

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Saxon Crown</b>
<b>Date of meeting</b>	<b>6<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Neil Amos (Chair - Saxon Crown) Petra Marshall (Community Resources Manager – LBL) David Walton (Community Assets Manager – LBL)</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£10,000	N/A	£3,333	£3,333	£3,333
Total funding to be received 2016-17	<b>£13,333</b>	£3,333	£3,333	£3,333	

Outcomes	
	<b>Creation of a volunteer network training programme for swimming in Lewisham</b>
	<b>Improved standards of swimmers in each section of the Aquatic delivery</b>
	<ul style="list-style-type: none"> <li>- Schools – higher national curriculum standards</li> <li>- LTS programmes – increase rates of progression</li> <li>- Disability – greater provision</li> <li>- Competitive – wider base upon which to draw talent</li> </ul>

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Two level 1 swim teacher courses</b>	2	0	0	1.4	1.4	70%				
<b>20 swim teachers trained</b>	20	0	0	14	14	70%				
<b>10 weeks of swim crash courses</b>	10	0	0	3	3	30%				
<b>2 volunteers for disability swim sessions</b>	2	0	0	2	2	100%				
<b>Level 1 and level 2 swim teacher course</b>							2 courses	0		0%
<b>Disability Swim Sessions – extra swimmers</b>							20	7		140%
<b>School holiday Crash Courses - individual swimmers</b>							600	180		120%
<b>Inclusion Programmes extra individuals</b>							40	0		0%
<b>School links - extra schools involved</b>							4	2		200%
<b>College links – work experience individuals</b>							10	1		40%
<b>Comments (relating to performance)</b>										



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The original funding application (2015/16) from Saxon Crown sought to achieve four outputs. Saxon Crown were only able to fully achieve one output at 100%. The remaining three outputs failed to reach 90% of the agreed targets. The report below provides some context for the failure to reach 90% of the agreed outputs and details the mitigation put in place to deal with this under performance

In Q1 of 2016/17 there has been a combination of actual delivery and preparation for delivery in later quarters. There are still some challenges for Saxon Crown but they have embraced the opportunity.

- The dates for both the swim teacher courses have been established and recruitment of candidates is underway.
- The newly trained swim teacher volunteers are continuing to support the Saxon Crown swim sessions.
- Extra swimmers have been attracted to the Tiger Sharks sessions – up from 35 to 42.
- 3 weeks of swim crash courses were delivered in school holidays.
- Attendance at People's Day to gather data to help design the inclusion programmes
- 12 schools engaged on the school links programme
- 1 student (LeSoCo) engaged on work experience

Have you achieved all of the wider outcomes outlined in the initial grant application?

The funding for Saxon Crown is for a discrete project which is standalone from normal club activities. It has benefits for swimming in Lewisham both in the short term and longer term. Saxon Crown are keen to deliver against the agreed outputs and have the commitment and spirit to do so.

Significant progress has been made towards the creation of a volunteer network for swimming in Lewisham – a total of 20 volunteers are regularly contributing. These volunteers are contributing each week in mainstream club and disability session environments. The club should be commended on their work with disabled swimmers, which is a real strength in their delivery.

Two of these volunteers have gained employment with their Level 1 qualification. The intention is that the grant continues to build upon this work in 2016/17 through the training of more volunteers.

It is more difficult to determine whether there has been progress against the remaining outcomes. These need to be reviewed over the longer term to assess whether progress has been made. It is also the case that there are many factors beyond the application of

this grant which will have a determining impact on whether progress has been made. For instance, attainment in school swimming lessons is a much bigger issue that may be affected by other factors beyond the control of Saxon Crown and their grant. It would be prudent to revisit this issue at a later date.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

### 2015/16

Only 64% of the grant was spent in 2015/16. However outputs averaging 67.5% were achieved. This indicates that although the grant was not fully spent in 2015/16 the club were delivering value for money.

The awarding of the grant in July 2015 coincided with the summer break for Saxon Crown and therefore impacted upon their ability to organise initiatives until later in the year. This was particularly relevant in respect of the crash courses. These ordinarily take place during school holidays and the grant decision in July meant that there was not enough time to arrange courses during the long summer holidays. Running these courses during the Christmas holidays would have resulted in a low take up. Realistically the opportunity to run the crash courses was limited to Autumn half term, Spring half term and the Easter holiday. The maximum number of courses that Saxon Crown could have run in these circumstances would be 4. They managed 3. Saxon Crown have run a full programme in 2016/17.

Saxon Crown organised 1 swim teacher course for 10 individuals and found places on other courses for a further 4 individuals. Saxon Crown were reliant on Fusion Lifestyle for pool time, meeting room space and also securing training via their preferred training supplier. The delays were due to securing the dates for the course and getting commitment from a trainer to deliver it.

Saxon Crown are a sports club of volunteers. They are well versed with the delivery of swim coaching, training and hosting competitions. However, managing grant aid is new to them. They are also new to the type of partnership working originally envisaged in this grant. Saxon Crown were keen to develop a productive working relationship with Fusion Lifestyle. They intend to take lessons learnt forwards into 2016/17.

As a consequence only 64% of the grant was spent – however 67.5% of outputs were achieved. The remainder of the grant was carried forwards to 2016/17 by agreement. This meant that additional outputs have been agreed for 2016/17.

### 2016/17

The outputs for 2016/17 were agreed in September 2016 after a series of meetings with Saxon Crown. These meetings were collaborative and were used to develop the outputs to reach a balanced and realistic programme.

The nature of the programme is such that it is not constant throughout the year. Outputs are expected in some Quarters but not in others; which explains why there are some

outputs with 0% delivery at the end of quarter 1. Overall there is much more confidence that the outputs will be delivered in 2016/17.

The swim teacher courses have been confirmed for November (Q3). This is in line with the agreed outputs. Saxon Crown are currently recruiting for the course.

The inclusion session delivery is programmed for Q3 and Q4. Saxon Crown attended People's Day 2016 in line with their proposal to gather information to help design the nature of the final scheme. Saxon Crown have started the link sessions with Fusion learn to swim to support disabled swimmers in mainstream lessons. They are also planning a new Tiger Sharks session at the Bridge Leisure Centre.

The College links aspect of the outputs is scheduled to be delivered in Q3.

What local support/evidence of need can you identify for the work you are undertaking?

Numerous surveys have indicated low swimming participation from Lewisham residents. This is further supported by the poor standard of swimming capability amongst children who attend swimming lessons in the school environment.

The newly qualified swim teachers are delivering within the swim club sessions as volunteers. Take up of the crash courses is encouraging and there increased take up of the disability swim sessions.

Saxon Crown has a membership of 465 (October 2016) up by 100 compared to 2014. They have also had increased attendances across the board, including disability (38 to 50), Masters (38 to 52) and learn to swim (59 to 95); and currently have a waiting list of 80.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The funding for Saxon Crown is for a discrete project which is standalone from normal club activities. As such there are no opportunities for significant savings.

What alternative funding streams are you already pursuing?

The main alternative funding for this type of project would come from Sport England or the GLA. Sport England are still reviewing all their funding streams in the light of the new Government strategy on sport and physical activity. The GLA/London Mayor does have some funding streams for sports. Saxon crown will be encouraged to investigate these other funding sources for any new projects.

Are there any other funding streams that you can identify that the council can support you to access?

There are a number of Trusts who will support sports participation initiatives however Saxon Crown have not asked for assistance. Help will however be given if requested so that Saxon Crown can utilise the communications networks and contacts held by the Council.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Although the project is led by Saxon Crown it is already working in partnership with Fusion Lifestyle who provide pool time, meeting room space and have assisted with establishing the training of swim teachers. There is a possible collaboration with 1Life in the future.

There are not any other viable partnerships in Lewisham.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

St. Dunstan's Enterprises operate the only other pool in the Borough (located at St. Dunstan's School). They have not yet been approached but their model is purely one of delivering swimming lessons.

What support might you need to move these suggestions forward?

Officers will continue to work with Saxon Crown in respect of the grant but also across all aspects of club business.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Officers discussed a larger than 25% cut due to under performance against some outcomes, the underspend from 2015/16 and the need to concentrate delivery on aspects which best suit Saxon Crown's strengths and resources.

In discussion with Saxon Crown it was concluded that the grant for 2017/18 and 2018/19 could be reduced to offer a core level of service; and to reflect the underspend in 2015/16. In this instance core equates to Level 1 and Level 2 swim teacher training (mix as required) plus Crash Courses, Disability Sessions and continuing the link sessions where people with disabilities to get additional support to enable them to benefit from mainstream Fusion LTS .

It was agreed that the elements of the project that would no longer be funded still have merit but that delivering it through Saxon Crown was not necessarily the best route. Saxon Crown agreed to this approach, and were keen to concentrate on the elements they were best at delivering.

It was agreed to reduce the grant by 50% but allow Saxon Crown to spread the delivery of their additional non-core outputs in 2016/17 across the remaining 2 years of the grant along with any underspend from 2015/16.

A 50% cut in grant would mean the loss of some of the sports development components of the project. These have specifically been designed to target the sections of society who have poor indices of health and low swimming capabilities. Saxon Crown have recognised that this type of work is outside their natural territory and delivering the agreed outputs has been a challenge. However, it still remains the case that these initiatives have merit.

The downsizing of the project would result in a concentration on the training of swim teachers, with any remaining grant allowing the continuation of crash courses for school age children in school holidays, a continuation of the training of volunteers for the disability swim sessions and the retention of the link for people with disabilities.

Have you modelled this cut and developed an action plan for its implementation?

Officers discussed in detail with Saxon Crown the implications of a 50% cut and what it would look like financially.

Any reduction would not have an impact on the viability of Saxon Crown as a club.

## Conclusion

### **Any other comments / areas discussed**

This project has been designed to tackle inequalities within swimming and to improve the overall standard of swimming within the community. This becomes more relevant since the Council has withdrawn free swimming to those aged 16 and under from October 2016.

The training of swim teachers (for voluntary work and paid employment) is to help improve swimming standards across Lewisham by providing an ongoing supply of newly qualified people. It is suggested that this element of the project continues.

Swimming standards in Lewisham are very poor amongst young people. This is evidenced in the data from school swimming. It is hoped that this element of the project can continue through the provision of crash courses during school holidays but it is reliant on a carry forward of any underspend. Pupils are invited to attend the courses after being referred by their school. Those targeted have not achieved the 25m swimming target set in the National Curriculum.

Saxon Crown are to be commended on their work with disabled swimmers. The aspiration to provide more sessions for people with disabilities in other pools should be supported.



This is further enhanced by the provision of additional volunteers to enable customers to maximise the benefit of their attendance.

**Conclusion and recommendation**

Saxon Crown have embraced the world of grant aid. It is new territory for them and has resulted in a steep learning curve. The spirit of the grant has been delivered if not all of the outputs and as a club they are in a much stronger position to deliver outputs against this or any other grant. Of particular merit is their work with disabled swimmers.

**The recommendation is to reduce the grant by 50%.** This will allow the core element of the original grant (swim teacher training) to continue and to be shaped over the next two years to meet demands for volunteers and paid employment. Any underspend will be allowed to be carried forwards.

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Saxon Crown provides swimming teaching and coaching to both children and adults. They also provide support to disabled individuals wishing to swim at all levels (learning to swim through to competitive level).

It is likely that the support to the Tigersharks (Saxon crowns in house disability group) will be impacted by the reduction in grant as primary focus of the grant will be on mainstream swim teacher training. Officers will work with Saxon Crown to agree revised outcomes and outputs going forward that keep this impact to a minimum.