



Sport Hampshire & IOW Strategy and Governance Consultation 2010 – 2012

Draft Version 1.0

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Foreword

Sport Hampshire & IOW is one of 49 County Sports Partnerships across England, committed to working together to increase participation in sport and physical activity.

Partners include National Governing Bodies of Sport and their clubs, school sport partnerships, local authorities, sport and leisure facilities, primary care trusts and many other sporting and non-sporting organisations (see roles and responsibilities diagram in Appendix C).

It is recognised nationally that both sport and physical activity have a significant role to play in improving the quality of life of people of all ages. Therefore, this strategy includes both sport and physical activity.

During the timeframe of this Strategy, the UK will witness the staging of the biggest sporting event this country has ever seen, the London 2012 Olympic and Paralympic Games. London 2012 provides an exciting opportunity to develop a range of sport and physical activity opportunities for the communities of Hampshire and the Isle of Wight. Whether it is developing pathways for talented young athletes to reach their goals to attend future Olympic and Paralympic Games and other World events, or inspiring people of all ages and abilities to participate in physical activity and sport, London 2012 can inspire a new generation of people who are more active, bringing them health and well being benefits. This Strategy forms Sport Hampshire and the Isle of Wight's legacy plan to maximise the opportunities that the London 2012 Games offer.

1. Introduction

Why we need a plan

This Strategy has been developed by Sport Hampshire & IOW's key partners in order to provide a strategic framework for the development and co-ordination of sport and physical activity for Hampshire and the Isle of Wight, including Portsmouth, Southampton and the Isle of Wight for the period 2010-2013.

The purpose of this Strategy is to **guide** the work of the core team and partners delivering physical activity and sport in Hampshire and IOW in order to:

- define clear roles and responsibilities for all sectors, identifying the lead organisations and individuals who will be key to the implementation of the Strategy
- co-ordinate provision and funding, providing efficient use of resources and value for money
- identify clear pathways for effective networking and co-ordination
- create sustainable structures for participation
- allow co-ordinated ways of identifying need.

2. Our vision

Sport Hampshire & IOW ***inspiring more people to be more active, more often.***

Our challenges

Sport Hampshire & IOW has developed four strategic aims:

To inspire and sustain greater **participation** in physical activity and sport, enabling all to fulfil their potential.

To support activity at all levels through the development of a **quality workforce**; coaches, instructors, leaders, volunteers, officials and administrators.

To plan strategically and provide a range of high quality, active **environments** and appropriate **facilities**: supporting introductory activities, participation and performance sport.

To implement a strategic and co-ordinated approach to **marketing and communications**, enabling information to be communicated more effectively.

3. Our values

The delivery of the Strategy is underpinned by values which have been identified and agreed by the partners. The values reflect what is truly important to the partnership. These are not ones that change from time to time or situation to situation but rather are the foundation upon which the partnership will work together to implement the vision and strategic aims of this strategy:

Integrity Partners maintaining honesty, openness, and demonstrating mutual respect and trust in each other.

Partnership working Partners to work collaboratively to share ownership of the vision, aims and objectives and sharing in successes through effective dialogue and two way communications.

High quality and sustainable provision Partners to seek to provide high quality physical activity and sporting provision that are reflective of best practice across the strategic aims.

Commitment to continuous improvement Partners to undertake the necessary research and development to ensure that the services they provide are innovative and constantly improved for its community.

Fun and enjoyment Partners to create and maintain a sporting and physical activity environment where fun and enjoyment is an essential ingredient of the services offered.

Participant centred Partners ensuring each and every person's needs are put at the centre when planning and delivering sporting, physical activity and supporting programmes.

Transparency Partners committing to sharing information, jointly collecting data wherever possible and making use of data sources collected by different partners.

Widening access Partners ensuring that all facility and service provision is equitable and inclusive.

4. Strategic Aims

Strategic Aim 1: To inspire and sustain greater **participation** in physical activity and sport, enabling all to fulfil their potential

Where are we now?

Physical activity can have a positive and significant impact on health, wellbeing and quality of life. Evidence tells us that increases in physical activity will lead to healthy weight management, improved mental wellbeing, chronic disease prevention, community cohesion, educational attainment and climate control and are well documented (GOSE, 2008).

The document, "Leaping Ahead, a framework for increasing sport and physical activity levels in Hampshire, Isle of Wight, Portsmouth and Southampton" sets out in more detail the positive impact physical activity can have on people and should be used in conjunction with this strategy.

Adult physical activity

This has been an important area of work for all local authorities in recent years and continues to remain a priority through local area agreement.

In 2005, levels of participation amongst adults (16+) in Hampshire doing 30 minutes moderate intensity activity five times a week were 20%. By 2009, through the innovative work of all partners, participation increased to 24%.

Portsmouth City, Southampton City and the Isle of Wight measure performance through NI8, the number of adults in England who play sport at least three times a week. In October

2005, levels of participation in Portsmouth were 23.6% in Southampton 21.8% and in the Isle of Wight 21.6%. In 2009, participation levels have remained static in all the cities.

Young people's activity

The Five Hour Offer set out within The PE and Sport Strategy for Young People (PESSYP) is the ambition to give every young person aged 5 to 16 years in England access to five hours a week of high quality PE and sport (three hours for 16 to 19 year olds).

Although annual data from the Taking Part survey and the PE & Sport Survey can be used to measure take-up of the five hour offer at a national level PESSYP highlights that it has not yet been possible to develop a local measure for the whole five hour offer.

The 2008-09 PE and Sport Survey showed that 58% of pupils in Hampshire, 53% in Portsmouth City, 41% in Southampton City and 51% in the Isle of Wight were accessing three hours a week of PE and out of school hours sport.

The Further Education Survey showed that 20% of FE students were participating in three hours of sport per week. The importance of increasing participation amongst the 16 to 19 age group is recognised.

Talented Athletes

Hampshire, Portsmouth and Southampton, supports talented athletes through four main programmes. The Hampshire Talented Athlete Scheme (HTAS) offers financial support and a Sports Science Conference to talented athletes competing in Olympic (Winter & Summer) and Paralympic Sports as well as



the 46 National Governing Body sports financially supported by Sport England. Free Access for National Sports People (FANS) and Free Access for County Sports People (FACS) provides free access to a large number of the county's sport and leisure facilities. Finally, 4SM provides fast track access to Physiotherapy and Sport Science support.



Where do we want to be?

Adult physical activity

By 2012 we want to increase participation amongst adults (16+) in Hampshire doing 30 minutes moderate intensity activity five times a week to 27%.

In Portsmouth City, we want to increase the number of adults in England who play sport three times a week to 27%, in Southampton City to 26% and in the Isle of Wight to 23%.

Young people's activity

By 2011 the target is for 80% of 5 to 16 year olds to be taking part in three hours PE and out of school hours sport a week and for 40% of young people to be taking part in five hours a week (three hours for 16 to 19 year olds).

The ambition is that by 2013, 60% of young people will be taking part in five hours a week of PE and sport (three hours for 16 to 19 year olds).

For 5 to 16 year olds, the expectation is that schools will provide three of the five hours (two hours high quality PE within the curriculum and at least one hour a week of out of school hours sport on school sites) and that community and club providers will ensure that an additional two hours a week are available.

For 16 to 19 year olds in education, schools and colleges will work in partnership with community groups and clubs to ensure an appropriate three hour offer is available. For those young people not in education, employment or training, community providers in partnership with local authorities will provide access to affordable opportunities to take part in sport.

We want to work in partnership to ensure that effective and appropriate measurement tools are in place to enable the take-up of the five hour offer to be assessed at a local level.

How are we going to get there?

- 1. Support the network of Sport & Physical Activity Alliances to inform choice and promote activity.**
- 2. Broaden the spectrum of high quality sport and physical activity opportunities available to our communities.**
- 3. Understand and address barriers to participation to support those most at risk and contribute to the reduction in health inequalities.**
- 4. Use London 2012 and other high profile sporting events to inspire, encourage and motivate greater participation.**
- 5. Support the development of our talented athletes.**



Strategic aim 2: To support activity at all levels through the development of a **quality workforce**; coaches, instructors, leaders, volunteers, officials and administrators.

Where are we now?

Coaching is central to developing, sustaining and increasing participation in sport. Coaching drives better performances and increased success as well as supporting key social and economic objectives throughout the UK. At all levels of society, coaches guide improvement in technical, tactical, physical, mental and lifestyle skills as well as personal and social development. Coaching will also play a pivotal role in contributing to performance in 2012 and the people-based legacy after the Games.

In much the same way officials, volunteers and sports leaders drive participation and support sport and physical activity at a variety of levels, administrators, team managers, event stewards, communications and marketing personnel all make an important contribution to delivering high-quality and sustainable activities at a local level. If we are to ensure that our sporting network develops to meet the challenges of increased participation across the sub-region, we must also ensure that we have a skilled, active and supported workforce to meet demand, improve satisfaction and increase participation.

Between 2006-08, Sport Hampshire & IOW worked with Skills Active and other local partners to conduct a workforce audit. The research identified the numbers of volunteers needed to support local sporting activity. Sport Hampshire & IOW extended its investment programme and £64k has been used to increase the number of qualified coaches and officials.

In addition, to support the growth and development of watersports in Hampshire & IOW, a three year Watersports Project was developed and a development officer is working with canoeing, sailing and rowing.

In 2008 Sport Hampshire & IOW's advisory board approved the development of a coach data management system. The system is designed to collect essential data on the number of coaches active in Hampshire & IOW and their training needs. The system will allow us, for the first time, to assess the quantity, efficiency and effectiveness of our workforce, giving us the information to target resources in those areas of most need.

Finally, the work of the partnership extends beyond that of traditional sports development. As evidenced by this strategy and the scope of the partnership's work to date, we have invested significant resources to address health inequalities by promoting and supporting active, healthy living amongst targeted groups of the population. Physical activity involves a vast workforce of leaders, teachers and instructors. Whilst we acknowledge the excellent work of organisations like REPs (Register of Exercise Professionals) and Fitness Industry Association (FIA), the partnership is uniquely placed to add value to this growing support network for the fitness industry.

Where do we want to be?

Coaching System Support Networks

As a major part of this workforce development project, Coaching System Support Networks will play a pivotal role. The UK Coaching Framework outlines a blueprint towards achieving a world-leading coaching system by 2016, underpinned by four key resource pillars:

- Coaches for the frontline
- Systems for the education and professional development of coaches
- National Governing Bodies capacity to plan, develop, track, manage and quality assure its coaching workforce
- Aligned support for the work of coaches and NGBs from a range of agencies at community, sub-regional, regional and national levels.

Whilst Sport Hampshire & IOW has always worked towards achieving elements of each of the four pillars, it is only now that we are in a position to place our work within a wider national, regional and sub-regional strategic framework. The establishment of a sub-regional Coaching Support Network for Hampshire & IOW, to support the work of National Governing Bodies, represents a significant commitment to developing the local workforce with key national agencies and emerging systems.

In addition to promoting physical activity places and programmes, it is important that we support the fitness workforce that lead a wide range of activities; from walking to advanced level classes for specific populations or conditions (e.g. cardiac rehabilitation). If we are to achieve the challenging participation targets set for us by government, statutory agencies and local partners, we must develop an active, qualified and professional fitness and physical activity workforce that meet the needs of our community.

How are we going to get there?

- 1. Strengthen baseline data to provide a profile of the workforce delivering sport and physical activity.**
- 2. Develop a multi-agency approach to guide the strategic development of a workforce that meets the needs of the community.**
- 3. Increase the number of qualified, competent and active people to meet the demands of local participation, competition and performance pathways.**
- 4. Raise awareness of standards set out by the fitness industry for users, instructors and employers.**
- 5. Signpost fitness professionals to where they can find high-quality professional development opportunities and support.**
- 6. Work in partnership with the lead agencies to improve standards, share good practice and promote professional development.**

Strategic aim 3: To strategically plan and provide a range of high quality, active **environments** and appropriate **facilities**: supporting introductory activities, participation and performance sport.

Where are we now?

High quality participation and training facilities are important for both recreation and performance athletes. Since 2004, amongst other facilities, a 50m pool and a new gymnastics facility have opened in Portsmouth. The GB synchronised swimming team have based themselves in the 50m pool facility in Aldershot and the Westgate Badminton Centre has opened in Winchester. All these facilities are included in the 2012 pre games training camp guide.

In addition to specialist facilities though, active environments are also important and should include spaces and places both in the natural and built environment that make sport and physical activity an accessible lifestyle choice for people for example, cycling and walking routes, parks and open spaces, waterways, in fact, any space where people can engage in an active lifestyle.

In 2008, work began to assess the evidence base for sports facility planning across Hampshire and the Isle of Wight. The work was concluded in September 2009 and a clear picture of planning activity emerged. The information will inform future investment, planning and programming of sports facilities and help improve links between Sport England, the National Governing Bodies of Sports and Local Authorities. Already, informed support has been provided to grant applications and the evidence base will be submitted to the PE and Sport

stakeholder groups of the Building Schools for the Future programme.

We also know that there is a shortage of indoor and outdoor facilities in some areas. Some facilities will need to be re-furbished and modernised, whilst others will need to be re-built.

Local authorities are key partners to the delivery of quality sports facilities that meet the needs of their communities, both locally and in the case of some specialist performance facilities, sub regionally. Together with support from other partners, local authorities will be key to improving facilities.

Due to the timing of the facilities project, there is still a gap in information from National Governing Bodies of Sport who have yet to complete facility strategies.

We know that the quality of provision impacts upon levels of participation. The Active People survey measures the satisfaction levels of residents with their local leisure facilities. Results for 2005/06, 2007/08 and 2008/09 can be found on the Sport England website.

Where do we want to be?

The work for Sport Hampshire & IOW and its partners over the next three years will be to provide up-to-date planning information, including information from National Governing Bodies of Sport, in order to provide a robust evidence base for new, re-developed and re-furbished sports facilities.

Over the next three years, Sport Hampshire & IOW will gather intelligence from National Governing Bodies of Sport and broker



discussions with local partners in order to represent NGB facility needs and requirements.

The information gathered will be used to provide robust evidence to the PE and Sport stakeholder groups whose role it is to co-ordinate the need for PE and sports facilities in the Building Schools for the Future programme. The programme aims to bring about transformational change that not only impacts on those in education, but also those in the community.

Sport Hampshire & IOW will also work with partners to encourage the inclusion of high quality, locally accessible green spaces and routes in green infrastructure strategies to contribute to the development of green infrastructure that can support active lifestyles.

Finally, people will only keep playing sport if they enjoy it. Sport England has recently developed a satisfaction survey which helps measure satisfaction levels within individual sports including, the facilities and playing environment, people and staff and coaches and officials. Sport Hampshire & IOW will assess how it can use this research to influence the design and build of facilities to increase customer satisfaction.

How are we going to get there?

- 1. Strengthen the planning evidence base to support the provision of sport, physical activity and active travel infrastructure, at a local and sub-regional level.**

- 2. Increase the use of community, private and natural settings to support sport and physical activity provision.**
- 3. Enhance the provision of high quality clubs, facilities and other sport and physical activity settings.**



Strategic aim 4: To implement a strategic and coordinated approach to **marketing and communications**, enabling information to be communicated more effectively.

Where are we now?

Marketing and communication is, and will continue to be, central to increasing participation in sport and physical activity across the county. A growing number of tools and channels are being utilised to promote available opportunities, raise awareness of the benefits of participation and to provide access to information that guides and enhances service delivery and partnership working.

With an increasing base of research from Active People, the Sport Satisfaction Survey and Market Segmentation alongside campaigns such as Change for Life, we now have access to improved data on participation, satisfaction levels and information to help us influence people and persuade more people to take part.

In the last few years, our marketing and communications activity has become more focused online, gradually building our web presence and providing more services and information via our website adapting to the needs of the public. We have introduced our online sports guide 'Find a club facility', previously a printed publication, launched the Coaching Hampshire & IOW portal and developed more regular direct marketing communications with our audiences via our e-newsletter, using the data to build our user database.

However, we have also recognised the need to continue to communicate offline and have used a wider marketing mix in targeted campaigns such as Get Active and Return to Sport.

We are constantly being challenged with trying to reach and target an ever increasing and diverse range of audiences with the correct messages across the Partnership. The number of partners that join and connect with the Partnership is growing continually. For example, in recent months, increased cross-sector working with health has led to a contract being established with the Department of Health.

A wide range of groups exist at a local and sub-regional level. Representatives of the Partnership have regularly attended meetings, workshops and events to support and add value to these networks.

The Partnership recognises the importance of evaluating performance. A Partnership Satisfaction Survey carried out in 2008 identified areas of success as well as areas for improvement.

A partner conference held in June 2009 to inform the production of this strategy emphasised that the Partnership is seen to have a key role to play in facilitating networking, information sharing and consultation.

Where do we want to be?

A Marketing and Communications Strategy is needed to provide the Partnership with a clear pathway for our communication. With this in place, enhanced promotion of the Partnership's brand, vision, aims and values will help to provide a clear, consistent message about Sport Hampshire & IOW to aid understanding amongst our audiences, internally and externally.

Over the next three years we will be engaged with more organisations and networks across the Partnership. We will have improved the flow of information between local, regional and national levels and be using regular internal and external communication to promote our messages and best practices.

Through increased use of primary and secondary research we will be using a robust evidence base across the Partnership to:

- identify and communicate clearly with our diverse range of audiences
- indicate clear strategic need that can be used to inform decision-making and to secure funding and resources.

Where possible, we will be putting 'digital first' in recognition of the importance of digital medium amongst our audiences and the growing use of social media. As over 70% of Hampshire's population have access to the internet, digital will be our first choice for promoting the benefits of sport and physical activity. Offline activity will continue and support, filling in where a digital solution is not possible or where markets demand an alternate solution.

All communications activity will be managed appropriately and risks minimised through adherence to, for example, data protection legislation and national safeguarding best practice. In addition and wherever possible, economies of scale will be achieved through countywide procurement.

How are we going to get there?

1. **Communicate clearly and appropriately with all audiences.**
2. **Facilitate the sharing of information with and between partners and stakeholders.**
3. **Promote the adherence to best practice in marketing and communications (e.g. guidance in relation to safeguarding, accessible communication, etc)**
4. **Identify appropriate investment opportunities to support and enhance the work of the partnership.**

5. Governance and implementation: making it happen

Governance

The success on the delivery of Sport Hampshire & IOW's Strategy requires effective partnership working. Sport Hampshire & IOW has a re-freshed governance framework (see Appendix A) and this document sets out in detail the mechanisms and networks that will be in place to provide the best possible environment for effective partnership working. The diagram in Appendix B summarises the governance structure.

Delivery

Delivery will be carried out in a variety of ways, through the work of Sport and Physical Activity Alliances, specific working groups and direct delivery by the core team and/or partners.

Roles and Responsibilities

The diagram in Appendix C outlines the various roles and responsibilities of the key organisations involved in the work of Sport Hampshire & IOW that were agreed at the Partnership's away day in June 2009.

Performance Management

Performance will be measured via quarterly reporting to Sport England, the Department of Health and the Advisory Board. In addition, the annual report will set out progress against objectives that have been developed to support the delivery of national and local drivers, for example adult and young people's participation in sport and physical activity etc.

6. National and regional policy context

There are a number of national, regional and local strategies and policies which have influenced this Strategy and have shaped the vision, strategic aims and objectives. These are:

National Policy

- Sport England's strategy – grow, sustain, excel 2008-2011
- Before, during and after – making the most of the London 2012 Games, Department of Culture, Media and Sport – June 2008
- National Governing Body Whole Sport Plans
- The UK Coaching Framework – Sports Coach UK 2008
- Healthy Weight Healthy Lives
- Be Active; Be Healthy: "a plan for getting the nation moving"
- NICE Guidelines on PA and Obesity
- Every Child Matters and next steps – Government Green Paper 2003-2004
- The PE and School Sport Strategy for Young People
- National Skills Academy
- Aiming High – A Ten Year Strategy for Positive Activities

Regional Policy

- Get Active South East: a south east framework
- South East Partnership Outcomes – Triple Gold

Local Policy

- Leaping Ahead, a framework for increasing sport and physical activity levels in Hampshire, Isle of Wight, Portsmouth and Southampton
- Local Area Agreements
- Local Community Strategies
- Local Authority plans: Children and Young People Plans, Sport and Physical Activity Strategies, Cultural Strategies, Open Space strategies, Sport and Recreation Strategies, Playing Pitch Strategies, Play Strategies.
- A strategy for the delivery of high quality PE and school sport in Hampshire 2009-2012