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Welcome to Active Surrey’s Annual Report for 2016/17, which sets out how we have influenced, enabled and developed sport and physical activity across the county.

Following the publication of Sport England’s ‘Towards an Active Nation’ strategy, we have seen a shift in their vision for County Sports Partnerships across the country. The development of a new strategy for Active Surrey has allowed us to stay ahead of the curve and ensure that our organisation is fit for purpose, both for Sport England (our major funder), and most importantly Surrey’s residents. I would like to place on record my thanks to my fellow Board members who have given up considerable time in leading the strategy development.

Once again, I have been hugely impressed by the Active Surrey team, who continually rise to the challenge, demonstrating talent, dedication and focus to make significant impact across the county. Active Surrey aims to meet the needs of Surrey’s community, both young and old as two pieces of work clearly show:

- Our Get active 50+ programme, which runs until the end of December 2017, has seen over 10,000 sessions delivered to almost 2,000 older residents, supporting them in fitness regimes that will help to ensure they age well.
- Run to Rio, an initiative aimed at getting children active during every school day, saw 35,000 children develop a sporting habit. Over half of participating schools managed to run the distance from Surrey to Brazil in the 12 weeks before the 2016 Olympics - collectively covering more than 600,000 miles.

2016/17 has been another year of achievement for Active Surrey and as Chair, I would like to personally thank each and every member of the Active Surrey team together with our many funding and delivery partners for their support. Together we have demonstrated how sport and physical activity plays an important role in the lives of our fellow residents.

In developing the Surrey Physical Activity Strategy in 2015, our aim was to foster a whole-system, multi-agency approach to tackling sedentary and inactive behaviour.

As our annual report shows, we are already making real progress. This year we have been working with many new partners from health, housing, leisure, education, sport, business and the arts in order to help more people to live more actively.

But there is still much more to be done with even more new partners. Over 200,000 Surrey adults still do less than 30 minutes’ physical activity per week even as successive academic studies prove that keeping fit helps keep disease at bay, extends quality of life and improves mental health.

“The only thing that is constant is change” wrote Greek philosopher Heraclitus, and the requirements of a County Sports Partnership like Active Surrey are no different. We exist to support our local and national partners deliver their objectives and, as these priorities and partners change, we must also evolve to maximise the opportunities to develop sport and physical activity.

At the end of the reporting year (following partner planning meetings, analysis of the rapidly changing landscape, and examination of Sport England’s new vision), Active Surrey staff and Board Members had agreed on a new organisational strategy. We will aim to enrich lives through physical activity and sport by:

- influencing policy, strategy and investment;
- enabling more people to be more active more often; and
- developing and connecting the local infrastructure.

When our new strategy is launched in late 2017, it will provide a clear road map for the organisation for the next four years. Active Surrey will continue to make a real difference to local residents’ lives by making more evidence-based decisions and focusing more resources on inactive people from under-represented groups. We look forward to working even closer with our partners (existing and new) during 2017-18 to make Surrey the most active county in England.

Steven Day
Chair, Active Surrey

Campbell Livingston
Director, Active Surrey
HOW WE PERFORMED THIS YEAR

PARTICIPATION

Active Surrey will involve more people in events and activities.

Outcomes

- Drop-off rates in 14-25 year olds are reduced.

- Increased competitive opportunities for young people in schools and the community.

- School-club links are enhanced.

- Appropriate opportunities exist for new and lapsed participants to start playing sport.

Achievements

- 1,754 young people benefited from Sportivate projects, 6% ahead of target.
- 1,036 participants had previously been classified as inactive.
- A fifth of participants continued with sport after their activity ended (over achieved target by 300%).
- 3,926 places were taken up by young people in Surrey Youth Games training squads, with 1,874 team places filled by the boroughs over the Games weekend.
- 4,220 children competed in the Surrey School Games Level 3 (County) finals.
- 35,000 children from 110 schools took part in our ‘Run to Rio’ daily mile initiative, followed by a new challenge for the 16/17 academic year – Run the World.
- 19 new CSP led Satellite Clubs with 788 participants were established by partnering with schools and other organisations.
- 47 satellite clubs were operating in total, and one club – Predator Taekwondo at Roseberry School – was runner up in the national Satellite Club of the Year awards.
- 82 Change4Life clubs have been supported, with 33 new C4L clubs created this year.
- 838 workers took part in lunchtime and post-work activity sessions / events through the locally delivered Workplace Challenge national programme.
- Links made with commissioners from local CCGs (Clinical Commissioning Groups) and local authority wellbeing officers.
- GP surgeries provided with health activity literature for patients.
- A pilot scheme for workplace health checks was tested, to help identify employees at risk of developing key medical conditions.
- 1,892 over 50’s started or were helped back into sport, with over 10,000 activity sessions taking place.

PEOPLE

Active Surrey will coordinate training and volunteering pathways.

Outcomes

- A range of volunteering opportunities exist to suit all ages, abilities and experience.

Achievements

- Volunteering opportunities were promoted to our own database and via our new Surrey volunteering Facebook page.
- 93 primary school sports crews have been trained this year with around 1,000 young sports leaders active in school clubs and events.
- 2,352 school pupils were trained as young leaders during the year, with a new initiative called the Surrey Leadership Academy launched.
- A total of 430 young leaders were deployed at Level 3 (county) events across the year.
- 117 volunteers aged 16+ were deployed at the Surrey School Games.
- 62 volunteers were deployed by Active Surrey at the 2016 Surrey Youth Games, with many more supporting borough squads.
- 606 nominations for the 2016 local sports awards were made which help celebrate the efforts of volunteers alongside teams and players.
- Seven networking and knowledge-sharing meetings were held – including the 2016 Club and Coach conference – reaching 146 club personnel in venues around the country.
- 34 club and coach development workshops were run with 746 participants.
- 304 teachers were trained in sports delivery through the Active Surrey programme.
- 142 teachers attended Active Surrey school conferences and forums.
- A variety of specialist courses upskilled coaches in areas such as training talented youngsters, using technology, coaching those with disabilities etc.
- 36 coaching bursaries were awarded across 14 sports.
- Both Active Surrey staff and Board undertook a training needs analysis to identify any gaps in knowledge which could be incorporated into personal training plans.

PLACES

Active Surrey will develop clubs and facilities.

Outcomes

- Increase access to facilities and green spaces for sport and physical activity.

Achievements

- As a direct result of the NGB networking day see (‘Partnerships’), 19 orienteering events were held across four boroughs.
- We continue to work closely with Surrey Playing Fields and local authorities to ensure long term provision of green spaces and playing facilities.
- 35 funding applications from clubs and groups were supported.
- Three funding workshops delivered to aid clubs’ own submissions.
- Clubs are encouraged to achieve minimum operating standards.
- 14 clubs were working towards Sport England’s Clubmark accreditation. Following the launch of a new national online portal, 1 club successfully completed the process by year end.

PERFORMANCE

Active Surrey will support our talented athletes.

Outcomes

- Free facility access for athletes is provided.

Achievements

- 60 Surrey-based, nationally-ranked athletes benefitted from the Elite scheme with free facility usage and discounted therapy sessions.
- The Elite scheme was reviewed during the period and new benefits will be launched in September 2017.
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- 60 Surrey-based, nationally-ranked athletes benefitted from the Elite scheme with free facility usage and discounted therapy sessions.
### OUTCOMES ACHIEVEMENTS

**PUBLICITY**

Active Surrey will communicate effectively with the public.

- **Information is communicated in a consistent and effective way to a wide audience.**
  - Over 4,500 people received one of our targeted e-newsletters or emails promoting local partners’ work and national news.
  - 4,990 people currently follow us on Twitter; 700+ posts were made to this and Facebook during the year.
  - Over 100 press articles about Active Surrey’s work appeared during the year.
  - A positive relationship with BBC Surrey (weekly reach 230,000+) ensured positive reporting of the Surrey Youth Games and Sports Awards.
  - New ‘Active Schools’ social media profiles were launched to engage specifically with this sector.

- **Services are delivered for both partners and the public.**
  - Website content updated every week. Over 400 separate updates to the home and internal pages were implemented during the year.
  - Our stakeholder Net Promoter Score increased to 61, above the national CSP average.

- **The Active Surrey website and branding is up to date.**
  - The Active Surrey brand is up to date.
  - 400 separate updates to the home and internal pages were implemented during the year.

**POLICY**

Active Surrey will improve delivery standards and influence strategy.

- **Outcomes**
  - Press releases spread news about projects and programmes that might be of interest to clubs, partners and most importantly, residents.
  - 9 of 16 planned improvements were made via the Business Improvement plan.

- **Achievements**
  - We worked with local authority partners to develop their own strategies and planning through 2016-17.
  - A review was completed into the sustainability of the Surrey Youth Games. Initial improvements were incorporated into the 2017 Games, which have a new title sponsor in Specsavers.

- **Local policies and strategies are developed and influenced.**
  - The Board is the recognised strategic body for sport in Surrey.

- **The Partnership has good governance and financial management arrangements in place.**
  - Plans, monitoring reports and funding applications made on time and to required standard.
  - All programmes delivered at or below budget, with all necessary financial requirements met.
  - Governance ‘green rated’ by Sport England.

- **The Partnership increases turnover and meets targets for reducing administration spend and diversifying income.**
  - Internal business development groups were created to explore future sources of revenue.
  - The Active Surrey team routinely consider the financial impact of projects and their outcomes when deciding on where best to allocate resources.
  - The school sport team (renamed ‘Active Schools’) undertook a review of services and further diversified their conference, forum, CPD and pupil training offerings – amongst others.
  - Workplace health checks were trialled with local businesses.
  - A major new online system for participant registration for the Specsavers Surrey Youth Games was developed, dramatically improving reporting and with the potential to be used for other, future events.

### PARTNERSHIPS

Active Surrey will support partners and stakeholders to work together.

- **Outcomes**
  - Partnership working is supported throughout the county, region and nationally.

- **Achievements**
  - Active Surrey continued to support the CSP Network with staff actively involved in national working groups and at national events.
  - Supported the work of Surrey Playing Fields and local authority partners, as well as 17 partner groups and 4 working groups. Separate, local authority-level KPIs were set to help ensure desired outcomes were agreed and achieved.
  - Advised and supported leisure, sport, education and activity network meetings.
  - 134 local partners attended the 2016 Physical Activity Conference, featuring speakers including Sport England’s Director of Community Sport and the CEO of parkrun Global.

- **NGBs are connected to the local area and local partners.**
  - National Governing Bodies of sport relationships were sustained.
  - A networking day for local clubs and partners to meet NGB contacts achieved a 95% satisfaction rating.

- **National data is interpreted into local action.**
  - Sport England’s online tools and reports were promoted to partners - including the first cut of the new ‘Active Lives’ survey of national activity data.
  - Other national data and reports were used in work relating to projects, including obesity statistics, disease prevalence and activity levels to capture public interest.

**TOTAL PARTNERS**

134 local partners attended the 2016 Physical Activity Conference, featuring speakers including Sport England’s Director of Community Sport and the CEO of parkrun Global.

**35,000**

Children took part in the ‘Run to Rio’ Daily Mile Initiative.
As part of the national School Games programme, Active Surrey continued to offer a comprehensive competitive pathway to “Level 3” county finals this year.

6,200 Surrey pupils aged 5-16 took part in the Level 3 programme in the academic year ending July 2016, with half of primary schools and two thirds of secondaries reaching a county final.

Over 50 separate Level 3 events made up the programme including seven events for disabled children of which two were multi-sport para games. All in all 20 different sports were run for young people, from dance to dodgeball and rowing to rugby. Some teams progressed onto regional or even national finals – the winners of our pop lacrosse competition (St Charles Borromeo school) went onto win at the national competition in June 2016.

Young people who didn’t make it to the finals in sport could still get involved, with two cultural competitions (one of which saw the winners interviewed by BBC Surrey on a radio studio visit), as well as volunteering / leadership opportunities for older pupils.

The programme has progressed even further in the 16/17 academic year, with schools gaining recognition for entering teams as well as winning, and more emphasis placed on the School Games values of determination, passion, self-belief, honesty, respect and team work.

**SURREY SCHOOL GAMES OBJECTIVES:**

- Offer a high quality competitive pathway
- Widen participation by offering a range of sports for different children
- Provide a broad, fully inclusive offer for all pupils
- Offer training and leadership opportunities to young people

“There are inclusive events, where our physically and emotionally challenged children have been able to participate alongside their peers. [This] has had a noticeably positive impact on their self-esteem.”

Deputy Head, St Polycarps Primary
Run to Rio was born out of a simple premise: primary schools were challenged to run the distance from Surrey to Rio in the summer school term to mark the 2016 Olympics. Pupils and teachers were asked to walk, jog or run for up to 15 minutes per day and track the cumulative distance covered.

The initiative was launched with the help of school nurses, local dignitaries and local MP and Secretary of State for Health, Jeremy Hunt. Around 40% of Key Stage 1 and 2 schools took part with many covering the entire 5,700 miles or more. The winning school – Ottershaw – managed to clock up a massive 22,000 miles and won a visit from former Team GB Marathon runner, Mara Yamauchi.

As good as it was to get thousands of pupils exercising (one school who monitored progress reported that 26% of pupils could run a mile in 15 minutes at the start of 2016; this had risen to 74% by December), teachers reported other benefits. There were multiple reports of improved concentration in class and some pupils even adopted their daily run as a tool to manage their temper. Less ‘sporty’ children also reported enjoying sports days more as they felt fitter and more confident at running.

Thanks to the success of Run to Rio – which was highly commended in the National School Games Organisers’ Participation Awards - a new daily mile programme kicked off in September 2016, challenging Surrey schools to ‘Run the World’.

“Run to Rio has been so successful here... [It] has had a particular impact on the children who struggle to sit still. It has really helped them concentrate.”

Year 5 teacher, Ottershaw School

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**PARTICIPATION**
**RUN TO RIO**

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**RUN TO RIO: THE FACTS**

**CHILDREN PARTICIPATING:**
over 35,000

**DISTANCE SURREY-RIO (MILES):**
5,700

**TOTAL DISTANCE RUN (MILES):**
600,000

**EQUIVALENT TO RUNNING:**
24 times AROUND THE EARTH

**DURATION OF THE CHALLENGE:**
12 weeks

**SCHOOLS TAKING PART:**
110 (40%)
PLACES
SATELLITE CLUBS

Thanks to Sport England funding, 69 satellite clubs were active this year, of which 19 were new. These clubs for young people aged 14-19 are so called because they have historically operated as an offshoot of an existing sports club, and one such club from Surrey came runner up in the National Satellite Club of the Year Awards – Predator Taekwondo.

PREDATOR TAEKWONDO

Predator Taekwondo operates a ‘Kicksister’ all-girl satellite club at Roseberry School in Epsom.

Created partly to help some pupils who had behavioural or social issues, it enabled the school to target pupils who might otherwise have felt too intimidated to access the sport via a traditional club.

One participant who first tried the sport at the club has gone on to become a national champion, and new girls have continued to join with more than 40 now regularly taking part in the after-school sessions.

As Head Coach Christiana Pilibeit commented:

“It’s been an exciting journey to see those girls grow into young, empowered women.”

PARTICIPATION
WORKPLACE HEALTH

For 2016-17 employees across the county joined in the national ‘Workplace Challenge’, earning points for physical activity logged outside of work via an online portal.

Additional competitions were run in September and January to focus people’s efforts, with almost 400 employees competing for prizes donated by local shops, restaurants and leisure providers. Those logging the most activity were recognised but just as important were the spot prizes awarded for simply taking part.

Workers didn’t only notice a change in their physical condition; one competitor said of the January challenge:

“So much better than having lunch at my desk again. I can concentrate in the afternoon.”

Our involvement in workplace health also led to the trial of health checks for local firms, which saw two organisations offering employees independent checks to pick up on early signs of serious illness or potential lifestyle issues.
Sportivate was a Sport England National Lottery funded programme aimed at attracting and sustaining 11-25 year olds in sport and physical activity.

During 2016/17 almost 2,400 young people took part in the Sportivate programme, of whom more than half were either irregularly active or inactive (doing less than 30 minutes of physical activity per week). When added to previous years, 13,600 young people had engaged in 57 different sports in Surrey, across more than 400 different projects – far more than originally targeted.

A fifth of those taking part continued in their sports or activity after their Sportivate sessions ended.

“Excellent conference and workshops. Will definitely recommend to others and will myself be back next year”

Tom, 2017 conference delegate
The annual Surrey Sports Awards county ceremony took place at the H.G. Wells conference centre in Woking at the end of 2016, with nominees chosen from local borough and district champions. 11 awards were presented.

The Awards celebrate the enormous contribution made by the volunteers who coach and run clubs in Surrey, as well as those teams and individuals who have excelled in their chosen field. Grassroots sport lies at the heart of Active Surrey’s mission to get more people active and the Awards celebrate local achievements.

Each county-level award was sponsored by a local organisation, including Specsavers who are the title sponsors for the Surrey Youth Games 2017. The evening was hosted by BBC Surrey’s Sports Editor Tim Durrans who promoted the Awards on air before and after the event.

“Surrey Sports Awards is a not for profit event and every penny raised through sponsorship enables us to deliver this celebration of sporting success. The support and enthusiasm of our sponsors help sustain and promote sport in Surrey. We welcome and encourage other organisations to contact us and become a partner of this and other areas of our work.”

Liv Corbishley, Active Surrey

WINNERS 2016

Surrey Police & Crime Commissioner Coach of the year
Pedro Lemos, (pictured) Pine Ridge Golf Centre

Freedom Leisure Sports Personality of the year
Callum Gathercole (rowing)

Surrey Sports Park Young Sports Personality
Eleanor Piper, Woking Archery Club

Workplace Challenge Volunteer of the year
Damon Culley, Beacon Hill Junior FC

Surrey Playing Fields Young Volunteer
Lucy Edgar, Frensham Pond Sailability

Active Surrey Club of the year
Ebbisham Sports Club

3Wise Team of the year
Sutton & Epsom RFC Ladies

Sportivate Young Team of the year
Core Judo Academy

Surrey County Council Disability award
Penny Froude, (pictured) Sportsable

BBC Surrey Outstanding Service to Sport
Andy Bennett, Littleton Sailing Club

Surrey Youth Games award, sponsored by Specsavers
Team Woking
The Surrey Youth Games is the largest annual youth sport event in the county, run over an entire weekend in June with the aim of increasing participation, developing clubs and officials and boosting community volunteering. In 2016 it comprised 15 sports and was held at venue sponsors, Surrey Sports Park.

Planning takes place over the year and every borough or district enters teams who have been given free coaching leading up to the Games.

Importantly, county-standard players are excluded to allow newer players to take part and in 2016 almost 4,000 training places were taken up with teams comprising 1,900 players competing over the weekend itself.

2016 marked the 20th Games and was the final year of P&G’s fantastic, decade-long headline sponsorship. We are delighted that Specsavers will take over as headline sponsors from 2017.
Get active 50+ is a two year, Sport England and local partner funded programme for Surrey aimed at increasing the activity levels of those over 50 by offering reduced price sport classes and activities.

Working with the county, boroughs and districts councils, the 2016 programme offered users a choice of sports from badminton to swimming as it targeted inactive residents across the county. 1 in 5 of all Surrey’s adults are ‘inactive’ according to Chief Medical Officer guidelines and activity levels tend to decrease as people age.

By coordinating courses with local authorities and leisure operators, opportunities were promoted county-wide. Even more targeted activity is being developed for 2017 alongside Surrey County Council’s Public Health team.

Users of the courses often speak enthusiastically about the difference the programme has made to them, whether that be going from inactivity to aiming to run a 10k race every month for a year, overcoming a 30 year fear of water or taking up a type of indoor golf - at the age of 92.

You can read some of the stories on the Get Active page on our website - www.activesurrey.com/over50s

GET ACTIVE 50+ FACTS:

1,892 participants

84% reported an improvement in their physical and / or mental health

70% reported an improvement in their confidence and self-esteem

30 mins average increase in time spent playing sports per week

PEOPLE

TRAINING FOR COACHES/CLUBS

A comprehensive workshops programme is offered to those running community clubs. From regular courses on safeguarding and first aid to more specialist offerings such as using technology in sport or coaching talented young athletes, the courses can help people from all sports.

“I was challenged to think in new ways and prioritise totally different aspects.”

CLUB & COACH WORKSHOPS

NO. WORKSHOPS HELD: 34

NO. ATTENDEES: 406
Change4Life (C4L) is the government initiative aimed at improving the nation’s health by eating well and moving more. With a fifth of children starting school overweight or obese, rising to a third by age 11, C4L clubs allow children aged 4-11 to be targeted for help within school.

Pupils can be invited by teachers to attend the C4L clubs which typically run after school or at breaktimes. Around 80 such clubs with an average of 22 pupils were active in Surrey in 2016 and around half made use of an Active Surrey resource called PhysiFUN, designed with the time and cost constraints of schools in mind.

PhysiFUN are short, fun games outlined on separate cards, which require little or no equipment. Popular with children and teachers, they can be used by older pupils acting as leaders and run with minimal adult staff intervention. Feedback shows that previously inactive children gain enough confidence and skills from C4L clubs to progress into mainstream after-school clubs, freeing up space for new inactive pupils.

The long-established School Games Mark is recognised by Ofsted as identifying schools who value competition in sport at Key Stage 2 and above (school years 3+), with 156 Surrey schools gaining a bronze, silver or gold award.

With no such award for KS1, an initiative was launched to bring county-wide recognition for schools with pupils in Year R, 1 and 2, allowing them to map a path for the development of teaching staff in delivering sport. It also offered a ‘grade’ for the last full academic year so that they could be recognised for their efforts and use of sports funding. In its inaugural year, 28 schools signed up and received feedback on how they might improve PE provision.
Ofsted have highlighted the need for schools to have clear guidance on how to spend their sports budget and the need to share best practice, but with so many development options to choose from it can be confusing. Active Surrey led negotiations with three key partners (Babcock 4S, Surrey County Council education services and Surrey Outdoor Learning & Development) to simplify what was on offer under the PESS programme.

The PESS programme offers Key Stage 1 and 2 schools a calendar of events, training and support to help them best utilise their PE and sport premium funding. We were delighted that in the 2016/17 academic year over 60 schools demonstrated their commitment to school sport by signing up, benefiting from conferences, peer forums and discounts off teacher CPD from our wider partner network.

In its role as a training coordinator, Active Surrey runs a continuous professional development (CPD) programme for teachers. Aimed mainly at non-specialist teachers in primary schools, courses run year round in conjunction with local and national partners.

Over 90 delegates from 77 schools benefited from the autumn primary school sports conference, which inspired PE leaders to use their sports premium effectively. The conference showcased Active Surrey’s ability to bring together a wide range of organisations to deliver an event for time-poor schools. More than a dozen training partners delivered the 23 workshops on offer with many more having a presence at a ‘marketplace’ to demonstrate their products and services.

In the spring, 50 delegates attended the best practice forum for Head Teachers and PE subject leaders. With sessions delivered by fellow teachers, it was a great opportunity to showcase examples of best practice in school sport. 94% of delegates rated this year’s forum as either ‘excellent’ or ‘good’.

“...[the course] has increased staff confidence throughout the school. The cross curricular links were particularly useful.”

“...has made managing my lessons 100% easier.”

“The training sessions and conversations held provide excellent resources and answers for questions that, when trying to lead and promote PE within your own school, can seem impossible to answer alone.”

Best Practice Forum attendee
In-kind contributions, our percentage of income from non-Sport England sources was 43.01% (target was 40.10%).

We aim to increase this to at least 45% by 2017-18 in order to invest even more into local sport.

Our administration costs were 7.08% of total expenditure (target was 5.99%). Target for 2017-18 is 5.99%.
PRIORITIES FOR 2017-18

PARTICIPATION: Active Surrey will involve more people in events and activities.

1 PE & School sport standards are improved.
   • Support 70 primary schools via Active Schools Membership.
   • Support 15 new schools to achieve KS1 Star Mark in academic year 2017-18, with 21 schools renewing their accreditation.

2 School-club links are enhanced.
   • Sustain existing Satellite Clubs.
   • Create 7 new Satellite Clubs and engage 206 new participants.
   • Establish 107 Change4Life Inspired clubs.
   • Identify 28 community clubs to create community exit routes for pupils.

3 Increased competitive opportunities are available for young people in schools and the community.
   • Deliver 26 competitions in Specsavers Surrey Youth Games 2017 for 1,800 participants.
   • Engage 4,000 children in the 2016-17 Surrey School Games.
   • Offer 20 county finals from 12+ sports as part of the 2017-18 School Games.
   • Engage 204 schools in Level 2/3 competition in 2017-18.
   • Audit number of schools adopting daily physical activity.

4 Appropriate opportunities exist for new and lapsed participants to start playing sport.
   • Set up and review Real Play pilot with 3 schools to get families (from low socio-economic groups) more active.
   • Support 1,650 over 50’s to get healthy and get into sport.
   • Support running groups in workplaces, youth groups and community partners to develop a pathway for new runners.

POLICY: Active Surrey will improve delivery standards and influence strategy.

1 Active Surrey is recognised as a leader in our field and as a high performing CSP.
   • Use CSPN Good to Great tools to develop and implement a continuous improvement plan.
   • Self-assess through CSPN toolkit and achieve Good rating via Quest.

2 Local policies and strategies are developed and influenced.
   • Implement the 2015-20 Surrey Physical Activity Strategy and support the production and implementation of partners’ policies and strategies.
   • Identify ways to feed into health pathways with prevention or intervention. Collate health data and solutions (through physical activity).

3 New investment is attracted into sport and physical activity in Surrey.
   • Provide advice on funding and support funding applications from key partners to support 8 successful funding applications.

4 The Active Surrey Board is the recognised strategic body for sport in Surrey.
   • Achieve high level buy-in for Active Surrey and link to other strategic bodies.
   • Hold regular meetings of the AS Board and Committees and AS Partner Forum.

5 The Partnership increases turnover and meets targets for reducing administration spend and diversifying income.
   • Research and implement new approaches to increasing and diversifying income.
   • Meet Board and Sport England financial targets.
   • Explore and agree joint ventures / partnerships with commercial companies.

6 The Partnership has good governance and financial management arrangements in place.
   • Comply with funding reporting and project monitoring requirements.
   • Establish future strategic and financial plans to develop a 5-year business plan.
   • Secure and implement new data management and evaluation systems.
   • Meet Board and Sport England financial targets.
   • Explore and agree joint ventures / partnerships with commercial companies.
PUBLICITY: Active Surrey will communicate effectively with the public.

1 Information is communicated in a consistent and effective way to a wide audience.
   • Provide daily social media and monthly electronic updates for partners and customers.

2 Stakeholder engagement is systematic, insight-led and action-orientated.
   • Implement a stakeholder management and communication plan, resulting in our overall stakeholder Net Promoter Score increasing to 70%.

PERFORMANCE: Active Surrey will support our talented athletes.

1 Facility access for athletes is provided.
   • Support new and existing Elite members and improve the current programme.

PEOPLE: Active Surrey will coordinate training and volunteering pathways.

1 A range of volunteering opportunities exists to suit all ages, abilities and experience.
   • Deploy 10 adult volunteers at Surrey School Games finals
   • Train and develop 20 adult volunteers at Surrey Youth Games 2017.
   • Communicate local volunteer opportunities to our volunteer database.
   • Train 300 young leaders in leadership academies.
   • Deploy 300 young leaders into the School Games programme (L2 & L3).
   • Deploy 162 young leaders into School Games L1 & L2 events.

2 Volunteers are recognised for their efforts.
   • Support all local sports awards nominations and deliver the Surrey Sports Awards 2017.
   • Support quarterly meetings with ‘super’ volunteers and help them to coordinate a sports volunteering Facebook page.

3 Clubs, coaches and teachers can access networking opportunities and a needs-led training programme.
   • Run a Club Matters/ Experience workshop and 6 Club Conversation events.
   • Organise a Club and Coach Conference, and run 20 workshops for 350 coaches.
   • Support clubs aiming for Clubmark, with 2 new accreditations.
   • Deliver the Schools Conference and Best Practice Forum for 90 and 80 teachers respectively.

4 The coaching workforce is developed.
   • Deliver Active Surrey’s Coaching Plan.

5 The Active Surrey Board and Active Surrey Team are fit for purpose.
   • Produce a development plan for all Board Members and Staff.

PARTNERSHIPS: Active Surrey will support partners and stakeholders to work together.

1 Partnership working is supported throughout the county, region and nationally.
   • Be an active member of the County Sport Partnership Network (CSPN) and Sport & Recreation Alliance (SRA).
   • Support, participate in and link up 17+ partner groups.
   • Deliver Service Level Agreements with core funding partners.

2 NGBs are connected to the local area and local partners.
   • Achieve Green RAG rating from Sport England for NGB engagement.
   • Hold 2 local partner networking days.
   • Hold 2 leisure operators’ forums.

3 National data is interpreted into local action.
   • Support partners to use Sport England’s interactive tools.
   • Quickly communicate key national information to partners.
Active Surrey’s Board of dedicated volunteers has been very busy this year. The Board met five times and, as well as undertaking general Board activities to provide ongoing support and constructive challenge to the organisation, a range of other specific actions have been undertaken.

With the changing landscape of community sport and physical activity and the changes in partners’ needs, Board Members have been instrumental in developing Active Surrey’s new organisational strategy. The new strategy has had to take into account the changed financial world, with reductions in available public funding in the face of greater social demands, accompanied by conditions which, in part, reflect this wider public agenda. The Board are encouraged by the increased diversification in funding that Active Surrey has been able to realise so far and is confident that the organisation can continue on this sustainable path.

In order to deliver the new strategy, Board discussions have also started to take place to agree the best staffing structure going forward – these discussions will conclude in 2017-18 when both the new strategy and structure will come into effect.

To comply with the requirements of the new Governance Code for Sport (due in 2017-18), the Board has reviewed a number of practices and procedures; Board Members also completed an annual self-evaluation of board effectiveness. An assessment of the existing Board Members’ skills set was conducted and the Board initiated the recruitment of three new independent Board Members who will be in place in autumn 2017. The Board wishes to express its thanks for the contribution of the three Board Members who stepped down this year: Charlotte Edward, Dan Reynolds and Emma Forward.

The Board has also continued to work in sub-committees focusing on: commercial development (two meetings); finance and governance (three meetings); and strategy development / responding to consultations (two meetings).
ACTIVE SURREY TEAM

Lawrie Baker  
SPORT OPERATIONS MANAGER

Rob Bolton  
FINANCE OFFICER

Linda Cairns  
SENIOR SPORTS PROJECTS OFFICER

Liv Corbishley  
BUSINESS AND MARKETING MANAGER

Elizabeth Duggan  
SCHOOL GAMES EVENTS OFFICER

Eli Karlicka-Cook  
COMMUNITY SPORTS DEVELOPMENT MANAGER

Steven Handley  
SPORTS PROJECTS OFFICER

Campbell Livingston  
DIRECTOR

Charlotte Long  
SPORTS PROJECTS OFFICER

James Lovell  
SPORTS PROJECTS OFFICER

Flaminia Martin  
SCHOOL GAMES ORGANISER (NE)

Anne-Marie McLaren  
SPORTS PROJECTS OFFICER

Amy McMillan  
BUSINESS SUPPORT APPRENTICE

Mark Sherwood  
SENIOR SPORTS PROJECT OFFICER

Wendy Newton  
YOUTH SPORTS DEVELOPMENT MANAGER

Laura White  
SCHOOL SPORTS PROJECTS OFFICER

Abigail Price  
SCHOOL GAMES ORGANISER (SE)

Sarah Williams  
SCHOOL GAMES TEAM LEAD & ORGANISER (NW)

Bob Pritchard  
MARKETING & COMMUNICATIONS OFFICER

Charlie Winter  
EVENTS SUPPORT OFFICER

For the latest team structure and staff contact details please see:  
www.activesurrey.com/about-us/active-surrey-staff