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NORTH WEST ON THE MOVE

THE NORTH WEST
PLAN FOR SPORT AND
PHYSICAL ACTIVITY
2004 - 2008





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FOREWORD

This plan covers a wide range of interests, both sporting and non-sporting. We see it very much as a strategic document that will set the context for sport and physical activity in the north west for the next four years. It focuses on encouraging more people to get involved in sport and physical activity, and also on encouraging those people who have the interest and talent to improve in their chosen sport(s), to progress and to reach the highest standards to which they aspire.

The plan is firmly rooted in sport but recognises that sport is fundamentally linked to the broader concept of physical activity and we want to work closely with all those agencies in the region who can help us radically increase levels of physical activity in the north west, delivering on our objectives but also assisting them in achieving theirs, whether that be improving health or in other areas affecting economic and social well-being.

North West On The Move is a plan for sport and physical activity, not a Sport England plan. Its formulation has involved many sporting and non-sporting agencies who fully understand the strategic issues and local needs of the region. It has been facilitated by Sport England under the guidance of the new North West Sports Board.

One thing is clear, we cannot achieve our objectives on our own. The North West Plan takes account of some major societal changes and shows how we can tackle some complex social issues by linking with those bodies that can support sport and physical activity and encourage people from all backgrounds, interests and abilities to become more active. Extensive consultation has been undertaken to ensure that the plan reflects the needs of sport and physical activity in the north west community, whilst recognising the challenge from Game Plan (the government strategy for sport and physical activity) and the overarching goal to increase mass participation. We intend to develop networks representing key interests to advise us and influence decision-making. We want to ensure that what we do is in tune with local needs.

The bottom line is that sport and physical activity is important for what it can achieve in our society, but I believe that there is also significant benefit for the individual from being more active. Sport and physical activity is fun, enjoyable and can change people's lives.

We need to unite behind this plan, combine our efforts and drive forward the solutions in order to really get the North West On The Move.



Andy Worthington
Chair, North West Sports Board

We have produced this strategic plan with the support of a wide range of regional partner organisations



1. INTRODUCTION



England's north west has a rich sporting heritage, complemented by modern investment such as Sportcity and the hosting of the Commonwealth Games in 2002 which gave the region a global presence. The reputation for sport, what it can do for society in physical and social terms, and the image of the north west was enhanced, and we need to build on this for the benefit of the whole region.

However, in some parts of the north west our sporting legacy needs revitalising and has not kept pace with the changing tastes and preferences in our society. Despite all the efforts of volunteers, teachers, sports clubs, governing bodies, local authorities and other professionals and businesses with a role in sport, regular participation in sport and physical activity hasn't increased for over a decade.

Game Plan, the government's strategy for sport and physical activity, has challenged the nation to become more active and achieve greater success on the medal podium. This has stimulated radical reform across sport at a national and regional level, and it is no coincidence that a broad range of stakeholders representing health, education, community safety/development, economic prosperity, and the environment have been engaged in the formulation of the North West Plan for Sport and Physical Activity. These non-sporting agencies can support sport and physical activity directly to invest in the sporting infrastructure and indirectly to influence people's attitudes to sport and a more active lifestyle. The connections to these lifestyle issues are articulated in the plan under five key themes, with a strong focus at the beginning of the plan on the first theme, Enhancing the Sporting Infrastructure.

The development of a sporting infrastructure is key to supporting and sustaining the anticipated increased demand for participation. A one percent increase in participation, year on year, will take us from 33% of the north west population being active in 2003, to 50% in 2020. Indeed without a thriving infrastructure that meets the expectations of the north west, it will become increasingly difficult to widen access and achieve the broader social and economic objectives identified in the plan.

This plan therefore seeks to explain and promote the key issues that will influence a broad range of stakeholders to use sport and physical activity as tools to promote health benefits, social and economic well being. It relates to the work of many agencies over the next four years and seeks to do this by:

- Creating the conditions to empower a thriving network of sporting and non-sporting agencies to help position sport to deliver increased participation, sporting success and a cultural shift in the way organisations and communities perceive sport and physical activity.
- Recognising that agencies, working together through sport and physical activity, can create a broader impact by adopting the fundamental principles of sustainable development, social inclusion and an engagement process that allows stakeholders to champion good practice, escalate policy issues and influence change.
- Celebrating success and having fun in a sector that can inspire communities and enhance the image of the region.





This document is intended to:

- Influence at national, regional, sub regional and local levels, promoting the importance and broader socio-economic benefits of sport and physical activity, positively affecting opinion formers, policy and resource allocation.
- Highlight the key objectives that stakeholders have identified as a priority for partnerships across the region.
- Create meaning and direction to help unite a diverse range of agencies to work in partnership and add value beyond the work of individual organisations, including ongoing evaluation of sport and physical activity and the impact on the north west.
- Complement existing regional and sub regional strategies and contribute to the achievement of national and regional targets for sport and physical activity across a range of quality of life indicators.

The structure

The plan begins with a broad context that sets the scene for the region, specifying the intended outcomes for the plan and the challenges affecting sport and physical activity and the agencies with a role to play in delivering it.

The main body of the plan relates to five themes with the initial focus on the sporting infrastructure, the cornerstone of the plan; followed by, health; education and skills; economic prosperity; and, stronger and safer communities. The themes should not be read in isolation as there are many cross-cutting issues.

Each theme is headed by a broad aim to give the work a direction and an introduction to help the reader understand the context and specific focus. This is followed by 'Making the Case' which underpins the rationale for the theme and the contemporary developments that affect strategy and delivery. This is further underpinned by case studies which illustrate the connection between sport and physical activity and each theme.

The latter part of each theme relates to the Government Office North West 'Vital Signs', the widely acknowledged key performance indicators (KPIs) for the region, and other key indicators which have been identified through stakeholder consultation. To support these indicators, a range of key objectives have been identified to achieve each theme's aim and the KPIs.

Each theme is concluded with 'Making it Happen' where the emphasis is on the empowerment of relevant bodies working in partnership to implement the aim and key objectives, and contribute in an outward looking way to the key indicators.

The concluding section focuses on the implementation of the plan and a proposed cycle of inclusion to continually engage stakeholders from local, sub regional, regional, national and European levels. This process will allow for escalation of policy issues, resource influence, championing of good practice and strong communication and delivery channels to make things happen. Consultations with the stakeholders and networks of individual themes are at different stages of development, which is reflected in the Implementation Plan.



DARREN CAMPBELL CASE STUDY

Born in the Manchester suburbs and educated in Moss Side, Darren Campbell is an inspirational example of how sport can positively influence a person's life.

Darren is one of Britain's most successful athletes and has won gold, silver and bronze medals in the 100m, 200m and 4x100m relay at the European and World Championships, Commonwealth Games and Olympic Games. His tough childhood and council estate upbringing could have led him to a future of crime, but from an early age his athletic ability was noticed and the encouragement he got from his Mum gave him the determination to succeed.

In a recent interview Darren said, "Kids who ran faster than me are no longer with us. Memories of the guys I grew up with and who've been murdered stick in my mind. I thought about them before the Olympic final. I knew that if I didn't give it everything I'd not only be letting myself down but also all those who think there's no other way."

Darren's story is inspirational and shows how sport can turn someone from what could have been a life of crime to a life of sporting success!

2. CONTEXT

2004 sees the start of a new era for sport and physical activity in England. It is the start of a journey to increase participation in sport and physical activity and to achieve new levels of international sporting success. Before we begin this journey it is necessary to determine exactly what is meant by the terms 'sport' and 'physical activity' in the context of the North West Plan for Sport and Physical Activity.

WHAT DO WE MEAN BY SPORT AND PHYSICAL ACTIVITY?

During the consultation process there has been much debate about what is meant by sport, physical activity, active recreation and active living. To help us move forward the European definition of sport has been adopted.

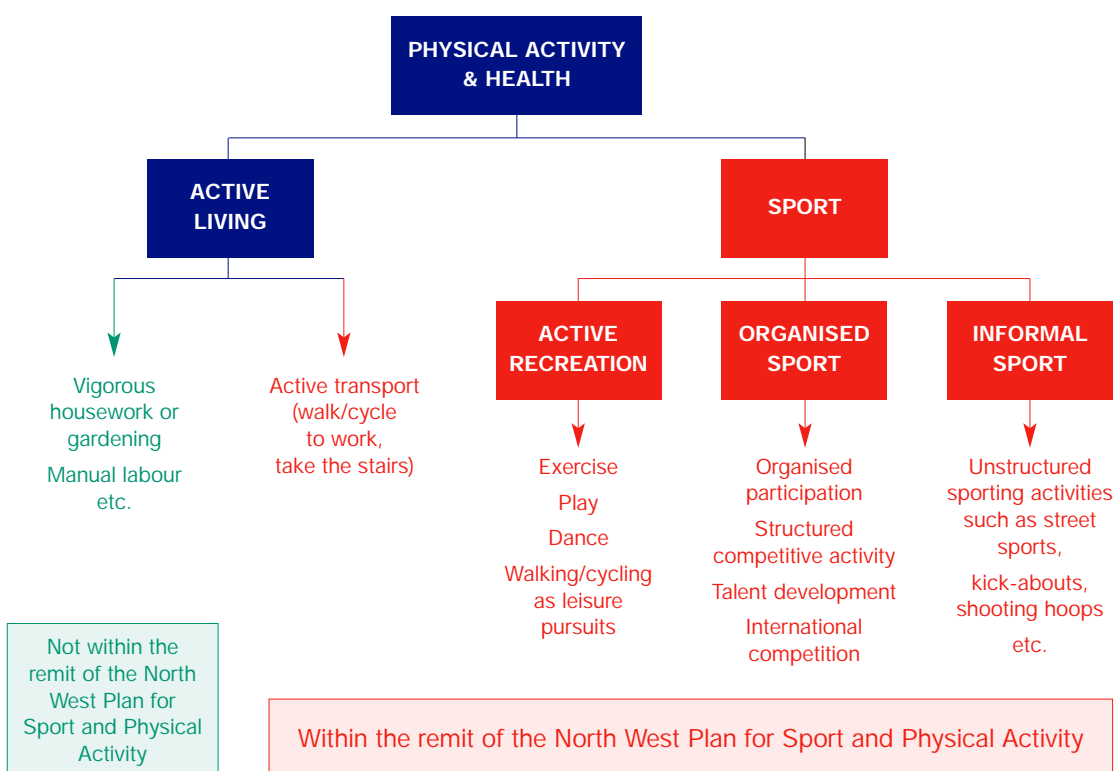
'Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels'

(Council of Europe Sports Charter, 1993)



This broad definition clearly communicates that sport is much more than team games and competition. Sport is a fun, enjoyable experience in which everyone can participate, in one form or another. By using this definition we can unite many sectors that contribute to sport and physical activity and, in turn, attract the masses in terms of participation.

Whilst recognising that life doesn't operate in boxes, the purpose of the following diagram is to help clarify the remit of the North West Plan for Sport and Physical Activity, to illustrate the range of activities which contribute to people's health and well being.



In order to make the north west the most active and successful sporting region, it is necessary to understand the government's long-term vision for sport, Game Plan.

THE NATIONAL CONTEXT

Game Plan

In December 2002, the government published 'Game Plan, a strategy for delivering government's sport and physical activity objectives'. Game Plan (see: <http://www.culture.gov.uk/sport>) set the agenda for the future – an agenda to increase participation in sport and physical activity, achieve international sporting success and create effective delivery structures. Game Plan has two main targets related to activity and success:

- To significantly increase levels of sport and physical activity, with the target of 70% of the population being reasonably active by 2020 (defined as doing 30 minutes of moderate activity five times a week). This is the level of activity recommended by government in order to achieve a health benefit.
- To help British and English teams and individuals to come within the top five in the world rankings, particularly in the more popular sports like football, rugby union and tennis.

Encouraging 70% of the population to become reasonably active is an ambitious target that will need resources, political support, joint working, media influence and changes in society. At a regional level we're being much more realistic about what we're hoping to achieve, setting a target which is the equivalent to a 1% annual increase (leading to approximately 50% of the north west being active by 2020). This is further explored in 'The Challenge for the Region' (page 8).

In addition to setting targets for the future, Game Plan also points to the need for organisational change to:

- improve delivery;
- reduce bureaucracy; and
- make structures more simple.

Sport England and sports governing bodies have been going through changes to meet the challenges of Game Plan, and at a national level the government is looking to join up policy-making, investment and delivery.

National Policy – The Framework for Sport in England

In addition to Game Plan it is also necessary to highlight the 'Framework for Sport' which has been developed nationally by over 1,500 people with a role to play in sport and physical activity. The framework has been developed through independent analysis of the facts and figures underpinning sport, and through research and impact evaluation – finding out what works best to make England an active and successful sporting nation.

The Framework for Sport signals a new way of working through partnerships to deliver a shared vision for sport. It is seen more as a process than a product and will be refined on a regular basis to ensure it keeps step with social, economic, environmental and other changes that may impact on the region's ability to deliver the plan. The framework can be used by all partners to prompt discussion and identify possible solutions in a variety of settings and contexts.

Please see appendix 1 on page 40 for full details of the framework.

Before focusing on how we can work together to encourage people to get more active, it is important to build a picture of the north west in order to understand the factors that are likely to affect participation rates in the region.



THE REGIONAL CONTEXT

The Region

The characteristics of the north west pose some serious challenges for a wide range of partners that deliver sport and physical activity and, indeed, use it as a tool to improve quality of life.

The north west has a strong sporting heritage with a reputation for attracting national and international events, and a passion for sport at community level. There are many providers offering a broad range of opportunities and facilities, however these have not always kept pace with changing consumer tastes and preferences. Participation has not increased for over a decade and women and girls' participation continues to be much lower than men and boys'.

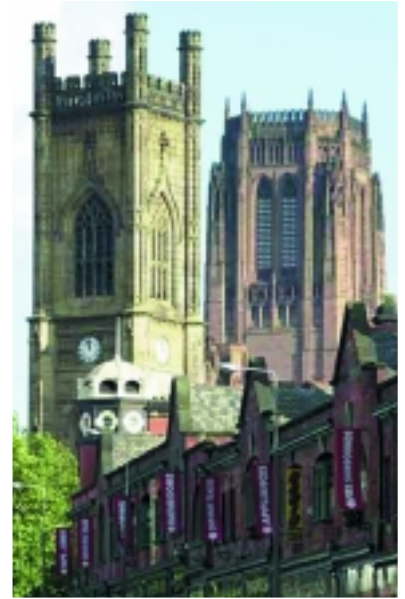
The region, which has a population of 6.7 million, is made up of five different 'county' areas (the sub-regions), featuring some of the most densely populated and deprived urban areas in the country. The region also has large rural areas and some of the most isolated populations in the UK.

Another challenge for partners is to understand the impact of a changing population. By 2020, it is estimated that 50% of the north west population will be aged over 50 (An Ageing Population, Age Concern). There is an increasing trend for people to migrate to different parts of the region, for example young people leaving rural areas and families moving into city centres.

Black and ethnic minority communities remain hard to reach groups with traditionally low levels of participation. These communities are concentrated in specific parts of the region, which tend to coincide with health inequalities and urban deprivation, suggesting a cross-sectoral solution to increasing participation.

Deprivation is a major problem in the north west as the region is home to six out of the top ten most deprived wards in England. Just over 45% of the north west population live in the top 20% of the most deprived wards and the region has the highest proportion of lone parent households. (Indices of Multiple Deprivation, 2000)

The north west employment rate (for people of working age) was 73.3% in spring 2003, among the lowest percentage in the UK (Office for National Statistics, ONS)



englandsnorthwest



In relation to the state of the economy in the region, the north west is the 4th largest regional economy in the UK with a Gross Value Added (GVA) of £78 billion (1999 figure, Regional Economic Strategy). Sport has a significant role to play as it provides 50,000 jobs and generates 1.4% GVA (The Value of the Sports Economy in the North West, Sport England, 2000).

The north west has the fourth highest rate of recorded crime per head of population (Home Office). Over the last 12 months crime has risen 2.1% in the north west (Government Office North West). Longer comparisons are difficult to make due to changes in the methods of data collection.

The region has the lowest life expectancy for both males and females in the country (ONS), reinforcing the need for cross-sectoral partnerships to address the determinants of health such as lifestyle, socio-economic and environmental factors particularly where health inequalities are the greatest.

Four fifths of the region is rural and some 29% of the region is designated nationally important landscape, comprising the Lake District National Park, parts of the Yorkshire Dales and Peak District National Parks and other places of outstanding natural beauty. Although the vast rural landscape in the region may be seen as an asset, there is also a large degree of rural deprivation. Cumbria and parts of North Lancashire, for example, have much poorer access than average to a range of rural services such as banks, health services, and petrol stations. (Countryside Agency)

Having defined what is meant when we talk about sport and physical activity, understood the government's main targets and built up a picture of the north west, we now need to understand the key partners and existing regional strategies that have an influential role to play in making the north west an active and successful sporting region.



Key regional and national strategies

The North West Plan for Sport and Physical Activity is not just a plan for Sport England alone, it is a plan which all stakeholders need to value, own and contribute to effectively. The plan is being developed to recognise and integrate a number of key national and regional strategies and initiatives that influence the north west region.

NATIONAL STRATEGY LINKS	REGIONAL STRATEGY LINKS
Game Plan, a strategy for delivering government's sport and physical activity objectives	Regional Economic Strategy
Sport England Strategy – Framework for Sport	Investment for Health – Action plan for the North West
Governing Bodies of Sport Whole Sport Plans	Action for Sustainability
The PE, School Sport and Club Links National Strategy (PESSCL)	Cultural Strategy for England's North West
UK Vision for Coaching / Coaching Task Force	Regional Planning Guidance for the North West (RPG 13)
Securing good health for the whole population, Wanless Report	State of the North West region: Vital signs
Planning Policy Guidance Note 17 – Planning for open space, sport and recreation (PPG17)	Major Events Strategy
Government Floor Targets	

Please see appendix 2, page 41 for more details on these national and regional strategies.

The challenge for the region

At present only 32.8% of the north west adult population meets the target of 30 minutes of moderate activity five times a week (Health Survey for England, 1998). The challenge for the region is to increase this figure by one per cent year on year, leading to 50% participation across the north west by 2020.

To achieve this level of participation, an additional 1,369 people in the region need to be encouraged to get active every week, equating to 32 people per local authority. This target can only be achieved with shared commitment from all partners to deliver this plan across the entire region.

TARGETS FOR PARTICIPATION IN THE NORTH WEST

% active	no. of people active in NW	increase required by 2020	annual increase	monthly increase	weekly increase	weekly increase per Local Authority	
100%	6.7m	4.5m	280,563	23,380	5,395	125	
70%	4.69m	2.48m	154,938	12,912	2,980	69	
50%	3.35m	1.14m	71,188	5,932	1,369	32	
40%	2.68m	470,000	29,313	2,443	564	13	
33%	2.21m	Current level					



Milestones for 50% target	
2004	2.21 million
2008	2.5 million
2012	2.78 million
2016	3.07 million
2020	3.35 million

Lessons from other countries

Sport England has explored best practice from around the world to look at what other countries have implemented to try and increase participation levels. Canada has doubled the number of people classed as active to 40%, Finland increased activity levels from 40% to 60% between the 1970s and mid 1990s, and New Zealand saw an increase of three per cent between 1997 and 2001 (a one per cent increase every year).

What is interesting about these success stories is that all the countries involved identified similar key factors which played a vital role in increasing participation rates in their respective country. These included the following:

- A culture which supports physical activity. Successful countries all appear to be able to report that being active, especially in natural surroundings or the 'great outdoors', is an important part of their culture.
- Imaginative, consistent and well-funded use of the mass media. Canada, Finland and New Zealand (and many other countries) have funded long-term mass media campaigns.
- Strategies developed through effective partnerships.
- Making the case for good health at the highest level.



This plan has already highlighted the need for greater partnership working to ultimately increase participation in the region, but to achieve levels of success similar to those in Canada, Finland and New Zealand, we need to look seriously at how to embrace the other factors detailed above and incorporate them into action plans.

Understanding our market

In order to develop appropriate actions to help increase participation rates and widen access to sport and physical activity across the north west, there is a need to have a general understanding of the market in which we operate. The evidence currently available nationally provides us with the following information regarding participation in sport and physical activity.

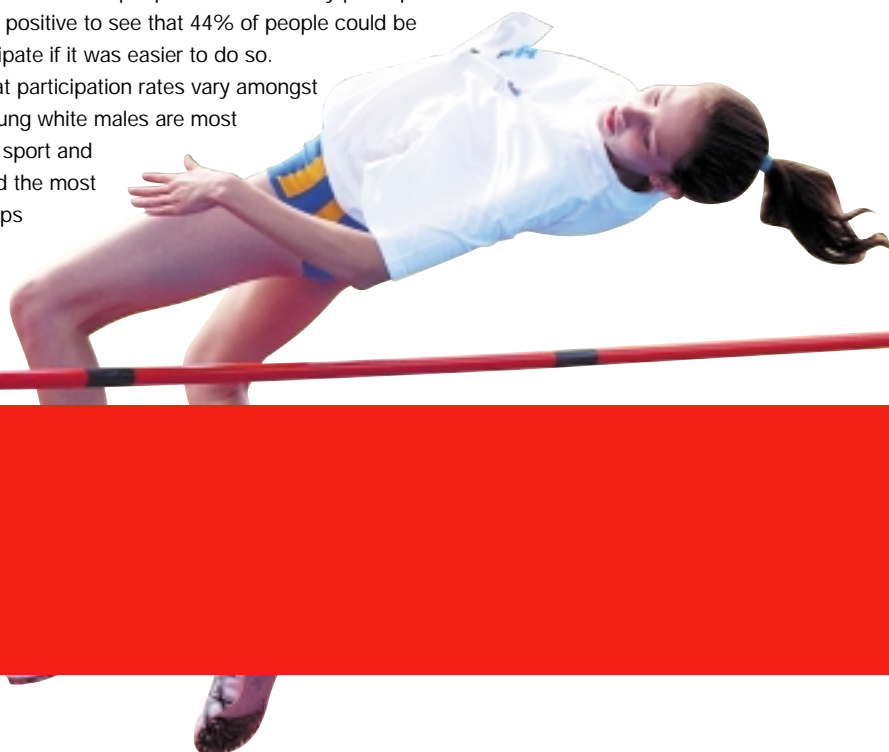
- 20% of people may be described as regularly taking part in sport and are keen to continue.
- 16% of people may be described as taking part in sport but could do more.
- 44% may be described as currently not taking part but could be persuaded if it was made easier.
- 20% of people do not take part and do not want to. They have a negative attitude towards sport.

(percentages derived from Health Survey for England, 1998)

This plan has already highlighted the need for greater partnership working to ultimately increase participation in the region, but to achieve levels of success similar to those in Canada, Finland and New Zealand, we need to look seriously at how to embrace the other factors detailed above and incorporate them into action plans.

These figures show that 64% of people do not currently participate in sport. However, it is positive to see that 44% of people could be persuaded to participate if it was easier to do so.

Research shows that participation rates vary amongst different groups. Young white males are most likely to take part in sport and physical activity, and the most disadvantaged groups least likely. Game Plan states that:





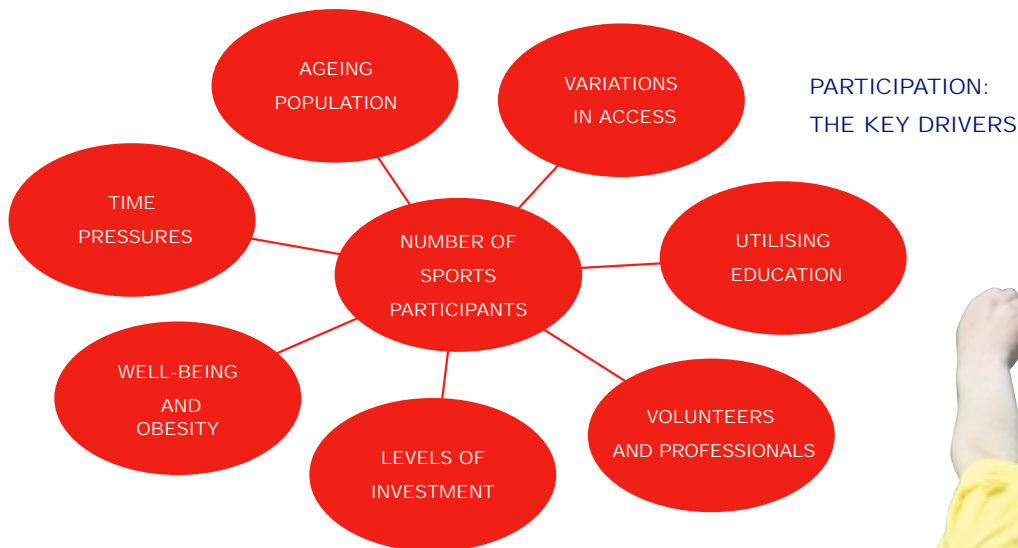
- participation falls dramatically after leaving school, and continues to drop with age. The more active in sport and physical activity you are at a young age, the more likely you are to continue to participate throughout your life;
- women are 19% less likely to take part in sport and physical activity than men;
- the impact of social group is significant, with levels of participation almost three times higher for professionals than manual groups; and
- ethnic minority participation is 6% lower overall than the national average

In respect of people with a disability, 75% of young disabled people compared to 94% of all young people participated in sport on at least ten occasions in the previous year. (Young people with a disability and sport 2000, Sport England). Including walking, the participation rate for disabled adults was 24% lower than the rate for non-disabled adults in the four weeks before the survey - 51% compared with 75%. (Adults with a disability and sport national survey 2000/01, Sport England)

By developing initiatives and opportunities to enable these market segments to get active, we may be able to reach the region's 50% activity target sooner.

Barriers affecting participation

Understanding the barriers that affect participation is important if we are to encourage the 'inactive' to 'get active'. Research conducted by the Henley Centre for Forecasting and subsequent consultation between key people in sport and partners in health, education, community development and other sectors identified seven key drivers impacting on our ability to increase participation and retain people in sport and physical activity.



Three of the drivers are consumer trends – related to the age profile of the population, the way we use our time, and our approach to health including the growing problems surrounding obesity.

Three of the drivers are supply side issues – related to variations in access for different sections of society, capacity issues related to the workforce (professional and volunteers) within the sports sector, and utilising the education sector for the benefit of sport and physical activity. The final driver relates to investment and how existing resources are used and the need for additional resources.

If we can work together to identify ways to overcome these barriers, we should be successful in encouraging more people from all walks of life to participate in sport and physical activity.



3. OUTCOMES, THEMES AND PRINCIPLES

Following consultation at national and regional levels, it is clear that this plan needs to focus on achieving two main outcomes:

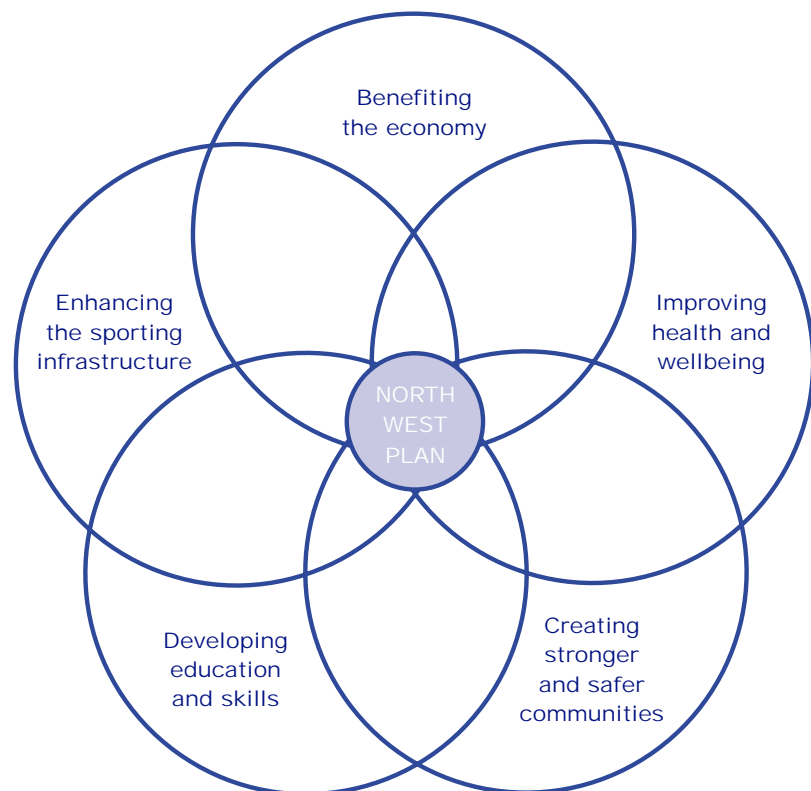
1. To increase participation in sport and physical activity.

2. To widen access and reduce inequality in participation amongst priority groups.



It is strongly acknowledged that sport and physical activity has a major role to play in positively affecting peoples' quality of life. In order to use sport and physical activity to benefit other key sectors, the North West Plan for Sport and Physical Activity will deliver across the following five themes.

THE FIVE THEMES OF THE NORTH WEST PLAN FOR SPORT AND PHYSICAL ACTIVITY



These themes do not stand alone. There are several issues which cut across many, if not all of the themes, and we need to emphasise this point. This is a combined strategy with clear inter-relationships between many aspects. Often, the main actions under one objective will also contribute to delivering others.

PRINCIPLES

It is important that all parties with a role to play, commit to adopting a number of fundamental principles that are integral and at the heart of the delivery of the plan.

These principles are as follows:

Knowledge

To develop and maintain a knowledge network for sport in the north west, which allows stakeholders to share information and produce evidence of impact assessments.

Engagement

For all stakeholders in the north west to work together to deliver shared outcomes and develop methods to better coordinate regional policy, strategy and resources.

Sustainable development

To make the best use of resources, both natural and artificial, to increase participation in sport and physical activity while recognising the need to protect the environment for future generations. Sustainable development covers economic growth, environmental protection and improvement, and social inclusion.

Measurement, monitoring and assessment

To make sure that performance management is fundamental to future delivery and that measurement, monitoring and assessment influence future policy development and inform evidence-based decision-making.

Social inclusion

To promote social inclusion through constantly challenging and developing policy, partnerships and systems for sharing out resources.

'Social inclusion is the process by which efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life. To achieve inclusion income and employment are necessary but not sufficient. An inclusive society is also characterised by a striving for reduced inequality, a balance between individuals' rights and duties and increased social cohesion.'

(Centre for Economic and Social Inclusion, 2002)

The five themes will now be explored in greater detail, outlining their aims, objectives and key performance indicators.

It is important to note that all the theme sections should be read in conjunction with the core outcomes and fundamental principles detailed above.



4. THEME: ENHANCING THE SPORTING INFRASTRUCTURE

AIM: To develop a world class sports system for the north west – a unified network of organisations and opportunities for people to start, stay and succeed in sport.

INTRODUCTION

Game Plan highlights an unsatisfactory situation for sport. Even though a large amount of money has been invested in sport, participation has not shifted for over 10 years and we are underachieving at the performance and excellence levels as a nation. Sport has not kept up with changes in society and has become fragmented and bureaucratic.

The government has set a challenge that will ensure most of the population can take part in sport and physical activity, and succeed consistently at the highest level.

'Sport is broken and it needs fixing' (Game Plan, December 2002)

In the above context, continuing to deliver and invest in sport and physical activity in the same way will not lead to the changes needed to tackle the issues. There needs to be a cultural shift in the way sport is **led, delivered and supported** over the short and long term. Some changes are already taking place as part of the modernisation of sport:

- Sport England is going through the modernisation process and delivering Game Plan with a range of sporting and non-sporting stakeholders. The government has endorsed the organisation as the strategic lead for sport and physical activity.
- The way sport is governed is changing. Regional sports boards have been set up with regional and national accountability. A culture of performance management is being developed to make improvements and provide value for money for organisations that use public resources.
- There are reforms to National Governing Body (NGB) strategies which will be delivered through the 'whole sport plan' approach (see appendix 2, page 41)
- Consolidation of delivery mechanisms, such as County Sports Partnerships, school sport alliances, Specialist Sports Colleges, and the English Institute of Sport to support the growth of the sporting infrastructure.
- Review of the coaching standards through the new national licensing scheme.
- Development of the Long Term Athlete Development Model (LTAD) which offers an integrated approach to the development of skills, from an early interest in sport to success at the highest level, and sets out the main roles of people and agencies involved. (This is further referred to in appendix 2, page 43)
- The need to develop the sporting infrastructure is now being recognised by other significant sectors.



"Investment in sport is not just a sports policy. It's a health policy, an education policy, an anti-crime policy and an anti-drugs policy"

TONY BLAIR, PM



This is only the start of the change required to deliver Game Plan and the objectives in the North West Plan for Sport and Physical Activity. We want to raise the aspirations of the region to a new level and create a vision for sport and physical activity in the north west. This will be based on a world class sports system that is recognised internationally as the benchmark for sports development.

Its uniqueness will be realised by:

- achieving the highest levels of participation and success simultaneously;
- high levels of social and economic value; and
- sport being a major contributor to the region's identity and being associated with having fun and healthy lifestyles.

MAKING THE CASE

The current infrastructure for sport includes:

- NGBs, the Youth Sport Trust, County Sports Partnerships, sports coach UK, The English Institute of Sport and other sporting networks.
- Equity organisations, such as English Federation for Disability Sport, Women's Sports Foundation, Black and Ethnic Minority Sport North West
- Professional and amateur sports clubs and other community groups
- Sports facilities and other settings (formal and informal)
- Physical education, school sport, and higher education (HE) and further education (FE) institutions
- Public and private sector providers
- Volunteers
- Coaches
- Other professionals (sport development officers, leisure managers, teachers and others)
- Sport funding programmes and other resources which affect the sector
- A range of support services in sport and physical activity related sectors (research and development, sports science, medicine and others)



This is not the whole picture. The range of individuals, organisations and settings cut across the public, private, voluntary and community sectors. Their behaviour and effectiveness is influenced by a range of factors.

The sporting infrastructure cannot be delivered by one single agency. The current way that structures and partnerships perform and the co-ordination of the many bodies that make up the infrastructure has not been effective enough in the past to bring about the necessary changes required to increase participation.

It is important to increase the capacity of the sports industry, and to create a more capable and accessible system that connects with, and predicts, society's needs. This will require the development of a new way of working.



“International success helps generate pride and a sense of national identity, and a ‘feelgood factor’. It also boosts the profile of sport and increases interest in participation.”

RT HON TESSA JOWELL MP, SECRETARY OF STATE FOR CULTURE,
MEDIA AND SPORT – ‘GAME PLAN’, DECEMBER 2002

CASE STUDY

Merseyside Sports Partnership demonstrating multi agency alignment



The foundations of Merseyside Sports Partnership (MSP) were laid in the early 1990s when the original five local authorities of Merseyside came together to stage the Youth Games. (Merseyside is now one of five County Sports Partnerships in the north west). Over the past decade there has been an increasing realisation of the benefits to be gained from working together and this has resulted in like-minded organisations joining the partnership. The main aim over this period has been to sustain a vibrant sporting infrastructure of clubs, coaches and volunteers underpinned by strong school – community links. This has allowed for more clearly defined and better supported sporting pathways for young people to excel in their chosen sport if they so wish.

A Strategy for Sport in Merseyside was launched in July 2003 ('T.e.a.m.works in Merseyside 2003 – 2008'). This important strategic document takes account of national policy and government direction while reflecting the specific characteristics of Merseyside.

Its vision is 'To work together to improve the quality of life for all young people in Merseyside through sport' by:-

- Improving the physical literacy of young people in Merseyside
- Developing and improving the network of pathways and provision that enables young people to utilise those skills to achieve their full recreational or performance based potential in their chosen sport(s).

To develop young people with greater physical literacy, a network of local sports alliances (LSAs) will be developed across Merseyside. Each local authority will, in conjunction with relevant partners, sub divide its city/borough area in a network of LSAs.

The collaborative work of local partners enabled the creation of a tool kit which provides guidance for developing and supporting LSAs. This tool kit raises the capacity of key partners in schools, the voluntary sector and local communities taking sport, on appropriate terms, to the agendas of other key partner agencies. This will ensure that young people are empowered to take part, improve, and if sufficiently motivated and talented, excel via a visible and supported pathway.

VITAL SIGNS AND KEY OBJECTIVES

Government Office North West has produced a set of regional performance indicators to monitor progress against a range of quality of life factors. These indicators are called the Vital Signs (see appendix 2, page 45).

However, in respect of Enhancing the Sporting Infrastructure no sector specific Vital Signs indicators have been recognised. Here we are proposing the following headline indicators:

- Increased participation
- Widening access (by demographics)
- Increased success at all performance levels

Sport and physical activity will support these indicators through key objectives. These objectives have been identified following engagement and consultation with key stakeholders.



Key Objectives



Leadership in Sport

To ensure that leadership in sport is clear, visionary and consistent

Delivery of Sport

To ensure that the delivery of sport meets the needs of all, allowing participants to start, stay and succeed in sport to a level that meets their personal aspirations

Support for Sport

To ensure that the regional system of sport is supported to deliver effectively and in a seamless manner

Managing Change within Sport

To work with stakeholders through change to develop a north west sports system which utilises the regions' resources to their full potential

To achieve the vision of a world class sports system for the north west (a unified network of organisations and opportunities for people to start, stay and succeed in sport), the system should demonstrate the following ideal characteristics:

Strong philosophy

- Excellence in everything the region does
- A source of knowledge and inspiration
- A world exporter
- A sector transformed through the application of sound business development methods
- A sector underpinned by the fundamental principles in this plan (see page 12)

Strong leadership in sport

- A clear vision
- Understanding the needs of stakeholders
- A clear strategy to deliver what is needed
- Takes advantage of opportunities as they arise
- Systems to support the infrastructure
- Success which is celebrated
- People who are inspired
- The sector that is recognised for its strategic capability
- Embracing new technologies
- Full disclosure of business (open, honest and inclusive)



Strong delivery of sport

- A strong supply-chain management (all partners are aware of roles and responsibilities and avoid duplication)
- Knowledge is shared
- A focus on developing whole sport plans and putting them into practice
- National and regional objectives and resources are co-ordinated
- Programmes that are equitable and inclusive
- A clear development process
- Structures are supported and reviewed



Strong support for sport

- Commitment to long term athlete development
- Sports science and sports medicine
- Capacity building for volunteers, coaches and clubs
- Resource procurement
- Facility procurement
- Strategic approach to planning, delivery and legacy of events
- Education and training leading to much higher skill levels

- Growth and innovation
- Business development
- Research and development
- Reaching new markets and working across different sectors
- Single system for monitoring and evaluating progress

MAKING IT HAPPEN

A regional strategic group will be developed to advise and work with the North West Sports Board in delivering the aspirations set out in this section of the plan.

Membership of this thematic group, to be called the North West Sports Network, will be made up of individuals representing a wide range of sporting organisations/networks including:

North West Sports Board, County Sports Partnerships, Sport England, Youth Sport Trust, sports coach UK, English Institute of Sport, National Governing Bodies, North West Federation of Sport Recreation and Conservation, Sports Network North West, sports equity organisations, Chief Leisure Officers.

It is anticipated that a variety of sporting networks will link into and drive the work of this group.



5. THEME: IMPROVING HEALTH AND WELL BEING

AIM: To use sport and physical activity to improve the physical, social and mental health and well being of people in the north west focusing particularly on those areas with the greatest health needs and inequalities.

INTRODUCTION

Physical activity and sport are essential for our health and well being. Appropriate physical activity and sport constitutes one of the major components of a healthy lifestyle, along with a healthy diet and avoidance of substances that are harmful to health.

Research has shown that the regular practice of physical activity and sport provides people, of all ages and conditions, with a wide range of physical, social and mental health benefits. The greatest health improvements can often be gained by encouraging sedentary people to do a modest amount of exercise such as walking.

Sport and physical activity interact positively with strategies to improve diet, substance misuse, helps reduce violence, improves functional capacity and promotes social interaction and integration. Physical activity and sport are strong means for prevention of diseases and are cost-effective methods to improve public health across the population.

A cultural change and safe and supportive environment will be required to ensure physical activity and sport form part of daily lifestyles and help to reverse the current trend of a sedentary population.



MAKING THE CASE

Making the case: government agenda

The case for physical activity and sport contributing to the health agenda has recently been reinforced by the government:



■ 'Wanless Report II: Securing Good Health for the Whole Population' (February, 2004). Derek Wanless has estimated that the cost of physical inactivity in England is £8.2 billion annually, including costs such as low productivity and sickness absence as well as the cost to the NHS. Wanless states that: 'investing in physical activity will pay dividends'.

■ A report by the Chief Medical Officer, 'At Least Five a Week', published April 2004, clearly presents the worldwide evidence of the importance of physical activity for public health.

■ Government's 'Consultation on Public Health: Choosing Health?' (launched February 2004) is an opportunity to demonstrate the role sport and physical activity can play in improving the nation's health. It will also enable the sport and physical activity sector to influence future policy proposals and direction of the health sector in the north west. Feedback from the consultations will inform and contribute to the publication of the government's White Paper on Public Health (to be published autumn, 2004).

- 'Choosing Health? Choosing Activity?' (May, 2004) will inform the government's White Paper on Public Health. It is a consultation on how to improve the public's health through activity and is intended to stimulate discussion to inform strategies to increase physical activity. Choosing Activity? will bring together themes, information and ideas generated by the government's Activity Coordination Team and will set out its commitment to encouraging an active society. There is also an increasing concern about the fitness of children. Current social patterns among children and limitations on the amount of sport and physical activity at school may be a factor in the increasing number of overweight and obese children.
- The government is investing £3 million over the next three years to create a team of regional cycling co-ordinators to help reverse the decline in cycling and promote the health benefits of participating in such an activity.



Making the case: the north west

At a regional level, partners have been working together since 1999, following the publication of 'Health: A Regional Development Agenda', to move from policies based on sickness, to those based on prevention and health.

More recently, the 'North West Investment for Health Action Plan' (see appendix 2, page 44) has set priorities for action in the region to improve the populations' health (this includes increasing physical activity levels). Developing this action plan has created new partnerships (including Sport England), innovation and commitment across a wide range of sectors and interests. In the process, there has been emphasis on identifying regional activities which add value and support the delivery of health improvements by local partnerships, building the capacity to secure wider ownership, advocacy and leadership for the health agenda in the north west.

Statistics from the 2001 Census and the North West Investment for Health Plan highlight the challenges facing the region:

- The north west has an above average population of people of Pakistani heritage but smaller populations of other ethnic minority groups than England as a whole.
- In the lowest income areas, over half (51%) of children are in non-earning households and the unemployment rate is 33%.
- More than two thirds (66.9%) of people in the north west say they are in 'good health' - below the national average for England (68.8%).
- 11% of the north west population (one in nine) state their health was 'not good', compared with an average of 9% of England as a whole.
- Almost 1.4 million people (20.7%) report having a long-term illness.
- The north west has the highest standard mortality ratio for Coronary Heart Disease.
- 67% of people in the north west do not take enough exercise to benefit their health. (Investment for Health Plan)

Making the case: the evidence

There is substantial evidence to support the role of physical activity and sport in promoting good health and well being:

- Sport and physical activity can help control body weight through increasing energy expenditure - participation in sport and physical activity combined with a balanced diet, is one of the most effective ways of maintaining an ideal body weight and managing obesity. Recent research has highlighted the prevalence of obesity, with one adult in five in England classified as clinically obese, and more than half overweight. (National Audit Office, 2001). A sedentary lifestyle is resulting in poor health and increasing health care costs. Trends suggest that the situation is likely to get worse unless action is taken.
- Decreases the risk of cardiovascular disease mortality.
- Sport England research has highlighted the fact that disabled people are half as likely as their non-disabled peers to take part in sport and physical activity. Concerns over the low activity levels amongst disabled people are exacerbated when one takes into account the increasing incidence of obesity, diabetes and other debilitating conditions.
- Sport and physical activity lowers the risk of developing Type 2 diabetes through increasing insulin sensitivity. Physical activity also favourably affects other risk factors for diabetes including obesity and hypertension. (Diabetes National Service Framework (NSF), 2001).



- Can reduce the risk of some cancers such as colon cancer and breast cancer. (World Health Organisation, 2003)
- Reduces the risk of developing lower back pain, and helps to maintain bone density and hence prevent osteoporosis.
- Reduces the risk of falls and accidents among older people and can reduce the risk of hip fractures by around 50% (Older People NSF, 2001).
- Older people who remain active are more likely to continue to be independent and live at home. 'Active ageing' can give older people a level of functional capacity associated with people 10-15 years younger (Health Development Agency, 2003).
- Sport and physical activity can reduce the risk of depression and has positive benefits for mental health, including reduced anxiety, enhanced mood and self-esteem. In addition, physical activity appears to improve health related quality of life by enhancing psychological well-being (promotes social contact and increased confidence) and by improving physical functioning. (Health Development Agency, 2003).
- Helps to prevent and control 'risky' behaviours, especially among children and young people, like tobacco, alcohol or other substance use, unhealthy diet or violence. (World Health Organisation, 2003).

CASE STUDY



'Stepping Out' - Wigan's LEAP Programme: Launched January, 2004

Wigan borough has been chosen to pilot a programme called 'LEAP' (Local Exercise Action Pilot), an initiative encouraging people to get physically active to benefit their health.

The LEAP Programme is the government's blueprint for supporting participation in physical activity at a local level across England. It is a collaboration between the Department of Health, Sport England and the Countryside Agency.

Stepping Out aims to 'develop an integrated programme of physical activity opportunities addressing the needs of older people (50+ years), targeting deprived communities within the borough'. It is a partnership initiative led by the Primary Care Trust (PCT).

The University of Salford is leading the evaluation of Stepping Out. It involves looking at the value of the programme in relation to its effectiveness, efficiency, accessibility, equity, social acceptability, sustainability and relevance to needs. The programme's performance related to each criteria will be assessed by a range of qualitative and quantitative indicators that have been chosen in partnership with key stakeholders, including the PCT, activity providers and older people.

'Sport, physical culture and health are indivisibly linked with one another. The Ancient Greeks knew this and created health centres which also included provision for athletics. The origins of the Olympic Games itself is intimately linked to beliefs that came from the followers of the Greek goddess Hygieia. Unlike her sister Panacea, who was preoccupied with treatment, Hygieia espoused the cause of prevention. Her followers believed that by following the rules of healthy living they could avoid illness and disease. Physical fitness and activity was an essential part of their healthy daily routine.'

'In these first years of a new Century when our lifestyles have changed so dramatically as a result of changing patterns of work, the general availability of personal transport, and access to fatty convenience foods, the ideals of the Greek followers of Hygieia have never been needed more. Here in the North West we have an opportunity to trail blaze new lifestyles which can really enable all our people to live a full life. Sport England in the North West is a pioneer in this work.'

PROFESSOR JOHN ASHTON, JANUARY 2004 (NORTH WEST REGIONAL DIRECTOR FOR PUBLIC HEALTH)

VITAL SIGNS AND KEY OBJECTIVES

Government Office North West has produced a set of regional performance indicators to monitor progress against a range of quality of life factors. These indicators are called the Vital Signs (see appendix 2, page 45). This plan aims to identify the most important Vital Signs which are relevant to this theme.

Key Indicators:

1. Increasing Life Expectancy (Regular physical activity reduces the risk of dying prematurely).
2. Obesity / Nutrition / Diabetes

Sport and physical activity will support these indicators through key objectives. These objectives have been identified following engagement and consultation with key stakeholders.

Key Objectives

1. To highlight priorities for sport and physical activity as identified by health needs and inequalities to influence future developments, policy and investment in sport and physical activity.
To utilise sport and physical activity more widely to reach target populations (e.g. young people, older people, black and ethnic minority groups).
2. To identify, map and understand key policies which could potentially influence and increase sport and physical activity participation across the north west.
To identify and collate evidence of 'best' practice for dissemination across the region to inform future programme developments.
3. To create successful partnership working with e.g. Higher Education institutions, PCTs, National Governing Bodies (NGBs), County Sports Partnerships, local authorities and link to existing forums and agencies e.g. North West Health and Physical Activity Forum and the Health Development Agency.
4. To communicate and promote the positive contribution sport and physical activity can make in terms of social, mental and physical well being.
5. To increase the capacity of the sport, physical activity and health sectors.
6. To develop sport and physical activity policies and programmes in key settings.
7. To ensure the North West Sports Board and the health sector support and influence each other when developing delivery plans and setting targets / collection of data.



MAKING IT HAPPEN

The North West Sports Board and the bodies that are responsible for the delivery of the Investment for Health Plan will combine their efforts through the formulation of a regional Physical Activity Task Force. This will have a core membership from the North West Sports Board, Sport England, Department of Health, North West Development Agency, Health Development Agency, and the three Strategic Health Authorities. It will be supported by a broader reference group representing sport and physical activity (including representation from County Sports Partnerships), planning and transport, education, the Home Office, housing and environment and local representation from primary and secondary care trusts and local authorities. This group will play a leading role in driving the broad physical activity agenda (complementing the approach taken in the North West Plan for Sport and Physical Activity).

The activity of this group will focus on creating the necessary conditions at regional and local levels to increase sport and physical activity. It will also allow partners with a role in sport and physical activity to champion good practice, escalate policy issues and influence future resources.



The health sector could:

- Provide region-wide evidence-based advocacy on the health, social and economic benefits of physical activity and sport.
- Develop action-oriented networks with other relevant stakeholders on sport and physical activity.
- Promote an integrated, multi-sector public policy.
- Provide training for health professionals, especially on the benefits of physical activity and sport.
- Develop skills on behaviour change 'counselling' and programme development.
- Organise specific physical activity and sports programmes in health services.
- Promote physical activity programmes in the community and family.
- Secure investment and mobilise resources for physical activity and sport initiatives (PCTs could provide resources to support activities).
- Ensure activity participation rates are monitored and initiatives and programmes are evaluated.

The sport and physical activity sector can:

- Research, monitor, record and evaluate the use/effectiveness of physical activity and sport to promote healthy lifestyles (increase life expectancy), reduce violence and foster social integration.
- Make community use of traditional and non-traditional sport facilities easy and convenient (ensuring equity in accessibility).
- Recognise the value of increasing the marketing and promotion of the long-term health benefits related to involvement in sport and physical activity.
- Identify and promote the health benefits of sport and physical activity as an integral part of all sports related training programmes.
- Promote the benefits of physical activity and sport to the health sector.
- Advocate for physical activity and sport for all at professional, amateur and scholastic sporting events.
- Increase the opportunity to organise sport and physical activity events in the community by working in partnership through LSPs (Local Strategic Partnerships).
- Promote and support improvements in physical literacy of young people in order to equip them for life long participation.

(Adapted from: Move for Health, World Health Organisation 2002)

6. THEME: DEVELOPING EDUCATION & SKILLS

AIM: To use sport and physical activity to promote lifelong learning and participation in sport to the benefit of the individual and the economy.

INTRODUCTION



The purpose of this section of the North West Plan for Sport and Physical Activity is twofold. Firstly, the role of statutory education in providing young people with a positive, first experience of sport and physical activity remains critical to achieving the 50% participation target by 2020. This can only be achieved through providing high quality PE and sport in schools, delivered by teachers and specialists equipped with the necessary technical and leadership skills. The need to complement the current considerable capital investment in developing school sports/PE facilities with a programme of skills and education for those responsible for delivering PE/sport within schools is of critical importance to achieving lifelong participation in sport and physical activity.

Secondly, it is to ensure that young people and adults have the right skills to enter and take up career opportunities within the sports industry. As one of the fastest growing industry sectors in the national and regional economy, it is essential that employers have a supply of suitably skilled people to fill the current and future employment opportunities within the sports industry. The softer skills acquired through learning and participation in sport such as team working, communication and commitment are all highly valued by employers and, as evidence shows, are often perceived by employers to be of equal importance to job specific/occupational skills when recruiting.

Both these areas are of equal importance and their overall effectiveness depends on how well they can be integrated to create a clear pathway and learning framework for lifelong participation in sport and physical activity from primary/secondary education through further and higher education and into the workplace.

A number of key education and skills developments already making good progress in helping to address the skills and education needs of the sports sector include:

- Physical Education and School Sports Club Links (PESSCL)
- Expansion of School Sports Partnerships
- A Sector Skills Council for the sports and active leisure sector – Skills Active
- Expansion of the Community Sports Coach Scheme (CSCS)
- Development of the Talented Athlete Scholarship Scheme (TASS)
- Enhancing the role of the County Sports Partnerships

There are many other key initiatives and organisations actively working to ensure that skills and education opportunities within sport and physical activity are fully utilised to enable the sector to grow and maximise its potential. The following sections seek to reinforce the importance of education and skills in sport and explore the mechanisms for making this happen.



MAKING THE CASE

- The DfES White Paper 'Schools Achieving Success' sets out the government's commitment that "all children will be entitled to two hours of high-quality PE and school sport each week within and beyond the curriculum. The target is for 75% of children to be receiving this entitlement by 2006."
- The DfES national skills strategy, '21st Century Skills – Realising our Potential' sets out the government's aims to "help individuals acquire and keep developing the skills to support sustained employability, more rewarding lives, and a greater contribution to their communities".
- Research findings from the Industry Foresight Skills report (SPRITO 2000) highlighted the increased demand for the following:
 - Skills requirements are deepening and broadening.
 - Technical skills are changing due to new technology and products.
 - Softer interpersonal skills are becoming more important.
 - Customer service and marketing skills are growing.
- Evidence suggests that learning within a sporting environment tends to be more comfortable and less threatening to people who have not taken part in learning for some time. This creates an opportunity to develop lifelong learning.
- Early results from a three-year study by the Qualifications and Curriculum Authority (QCA) into the effectiveness of physical education and school sport shows that schools with good records in physical education reported higher achievement across the curriculum. Schools with high participation in sports also tended to have lower truancy rates and better behaviour.
- Initial results from a five-year longitudinal study at Wright Robinson Sports College in Manchester suggests that physically active children perform better in academic study.
- Studies also show that people who are active in sport throughout their childhood (sports literate) are more likely to continue to take part throughout their lives.
- OFSTED (2000) reported a reduction in truancy rates in schools with a PE and sport focus.
- The government has recognised the need to set up a sector skills council for sport and active leisure – Skills Active.
- The sport and active leisure sector is recognised as being able to contribute to the following outcomes:
 - Increase the skills in the sector and the population as a whole.
 - Increase the economic worth of the sector.
 - Increase the contribution to social inclusion.
- The North West Development Agency has recognised sports business as one of the 20 growth clusters in the north west. This will have a major influence on the skills needed in relation to new business for the sports economy.



"Obesity and inactivity is an increasing problem with today's youth as more and more time is spent staring at screens and playing computer games. Increasing involvement and participation in sport is the answer to this growing crisis and this needs to be done by educating young people in schools about the benefits and great enjoyment of participating in sports throughout life."

JEAN LLEWELLYN FHCIMA PGCE
SECTOR SKILLS MANAGER
NORTH WEST DEVELOPMENT AGENCY

CASE STUDY

St. Leonards C of E Primary School, Padiham, Lancashire



The physical activity regime at St. Leonards has been heralded as an example of good practice for schools across the country. The scheme has been pioneered as a way of using physical activity to not only improve the physical capabilities of the children, but also to help raise academic attainment.

The school's unorthodox 'Sports Strategy' involves simple 'tweaking' of the school timetable to introduce physical activity and sport

throughout the day. Brief bursts of exercise before and during lessons and the use of 'expert' coaches to deliver physical activity have led to significantly reduced disruptive behaviour and a boosting of alertness, and ultimately increased levels of academic attainment. The school is committed to teaching the **FUNDamentals** of athleticism (the core skills of movement including agility, balance, coordination, speed etc) so that pupils acquire 'physical literacy' and not only a solid grounding in the maths and English lessons that have squeezed PE lessons out of many school timetables. A thorough health education programme has been introduced in the school, with a healthy eating club and drinking water readily available during lessons.

According to the Headteacher, the unorthodox approach has led to a reduction in truancy and incidents of misbehaviour in class, and has made the children brighter, happier and keener to go to school. Over the last three years the school has been the most improved in Lancashire and 35th most improved school in the country. It is clear to the Head that the benefits are huge from encouraging young people into sport and physical activity:

"We cannot lose here. All this becomes habit forming. Children become healthier, they lead healthier lifestyles, the health service is able to cope, businesses have fewer problems with sick leave, crime figures are reduced, children are more occupied with leisure activities and are therefore not kicking the hell out of cars and terrorising old ladies, participation in sport is increased. It's a 'WIN-WIN' SITUATION. We can't lose! "



VITAL SIGNS AND KEY OBJECTIVES



Government Office North West has produced a set of regional performance indicators to monitor progress against a range of quality of life factors. These indicators are called the Vital Signs (see appendix 2, page 45). This plan aims to identify the most important Vital Signs which are relevant to this theme. An additional indicator based on the government's national target for PE and school sport has been included.

Key Indicators:

1. Increase percentage of the working age population qualified to NVQ3 or above (Vital Sign)
2. Decrease percentage of adults with low/very low literacy and numeracy (Vital Sign)
3. Two hours of quality PE for 75% of children in every school by 2006 (government target)

Sport and physical activity support these indicators through a number of key objectives. We have identified these objectives through consultation with our key stakeholders.

Key Objectives

1. To ensure that all schools across the region provide high quality PE and school sport programmes.
2. To work with Skills Active to produce an education and skills framework which supports the development of a strong regional workforce for the sector.
3. To work with FE, HE and other learning providers, to ensure skills and qualifications meet the needs of the sports industry.
4. To ensure through sport and physical activity, that educational opportunities are maximised to build capacity for excluded groups and communities.
5. To develop leadership and skills within the voluntary and community sector, particularly addressing the needs of volunteers.
6. To increase access to physical literacy / activity in nursery and primary school settings.



MAKING IT HAPPEN

A network of agencies representing the education and skills sector will be facilitated to champion good practice, escalate policy issues, influence future resources and enable the sector to effectively link into community sport and national sports organisations. For example: Youth Sport Trust, County Sports Partnerships, National Governing Bodies, further and higher education, local education authorities, School Sport Partnerships, Playwork Unit (Skills Active), Sure Start and Early Years Childcare Partnerships. This network will draw on the expertise that already exists across the region and, in particular, the north west Sports Sector Skills and Productivity Alliance.

The Sports Sector Skills and Productivity Alliance (Learning Skills Council, Business Link, North West Development Agency, Skills Active, the Regional Sports Business Cluster, and Sport England) is the key partnership body responsible for creating the conditions for education and business to come together to identify priority skills and business development needs to enable the industry to grow.

The activity of this group will focus on creating the necessary conditions at regional and local levels to grow the sports industry. It will also allow partners with a role in sport and physical activity, education and skills to improve the supply of education and skills provision to better meet employer and individual demand. Communication channels already in place will enable local networks to champion good practice, escalate policy issues and influence future resources of the Alliance.

Through having a single education and skills network which covers the key settings from pre-school through primary and secondary, FE and HE and the workplace, it is hoped that the sport sector's priority skills and education needs can be effectively addressed and coordinated throughout the region.



7. THEME: BENEFITING THE ECONOMY

AIM: To use sport and physical activity to contribute to the economic growth of the region by:

- **increasing the interests and skills of its people;**
- **developing its attractiveness for inward investment;**
- **using sport to contribute to a positive image of the north west.**



INTRODUCTION

The north west has a varied and vibrant sporting life. The region has a number of world-class sporting facilities and has excellent representation in high-profile professional sports. The region regularly hosts international sporting events and is the home of two of the world's largest manufacturers of sports goods. Also, the region has renowned sports science and education facilities. People in the north west spend a significant amount of money on participation in sport, spectating and buying sports related goods. Although we are still learning about the economic effect of sport there is a belief, and evidence to suggest, that sport brings an economic benefit to the region. This theme examines the development of this potential.

MAKING THE CASE

- Department of Trade and Industry figures from 2002 demonstrate that sport is the second fastest growing sector of the economy. Sport England research from 2003 supports this point (see: http://www.sportengland.org/sporteng_nw_june03.pdf):
 - In the north west, sport currently produces £3 billion in annual turnover and £1.14 billion in annual value added.
 - 1.75% of all employment in the region is sports related.
 - The north west receives approximately £96 million in sports related grants (about £12.50 for each person).
 - Tourists spend £13.6 million on sports (an additional £16.2 million is spent on associated accommodation).
 - Around 706,000 people participate in organised sports clubs which are estimated to have an annual income of around £425 million.
 - It is estimated that the value of the time given by volunteers in relation to sport is £155 million.



- Sport has significant value to the regional economy in its own right but also contributes in other associated sectors such as retail, construction, education and training, exports, transport and so on.
- The North West Plan for Sport and Physical Activity sets a target of increasing participation from 33% to 50% by 2020. This increase will require significant growth in the supply side of the economic environment.
- The development of a long term sporting infrastructure will have a significant effect on increasing jobs, developing skills, creating businesses, generating wealth and contributing to the gross value added percentage contribution of the sports sector to the overall economy.

There will be opportunities to raise the profile of sport and its benefit to the economy, which in turn, can influence investors and develop the sports industry. Businesses such as sports goods manufacturers and event promotion companies will need to develop. There will be scope for increasing international trade and opportunities for the north west to increase its share of the UK's international sports industries.

- Feedback leads us to believe that the north west has a unique selling point in sport. The region has:
 - world class professional sports clubs.
 - international sporting venues.
 - a wealth of higher education expertise in sports related fields.
 - two of the world's largest manufacturers of sports goods (Reebok and UMBRO)

- Sport and physical activity contributes to the broader cultural sector and there is a major opportunity for raising the profile of this sector through Liverpool Capital of Culture in 2008.

- The target of increasing participation to 50% by 2020 will also have significant value outside the sports sector. Increased levels of well being, self-esteem, self-confidence and new skills will, as a result of increased participation, have a significant effect across all commerce in terms of increased productivity, fewer work place absences and greater corporate well being.

- Increased participation will also contribute to economic and social inclusion. The development potential of social enterprises as a solution to increasing participation through community clusters with existing and new clubs (linked to business start up and skills improvement) is a major opportunity to tackle inclusion.



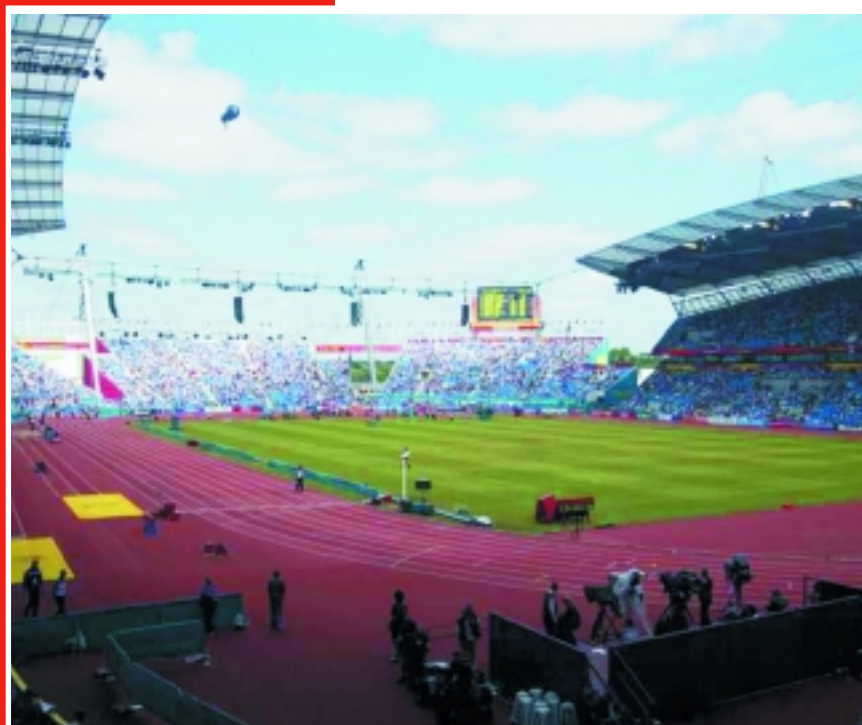
“Sport, a crucial part of the region’s cultural industries, is vital to England’s North West. Households in the region spend £1.56 billion on sport annually and a total of 50,000 people are employed in sports-related activities. This makes a contribution of £1.14 billion annually to the regional economy. The value of sport to individuals, businesses and communities needs to be emphasised, and this North West Plan for Sport and Physical Activity will maximise the fantastic impact sport has, making a real difference throughout England’s North West.”

ANIL RUIA – NORTH WEST DEVELOPMENT AGENCY BOARD MEMBER AND MEMBER OF THE NORTH WEST REGIONAL SPORTS BOARD.



CASE STUDIES

The Manchester 2002 Commonwealth Games led to major regeneration in east Manchester: 6,500 jobs, and £36 million of inward investment. Sportcity, the main venue for the Games, resulted in the regeneration of a 150 acre site, new public transport links, and the creation of neighbourhood facilities. An International Trade Group has been set up following the



Commonwealth Games. Post-Games research has shown a significant increase in the economic impact of tourism to Manchester over the 2001-02 period. The 'economic impact of visitors' increased by 20% over the period, which led to a 10% rise in tourism related employment (Marketing Manchester).

- Work is currently taking place with the North West Development Agency (NWDA) to explore the potential of a sports cluster. Work is also in hand to support strategic planning through a sports business strategy and a five year action plan.

- **The North West Sports Sector Skills and Productivity Alliance** is developing a workforce development plan for the region to ensure that the right skills are in place to improve productivity and maximise growth opportunities for the sector.

- A major **events strategy** has been produced by the NWDA, which will improve the region's image and will potentially bring significant economic benefit to the north west.
- There is growing support for the research and development of market intelligence to influence better business decisions. Examples of this are the work of the **North West Development Agency's Regional Intelligence Unit** and the proposed development of a **Cultural Observatory**.



VITAL SIGNS AND KEY OBJECTIVES

Government Office North West has produced a set of regional performance indicators to monitor progress against a range of quality of life factors. These indicators are called the Vital Signs (see appendix 2, page 45). This plan aims to identify the most important Vital Signs which are relevant to this theme.

Key Indicators:

1. Numbers in employment and employment rate (working age population base)
2. Average wages
3. Provision of leisure facilities

Sport and physical activity support these indicators through a number of key objectives. These objectives have been identified following engagement and consultation with key stakeholders.



Key Objectives

1. To increase the number and quality of businesses and organisations working in the sports sector.
2. To promote workplace and other sporting/physical activities to reduce absences and increase productivity.
3. To increase the overall number of jobs in the sports sector.
4. To increase the average skill base and salary of sports sector employees.
5. To be the number one region for sport in the UK and attract inward investment to the north west to develop the sports sector.
6. To increase international trade and the investment potential of sports industries clusters.

MAKING IT HAPPEN

In formulating this section of the plan, an Economic Prosperity focus group has emerged that represents a range of agencies (sporting and non-sporting) that contribute to the sports economy. This group will drive forward the objectives in this theme, and link with a range of networks that support and develop the sector.

The activity of this group will focus on creating the necessary conditions at regional and local levels to maximise the economic potential of sport and physical activity. Partners in these networks will be empowered to champion good practice, escalate policy issues and influence future resources in order to grow the industry and create wealth.



8. THEME: CREATING STRONGER AND SAFER COMMUNITIES

AIM: To use sport and physical activity to unify communities, unlock local skills, and help people at risk to adopt a positive lifestyle.



INTRODUCTION

There is a strong belief that sport and physical activity has a positive role to play in helping to build strong, safe and cohesive communities. For many people, especially young people who live in areas of high social deprivation, there is a risk of exclusion, crime, substance misuse and antisocial behaviour. In other communities, tensions and divisions have grown between different parts of the community that have led to disturbance and violence.

Sport and physical activity brings people together and provides an opportunity for them to learn new skills and build personal and community capacity, to build trust across generations and cultures, and most of all, it helps people to have fun, socialise, stay fit and healthy, and to make good use of their leisure time.

There is, however, a major challenge when it comes to demonstrating the contribution sport and physical activity makes to strong, safe and cohesive communities. A number of projects and programmes such as Positive Futures, Positive Activities for Young People and a range of other sports-based community safety and cohesion projects are producing positive results in terms of the engagement of young people, building trust, self-esteem and skills, and reductions in youth nuisance and crime. However, there is not enough evidence which clearly demonstrates the relationship between sport and physical activity and issues of safety, strength and cohesion in our communities. More evidence is required to understand these issues.



MAKING THE CASE

- The north west region has the fourth highest average rate of recorded crime per head of population in the English regions and Wales (Home Office).
- Although crime incidents declined over the last decade, the region remains among the 'higher crime' regions and insecurity concerns are also among the highest in the country (Vital Signs).
- Game Plan states that 25% of males and 15% of females aged 12 to 17 admitted committing at least one offence in the previous 12 months, and about 50% of these offenders committed persistent or serious offences (or both).
- The Green Paper 'Every Child Matters' (DfES) identifies five main outcomes that really matter for children and young people's well being - being healthy, staying safe, enjoying and achieving, making a positive contribution and economic well being. It highlights that 'a child with a conduct disorder at age 10 will cost the public purse around £70,000 by age 28 - up to 10 times more than a child with no behavioural problems'.
- Evidence from the Home Office report 'Building Cohesive Communities' identified 'inadequate provision of youth facilities and services' as an important factor in relation to the violent disturbances in some areas of the region during 2001. Police have also identified many more towns, mainly in the north, as being at significant risk of serious disorder.
- Crime and antisocial behaviour often co-occur with other personal and societal dysfunctions, all of which can undermine communities. There is a need to plan and deliver interventions that address these other personal and socio-economic factors in order to maximise the chance of successful outcomes.
- There is a need to improve understanding of the links between sport and physical activity, and other policy goals such as crime reduction and tackling social exclusion. More evidence is required to enable policy makers to construct and target effective interventions.
- A Home Office review showed that the Positive Futures programme is bringing 'real signs of success'. By June 2003, nearly 35,000 young people had participated, and during 2003 nearly 14,000 made achievements such as: improving their educational performance; undertaking training; joining the labour market; joining local sports clubs; improving their social relations; and, making personal development progress.
- The 2001 evaluation of the Summer Splash scheme indicated that crime rates dropped significantly across the board (for example, an average 20% reduction in criminal damage).
- The Home Office's Civil Renewal programme identifies the need to support community groups and community capacity building in order to build strong, active and empowered communities. It identifies 'active citizenship', 'strengthened communities' and 'partnership in meeting public needs' as all being key to the civil renewal process. Sport and physical activity offers a real opportunity to support this work.
- Multi-agency spending by the relevant intervention agencies on prevention is at an all-time high. Sport and physical activity needs to be better positioned in order that it can most effectively respond to support this work.

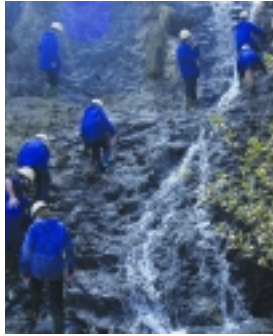


'I am convinced of the important role sport plays in tackling issues of cohesion and safety in our communities. We need to unlock the potential of multi-agency partnerships, including sport, and I welcome the opportunity to support this.'

DAVID SMITH, CRIME REDUCTION TEAM
DIRECTOR, GOVERNMENT OFFICE NORTH WEST

CASE STUDIES

Sefton Positive Futures



Sefton Positive Futures programme works with a wide range of young people, e.g. those permanently excluded from mainstream education programmes, children in local authority care, young people on ASBOs (Anti-Social Behaviour Orders). Wherever young people could be seen to benefit from leisure activities, the project aims to enable them to access opportunities with the support of the project's development workers. While the core of the project has developed to support young people at risk in terms of exclusion from school, substance misuse and anti-social behaviour, the goal is to widen the net to offer opportunities to other groups who could benefit.

Recent initiatives have included reaching out to support young people with severe to moderate special needs and an increasingly preventative approach to work with younger groups of children. The programme seeks to join up the work of a range of agencies in order to help to tackle co-occurrence for issues for young people. The project delivers leisure inclusion programmes / interventions in partnership with a variety of stakeholders including Youth Offending Team (YOT), Children Schools and Families (Children in Looked After Care, Children with Special Needs, Attendance and Behaviour Service), youth service, local communities, neighbourhood regeneration, housing, Drug Action Team, community safety, Merseyside Police, Connexions, Children's Fund, and the Council for Voluntary Services.



Toxteth Tigers Basketball Programme

Toxteth Tigers Basketball Club originated in the Granby area of Toxteth in 1967. Following the civil disturbances in the community in the early eighties it was decided that there was a need to expand the club into more than just a sports programme. The programme has become a model of good practice throughout the country, working with disaffected young people through sport to develop their social and life skills and encourage academic achievement.

The club has achieved national recognition, and when Toxteth Tigers became National Champions in 2000, eight young people out of a squad of 15 were accepted into universities around the country. Young people from the club also gained basketball scholarships in the USA.

Young people from all over the world participate in the programme, including refugees and asylum seekers, helping them to integrate into the local community and making them feel safe and secure. The programme has an office and drop in centre and provides facilities for both academic and athletic pursuits, with a current membership of over two hundred young men and women, drawn from different groups and cultures in the local community.



VITAL SIGNS AND KEY OBJECTIVES

Government Office North West has produced a set of regional performance indicators to monitor progress against a range of quality of life factors. These indicators are called the Vital Signs (see appendix 2, page 45). This plan aims to identify the most important Vital Signs which are relevant to this theme.



Key Indicators:

1. The number of recorded crimes per 100 000 population
2. Feelings of Insecurity (Proportion of persons feeling 'very unsafe' walking alone at night)

Sport and physical activity will support these indicators through a number of key objectives. These objectives have been identified following engagement and consultation with key stakeholders.

Key Objectives

1. To use community led and community centred approaches when using sport and physical activity to create stronger, safer communities.
2. To challenge the sports sector to find new solutions for delivery which increase participation and widen access to sport and physical activity.
3. To foster a culture of trust and risk taking in order to find solutions that work.
4. Create an environment where capacity, skills and leadership are central to the growth of communities at all levels.
5. To build a culture of partnership working at all levels between sport and physical activity and thematic partners (Crime & Disorder Reduction Partnerships, Justice Centres, Neighbourhood Action Groups etc).
6. To ensure that the education sector is fully engaged in the use of sport and physical activity in tackling issues of community safety and cohesion.
7. To use sport and physical activity to reduce crime, anti-social behaviour and the fear of crime and therefore improve community well being.

MAKING IT HAPPEN

In formulating this section of the plan, a Stronger and Safer Communities focus group has emerged that represents a range of agencies with a broad community remit. This group will drive forward the objectives in this theme, and link with a range of networks that support and develop stronger and safer communities. The group has representation from Government Office with regard to crime reduction and youth services, strong local authority representation, the police, black and ethnic minority representation, Sports Action Zones representatives and NACRO.

The activity of this group will focus on creating the necessary conditions at regional and local levels to maximise the potential of sport and physical activity. It will also allow partners with a role in sport and physical activity and in community safety/development to champion good practice, escalate policy issues and influence future resources.

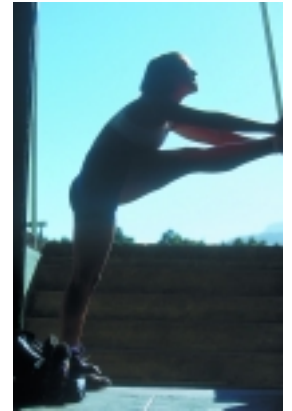


9. IMPLEMENTATION



In order to make the north west an active and successful sporting region, it will be vital to work in partnership to tackle the strategic issues which have the greatest impact on the communities that we serve. To achieve this it is necessary to have a well-connected network of regional agencies, sub-regional and local partners, and delivery mechanisms and providers that are empowered to deliver activity at a local level.

In recent years there have been changes taking place within government and organisations such as Sport England, to allow increased decision-making at a regional rather than national level, to enable regional differences to be taken into account.



STRUCTURES AND PARTNERSHIPS

Regional network

North West Sports Board

Sport England itself has undergone a massive modernisation exercise, which has resulted in Sport England in the North West now having the responsibility for providing the strategic lead for sport and physical activity in the region. The North West Sports Board has been created, a board which has been tasked with developing the North West Plan for Sport and Physical Activity and the partnerships required to effectively deliver it.

The membership of the North West Sports Board reflects the importance of working in partnership to achieve mutually beneficial objectives. The board has strong representation from different sectors, including: sport, health, education and skills, commercial, local government, community safety, voluntary and community, sports governing bodies and the media, and consists of a range of influential people who can make a significant difference to sport and its socio-economic impact across the region.

The role of the Board is:

- strategic planning
- allocation of regional resources to awards within their delegated authority
- leading and partnering
- investment leverage
- engage in policy formulation
- advocacy and empowerment

The relationship with non-sporting partners is a vital element of delivering the North West Plan for Sport and Physical Activity. These regional partners include: **the North West Development Agency (NWDA); Strategic Health Authority (SHA); Government Office North West (GO-NW); and, the North West Regional Assembly (NWRA).**

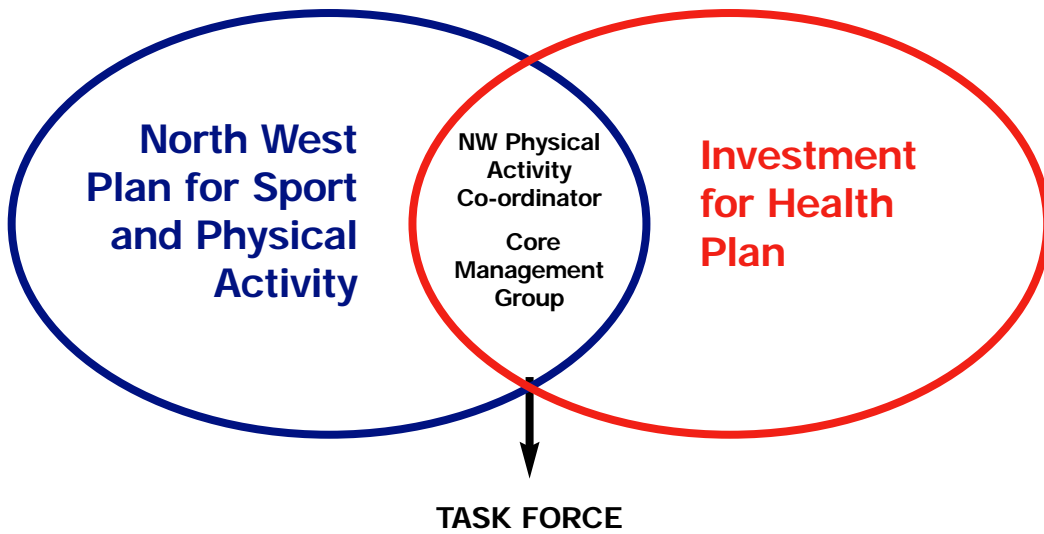
At a regional level the linkages to the **North West Cultural Consortium** are also important. The Consortium is a thinking, networking and advocacy organisation which can actively encourage and cajole partners to engage with and deliver a shared cultural vision of which sport and physical activity plays a part.



In terms of the wider physical activity and health agenda, the North West Sports Board and the bodies that are responsible for the delivery of the Investment for Health Plan will combine their efforts through the formulation of the **North West Physical Activity Task Force**. This will have a core membership from the North West Sports Board, Department of Health, Regional Development Agency, Health Development Agency, and Strategic Health Authorities. It will be supported by a broader reference group representing planning and transport, education, the Home Office, housing and environment. This group will play a leading role in driving forward the broad physical activity agenda (complementing the approach taken in the North West Plan for Sport and Physical Activity).



North West Physical Activity Task Force



Health Sport & Physical Activity Environment Housing Education Transport

Sub-regional networks

At a sub-regional level, the five County Sports Partnerships that are well established in the region will also have a vital role to play in the delivery of this plan. Their growing networks of local authorities, the education sector, community sports clubs and other local partners and agencies will be fundamental to the future success of sport in the region. They also give us the opportunity to create stable links with schools, local authority sports development units and, increasingly, further and higher education (FE/HE) establishments.

At a sub-regional level the Cultural Forums, where they exist, can play an important role in delivering the plan outcomes.

Local networks

At a local level there are a number of different delivery partners including local authorities, county councils and local education authorities, Local Strategic Partnerships, Primary Care Trusts, the Youth Sport Trust, voluntary sports clubs, community and voluntary groups, Sports Colleges and their networks, HE/FE establishments, and the private sector.



MAKING IT HAPPEN

One of the critical factors for success will be the work of the theme implementation groups (TIGs). In the process of developing the plan a number of focus groups were established and these can form the basis of the implementation groups. The current proposals for each theme are as follows:



Enhancing the Sporting Infrastructure

A regional strategic group will be developed to advise and work with the North West Sports Board in delivering the aspirations set out in this section of the plan.

Membership of this thematic group, to be called the North West Sports Network, will be made up of individuals representing a wide range of sporting organisations / networks including:

North West Sports Board, County Sports Partnerships, Sport England, Youth Sport Trust, sports coach UK, English Institute of Sport, National Governing Bodies, North West Federation of Sport Recreation and Conservation, Sports Network North West, sports equity organisations, Chief Leisure Officers.

It is anticipated that a variety of sporting networks will link into and drive the work of this group.



Improving Health and Well Being

The North West Sports Board and the bodies that are responsible for the delivery of the Investment for Health Plan will combine their efforts through the formulation of a regional Physical Activity Task Force. This will have a core membership from the North West Sports Board, Sport England, Department of Health, North West Development Agency, Health Development Agency, and the three Strategic Health Authorities. It will be supported by a broader reference group representing sport and physical activity (including representation from County Sports Partnerships), planning and transport, education, the Home Office, housing and environment and local representation from primary and secondary care trusts and local authorities. This group will play a leading role in driving the broad physical activity agenda (complementing the approach taken in the North West Plan for Sport and Physical Activity).

The activity of this group will focus on creating the necessary conditions at regional and local levels to increase sport and physical activity. It will also allow partners with a role in sport and physical activity to champion good practice, escalate policy issues and influence future resources.



Developing Education and Skills

A network of agencies representing the education and skills sector will be facilitated to champion good practice, escalate policy issues, influence future resources and enable the sector to effectively link into community sport and national sports organisations. For example: Youth Sport Trust, County Sports Partnerships, National Governing Bodies, local education authorities, School Sport Partnerships, Playwork Unit (Skills Active), Sure Start and Early Years Childcare Partnerships. This network will draw on the expertise that already exists across the region and, in particular, the north west Sports Sector Skills and Productivity Alliance.

The Sports Sector Skills and Productivity Alliance (Learning Skills Council, Business Link, North West Development Agency, Skills Active, the Regional Sports Business Cluster, and Sport England) is the key partnership body responsible for creating the conditions for education and business to come together to identify priority skills and business development needs to enable the industry to grow.

The activity of this group will focus on creating the necessary conditions at regional and local levels to grow the sports industry. It will also allow partners with a role in sport and physical activity, education and skills to improve the supply of education and skills provision to better meet employer and individual demand. Communication channels already in place will enable local networks to champion good practice, escalate policy issues and influence future resources of the Alliance.

Through having a single education and skills network which covers the key settings from pre-school through primary and secondary, FE and HE and the workplace, it is hoped that the sport sector's priority skills and education needs can be effectively addressed and coordinated throughout the region.



Benefiting the Economy

In formulating this section of the plan, an Economic Prosperity focus group has emerged that represents a range of agencies (sporting and non-sporting) that contribute to the sports economy. This group will drive forward the objectives in this theme, and link with a range of networks that support and develop the sector.

The activity of this group will focus on creating the necessary conditions at regional and local levels to maximise the economic potential of sport and physical activity. Partners in these networks will be empowered to champion good practice, escalate policy issues and influence future resources in order to grow the industry and create wealth.



Creating Stronger and Safer Communities

In formulating this section of the plan, a Stronger and Safer Communities focus group has emerged that represents a range of agencies with a broad community remit. This group will drive forward the objectives in this theme, and link with a range of networks that support and develop stronger and safer communities. The group has representation from Government Office with regard to crime reduction and youth services, strong local authority representation, the police, black and ethnic minority representation, Sports Action Zones representatives and NACRO.

The activity of this group will focus on creating the necessary conditions at regional and local levels to maximise the potential of sport and physical activity. It will also allow partners with a role in sport and physical activity and in community safety/development to champion good practice, escalate policy issues and influence future resources.

The implementation groups detailed above will meet at least twice a year and will produce one year action plans which will be reported to the North West Sports Board and be available publicly.

There are a number of levels at which this implementation work needs to be monitored, reviewed and measured.

Regional level

Regional partners and stakeholders convention.

Once a year there should be the opportunity for all partners and stakeholders to join together to celebrate success, understand progress, identify blockages to achievement and plan for future success. An annual conference is suggested as being the appropriate mechanism to achieve these objectives. It is important that this event is not exclusively for professional practitioners. A system needs to be introduced that allows 'lay' people and volunteers to have access to this event in order to input feedback and guide future policy decisions.



North West Sports Board

It is suggested that the North West Sports Board will receive regular progress reports on the implementation of the North West Plan for Sport and Physical Activity. These reports will concentrate on key milestones and identify any corrective action which may be necessary to ensure continued progress is being made.



Sub regional level

The existing network of sub regional stakeholder structures will be offered the opportunity to be appraised of progress against the plan on a frequency which is appropriate and relevant. Feedback from these networks will inform the implementation groups and the Board. These networks will include cultural forums where they exist, County Sports Partnerships and other bodies with a county wide remit (there are different structures in different parts of the region).

Local level

At a local level there are a number of different delivery partners including local authorities, Local Strategic Partnerships, Primary Care Trusts, voluntary sports clubs and community groups, Sports Colleges and their networks, HE/FE establishments and the private sector. These partners will be given the opportunity to engage at the stakeholders convention and via other mechanisms on a regular basis.

A proposed cycle of engagement is highlighted below.

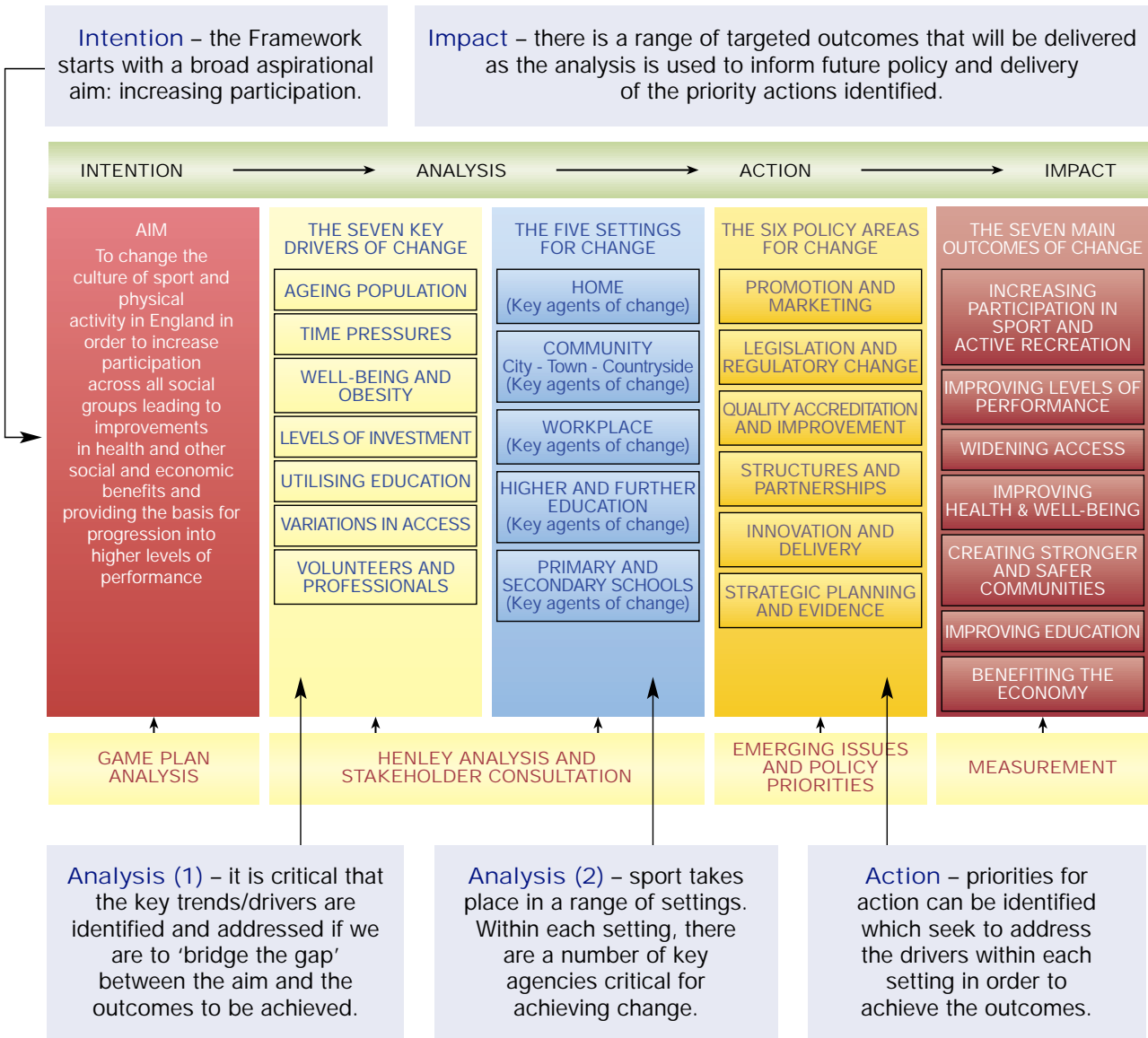
DRAFT BUSINESS CYCLE FOR YEAR 1	
April	North West Plan for Sport and Physical Activity drafted with outline implementation plan
May	Theme implementation groups (TIGs)
June/July	Launch of North West Plan for Sport and Physical Activity North West Sports Board Meeting
September	"State of the Region" Analysis of progress and change North West Sports Board Meeting
October/November	TIG Seminar Debate on progress and change, identification of improvements and future priorities
December	Preparation for regional stakeholder conference North West Sports Board Meeting
February	North West Sports Board Meeting (possible public meeting) Regional Stakeholder Conference Engagement to establish priorities for the following year.
March	North West Sports Board to ratify and publish Annual Review Implementation Plan for the following year
September – March (each year)	Cycle of business activity between September and March repeated as above.

10. APPENDICES

APPENDIX 1: THE FRAMEWORK FOR CHANGE

Everyone has a role to play in driving sport and physical activity forward, including government, local government, the private sector, the voluntary sector, a wide range of public agencies in health, education, regeneration, social inclusion and economic development, the national governing bodies of sport and many more. Over 1,500 people with a role to play in sport and physical activity have been involved nationally in developing a Framework for Sport.

The Framework for Sport in England creating local solutions!



The framework is not intended to be a prescriptive model. The framework provides a prompt for the identification of appropriate circumstances and the creation of innovative solutions.

- The framework starts with a broad aspirational aim: increasing participation.
- It is critical then that the key trends and drivers are identified and addressed if we are to bridge the gap between the aim and the outcomes to be achieved.
- Sport and physical activity takes place in a range of settings. Within each setting there are a number of key factors critical for achieving change.
- Priorities can then be identified which seek to address the drivers within each setting in order to achieve the outcomes.

There are a range of outcomes that will be delivered as the analysis is used to inform policy and create the delivery of actions.

APPENDIX 2: NATIONAL AND REGIONAL STRATEGY LINKS

Strategy Links - National

SPORT ENGLAND STRATEGY

Vision: Making England an active and successful sporting nation

Mission: Working with others to create opportunities for people to get involved in sport, to stay in sport, and to excel and succeed in sport at every level.

- Objectives:
1. Opportunities to play Sport
Increase participation in sport in order to improve the health of the nation
 2. Opportunities to stay in Sport
Retain people in sport through an effective network of clubs, sports facilities, coaches, volunteers and competitive opportunities
 3. Opportunities to achieve success in Sport
Making sporting success happen at the highest level

GOVERNING BODIES OF SPORT WHOLE SPORT PLANS

20 priority sports have been identified and whole sport plans are being produced to provide a co-ordinated platform for delivery, providing a framework for sport for partners at all levels (nationally, regionally and locally).

A whole sport plan is essentially a blueprint for the sport which should articulate a long term vision for the sport with associated investment requirements and sporting outcomes. Whole sport plans will clarify accountability issues and will be underpinned by detailed operational plans.

http://www.sportengland.org/index/get_funding/priority_sports.html

UK wide priority sports:

Athletics, Swimming, Cycling, Rowing, Sailing, Canoeing, Triathlon, Judo, Gymnastics, Equestrian

England priority sports:

Football, Tennis, Cricket, Rugby Union, Rugby League, Golf, Hockey, Badminton, Squash, Netball

England Development sports:

Rounders/Softball/Baseball, Basketball, Movement and Dance, Table Tennis, Volleyball, Lacrosse, Outdoor Pursuits (Mountaineering and Angling), Bowls, Karate, Boxing



THE PE, SCHOOL SPORT AND CLUB LINKS NATIONAL STRATEGY

This strategy was launched on the 2nd October 2002. This has a joint DCMS and DfES objective of enhancing the take up of sporting opportunities by 5 – 16 year olds. The strategy has 3 key targets:

- Establish a National infrastructure for PE and School Sport by creating 400 Specialist Sports Colleges by 2005, 400 School Sport Co-ordinator Partnerships by 2006 and 3200 School Sport Co-ordinators in secondary schools and 18,000 primary / special school link teachers by 2006.
- Improve quality of teaching, coaching and learning in PE and School Sport
- Increase the proportion of children guided into clubs from School Sport Co-ordinator Partnerships

<http://www.teachernet.gov.uk/teachingandlearning/subjects/pe/nationalstrategy/>

UK VISION FOR COACHING / COACHING TASK FORCE

The vision for coaching states that by 2012 the practice of coaching in the UK will be elevated to a profession acknowledged as central to the development of sport and the fulfilment of individual potential. Coaching will have:

- Professional and ethical values and inclusive and equitable practice
- Agreed national standards of competence as a benchmark at all levels
- A regulated and licensed structure
- Recognition, value and appropriate funding and reward
- A culture and structure of innovation, constant renewal and continuous professional development

<http://www.uk sport.gov.uk>

<http://www.sportscoachuk.org>



LONG TERM ATHLETE DEVELOPMENT MODEL (LTAD)

Long term athlete development is an essential feature of the sporting infrastructure. LTAD is a process consisting of four component stages. It is an optimal training, competition and recovery programme taking into account the trainability and developmental stages of young people. It is person centred, coach driven and supported by sports science. The four phase model is split into:

- FUNdamentals – emphasis on fun and basic skills development (6-10 years)
- Training to Train – Developing sports specific skills and good sporting practice (young teens)
- Training to Compete – Development of skills and tactics with increased competition (older teens)
- Training to Win – Training to peak for competition with recovery breaks (young adults)

SECURING GOOD HEALTH FOR THE WHOLE POPULATION: WANLESS REPORT

This review has focussed particularly on prevention and the wider determinants of health in England and on the cost-effectiveness of action that can be taken to improve the health of the whole population and reduce health inequalities.

The key challenge is in delivery and implementation - the NHS, with a 'fully engaged' population, will need to shift its focus from a national sickness service, which treats disease, to a national health service which focuses on preventing it. The key threats to future health such as smoking, obesity and inequalities need to be tackled now.

<http://www.dh.gov.uk>

PLANNING POLICY GUIDANCE NOTE 17 – PLANNING FOR OPEN SPACE, SPORT AND RECREATION (PPG17)

The government's planning guidance in relation to sport and recreation is contained in PPG17, which recognises that open space, sport and recreation all underpin people's quality of life. Well designed and implemented planning policies are fundamental to delivering broader government objectives, which include:

- Supporting an urban renaissance
- Supporting a rural renewal
- Promotion of social inclusion and community cohesion
- Health and well-being
- Promoting more sustainable development

<http://www.odpm.gov.uk>

GOVERNMENT FLOOR TARGETS

Government has agreed 'floor targets' with individual government departments, to reflect the government's cross cutting agenda and how individual departments can contribute to them. They demonstrate the overall direction that departments are taking and show the priorities their partners should be aware of in establishing joint working relationships.

- Supporting an urban renaissance
- Supporting a rural renewal
- Promotion of social inclusion and community cohesion
- Health and well-being
- Promoting more sustainable development

http://www.hm-treasury.gov.uk/performance/targets/perf_target_28.cfm



REGIONAL ECONOMIC STRATEGY

Five priorities have been identified in this strategy:

- Business Development
- Regeneration
- Skills and Employment
- Infrastructure
- Image

Sport is a major contributor to the north west's economy, employing almost 50,000 people and injecting £1.6 billion a year into the economy.

<http://www.englandsnorthwest2020.com>

INVESTMENT FOR HEALTH - A PLAN FOR THE NORTH WEST

This plan is an attempt to establish a common approach and priorities between partners for improving health and inequalities. Physical activity is highlighted within the plan as one of the key determinants for improving health and inequalities – a physically active lifestyle including walking, cycling or participating in sport can reduce the risk of diseases such as obesity and coronary heart disease. People who are active have a greater chance of living longer.

<http://www.nwpho.org.uk>



ACTION FOR SUSTAINABILITY

This provides a framework for achieving more sustainable development in the North West and has influenced the development of Regional Planning Guidance and the Regional Economic Strategy.

<http://www.nwra.gov.uk/afs/>



CULTURAL STRATEGY FOR ENGLAND'S NORTH WEST

The strategy sets the overall context for the region including its cultural strengths and assets and what the North West's Cultural Consortium believes can and should be done, together with its partners, to develop and improve cultural opportunities to add to the well being of the north west.

<http://www.culturenorthwest.org.uk/>



MAJOR EVENTS STRATEGY

The North West Development Agency has produced a 'Strategy for Major Events in England's Northwest', building on the success of the Manchester 2002 Commonwealth Games and Liverpool's successful bid to become European Capital of Culture in 2008. The Strategy sets out a comprehensive vision for England's Northwest that will drive the region's ambition, capitalise on its strengths and specific values, and create a unique position for the region in the global events marketplace. A Major Events Steering Group has been established, working through the Regional Tourism Forum and Regional Marketing Forum, and implementation will link into the Regional Economic Strategy.

<http://www.nwda.co.uk>



REGIONAL PLANNING GUIDANCE FOR THE NORTH WEST (RPG 13)

The government is committed to a land use planning system which delivers sustainable development. The overriding aim of RPG13 is to promote sustainable development and physical change. The region's economic, social and environmental interests must be advanced together and support one another. RPG13 gives planning guidance to the region's forty-six plan making local authorities.

<http://www.go-nw.gov.uk/planning/rpg13.html>



STATE OF THE NORTH WEST REGION: VITAL SIGNS

In order to provide a mechanism by which the state of the north west can be monitored, a set of headline performance indicators has been identified. This work was instigated by the Regional Performance Indicator Group (a partnership between the Government Office for the North West, Regional Intelligence Unit, North West Development Agency, North West Regional Assembly, Department of Health and the Environment Agency). These indicators provide a strategic analysis of regional social, economic and environmental development within the north west.

<http://www.go-nw.gov.uk/gopages/publications.html>



GOVERNMENT OFFICE
FOR THE NORTH WEST

