

Merseyside Sports Partnership Balanced Scorecard

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Monitored by:

Board Champion:



Merseyside Sports Partnerships Balanced Scorecard seeks to align our business activities to our vision and headline goals and monitor our performance against our identified themes.

The document is split into 3 sections, with an explanation below on each section. Please click on the buttons to move to the relevant section.

Section title	Section number	Section Content
Participation Headline Goals		
Operational Headline Goals		The overall headline goals for Merseyside Sports Partnership up to 2022 and includes definitions of each headline goal and progress figures, RAGs and comments on performance.
Advocacy Headline Goals		
Improvement Plan		The rolling improvements that Merseyside Sports Partnership will focus on as a result of progress and performance.

Notes

It is not possible to update on all performance at the same time due to the way information is collected and released. We will review performance and progress on a continual basis and will report back to the Steering Group as information is available rather than setting specific timelines.

Headline goals are set to 2022. Targets for KPIs will be updated accordingly as progress is measured.

Participation Headline Goals



Progress RAG	Definition
On track	On track
Progress but could improve	Progress but could improve
Area for concern/action	Area for concern/action

Strategic Outcomes	MSP will...	Success by 2022	Enablers	Baseline		Progress Measures
				Date	Value	
Strategic Outcome 1 Enriched Peoples lives (enjoyment, self esteem, happiness and feel good)	Contribute to increasing and sustaining physical activity and sport to change behaviour linked to CMO Guidelines	38,300 children and young people participating in physical activity and sport for a minimum of 12 weeks in the community	CD	2016/17	0	Source: (20,750 from Investment Funded programme delivery) (7,500 from School Games, assuming weekly activity prior to event) (5,300 primary school community satellite clubs) (4,750 under 5s in active play) (600 customised environments altered to attract irregularly active and consistently inactive audiences) - Current target unachievable without investment. Success Factor: To Increase the number of people participating in physical activity and Sport
		10,600 adults participating in physical activity and sport for a minimum of 12 weeks	JL	2016/17	0	Source: Work Place = Work Place Challenge data (website), Health , Older people, families and women = Pre and post evaluation forms (SE and CMO activity questions provide base line data and increase in numbers) Success Factor: An increase in the number of adults participating in physical activity and sport
Strategic Outcome 2 Improved wellbeing (physical, mental, mindfulness and prevention of illness)	Create opportunities to mobilise the workforce and access to the right place	5,110 coaches, volunteers and sector champions receiving CPD opportunities who are aged 18+	AW	2016/17	0	Source: MSP internal workforce development system (Coach Education). Currently reliant on full cost recovery from participants to ensure that . Additional investment would provide opportunity to expand offer. Success Factor: To ensure that coaches, volunteers and sector champions are engaged and support to access appropriate CPD opportunities.
		3,000 volunteers recruited and signposted to opportunities who are aged 18+ which underpins CYP and Adult Offers	AW	2016/17	0	Source: MSP Volunteer Bureau Success Factor: Achievement against target with real life case studies used to demonstrate impact
Strategic Outcome 3 Developed skills for life (Teamwork, leadership, resilience, talent, confidence)		150 young leaders aged 14-18 years receiving CPD opportunities	AW	2016/17	0	Source: Contract delivery Success Factor: Achievement of contract and reported success
Strategic Outcome 4 Strengthened Communities (Bring people together, community spirit, pride, safety)		690 customised environments providing access to more places to continue physical activity and sport	CD	2016/17	0	Source: TBC Success Factor: Demonstrate achievement of engagement within a CRM Based system
Strategic Outcome 5 Enhanced the Economy (Employment, inward investment, profile)						

Performance Children and Young People



Progress RAG	Definition
On track	On track
Progress but could improve	Progress but could improve
Area for concern/action	Area for concern/action

Success by 2022	Link to Strategic Outcomes	Baseline		Progress Measures															Notes / Progress Commentary
		Date	Value	2017-18			2018-19			2019-20			2020-2021			2021-2022			
				Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	
Theme: Headline Goals																			
38,300 children and young people participating in physical activity and sport for a minimum of 12 weeks in the community	1,2,3,4,5	By March 2022			7,660			7,660			7,660			7,660			7,660		
Sub Targets contributing to Headline Goals																			
4,750 0 - 5 year olds (Early Years) taking part in 1 hour of active play, physical literacy once per week	2	By March 2022			950			950			950			950			950		
5,300 5-11 years (KS1 & KS2) taking part in 60 minutes physical activity and sport per week	2	By March 2022			1,060			1,060			1,060			1,060			1,060		
xxx up to 18 years (KS3, KS4 & KS5) taking part in 60 minutes of physical activity and sport per week	2																		
XXX 19-25yr olds from young people settings taking part in 60 minutes of physical activity and sport each week	2																		
7,500 KS1 - 5 taking part in a festival of competitive sport	2	By March 2022			1,500			1,500			1,500			1,500			1,500		
8,750 children and young people sustained in physical activity and sport post 12 weeks	2	By March 2022			1,750			1,750			1,750			1,750			1,750		
600 customised environments providing access to more places to continue physical activity and sport	4,5	By March 2022			120			120			120			120			120		

Performance Adults



Progress RAG	Definition
On track	On track
Progress but could improve	Progress but could improve
Area for concern/action	Area for concern/action

Success by 2022	Link to Strategic Outcomes	Progress Measures																	Notes / Progress Commentary
		Baseline		2017-18			2018-19			2019-20			2020-2021			2021-2022			
		Date	Value	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	
Theme: Headline Goals																			
10,600 adults participating in physical activity and sport for a minimum of 12 weeks	1,2,3,4,5	By March 2022			2,240			2,240			2,240			2,240			2,240	Costs - Capacity = 1 full time Strategic Lead = £ 50,629 (on costs as of August 2016) 1 full time Officer = £31,615 (on costs as of August 2016) for 5 yrs. = £ 411,220	
Sub Targets contributing to Headline Goals																			
Adults living with and beyond Cancer - to provide opportunities for 250 adults to engage in physical activity or sport programmes and initiatives	2	By March 2022			50			50			50			50			50	Costs - Delivery Budget = £100 per head x 1,000 = £100,000	
Adults with CVD - to provide opportunities for 250 adults to engage in physical activity or sport programmes and initiatives	2	By March 2022			50			50			50			50			50	clarify	
Adults with Mental Health conditions - to provide opportunities for 250 adults to engage in physical activity or sport programmes and initiatives	2	By March 2022			50			50			50			50			50	clarify	
Adults who are obese and at a high risk of diabetes - to provide opportunities for 250 adults to engage in physical activity or sport programmes and initiatives	2	By March 2022			50			50			50			50			50	clarify	
Older People - provide opportunities for 1,000 older people 65+ to engage in physical activity or sport	2	By March 2022			200			200			200			200			200	Costs - Delivery Budget = £50 per head x 1,000 = £50,000	
Families - provide opportunities for 100 families , (with at least 150 adults) to engage in physical activity and sport	2,4	By March 2022			20			20			20			20			20	Costs - Delivery Budget = £50 per head x 150 = £ 7,500	
Engage with 90 Large Work places (>250 staff)	4	By March 2022			30			15			15			15			15	Capacity = 1 full time Officer = £31,615 (on costs as of August 2016) for 5 yrs. = £ 158,075	
Through the workplace, reach a minimum of 22,500 staff.	2	By March 2022			4,500			4,500			4,500			4,500			4,500		
Work Places - Engage 7,500 (33% of the workplace staff) through the work place challenge to participate up to 150 minutes of physical activity and sport a week.	2	By March 2022			1,500			1,500			1,500			1,500			1,500	Capacity = 1 full time Officer = £31,615 (on costs as of August 2016) for 5 yrs. = £ 158,075	
500 staff per year utilise sport/ physical activity equipment loaned from MSP	3	By March 2022			100			100			100			100			100	Costs - £100 per equipment loaned based on 10 work places per year = £1,000 , over 5 years £5,000	
500 participants taking part in competitive or NGB physical activity and sport opportunities	2	By March 2022			100			100			100			100			100	Costs - - £8,000 for 500 people over 5 years (£800 per event catering for 50 people)	
Women 19+ - provide opportunities for 500 women to engage in physical activity and sport	1,2	By March 2022			100			100			100			100			100	Costs - Delivery Budget = £50 per head x 500 = £25,000	

Performance Workforce



Progress RAG	Definition
On track	On track
Progress but could improve	Progress but could improve
Area for concern/action	Area for concern/action

Success by 2022	Link to Strategic Outcomes	Baseline		Progress Measures															Notes / Progress Commentary
		Date	Value	2017-18			2018-19			2019-20			2020-2021			2021-2022			
				Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	Q2 (Apr-Sept)	Q4 (Oct-Mar)	Target	
Theme: Headline Goals																			
5,110 coaches, volunteers and sector champions receiving CPD opportunities who are aged 18+	1,2,3,4,5	By March 2022			992			992			992			992			992		
Sub Targets contributing to Headline Goals																			
3,000 attending a minimum of one coach education course which underpins CYP and Adult Offers	3	By March 2022			600			600			600			600			600	Coach education to remain as a minimum "cost neutral" to MSF. As a minimum, programme requires capacity to undertake the organisation and administration of the courses, marketing, promotion and liaison with tutors and customers. To explore opportunities to reduce the cost for the end user through securing funding to provide a subsidy; increase take up from participants of coach education.	
1,360 "sector champions" receiving 'knowledge exchange' on a number of skills and competencies specific to their environment e.g. Youth Insight, AfPE Framework	3,4	By March 2022			272			272			272			272			272	Currently no funding specifically ring-fenced to support with regard to subsidising or reducing the cost of qualifications. To provide a subsidy of £50 per head investment of £68,000 required otherwise full cost recovery model to be adopted to ensure that activity remains "cost neutral".	
Train up 50 work place champions as Physical Activity Champions	3	By March 2022			10			10			10			10			10	Costs = £50 per head x 50 = £2,500 - out of this income payment to CSPN (£50 per course) and BHF(delivery and travel) to be taken out . Capacity to deliver and prep = 1.5 days = £375 per course (courses cater for up to 20 people)	
To engage/support 100 new partners access to more places to continue physical activity and sport	4	By March 2022																	
Create a bursary to enable 600 new activators to receive CPD	5	By March 2022			120			120			120			120			120	Currently no funding specifically ring-fenced to support with regard to subsidising or reducing the cost of qualifications outside of Satellite Club and Sportivate programmes. To provide subsidy / bursary of £150 per head funding of £90,000	
3,000 volunteers recruited and signposted to opportunities who are aged 18+ which underpins CYP and Adult Offers	1,4				600			600			600			600			600	Capacity to support development and implementation of Merseyside Sports Partnership Volunteer Bureau.	
150 young leaders aged 14-18 years receiving CPD opportunities	1				30			30			30			30			30	Delivery currently supported through DfE funding - £8000 pa (2016-17). No funding in place post from August 2017 onwards.	

Operational Performance Headline Goals



Progress RAG	Definition
On track	On track
Progress but could improve	Progress but could improve
Area for concern/action	Area for concern/action

Strategic Outcomes	MSP will...	Success by 2022	Enablers	Baseline		Theme: Financial	
				Date	Value		
<p>Strategic Outcome 1 Enriched Peoples lives (enjoyment, self esteem, happiness and feel good)</p> <p>Strategic Outcome 2 Improved wellbeing (physical, mental, mindfulness and prevention of illness)</p> <p>Strategic Outcome 3 Developed skills for life (Teamwork, leadership, resilience, talent, confidence)</p> <p>Strategic Outcome 4 Strengthened Communities (Bring people together, community spirit, pride, safety)</p> <p>Strategic Outcome 5 Enhanced the Economy (Employment, inward investment, profile)</p>	Remain a high performing and efficient organisation	Efficiency		2016/17		<p>Source: CSPN Financial Assessment Report (Results - August)</p> <p>Success Factor: % of administration costs reducing against the overall total expenditure of the organisation.</p>	
		Growth		2016/17		<p>Source: CSPN Financial Assessment Report (August)</p> <p>Success Factor: Sport England investment reducing as a total % of all income.</p>	
		Audited Accounts		2016/17		<p>Source: MSP External Audit</p> <p>Success Factor: MSP achieved full clear audit annually on all financial compliance</p>	
		Theme: Customers					
		Delighting (Annual)		2016/17		<p>Source: Annual Stakeholder Survey (January)</p> <p>Success Factor: An increase in the net promoter score from key local and national delivery partners.</p>	
		Delighting (Regular)		2016/17		<p>Source: Local Measure through NPS Question (September & March)</p> <p>Success Factor: Baseline to be established, with an on-going increase in net promoter score, measured every 6 months (TBC).</p>	
		Delighting (Professionalism)		2016/17		<p>Source: Annual Stakeholder Survey (January)</p> <p>Success Factor: An increase in the % of respondents stating that they are very satisfied with the professionalism and helpfulness of staff.</p>	
		Delighting (Quality of Support)		2016/17		<p>Source: Annual Stakeholder Survey (January)</p> <p>Success Factor: An increase in the % of respondents stating that they are very satisfied with the quality of support and advice given.</p>	
		Theme: People					
		Staff Satisfaction		2016/17		<p>Source: Annual Staff Survey (March)</p> <p>Success Factor: An increase in the net promoter score from staff.</p>	
		Learning & Development		2016/17		<p>Source: Annual Staff Survey (March)</p> <p>Success Factor: An increase in the 'strongly agree' rating from staff regarding the question 'my organisation gives me the opportunity to learn and grow'.</p>	
		Staff Morale		2016/17		<p>Source: Annual Staff Survey (March)</p> <p>Success Factor: An increase in the 'strongly agree' rating from staff regarding the question 'staff morale is high'.</p>	
		Theme: Quality & Impact					
		Achievement of local. Regional and national awards and recognition		2016/17		<p>Source: Collation of submission of awards</p> <p>Success Factor: Achievement of awards</p>	
		Performance (SE Infrastructure)		2016/17		<p>Source: Sport England 6 monthly performance report (September & March)</p> <p>Success Factor: Achievement of Green RAG ratings for individual Infrastructure criteria on the latest 6 monthly Sport England performance report, based on 7 = Green, 5/6 = Amber, 4 or less = Red</p>	
Performance (SE Delivery)		2016/17		<p>Source: Sport England 6 monthly performance report (September & March)</p> <p>Success Factor: Achievement of Green RAG ratings for Delivery on the latest 6 monthly Sport England performance report, based on 6 = Green, 5 = Amber, 4 or less = Red</p>			

Advocacy Headline Goals



Progress RAG	Definition
	On track
	Progress but could improve
	Area for concern/action

Strategic Outcomes	MSP will....	Success by 2022....	Enablers	Progress Measures
<p>Strategic Outcome 1 Enriched Peoples lives (enjoyment, self esteem, happiness and feel good)</p> <p>Strategic Outcome 2 Improved wellbeing (physical, mental, mindfulness and prevention of illness)</p> <p>Strategic Outcome 3 Developed skills for life (Teamwork, leadership, resilience, talent, confidence)</p> <p>Strategic Outcome 4 Strengthened Communities (Bring people together,</p>	<p>Improve the sphere of influence for physical activiy and sport</p>	<p>Influencing providers of 0-5 year olds provision CMO Guidelines - which are taking part in 3hours of active play, physical literacy/activity per day</p>		<p>Source: CRM Based System (Internal usage only) Success Factor: Merseyside Sports Partnership rolling NPS Score, which will be embedded into the organisation at all times where there has been a touch point for service provision</p>
		<p>Influencing providers of 5-11 year olds provision CMO Guidelines - which are taking part in 60minutes of moderate-vigourous activity per day</p>		<p>Source: CRM Based System (Internal usage only) Success Factor: Merseyside Sports Partnership rolling NPS Score, which will be embedded into the organisation at all times where there has been a touch point for service provision</p>
		<p>Influencing providers of 11 - 18 year olds provision CMO Guidelines - which are 60minutes of moderate-vigourous activity per day</p>		<p>Source: CRM Based System (Internal usage only) Success Factor: Merseyside Sports Partnership rolling NPS Score, which will be embedded into the organisation at all times where there has been a touch point for service provision</p>
		<p>Influencing providers of young adults aged 18 - 64years years of CMO Guidelines - to participate up to and above 150minutes of moderate physical activity and sport per week</p>		<p>Source: (20,750 from Investment Funded programme delivery) (7,500 from School Games, assuming weekly activity prior to event) (5,300 primary school community satellite clubs) (4,750 under 5s in active play) (600 customised environments altered to attract irregularly active and consistently inactive audiences) - Current target unachievable without investment. Success Factor: To Increase the number of people participating in physical activity and Sport</p>
		<p>Influencing providers of young adults aged 65years + years of CMO Guidelines - to participate up to and above 150minutes of moderate physical activity and sport per week</p>		<p>Source: CRM Based System (Internal usage only) Success Factor: Merseyside Sports Partnership rolling NPS Score, which will be embedded into the organisation at all times where there has been a touch point for service provision</p>
		<p>By using MSP's SROI Toolkit and other sources, demonstate the benefit and cost value of MSP's strategic objectives</p>		<p>Source: MSP Internal Data, Research and Insight Success Factor: To clearly demonstrate MSP's social value that has been generated which impacts upon key outcomes</p>

community spirit, pride, safety)

Strategic Outcome 5

Enhanced the Economy (Employment, inward investment, profile)

	Obtain and promote Industry Standards		<p>Source: Child Protection and Vulnerable Adults Policy, Equality Policy, Workplace Wellbeing Charter Standard, Club Accreditation, Coaching Minimum Standards, achievement of Local, Regional and National Awards</p> <p>Success Factor: Actual achievement of standards which benefit MSP, achievement of Local, Regional and National Awards</p>
	To drive 2 National campaigns that can impact locally		<p>Source: TBC due to identification of campaigns that will maximise benefits to Merseyside</p> <p>Success Factor: Demonstrate impact and achievement using real life case studies of how they have changed peoples lives</p>
	To drive 2 social movement campaigns to inspire activity levels of a specific target audience within Merseyside e.g. moving more		<p>Source: TBC due to identification of campaigns that will maximise benefits to Merseyside</p> <p>Success Factor: Demonstrate impact and achievement using real life case studies of how they have changed peoples lives. Driving bespoke social marketing campaigns</p>
	Influence of Communications		<p>Source: Klout Score (November - January 2017)</p> <p>Success Factor: An increase in the Klout score measured every 3 months. November 16 - January 17, score was x x</p>
Raise the value placed on physical activity and sport in Merseyside	£2m diversified income (direct)		<p>Source: MSP Financial Accounts for 2017/18</p> <p>Success Factor: Achieve a minimum of £400,000 direct income into MSP in order to contribute to Growth % above based upon diversified income</p>
Raise the value placed on physical activity and sport in Merseyside	£2.5million more investment into MSP wider partnership (indirect)		<p>Source: MSP support provided to Funding Applications across the partnership</p> <p>Success Factor: Achieve a minimum of £500,000 indirect income into the wider partnership</p>

Advocacy Performance



Progress RAG	Definition
On track	On track
Progress but could improve	Progress but could improve
Area for concern/action	Area for concern/action

MSP will....	Link to Strategic Outcomes	Progress Measures													
Theme: Headline Goals															
Influence providers of 0-5 year olds provision CMO Guidelines - which are taking part in 3hours of active play, physical literacy/activity per day	2														
Influence providers of 5-11 year olds provision CMO Guidelines - which are taking part in 60minutes of moderate-vigourous activity per day	2														
Influence providers of 11 - 18 year olds provision CMO Guidelines - which are 60minutes of moderate-vigourous activity per day	2														
Influence providers of young adults aged 18 - 64years years of CMO Guidelines - to participate up to and above 150minutes of moderate physical activity and sport per week	2														
Influence providers of young adults aged 65years + years of CMO Guidelines - to participate up to and above 150minutes of moderate physical activity and sport per week	2														
To drive 2 National campaigns that can impact locally	1														
To drive 2 social movement campaigns to inspire activity levels of a specific target audience within Merseyside e.g. moving more	1														
By using MSP's SROI Toolkit and other sources, demonstate the benefit and cost value of MSP's strategic objectives	5														
Obtain and promote Industry Standards	6														
Influence of Communications	6														
£2m diversified income (direct)	5	2017/18				£400,000			£400,000			£400,000			£400,000
£2.5million more investment into MSP wider partnership (indirect)	5	2017/18				£500,000			£500,000			£500,000			£500,000

Improvement Plan



Progress RAG	Definition
	On track
	Progress but could improve
	Area for concern/action

KPI	Lead Officer	Priority	Actions	Progress	Progress Summary
Theme: All Headline Goals					
Theme: Financial					
Theme: Customers					
Theme: People					
Theme: Quality & Impact					