

<b>Energize Strategy Map - work in progress</b>					
<b>Mission</b>	Improving lives using the power of physical activity and sport				
<b>Strapline / Brand Promise</b>	"Getting Hearts Beating Faster"				
<b>GALAXImpact themes</b>	Physical Wellbeing	Mental and Emotional Wellbeing	Life Ready	Sense of Community	
<b>2017/18 Objectives</b>	<b>Sustaining</b> quality provision for those with more resilient habits	Improving the <b>customer journey</b> and range of provision	Reaching new markets and <b>tackling inactivity</b>	<b>Evolving Business</b> to Diversify Income, Understand Diversity and Demonstrate Impact	
<b>Balanced Scorecard</b>	<b>Finance &amp; Governance</b>	<b>People</b>	<b>Quality &amp; Impact</b>	<b>Stakeholders</b>	
<b>Kpi's</b>	To be reviewed by FGR sub group	To be reviewed by People sub group	To be reviewed by P&I sub group	To be reviewed by Customer sub group	
<b>Staff - structure</b>	Senior Management Team x 4				
<b>Partnership / Approach to Collaboration</b>	Project Partner		Core Neutral	Expert Enabler	
<b>CUSTOMER CENTRIC</b>					
<b>Priority Consumers / Needs</b>	Telford & Wrekin Communities		STW Communities	Shropshire Communities	
<b>Board - structure</b>	10 Trustee / Directors (8 x independent 2 x la's) - 3 observers - Individual Champions - expertise based				
	Finance, Governance & Risk Sub Group	People Sub Group	Performance & Improvement Sub Group		Customer Sub Group
<b>Governance Principles</b>	<b>Structure</b>	<b>People</b>	<b>Communications</b>	<b>Standards &amp; Conduct</b>	<b>Policies &amp; Processes</b>
	Trustees	Diversity	Transparency	Ethics	Finance
	Decision Making	Succession Planning	Public Commitments	Integrity	Compliance
				Board Effectiveness	Risk Management

Sustaining quality provision for those with more resilient habits		Programme / Resources	Lead (Driver)	Support	Performance measure	Key target
1.1	Provide advice, signposting and expert services to organisations wishing to develop provision and facilities for local populations to be active	Open for Business	Chris C	All	Stakeholder Satisfaction Income	70% NPS
						£15000 Income
1.2	Promote other project funding opportunities (inc Energize crowdfunding and Sport England) to suitable local organisations	SE - Core	Helen W	All	Number of projects supported % success rate	25
1.3	Provide support to NGB's where locally required with particular focus on ESTW focus sports : Sailing, swimming, netball, boxing, football, cricket, cycling, triathlon, rugby union, handball, athletics (run participation), tennis, canoeing and table tennis	SE - Core	Ben	ALL	<i>Stakeholder satisfaction</i>	75% NPS

Improving the customer journey and range of provision		Programme / Resources	Lead (Driver)	Support	Performance measure	Key target
1.1	Improving the experience of participants by providing specialised support to local coaches and workforce	SE - Coaching	Gemma	Ben	Number of talent forums Number of Energize your Workplace workshops delivered Tech case studies Number of women in Women make Coaching	4 talent forums ran - engaging talent coaches. <hr/> 6 Energize your workplace workshop delivered <hr/> 6 case studies
1.2	Encourage a broad and varied range of sports and competitive activities in schools which lead to more young people feeling more confident in their ability to lead active lives	SE - School Games	Harry	All	School Games : Teacher satisfaction on experience (Summer and Winter festival)  Participants satisfaction / confidence from School Games involvement  Secondary : Percentage of team places filled at festival events	Primary : 90% - recording Very satisfied or satisfied. <hr/> 70% - feeling more confident / likely to take part in future <hr/> 90% of team places filled
1.3	Develop and administer volunteer programmes including brokerage to support school sport provision and mentor young people referred through though More Than Sport project	SE - volunteering WM PCC	Elliot	Nick	No of young people with raised aspirations and life ready.	20

					No of young people behaviour improves	15
					DofE: EVA KPI's	30 young people per year
					WMPCC KPI's	25 young people over two years
1.4	Support Local Authorities in developing and implementing appropriate physical activity, facility and playing pitch strategies	SE - Core	Chris	Laura	% of la partners who would recommend Energize % of la partners who strongly agree ESTW add value to their work	85% NPS 40% very satisfied
1.5	Provide information and signposting to Primary Schools to inform investment of PE & School Sport Premium	SE - Primary School Support	Harry	Chris	Number of schools directly supported (through cpd, governor training, one to ones)	20 schools (summer term 2017 only)

1.6	Understanding customer interest / demand and advising and developing club provision to meet this	SE - Satellite Clubs SE - Club Matters Open for Business	Joe	Ben	Number of Satellite Clubs receiving visits and follow up reports	22 clubs
					% of participants surveyed reporting improvement in mood /mental wellbeing of participants	60%

Reaching new markets and tackling inactivity		Programme / Resources	Lead (Driver)	Support	Performance measure	Key target
1.1	Position Energize (through brand and messaging) to be able to reach non sporting partners in order to influence behaviour change amongst target audiences	SE - core Energize funds	Tamsin	All	Number of non sport organisations who request an initial engagement / consultation with Energize	28 intro meetings (recorded on CRM)
1.2	Invest in taster activity for inactive groups of girls / young women and people with a disability	SE - Sportivate	Ben	Elliot T&W Council	Sportivate KPI's : Women and Girls completing a project	313 w&g participants
					Participants inactive at registration.	70% Inactive

1.3	Engage with inactive adults through Energize your Workplace offer	Open for Business SE - core	Ben	Helen W	Active workplace consultant programme sales.	10
					Inactive people registered on STW Workplace challenge	170 inactive people logging activity
					Wildgoose games delivered Income	25 games £10,500
1.4	Developing audience insight to tackle inactivity in Shropshire and Telford & Wrekin – using behaviour insight to identify key local audiences	SE - core Big Potential	Chris	Laura Tamsin Helen W	Key local strategic stakeholder satisfaction - inc public health	40% very satisfied that Energize add value to their work
1.5	Develop new and enhanced services for older adult populations and audiences across Shropshire and Telford & Wrekin	SE - core	Laura	Helen W Tamsin	Securing funding for some local projects Improved physical wellbeing of participants	3 projects progressed to delivery
						30 participants reporting improved physical wellbeing

1.6	Improve referral pathway between criminal justice system and community sport and physical activity sector	WM PCC	Nick	Laura	PCC KPI's, e.g no. of referrers, referrals, sustained	25 CYP sustained 6 new activity sessions established 8 coaches developed
1.7	Improve provision and awareness of opportunities for adults with a disability to get active	SPC - Big Lottery	Jess	Laura	Number of organisations who have completed inclusive club hub reviews and action plans	5 per year
					Number of Inclusive Community Training workshops	28 Workshop
					Funding secured to deliver new community projects	10k per year
1.8	Develop and administer volunteer buddy scheme to assist adults with a disability to access opportunities to be active	SPC - Big Lottery	Jess	Elliot	Number of referrals	20 per annum
					Number of disabled customers benefitting from bursaries	30 per annum



<p>0 Invest in and support improved club based provision for marginalised and vulnerable young people / adults (inc children with disabilities, substance misuse and homeless)</p>	<p>SE - Satellite Clubs</p>	<p>Joe</p>	<p>Nick</p>	<p>Number of SC participants who were previously inactive  Participants report improvements in  * Life ready  * Negative / Positive behaviour change  Tiered data capture -</p>	<p>50 previously inactive participants sustaining participation and reporting life improvements</p>
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Evolving Business to Diversify Income, Understand Diversity and Demonstrate Impact		Programme / Resources	Lead (Driver)	Support	Performance measure	Key target
1.1	Review Energize Strategy – clarifying ambitions, goals and directions for the next 5/10 years	SE - Core	Chris	SMT	Staff and board satisfaction about our strategy / direction (establish via staff and board surveys)	Agreed Energize Strategy. 90% of staff and board very satisfied with strategy and mission
1.2	Improve Insight function to better identify areas for improvement both for Energize and to support local partners	SE - Core	Laura	SMT	Stakeholder satisfaction - community partners	Net promoter score of 65 or more
1.3	Improve targeted stakeholder engagement through development of a customer relationship management process * CRM system embedded in team way of working. * Integrate communications channels. * Map stakeholders to identify level of engagement required. * Create stakeholder communications plan.	SE - Core	Elliot	Tamsin Ben	% of staff who feel they have the tools to undertake work Stakeholder satisfaction - NPS	65% staff strongly agree work environment and tools are high quality 70% NPS

1.4	Share information and intelligence / insight via our various communication channels and forums. * Organise the website to ensure it is structured suitably to showcase insight and intelligence. * Utilise a variety of creative methods to present insight (e.g. piktochart, video, printed material)	SE - Core	Tamsin	Helen W	Stakeholder satisfaction - community partners positively recommending Energize	55% NPS score
1.5	Improve business systems and processes to manage resources efficiently and diversify effectively	Open for Business	Helen M	Heather	Staff satisfaction - tools to perform role	More than 80% strongly agree have tools to perform role
1.6	Evolving Business	Big Potential	Laura	All	Staff satisfaction - strongly agree how their role contributes to wider social value	more than 60% strongly agree
1.7	Provide co-ordinated training and education programme that meets needs of local sector leaders and volunteers	Open for Business	Helen W	Gemma Harry Heather Zara Elliot	Conference Attendance	150 attending
					Customer satisfaction	75% NPS score
					Income	£14k
					Equivalent £ value from PR activity.	£50k of equivalent value

1.8	Promote and celebrate achievement amongst local projects and activity leaders – emphasising the social impact of case studies	Open for Business SE - core	Tamsin	Chris Helen W Helen M Heather	Increase in % of stakeholder survey respondents who believe Energize are currently using sport/physical activity to change negative behaviours	50% of stakeholders agree
1.9	Connect with regional and national bodies (particularly CSPN and Sport England) to learn and share best / innovative practice and achieve efficiencies / economies of scale where possible	SE - Core	Chris	SMT and team where appropriate	Case study of activities which have added value	One per quarter
2	Progress delivery of implementation plan in response to requirements of the UK Governance Code for Sport and particularly;	SE - Core	Chris	SMT	Board Satisfaction Approval and continued support from SE	Maintain or improve Net Promoter Score of 60%
2.01	<ul style="list-style-type: none"> <li>Considers Board membership inc diversity requirements and need for Senior Independent Director</li> </ul>	SE - Core	Laura	Chris Helen W Helen M Heather	Evolving Business	Appoint SID Agree diversity plans
2.02	<ul style="list-style-type: none"> <li>Review risk management to enable greater ownership across the Board and Executive Team</li> </ul>	SE - Core	Chris	SMT	Board satisfaction	60% NPS
					Audit statement	Positive
					Staff satisfaction	100% NPS

2.03	Ensure continued compliance with regulatory practices and updating of appropriate policies/procedural documents	Energize funds SE - core	Helen M	Chris Heather	Board satisfaction	60% NPS
2.04	Deliver disability diversity action plan with support and guidance from EFDS	SE - core	Chris C	Laura Linda/Fiona	New organisations signing up to Charter for Change	5
					Review of organisation and future plans	Report approved by Board
					Numbers attending EFDS Comms workshop	8 attendances

	Measure	2013/14	2014/15	2016/17	2019/20
<b>Finance &amp; Governance</b>	Total Revenue	£559k	£629k	£650k	£710k
	% of income from Sport England	86%	77%	77%	67%
	Administration costs as % of total costs	8.40%	8.00%	8.00%	7.50%
	Governance rating	<b>Green</b>	Green	Green	Green
<b>Stakeholders</b>	% of stakeholders very satisfied that add value	53%	54%	52%	60%
	Number of stakeholders (members/customers)	65	57	TBC	TBC
<b>Quality &amp; Impact</b>	Increasing social return on investment (SROI)	09:01	Grow	Grow	Grow
	Performance against SE delivery rating	<b>Amber</b>	Green	Green	Green
	% of Active People (1x30 min)	36%	Increase	Increase	Increase
<b>People</b>	Employee engagement rating	TBC	92% NPS	100%	100%
	% of stakeholders v satisfied with quality and support given	65%	58%	60%	70%