

Workstream	Lead		Transition Plan Aim	Key Objectives/Priorities
	SMT	DMT	*SETP* Key SE Transition Plan commitment <i>Struck through = no longer applicable</i>	
<b>ACTIVE LIFESTYLES</b>				
Delivery of programmes and activity that directly helps people get active or stay active				
<b>Summary</b>				
<ul style="list-style-type: none"> <li>- Deliver known ongoing commitments for <b>Devon Opportunity Clubs</b> and <b>Get Active Exeter</b></li> <li>- Tie loose ends of programmes that come to an end ASAP (<b>Sportivate, Active Villages, Active Communities</b>)</li> <li>- Deliver efficiency in <b>Club Link Making</b> and <b>School Games</b></li> <li>- <b>Informal Activity &amp; Sport</b> and <b>Walking for Health</b> - End un-resourced 'pro-active' development but support established groups through Digital Strategy and Volunteering / Group Development</li> </ul>				
<b>School Games</b>	ME	LA	We will effectively deliver the 16/17 School Games programme and plan a high quality 17/18 programme (subject to national context)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Deliver branded events schedule</li> <li><input type="checkbox"/> Deliver DSSG event</li> <li><input type="checkbox"/> Complete Yr 6 programme planning</li> </ul>
<b>Club Link Making</b>	JaB	AW	We will efficiently deliver Satellite Clubs transition and submit a clear plan for 17/18 academic year programme	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide support to sustain those existing clubs which are considered to be long term viable</li> <li><input type="checkbox"/> Provide support to sustain those established clubs which particularly focus on underrepresented participant groups</li> <li><input type="checkbox"/> Maintain relations with Heads of PE and identified local delivery partners</li> <li><input type="checkbox"/> Deliver local youth insight workshops, ensuring integration with other relevant workstreams</li> <li><input type="checkbox"/> Prepare plan based on feedback from SE and ensuring it meets local need and opportunities and strategically right for Devon.</li> </ul>
<b>Get Active Exeter</b>	JB	SK	We will deliver the Get Active Exeter programme targets, have a refined Active Workplace offer and broken ground in working directly with primary care	<ul style="list-style-type: none"> <li><input type="checkbox"/> Deliver requirements of GAE programme and submit 18month report to SE</li> <li><input type="checkbox"/> Further develop and embed our Active Workplace offer and secure additional revenue</li> <li><input type="checkbox"/> Identify advocates and start developing an 'Active in Practice' offer directly with GPs</li> </ul>
<b>Devon Opportunity Clubs</b>	SD	JW	We will effectively close the programme, and ensure that all learning and insight is gathered ready for future funding streams	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete project, submit final M&amp;E and finances</li> <li><input type="checkbox"/> Maintain club support</li> </ul>
<b>Inclusion Lead Work</b>	SD	JW	We will have an embedded inclusion specialist team, informed staff, maintained network and identified future priorities	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain profile of E&amp;I outcomes and amended targets from plan</li> <li><input type="checkbox"/> Develop approach to mental wellbeing through focussed group, MH Charter and specific local innovation projects</li> <li><input type="checkbox"/> Ensure alignment to digital strategy, influence where appropriate</li> </ul>
<b>Active Travel</b> <input type="checkbox"/> Access Fund	JB	LE/SK	We will have in place an 3 year plan (approved by DCC transport team) and a detailed year 1 delivery plan	<ul style="list-style-type: none"> <li><input type="checkbox"/> Embed workstream into DT delivery ann performance</li> <li><input type="checkbox"/> Ensure sustainability of existing Active Mums Cycling and work with DCs/LDPs to respond to new local priorities</li> <li><input type="checkbox"/> Create Walking Development Offer and plan for workplaces/schools</li> <li><input type="checkbox"/> Address any DT training requirements re: cycling &amp; walking development</li> </ul>
<b>Partner Funded Projects</b> <input type="checkbox"/> Activate Plymouth	KJ		We will proactively work with colleagues to ensure targets are met and delivery is closely aligned to our strategic priorities	Future delivery of project (including extension) more closely aligned to AD strategy priorities

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<h2 style="background-color: red; color: white; padding: 5px;">SUPPORTING COMMUNITIES</h2> <p>Integrated workstrands of Volunteering, Informal Activity &amp; Groups, Coaching and Club Development that cut across all areas of Active Devon work.</p> <p><b>Summary</b></p> <ul style="list-style-type: none"> <li>- Re-define integrated strategy for <b>Coaching, Volunteering, Club</b> and <b>Group Development</b></li> <li>- Support in place for <b>Informal Activity Groups</b> and <b>Volunteers</b> and integrated with digital strategy</li> <li>- Deliver known <b>Coaching Development</b> commitments</li> </ul>				
Supporting Communities Strategy	SD	DMS	We will develop a clear overarching Supporting Communities Strategy encompassing the related and integrated workstreams of Volunteering Development, Informal Activity & Group Development, Coaching and Leader Development and Sports Club Development	
Volunteering Development	KJ	TM	We will have a clear Volunteer Strategy and the existing volunteer workforce are supported and connected	<ul style="list-style-type: none"> <li>□ Sustain existing volunteering workforce developed through previous programme delivery (i.e. WfH, Beginner Running, Active Mums Cycling)</li> <li>□ Develop applications for inward investment</li> <li>□ Collaboration with broader volunteering partners</li> <li>□ Ensure alignment to digital strategy and develop Champions Network</li> <li>□ Further develop offer to new volunteers from key target 'inactive' communities</li> </ul>
<b>Informal Activity and Group Development</b> <ul style="list-style-type: none"> <li>□ Beginner Running</li> <li>□ Walking for Health</li> <li>□ Active Mums Cycling</li> <li>□ TGC Groups</li> </ul>	HC	LE	We will have a clear Informal Activity & Group Development Strategy, existing groups are supported and connected. Further investment has been identified to grow our informal activity offer	<ul style="list-style-type: none"> <li>□ Sustain existing Informal Activity groups developed through previous programme delivery (i.e. WfH, Beginner Running, Active Mums Cycling)</li> <li>□ Grow understanding and develop offer for engaging least active into informal activity</li> <li>□ Pursue development with NGBs and national partners (WfH) promoting strong informal activity offers</li> <li>□ Support and enhance existing informal community group networks</li> <li>□ Ensure alignment to digital strategy and develop Champions network</li> <li>□ Embed into DT culture and work programmes</li> </ul>
Coaching and Leader Development	SD	JW	We will continue to deliver, and develop the learning from the Devon Coaching Plan. The AD team will be confident to readily implement coaching priorities in local areas	<ul style="list-style-type: none"> <li>□ Developing technology in coaching offer</li> <li>□ Promoting coaching in disadvantaged communities through workforce interventions</li> <li>□ Inspire coaches through capturing mini victories and stories</li> <li>□ Develop digital referral for workforce enquiries with VICC team</li> <li>□ Maintain systems for CPD, Bursary and Champions Network</li> </ul>
Sports Club Development	KJ	AW	We will have a clear, streamlined club support offer. The AD team is confident and able to promote the offer to local club networks	<ul style="list-style-type: none"> <li>□ Baseline support offer established</li> <li>□ DT have ownership and is integrated into local work programmes</li> <li>□ Ensure alignment to digital strategy where appropriate</li> <li>□ Advocate and support clubs to access Club Matters and ClubMark</li> <li>□ Embed new Code of Sport Governance across all work programmes</li> <li>□ Effectively manage funding enquiries</li> <li>□ Review Club Development alignment to AD strategy</li> <li>□ Develop and implement Club CPD offer</li> </ul>

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	SMT	DMT		
			<b>*SETP*</b> Key SE Transition Plan commitment <i>Struck-through = no longer applicable</i>	
<b>Influence</b>				
Our role in communicating the Active Devon message to people, communities and networks that can support us to achieve our vision				
<b>Summary</b>				
<ul style="list-style-type: none"> <li>- Deliver known <b>Primary Premium</b> commitments</li> <li>- Focussed and efficient approach to <b>NGB Connection</b></li> <li>- <b>Strategic Networking</b> ... further increase focus on stakeholder engagement plan and positioning, AD strategy launched with partner support, early pilot for modelling new SE/CSP approach</li> <li>- <b>Marketing and Communications</b> ... Marcomms restructure fully embedded, website fully launched (phased inc. activity provider engagement), new social media infrastructure embedded and known campaign plans executed, impact measurement proposals &amp; metrics in place</li> </ul>				
<b>NGB Connection &amp; Delivery</b>	SD	NGBT	<b>*SETP*</b> We will adopt a 'light touch / watching brief' to NGB related work during the transition period, proactively engaging only where priority NGBs wish to and / or there is significant local priority to do so	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain contact with those NGBs positively engaging with us during the period</li> <li><input type="checkbox"/> Work / plan proactively with those priority NGBs who wish to and/or those sports which are of high priority in Devon ie Athletics, Badminton, Bowls, Cycling, Football, Netball, Swimming, Table Tennis</li> </ul>
<b>Primary PE &amp; Sport Premium (Schools Offer)</b>	JB	LE	We will deliver SE requirements for Primary PE support and determine the business case for Active Devon's involvement on a broader school support offer	<p><b>Primary Premium</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Complete phase 5 mapping</li> <li><input type="checkbox"/> Increase direct connectivity with federations, trusts, schools</li> <li><input type="checkbox"/> Professionalise interactive platform offer ; publish termly communication</li> </ul> <p><b>Broader school support offer</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Enhance strategic positioning with schools and key education partners and move into more practical traded support</li> <li><input type="checkbox"/> Develop and test enhanced offer in collaboration with other credible partner(s)</li> </ul>
<b>Network Development (Strategic Networking)</b>	ME	SDMs	<b>*SETP*</b> We will deliver the outcomes identified in our stakeholder engagement plan, working proactively to broaden our network	<ul style="list-style-type: none"> <li><input type="checkbox"/> embed live stakeholder engagement planning</li> <li><input type="checkbox"/> establish a more formal and systematic approach to engagement and information sharing with SE locally based colleagues</li> <li><input type="checkbox"/> proactively position Active Devon as a candidate for early opportunities arising from Sport England's new strategy</li> <li><input type="checkbox"/> Set the basis for future area based planning approach with relevant Local Authorities</li> </ul>
	ME	SDMs	We will publish the final version of our new strategy, promote awareness amongst existing and new partners and start to mobilise support for it amongst our partner network	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use draft strategy as a basis for stakeholder engagement and to seek their final feedback</li> <li><input type="checkbox"/> Publish and promote final strategy</li> <li><input type="checkbox"/> Digital media version in place</li> <li><input type="checkbox"/> Stakeholder summit planned as launch event</li> </ul>
	ME	SDMs	We will determine and agree our role in supporting successful and unsuccessful SE Local Delivery Pilot applicants in Devon	<ul style="list-style-type: none"> <li><input type="checkbox"/> Agree any explicit role in pilots</li> <li><input type="checkbox"/> Agree mechanisms and willingness to share learning from pilots amongst the rest of Devon</li> <li><input type="checkbox"/> Revisit unsuccessful applicants and use EOIs as basis for priorities that can still be taken forward</li> </ul>
<b>Marketing &amp; Communications</b>	HC	KC	We will ensure new digital infrastructure (new website and social media infrastructure) is in place and functioning effectively <b>*SETP*</b> We will use our digital strategy to further enhance our insight	<ul style="list-style-type: none"> <li><input type="checkbox"/> Launch of phase one and two of website.</li> <li><input type="checkbox"/> Secure partner engagement, prior to launch of phase three of website.</li> <li><input type="checkbox"/> Creation of a welcome pack to explain the benefits of joining the website</li> <li><input type="checkbox"/> Social media guidance in place for team members</li> <li><input type="checkbox"/> Further embed social media infrastructure and improve impact of usage</li> <li><input type="checkbox"/> Each development team member to secure minimum number of clubs, coaches and leaders onto the website</li> <li><input type="checkbox"/> Customer data set beginning to be built and utilised for segmentation, communications channelling etc</li> </ul>
			We will fully embed our newly restructured approach to marketing and communications	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement proposed Marcomms Coordinator and MCDT team, train and deploy</li> <li><input type="checkbox"/> Adobe Premiere, Photoshop, In Design training to Champions</li> <li><input type="checkbox"/> Key priority in cross team training is 'smarter' use of customer focused marketing</li> </ul>
			We will agree and put in place relevant impact measurement proposals / metrics for our marketing, communications and campaigning work	<ul style="list-style-type: none"> <li><input type="checkbox"/> Engage external partners to support development of an evaluation, outcomes measurement system</li> <li><input type="checkbox"/> Creation of a centralised dashboard of key measurements that is updated monthly and reported back to internal staff</li> </ul>

# Delivery Plan Summary - April 1st to September 30th 2017

Workstream	Lead		Transition Plan Aim	Key Objectives/Priorities
	SMT	DMT	<b>*SETP*</b> Key SE Transition Plan commitment <del>Struck-through = no longer applicable</del>	
<b>Campaigns</b> <input type="checkbox"/> Big Devon March <input type="checkbox"/> This Girl Can <input type="checkbox"/> Naturally Healthy Month <input type="checkbox"/> PH Torbay Go for It <input type="checkbox"/> One You	HC	KC	<b>We will successfully deliver and review This Girl Can, Naturally Healthy Month, Go for It (Torbay) and One You campaigns and have a forward campaign calendar in place</b>	<input type="checkbox"/> Clear campaign delivery plans, targets and measures agreed <input type="checkbox"/> Test and review learning from each campaign to improve for future delivery <input type="checkbox"/> Use as opportunity to better understand impact of public campaigns <input type="checkbox"/> Develop and scale up successful approaches eg campaign ambassadors <input type="checkbox"/> disseminate key learning amongst partners and embed in staff development
<b>Business Information and Customer Insight</b>	HC	LE	<b>We will commence the process of regularly and routinely generating customer / community consultation feedback to generate actionable insight</b>	<input type="checkbox"/> Most expert staff to peer support other colleagues in consultation approaches and techniques <input type="checkbox"/> Programme established amongst each area team of regular focus groups / customer listenings to build up a bank of customer insights <input type="checkbox"/> Embed into bid development approach
	SD	SD	<del>We will strengthen the impact of our local partners by continuing to develop and share relevant, meaningful insight</del> <b>*SETP* We will rebuild our business information management capability following recent staff turnover</b>	<input type="checkbox"/> new BIC roles successfully inducted, aware of work programmes / data systems <input type="checkbox"/> Develop effectiveness of Participant Registration Database linked to digital strategy data assets and review of performance management

## Innovation & Growth

Explore and test new ways to influence and engage inactive people. Share and grow successful approaches that can deliver impact across Devon.

### Summary

- Temporarily rationalise all **Innovation** strands towards investment opportunities (ie SE contested investment rounds, Active Workplaces, Schools' support offer)
- Complete learning reviews and close or transition **Growth** delivery programmes that are ending as efficiently and soon as possible (**Active Mums Cycling** and **Inclusive Volunteer Matching**)
- Deliver known Growth commitments (**Street Games, Get on Track, Coach Core, 2012 Spirit**)

<b>Growth (Delivery)</b> <input type="checkbox"/> Get on Track <input type="checkbox"/> Spirit of Rugby <input type="checkbox"/> Streetgames <input type="checkbox"/> Coach Core	KJ	TM	<b>We will deliver our remaining commitments for the N Devon programme. We will not proactively seek further programme investment during this period</b>	<input type="checkbox"/> North Devon GOT programme delivered by end of May
	JB	KL	<b>We will deliver remaining requirements and either closedown or transition to extended programme</b>	<input type="checkbox"/> Deliver remaining volunteer support, club engagement and 16-24 participation activities <input type="checkbox"/> Ensure volunteers engaged are included in ongoing support through digital strategy <input type="checkbox"/> Resolve potential for continuation / transition investment
	KJ	SC	<b>We will deliver remaining programme requirements and consider opportunities presented by Streetgames for future involvement</b>	<input type="checkbox"/> Deliver remaining door step club sustainability support activities <input type="checkbox"/> Ensure volunteers / groups engaged are included in ongoing support through digital strategy <input type="checkbox"/> Consider approach to any offer of continuation investment
	KJ	JW	<b>We will finalise local partner support for a Devon programme by June 2017 and we will consider engagement on commissioned basis as programme coordinator</b>	<input type="checkbox"/> Finalise level of partner support and reach agreement with Coach Core <input type="checkbox"/> Consider AD involvement in programme coordination if programme goes ahead
<b>Innovation (Development)</b> <input type="checkbox"/> Active Workplaces <input type="checkbox"/> Active Families <input type="checkbox"/> Retirement Transition	HC	SK LE HC	<b>We will focus and rationalise innovation during 6 month transition period that directly links to tangible future investment opportunities</b>	<input type="checkbox"/> Develop Active Families offer for potential SE Families Fund bid <input type="checkbox"/> Develop detailed Ambassador offer and staff development out of This Girl Can experience <input type="checkbox"/> Further define Active Workplaces offer and sales strategy <input type="checkbox"/> Complete retirement transition testing projects with Upstream and Parkinsons UK

# Delivery Plan Summary - April 1st to September 30th 2017

Workstream	Lead		Transition Plan Aim	Key Objectives/Priorities
	SMT	DMT	*SETP* Key SE Transition Plan commitment	
<b>Organisation</b>				
Sound and robust governance providing a platform to make the best use of current resources. Strategic direction to generate further investment to achieve our vision				
<b>Summary</b>				
Focus on...				
- Continued increased capacity into <b>Investment strategy</b> (including establishing ongoing programme of underpinning customer consultation and engagement)				
- <b>Operations</b> Staff realignment and training				
- <b>Governance</b> action plan to ensure compliance with UK Code				
<b>Programme Close downs</b>				
<b>Governance &amp; Operations</b>	ME		We will agree and commence implementation of our identified Governance improvement priorities.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Tier 3 compliance with UK Governance Code achieved</li> <li><input type="checkbox"/> promote the Governance Code for Sport amongst our local network and provide support / share practice both with local partners and other CSPs</li> <li><input type="checkbox"/> Updated MoU in place with Devon County Council</li> <li><input type="checkbox"/> In conjunction with Cornwall CSP conduct a review of our legal status</li> <li><input type="checkbox"/> Board performance management process reviewed and updated</li> <li><input type="checkbox"/> Board effectiveness improvements (diversity and succession planning) scoped and progressed</li> <li><input type="checkbox"/> be a Sport England pilot / trailblazer CSP for the Governance Code for Sport in the UK</li> </ul>
	KJ	JW/HC /LA	We will deliver <b>Safeguarding</b> priorities identified in our Safeguarding Implementation plan	<ul style="list-style-type: none"> <li><input type="checkbox"/> Raise awareness of resources/training to ensure understanding of the needs and additional vulnerability of deaf and disabled children</li> <li><input type="checkbox"/> Review template SLAs to ensure requirements of LDPs is consistent and current</li> </ul>
<b>Business Improvement</b> <input type="checkbox"/> Data Management <input type="checkbox"/> Team training and development	SD		We will strengthen the impact of our local partners by continuing to develop and share relevant meaningful insight <b>*SETP*</b> We will rebuild our business information management capability following recent staff turnover	<ul style="list-style-type: none"> <li><input type="checkbox"/> new BIC roles successfully inducted, aware of work programmes / data systems</li> <li><input type="checkbox"/> Develop effectiveness of Participant Registration Database linked to digital strategy data assets and review of performance management</li> </ul>
	JB		We will provide support and development for the staff team to ensure colleagues are fully capable of delivering future requirements	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prioitise supporting and reassuring staff through the uncertainties of the transition period</li> <li><input type="checkbox"/> Identify and respond to development needs relevant to future strategic and operational needs, eg digital media/campaigning, customer engagement and volunteer/ambassador management</li> <li><input type="checkbox"/> Fully embed competency framework in appraisals and seek collaboration with local partners / CSPs in responding to training needs</li> <li><input type="checkbox"/> Implement staff realignment in response to FY17 Q4 turnover issues</li> </ul>
<b>Investment Strategy</b>	AS		We will continue to utilise our inward investment pipeline process prioritise investment efforts	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maximise opportunities afforded by Sport England investment rounds to secure investment into Devon</li> <li><input type="checkbox"/> Continue to raise awareness of funding and collaboration opportunities amongst local partners (new and existing)</li> <li><input type="checkbox"/> Complete stage 2 application process for DLNP Active Ageing application, including longer term planning for AD delivery obligations</li> <li><input type="checkbox"/> Assess on case by case basis the most relevant way in which Active Devon should engage in SE funding rounds (eg applicant, consortium lead or partner, supporter)</li> <li><input type="checkbox"/> Develop business case for Ambassador scale up</li> <li><input type="checkbox"/> Develop business case for School Support offer</li> <li><input type="checkbox"/> Use reserves to drive our investment strategy</li> </ul>
<b>OTHER</b>				
<b>Programme Close downs</b> <input type="checkbox"/> Sportivate <input type="checkbox"/> Active Communities <input type="checkbox"/> Active Villages <input type="checkbox"/> Active Mums Cycling <input type="checkbox"/> Inclusive Volunteer Matching		SK SD LE TM	We will effectively close the programmes, gather learning and implement into future programme delivery	<ul style="list-style-type: none"> <li><input type="checkbox"/> Programmes effectively closed and/or key approaches transitioned to other opportunities</li> <li><input type="checkbox"/> Finalise underspends and close down budget</li> <li><input type="checkbox"/> Conduct learning reviews and impact reports</li> <li><input type="checkbox"/> Share learning with team &amp; partners</li> <li><input type="checkbox"/> Utilise insight for future programme development</li> </ul>