strategy	<ul style="list-style-type: none"> • Sport Guildford • Sports Provision Working Group • Educational Facilities • Surrey Sports Development Unit • Guildford Sports Clubs • Sport England S.E Region 	0-2 years and 3-5 years	Existing resources for initial investigations	
C2: To complete the Surrey Sports Development Officers health check to compare service against other local authorities and to exchange information	<ul style="list-style-type: none"> • SuSDOF Best Value Group • Best Value Family Tree Local Authorities 	6 Pl's to be monitored annually	Existing resources and SuSDOF Best Value group support	

on best practice to raise service performance levels				
C3: To have undergone an external assessment as part of the QUEST for Sports Development accreditation (UK Quality Scheme for Sports Development)	<ul style="list-style-type: none"> • SUSDOF Best Value Group • PMP • All external & internal partners 	0 – 1 years	Existing resources	
C4: To have conducted user and non-user stakeholder research, on a regular basis, to identify trends and needs through: <ul style="list-style-type: none"> • evaluation questionnaires • citizens panels • focus groups 	<ul style="list-style-type: none"> • Leisure Strategy Officer • Sports Focus group • Attendees on courses • Guildford BC Citizens Panels 	ongoing	Existing resources and support from PR & Marketing dept and Cultural Strategy Officer	
C5: To complete reports on a bi-monthly basis, detailing the monitoring of attaining corporate objectives and meeting Performance Indicator targets	<ul style="list-style-type: none"> • Leisure Strategy Officer 	Bi-monthly	Existing resources	

STRATEGIC AIM: TWO

To encourage partnerships and identify how partner agencies can contribute to the development of sport locally.

ACTION D: Work and consult closely with local, regional and national agencies to keep abreast of current policies and practices

MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES
D1: To be working in partnership with Regional/National Governing Body Sports Development Officers to promote and develop initiatives to increase participation	<ul style="list-style-type: none"> • All Governing Bodies • Surrey Sports Specific Development Officers 	ongoing	Existing resources and Sports Specific Development Officers support
D2: To be advocating a multi-agency partnership approach to the delivery of the sports development sections of the Cultural Strategy and to address the cross-cutting agenda issues	<ul style="list-style-type: none"> • Sport Guildford • Disability Challengers • Surrey Police • West Surrey Health Promotion Service • Internal departments • Leisure Development Team 	ongoing	Existing resources and partners contributions
D3: To be working in partnership with the Surrey Sports Development Officers' Groups to benchmark performance	<ul style="list-style-type: none"> • SUSDOF Best Value Group • Surrey SDO's 	6 PI's to be monitored annually	Existing resources and SuSDOF Best Value group support
D4: To be supporting Surrey Sports' 'Sport Matters in Surrey' – A Strategy for Lifelong Participation in Sport 2001-2006 by completing the relevant actions	<ul style="list-style-type: none"> • Surrey Sport • Surrey Sports Partnership 	ongoing	Existing resources

ACTION E: To encourage the development of the local, voluntary sporting infrastructure by supporting clubs, organisations and individuals in Guildford Borough				
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES	
E1: To provide at least two sports grants funding workshops for sports organisations in Guildford	<ul style="list-style-type: none"> • Sport Guildford • Surrey Sports Funding Officer • Surrey County Playing Fields Association 	2 per year	Existing resources and Surrey Sports Funding Officer support	
E2: To provide a weekly Sports Development Clinic to ensure that Sports Development information/advice is accessible to all	<ul style="list-style-type: none"> • Local Sports Clubs • Sports venues 	0-1 years	Existing resources	
E3: To be working to identify ways of encouraging new club membership and strengthening links between existing clubs	<ul style="list-style-type: none"> • University of Surrey • Schools and Colleges • Sport Guildford • Guildford Sports clubs • Surrey Sports Development Unit • Surrey Sports Partnership 	ongoing	Existing resources for initial investigations	
E4: To be working with Sport Guildford to: <ul style="list-style-type: none"> • Extend access and encourage participation in sport • Increase resources available to sport in Guildford Borough • Promote the social, economic and educational value of sport 	<ul style="list-style-type: none"> • Sport Guildford 	ongoing	Existing resources and support from Sport Guildford Executive committee	
E5: To be working in partnership with the University of Surrey to investigate the development of sports courses, including: <ul style="list-style-type: none"> • Coach Education 	<ul style="list-style-type: none"> • University of Surrey's Sports Development Officer 	2 – 3 years	Existing resources fro initial investigation and Uni. of Surrey Sports Development Officers support	

• Holiday schemes				
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STRATEGIC AIM: THREE

Set a framework within which sport can contribute to improving the quality of community life as a whole.

ACTION F: To raise the profile of sports development through efficient marketing

MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES
<p>F1: To have ensured that Guildford sports organisations are kept up to date with local, regional and national sports information through</p> <ul style="list-style-type: none"> • quarterly editions of the Sports Development Newsletter • circulation of the annual Guildford Leisure Directory 	<ul style="list-style-type: none"> • Contributors to newsletter: University of Surrey, Active Surrey, Disability Challengers & Spectrum • Sport Guildford • Sponsors 	<p>Newsletter – quarterly</p> <p>Directory - annually</p>	<p>Existing resources and contributions from partners</p> <p>Local business sponsorship</p>
<p>F2: To update and develop the Guildford Borough Council Sports Development Website pages on a monthly basis</p>	<ul style="list-style-type: none"> • www.sportguildford.org.uk • GBC Website Administrator • Article contributors 	<p>monthly</p>	<p>Existing resources and GBC Website Administrator support</p>
<p>F3: To promote sports development opportunities continually through press releases, advertisements, About Guildford and other promotional literature</p>	<ul style="list-style-type: none"> • Media contacts • GBC PR & Marketing Unit 	<p>ongoing</p>	<p>Existing resources and support from GBC PR & Marketing department</p>
<p>F4: To have submitted articles when appropriate to county, regional and national publications such as Inside Track (Surrey Sports Development Unit), The Player (Sport England) and Sporting Insights (ISRM/NASD)</p>	<ul style="list-style-type: none"> • Editors of publications 	<p>ongoing</p>	<p>Existing resources and support from GBC PR & Marketing department</p>
<p>F5: To have ensured that Youth Sports</p>	<ul style="list-style-type: none"> • Head of Physical 	<p>1-2 years</p>	<p>Existing resources and support</p>

Development information is easily accessible to young people through establishing sports development notice boards in all secondary schools within the Borough	Education/PE Co-ordinators <ul style="list-style-type: none"> • University of Surrey 		from Head of Physical Education/PE Co-ordinators
F6: To have used various means of communication – radio, website, presentations, local television to increase the marketing potential of the sports development service by raising awareness in the community	<ul style="list-style-type: none"> • GBC PR & Marketing Unit • Media contacts 	ongoing	Existing resources and support from GBC PR & Marketing department and local media
F7: To have used promotional material and media coverage to celebrate and raise the profile of sports development and its benefits	<ul style="list-style-type: none"> • GBC PR & Marketing Unit 	ongoing	Existing resources and support from GBC PR & Marketing department
ACTION G: Sustain and monitor existing frameworks to ensure a high level of service provision			
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES
G1: To have adopted the Sports Equity Policy for Surrey for all sports development activities within Guildford Borough	<ul style="list-style-type: none"> • Surrey • Equity Group • Active Surrey 	0-1 years	Existing resources and support from SuSDOF Sports Equity group
G2: To have raised awareness to ensure that all sports clubs, and sports facility managements endorse the principles and practices of sports equity as defined in the Sports Equity Policy for Surrey	<ul style="list-style-type: none"> • University of Surrey • Schools and Colleges • Sport England • Surrey Sports Development Unit • Sport Guildford • Spectrum • Surrey County Playing Fields Association 	0-1 years	Existing resources and support from SuSDOF Sports Equity group and facility managers
G3: To oversee continually the delivery of the Active Sports framework for the Borough	<ul style="list-style-type: none"> • Guildford Sports Clubs • Schools and Colleges • Sport England S.E. Region 	ongoing	Existing resources and grant funding. Support from Active Surrey partnership

	<ul style="list-style-type: none">• Sport Guildford• Surrey Sports Partnership			
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STRATEGIC AIM: FOUR

Increasing participation amongst young people, older people, women and girls, disabled people, low-income groups and ethnic minorities.

ACTION H: Provide services that are inclusive and accessible to all

MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES
H1: To have identified methods to introduce people into active leisure pursuits and pursue the objectives of Sport for All, including any imaginative new initiatives	<ul style="list-style-type: none"> • Schools and Colleges • Sport England • Sport Guildford • Surrey Sports Development Unit 	Ongoing	Existing resources for initial investigations
H2: To be working in partnership to support the annual 'Sport For All' Day at Spectrum	<ul style="list-style-type: none"> • Lockwood Centre • Sport Guildford • Spectrum • University of Surrey 	annually	Existing resources and support from Lockwood Centre, Sport Guildford and Spectrum
H3: To have organised girls' a mini soccer league, in partnership with Guildford Saints FC, to extend the opportunities to play girls football in the Borough	<ul style="list-style-type: none"> • Guildford Saints FC • Active Surrey • Surrey Girls Football Development Officer • Chelsea Football Club Community Scheme 	0-1 years	Existing resources, Active Sports funding and support from club and Girls Football Development Officer
H4: To have worked in partnership with social services, police and Disability Challengers to increase the number of referrals to the FISH Holiday scheme	<ul style="list-style-type: none"> • Leisure Development Service • Social Services • Surrey Police • Disability Challengers 	annually	Existing resources and support from key partners
H5: To have investigated the development of inclusive sports courses in partnership with the	<ul style="list-style-type: none"> • University of Surrey Sports Development Officer • Disability Challengers 	1-2 years	Existing resources for initial investigation and support from partners

University of Surrey and Disability Challengers	<ul style="list-style-type: none"> • English Federation of Disability Sport 			
H6: Ensure that all sports courses run by the Sports Development service has subsidised rates for those on low incomes. To encourage facilities and clubs to offer subsidised rates.	<ul style="list-style-type: none"> • Active Surrey • Course administrators • University of Surrey courses 	ongoing	Existing resources	
H7: To have selected a disabled team to represent Guildford at the BAA Gatwick Surrey Youth Games by undertaking promotion and coaching sessions	<ul style="list-style-type: none"> • Special Schools • Disability Challengers 	0-1 years	Existing resources and support from facility managers and PE teachers	
H8: To have increased the number of school holiday sports activities courses that specifically target activities in the wards of the Borough recognised as having areas of deprivation	<ul style="list-style-type: none"> • Disability Challengers • University of Surrey 	0-1 years	Existing resources for initial targeting	
H9: To have worked with partners to develop sporting activities for children with autism	<ul style="list-style-type: none"> • Disability Challengers • Special Schools 	2-3 years	Existing resources and support from partners	
H10: To have supported the 'Breaking the Tape' project to provide a Surrey Disabled Sports Development Officer activities	<ul style="list-style-type: none"> • Surrey Disabled Sports Development Officer • Surrey Sports Development Unit 	Ongoing	Existing resources, NOF Funding and support from partners	

STRATEGIC AIM: FIVE

To encourage and enable participation by all sections of the community in sport at whatever level, by the provision of good quality, safe and suitable facilities, services and opportunities, or by supporting the efforts of clubs, organisations and individuals.

ACTION I: Make sure sport contributes to education and lifelong learning for young people

ACTIONS	LEAD PARTNERS	Time Scale	RESOURCES
I1: To have developed an out of school sports coaching scheme for 2/3 primary schools in the Borough	<ul style="list-style-type: none"> • Primary Schools PE Association • Sports Clubs 	1-2 years	External funding and support from Primary school PE co-ordinators
I2: To have successfully investigated partnerships and alternative sources of funding for the out of school sports coaching scheme	<ul style="list-style-type: none"> • Awards for All • Local businesses 	1-2 years	External funding and support from Primary school PE co-ordinators and sports clubs
I3: To have supported any Specialist Sports Status college/PE Coordinators applications	<ul style="list-style-type: none"> • LEA • County Advisor for PE • Relevant Schools 	Ongoing	External funding

ACTION J: Use sport as a vehicle for enhancing the life of customers, stakeholders and the regeneration of the wider community

MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES
J1: To have given advice and support to sports clubs youth development programmes by giving them opportunities to coach and promote themselves at Guildford Borough Council's Sports Development activities	<ul style="list-style-type: none"> • Sport Guildford • Local sports coaches 	ongoing	Existing resources and support from local sports clubs
J2: To assist continually the Active Sports	<ul style="list-style-type: none"> • Guildford Sports Clubs 	ongoing	Existing resources and grant funding

partnership with the delivery of Basketball, Girls Football, Rugby, Hockey, Basketball, Netball, Athletic and Cricket, as well as the Partnership services activities	<ul style="list-style-type: none"> • Schools and Colleges • Sport England S.E. Region • Sport Guildford • Active Surrey • 			
J3: To have worked with facility managers at Guildford Spectrum to support their Sports Development Plans	<ul style="list-style-type: none"> • Spectrum Facility Managers 	ongoing	Existing resources and support from Spectrum	
J4 To have built on the partnership established with the West Surrey Health Promotion Service to develop initiatives to address health issues	<ul style="list-style-type: none"> • West Surrey Health Promotion Service • Surrey Sports Development Officers 	1-2 years	Existing resources and support from West Surrey Health Promotion Service and Surrey Sports Development Officers	
J5: To have worked with Surrey Police to maximise their skills and resources to develop sports schemes in targeted areas of need	<ul style="list-style-type: none"> • Surrey Police 	1-2 years	Support from Surrey Police	
ACTION K: Invest in the economy of Guildford Borough by attracting external investment for the continued development of sport				
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES	
K1: To have advised and promoted, on a regular basis, funding opportunities for local sports organisations, including: <ul style="list-style-type: none"> • Awards for All • Regional Sports Lottery Funding • Guildford Borough Council grant aid • Surrey County Playing Fields Association • Football Foundation • New Opportunities Fund 	<ul style="list-style-type: none"> • Surrey Sports Funding Officer • Sport England • SCPFA • Football Association • Sport Guildford 	0-1 years	Support from key partners	
K2: To have generated an increase in the number of applications to the Awards for All scheme	<ul style="list-style-type: none"> • Sport Guildford • Surrey Sports Funding Officer 	0-1 years	Existing resources and support from Surrey Sports Funding Officer	

K3: To have administered and distributed grants to local sports clubs on an annual basis through Sport Guildford and Guildford Borough Council	<ul style="list-style-type: none"> • Sport Guildford 	annually	£20,000 (GBC grant aid)	
K4: To have worked in partnership with the UniS Sport Director to support appropriate funding applications for the development of new sporting facilities at the University of Surrey	<ul style="list-style-type: none"> • University of Surrey • Sport England • Sport Guildford • Surrey Lawn Tennis Association 	ongoing	Existing resources and grant funding	
K5: To have attracted £7,500 of sponsorship/funding for Sports Development initiatives annually	<ul style="list-style-type: none"> • Local and national businesses 	annually	Existing resources and support from local businesses	
K6: To liaise continually with potential sports organisations on funding initiatives as requested	<ul style="list-style-type: none"> • Sport Guildford • Local sports organisations 	ongoing	Existing resources	
K7: In partnership with local schools to have supported appropriate NOF applications to improve existing or build new facilities that link curriculum and community use	<ul style="list-style-type: none"> • Ash Manor School – ATP • Kings College – Changing Facilities • Primary school in local area of need • Surrey Sports Funding Officer 	Ongoing	Grant Funding	

STRATEGIC AIM : SIX

Development of links and structures that help fulfil personal potential and to achieve recognised standards of excellence.

ACTION L: Utilise the skills and resources of external volunteers and partners through a training and education process

MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES
L1: To have provided regular training and support to coaching staff to offer inclusive places for children with disabilities	<ul style="list-style-type: none"> • Disability Challengers • Sports Coach UK • Running Sport • Active Surrey • Leisure Development Service 	0-1 years	Existing resources and support from partners
L2: To have promoted and held Running Sport/Sports Coach UK Workshops, on an annual basis, specifically focussing on: <ul style="list-style-type: none"> • Working with Disabled Sports People • Club for All • Equity in Coaching • Good Practice & Child Protection 	<ul style="list-style-type: none"> • Active Surrey • Running Sports • Sports Coach UK 	annually	Existing resources and support from course administrators
L3: To have worked in partnership with Active Surrey, Surrey Sports Partnership and the University of Surrey to provide an annual programme of Sports Coach UK, Running Sport and Governing Bodies award courses	<ul style="list-style-type: none"> • Active Surrey • University of Surrey • Governing Bodies of Sport 	1-2 years	Existing resources and support from course administrators and Uni. of Surrey Sports Development Officer
L4: To have distributed information to ensure that all coaches active within the Borough are kept up to date with training and coach education	<ul style="list-style-type: none"> • Active Surrey • Sports Coach UK 	ongoing	Existing resources

programmes and undertake regular training to improve their knowledge/skills base				
L5: To have established an annual low cost first-aid course	<ul style="list-style-type: none"> • St John's Ambulance • GBC Training Officer 	1-2years	Existing resources and support from St John's Ambulance	
L6: To have successfully developed and distributed an information pack to all sports coaches working with Guildford Borough which includes: <ul style="list-style-type: none"> • Health & Safety • Child Protection • Risk Assessments • First Aid Information 	<ul style="list-style-type: none"> • Leisure Development Service • St John's Ambulance • Active Surrey 	0-1 years	Existing resources	
L7: To be committed to providing free of charge security checks through the Criminal Justice Bureau on staff employed by voluntary organisations working with children and the vulnerable	<ul style="list-style-type: none"> • Criminal Justice Bureau • GBC Personnel Department 	ongoing	£15.00 per security check	
L8: To have given the relevant support to ensure that all coaches employed by the sports development service have been inducted, received a job description and work programme and have the opportunity to evaluate their work at post event feedback meetings	<ul style="list-style-type: none"> • Active Surrey • Leisure Development Service 	ongoing	Existing resources	
ACTION M: Support the achievements of current or potential elite athletes in Guildford Borough				
MILESTONES	LEAD PARTNERS	Time Scale	RESOURCES	
M1: To have liaised with professional/national standard clubs and those with quality junior academies to develop partnerships to ensure a	<ul style="list-style-type: none"> • Guildford Flames • Chelsea Football Club • Other sports clubs 	0-1 years	Existing resources and support from organisations with junior academies	

smooth transition for the development of promising young sportspeople along the continuum				
M2: To have supported potential elite young athletes by administering and distributing grants for outstanding abilities on an annual basis through Sport Guildford and Guildford Borough Council	<ul style="list-style-type: none"> • Sport Guildford • University of Surrey's Elite Sports Scheme • FANS members 	annually	£20,000 max (GBC Grant Aid)	
M3: To have held an elite sport persons' conference to raise awareness of services that are available to them	<ul style="list-style-type: none"> • Surrey Sports Development Unit • University of Surrey 	0-1 years	£300.00	
M4: To have supported the county FANS programme and to have investigated the possibilities of introducing the FACS programme to the Borough	<ul style="list-style-type: none"> • Surrey Sports Development Unit • Facilities 	Ongoing	Existing Funding for FANS New funding to be resourced for FACS	

STRATEGY REVIEW

To be truly effective, this strategy needs to include mechanisms for monitoring and assessment.

Performance indicators provide a powerful tool if used alongside other performance information. A small number of national Performance Indicators have been set for sport and under best value Guildford Borough has set out the following local Performance Indicators to reflect both cost and quality and cover effectiveness as well as economy and efficiency.

Performance Indicators
Net cost of service per head of population
Number of different partnerships
Number of complaints
Number of compliments
Number of media articles about Sports Development activities
Amount of external funding secured for SD projects
Number of sports development initiatives
Number of qualified coaches operating in local area
Number of funding applications supported
Number of grants given out

The local Performance Indicators should be based on the objectives established by the Sports Development strategy.

New Performance Indicators
Distribution of Sports Development specific literature
Number of sports coaches in the Borough
Level of activity within clubs. This is to be measured through a survey of a sample of clubs to identify: <ul style="list-style-type: none">• Number of members• Number of volunteer hours• Number of junior members• Level of subscription income
Percentage satisfaction rating (CSI)
Awareness among local residents of available opportunities for participation in sport.
Number of young people taking part in sport as a percentage of young people in the area.