



County Durham **Sport**

County Durham Sport
Headline Strategy
(2009 – 2012)



Foreword

This last year has seen a great deal of change in both the landscape and context of sport and physical activity in County Durham.

We stand at a crossroads and I believe we all need to come together in partnership more than ever before, to tackle the challenges and take advantage of the opportunities that lay before us. The challenges and opportunities include the: recent creation of the new Durham County Council; the 2012 Olympic Games legacy for County Durham; capital investment into sports facilities through the Building Schools for the Future programme; the launch and implementation of new strategies from Sport England and National Governing Bodies of Sport; as well as the increased commitment and investment into physical activity at a local and national level through NHS County Durham and Darlington and the Department of Health.

It is only by continuing to work in partnership, however, that we will have a genuine opportunity to establish County Durham as a world leading community for sport and physical activity and enable the creation of the most active County in England.

The purpose of this document, developed by the County Sport Partnership, is to provide the strategic outcome framework that shapes the development of local strategies and plans – to ensure that the partnership is effectively and efficiently making a difference to sport and physical activity in the county.

The plans that are developed around sport and physical activity, including the over-arching Physical Activity and Sport Strategies for the county, will use and translate the Headline Outcomes into action – ensuring that the quality, quantity and sustainability of sport and physical activity participation opportunities are effectively and efficiently developed in the locality.

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Chairperson of the County Durham Sport Steering Group

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1. Introduction

County Durham Sport (CDS) is one of a network of 49 County Sports Partnerships (CSPs) nationally, responsible for the strategic coordination of sport and physical activity at a sub-regional level. The Partnership operates through an established delivery system and a wide network of national, regional and local partners, providing an effective and efficient infrastructure for sport and physical activity based projects, whilst still maintaining an independent status. It is this independent role that allows CDS to formulate an informed and impartial strategic view of how sport and physical activity is best delivered across the County.

CDS has a long and successful history of partnership working. As a reflection of its role as both a delivery and commissioning body, CDS has received major awards from a wide range of funders to impact on sport and physical activity provision in County Durham including:

- Sport England
- National Governing Bodies of Sport (NGBs)
- NHS County Durham and Darlington
- Department of Health (DoH)
- Local Authorities
- Youth Sport Trust

This document describes a vision for County Durham Sport and identifies a strategic framework which will enable the achievement of this vision. Six strategic outcomes were identified following consultation with partners and supported by County Durham Sport's commitment to its national funding partners Sport England and DoH as well as the local partnership.

These priorities will enable County Durham Sport to shape the services, support and partnership approach required by the County to meet the necessary national and local targets set to achieve the required increase in physical activity participation and support the development of performance sport.

2. Strategic Context

The context for the role of the Partnership and the strategic outcomes defined in this document are established through a number of national and local strategic drivers relating to achieving national and local sport and physical activity targets.

The overarching ambition for County Durham Sport is to support the achievement of two million more adults more active by 2012 as set by Government in the **London 2012 Olympic Legacy Action Plan**¹. In addition, the Partnership is also essential to the achievement of an increase in sport and physical activity participation by children and young people as defined by the **PESSYP Strategy** which commits to providing five hours of high quality PE and sport for 5 to 16 year olds and three hours of sporting opportunities for 16 to 19 year olds².

Playing to Win (DCMS 2008) places participation in sport at the heart of the achievement of a range of outcomes including the achievement of *“stronger, more sustainable, prosperous and cohesive communities, as well as improving health, tackling obesity and transforming the lives of young people by giving them new skills”*³.

Sport England's Strategy 2008 – 2011 explains its role in the achievement of these outcomes through the development of a world-leading community sport system. The strategy describes how the delivery system will ensure that more people will participate in sport (grow); more people will continue to participate (sustain) and that more people will be able to perform at an elite level

¹ <http://www.culture.gov.uk/images/publications/2012LegacyActionPlan.pdf>

² <http://www.youthsporttrust.org/page/pessyp/index.html>

³ http://www.culture.gov.uk/images/publications/DCMS_PlayingtoWin_singles.pdf

(excel)⁴. The strategy places National Governing Bodies of Sport (NGBs) at the heart of community sport delivery and commissions them to deliver key outcomes with and through the support of CSPs.

Sport England's **CSP Core Funding Specification** describes the relationship between CSPs and NGBs in supporting the development of opportunities for all, through the development of more and better coaches, volunteers and clubs and links to school sport through PESSYP, to contribute to the targets of 1 million people doing more sport and a 25% reduction in post-16 drop off in at least 5 sports by 2012-13⁵.

Be Active, Be Healthy (2009) was the Department of Health's response to the ambitions outlined by Government in the London 2012 Olympic Legacy Action Plan. The strategy describes a range of measures to get the nation moving and explains the links between physical activity levels and a range of health conditions such as obesity and cardio vascular disease. It describes the role of CSPs in the achievement of this ambition "*to help bring together councils, Primary Care Trusts and other grassroots providers to coordinate and deliver physical activities alongside sports*"⁶ and, through a core offer, provides resource to CSPs for leading, co-ordinating and supporting programmes and investment for physical activity.

Better Health, Fairer Health (2008) is the strategy for health and well being within the North East and defines the ambition that "*the North East population will be the most physically active in the country*"⁷. This strategy also supports the multi agency approach to the achievement of this ambition. The **Sustainable Communities Strategy 2008-2023** (currently under review) developed by the County Durham Partnership supports this partnership approach and outlines the need for targeted delivery to meet the needs of the population of the County, taking into account a range of factors including: the high levels of deprivation within parts of the County; health indicators that are significantly worse than the England average; an ageing population; and the accessibility of services to meet the needs of a rural County⁸.

The development of **Durham County Council** as single unitary authority in 2009 represents a major opportunity to develop a consistent and cohesive approach to sport and physical activity development across the County. While it is accepted that there will be a refinement and evolution of service delivery within Durham County Council over a period of years, as the conversion into a single unitary authority takes place, CDS can maximise the opportunity to influence, complement and respond to the development of relevant County Durham strategies.

Specifically, CDS: can support and influence capital infrastructure developments such as the **Building Schools for the Future** programme and is providing a strategic lead in the development of a local **Facilities Strategy**; should lead the development of a local **Sport Strategy**; has led the development of a **County Physical Activity Strategy**; has committed to enabling a greater understanding of the needs of the under 19 population through local research; and, through its relationship with NHS County Durham, is managing the investment of £5million over 3 years through its **Changing the Physical Activity Landscape** project which aims to reduce the number of individuals within the County who are at risk of cardio vascular disease through a network of locally driven projects.

3. Vision

The vision for the partnership is:

"Creating the most active County in England"

⁴ http://www.sportengland.org/about_us/what_we_do.aspx

⁵ http://www.sportengland.org/support_advice/county_sports_partnerships.aspx

⁶ http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_094358

⁷ http://www.gos.gov.uk/nestore/docs/health/strategy/better_health_final.pdf

⁸ <http://www.durham.gov.uk/PDFApproved/CountyDurhamSCS.pdf>

In order to do this, County Durham Sport will lead and promote the development of high quality, accessible and sustainable sport and physical activity opportunities which reflect the unique needs and aspirations of residents and partner organisations in County Durham and enable residents to achieve their potential.

4. Primary Strategic Outcome

The vision for County Durham Sport is reliant upon the achievement of the following primary strategic outcome:

“Grow and sustain participation in sport and physical activity”

Definition

- 20,000 more adults within the County participating in sport and physical activity
- Contributing to the Government’s target of 2 million adults more active by 2012 (4% of the population)
- Increase in the number of children participating in sport and physical activity as defined by the PESSYP strategy (5 hour offer)
- Targeted delivery to the specific needs of the residents of the County
- Sustainable programmes delivered within the County
- Measurement and achievement of sustained activity (behaviour change)

Measures

- 20,000 more adults more active (4% of the population increase their levels of participation) measured by:
 - NI8
 - Active People (Participation 3x30, Satisfaction)
 - PESSYP
 - Analysis of local data
- Number of people still participating after 6 months

Specific Actions

- Calculate baseline for NI8/PESSYP/Active People
- Use local data to identify priorities and target populations through market segmentation/demographic data/trend analysis/County priorities

5. Supporting Strategic Outcomes

In order to achieve the strategic outcome the partnership must be successful in achieving the following five supporting outcomes.

5.1 “High quality and inclusive pathways”

Definition

- Sustainability through the local infrastructure
- Pathways for performance sport
- Pathways for health improvement
- Services to meet NGB priorities, such as club development, coaching and coach development and volunteering
- Strengthening links between schools, community and performance sport

Deliverables

- Increase the number of clubs and other self sustaining provision in the community
- Increase the number of club members
- Increase the number of school club links

- Increase the number of people representing the Region/Nationally
- Improve the delivery system for “x” focus sports
- Establish County strategies for “x” focus sports
- Increase the number of participants in the priority sports at performance and elite levels
- Increase the number of quality assured clubs in the County
- Establish quality mark for all provision

Measures

- Active People (club members, competitive sport, organised sport)
- PESSYP
- SSP Data (school club links)
- NGB Data (representation)
- CSP Data (club capacity, club numbers and Clubmark clubs)

Specific Actions

- Set targets for improvement
- Work with partners (DCC) to identify focus sports
- Champion the development of a County Sport Strategy
- Understand “non-sports club” infrastructure and enable support

5.2 “Reduce health inequalities”

Definition

- Target the least active and contribute to the reduction of health inequalities
- Provide a coordinated approach to intervention projects and maximise the use of physical activity initiatives to target specific health needs

Deliverables

- Targeted delivery for the least active populations and communities to enable them to adopt an active lifestyle
- Use the CPAL programme to increase activity levels amongst residents who are at risk of CVD

Measures

- NI8
- Active People (participation 3x30)
- NI55/56 – Childhood Obesity (Reception/Yr6)
- NI119 – Health and Wellbeing
- NI120/121 – All age, all cause mortality rate/Mortality rates from all circulatory diseases
- NI137 – Healthy life expectancy at 65 years
- CVD Risk assessment
- Local indicators as identified against priorities

Specific Actions

- Implement the County Physical Activity Strategy
- With partners, agree the priority groups and communities that are to be targeted
- Build on CPAL and identify routes and resources for delivery

5.3 “A quality workforce that meets identified need”

Definition

- Building capacity
- Workforce to meet specific needs of participants (young volunteers, BME, women etc.)
- Availability of workforce – reducing the barriers to working within sport and physical activity
- Quality of workforce – coach and volunteer education opportunities available to agreed standards

- Recognise the skills and contributions of the workforce

Deliverables

- Increase the number of qualified coaches with a quality assured status
- Increase the number of qualified volunteers active in the County
- Increase the number of active coaches
- Increase the number of qualified physical activity practitioners
- Increase the number of young people involved in coaching/leading/officiating and administering sport
- Enable appropriate systems for working in sport (CRB process etc.)
- Increase the number of coaches/volunteers who reach their potential
- Celebrate the success of the workforce through local and annual County awards

Measures

- Active People (volunteering, tuition, satisfaction)
- CSP Data (club capacity, club numbers and Clubmark clubs)
- NGB Data (number of qualified coaches)
- DoH Data (number of qualified physical activity practitioners)

Specific Actions

- With partners, produce a County Workforce Development Plan
- Work with the Department of Health to understand the physical activity workforce infrastructure and need

5.4 “Quality and accessible facilities and places”

Definition

- Strategically positioned, high quality, accessible and affordable facilities
- Utilise the natural environment for both formal and informal activities
- Healthy physical environment
- Rights of way infrastructure
- “Local fit” of applications for funding (Sport England)

Deliverables

- With partners and NGBs deliver added value to the core specification of sport facilities available at BSF sites to meet local needs
- QUEST accreditation for key centres
- Establish cycle and walking routes that are attractive and safe to use
- Programme and promote the take up of health walks
- Increase the number of people using work place health initiatives

Measures

- QUEST
- County Facility Strategy targets and measures
- Local BSF measures
- Successful funding applications

Specific Actions

- Establish the County Facility Strategy to guide future investment
- Establish the County Open Space and Pitch Strategy to guide future investment
- Understand strategic context of workplace health locally

5.5 “Increase awareness of the benefits of sport and physical activity”

Definition

- Understanding national policy and directives and their local application
- A shared and consistent message to encourage residents to participate and promote the wider benefits of physical activity on mental health and general wellbeing
- Understand the barriers to sport and physical activity
- Routes for marketing
- Key central sources of information relating to sport and physical activity
- Understanding current provision and need

Deliverables

- Ensure the Sport and Physical Activity strategies are adopted by key stakeholders locally
- Ensure comprehensive data capture systems are in place to demonstrate the impact and improvement in sport and physical activity delivery
- Effectively market the benefits of and opportunities to participate in sport and physical activity through a co-ordinated campaign
- Maintain current information on clubs, coaches and opportunities locally for people to access/use
- Hold and interpret current information on national, regional and local priorities to help support the case for investment into sport and physical activity
- Deliver an annual awards dinner to raise the profile of sport and physical activity locally and celebrate success
- Use the profile of 2012 to encourage increased participation locally

Measures

- Awareness amongst partners
- Awareness amongst residents
- Website hits
- Database effectiveness

Specific Actions

- Produce a Communications and Marketing Plan

6. Sustaining and Developing the Delivery System

To achieve this CDS needs the delivery system to be fit for purpose to underpin a world class community sport system. The following actions are critical:

- CDS is fit to deliver the core offer to the 46 NGBs recognised by Sport England
- CDS is fit to deliver the core offer specified by the Department of Health
- Develop the CDS Steering Group into a more effective leadership and performance focused structure for the Partnership
- Establish a new network of effective Community Sport and Physical Activity Networks
- Establish efficient and effective NGB engagement and joint planning arrangements
- Ensure that the key strategies are in place and performance managed (i.e. Sport, Physical Activity, Facility, Open Space and Pitch strategies)
- Agree the focus sports that County Durham are going to work with pro-actively to enable the lead outcome to be met by 2012
- Define and agree the roles of DCC and CDS to ensure optimum added value to sport and physical activity development locally
- Establish the delivery framework for the Physical Activity Strategy and associated projects
- Review the business model for CDS to ensure value for money and sustainability
- Establish partnership agreements with core partners of the CDS
- Enable co-ordinated investment to meet local need
- Raise the profile of County Durham Sport locally, regionally and nationally through the most effective and appropriate mechanisms
- Work with partners to ensure safe and effective activity and environments

- Ensure effective monitoring and evaluation
- Ensure there is a long term focus

7. Performance Management

The document is designed to act as the framework to performance manage the CDS Partnership and help shape the various partners planning processes to promote sport and physical activity locally.

Also, the document is designed to be complimentary to, and underpin other strategies that have been or are to be developed that deal with increasing sport participation and active lifestyles, such as the County Durham Physical Activity Strategy.

The document will act as the over-arching strategic framework for the CDS annual business planning process. The strategic priorities are deemed relevant for the life of the document. The area that is most likely to a potential change is the resourcing of the Core Team that supports and facilitates the delivery system which is dependant on current levels of funding. These resources are only confirmed until 2011 at this stage.

The following diagram summarises the proposed delivery system for 2010/11, which provides the performance management framework for delivering the lead strategic outcome that the CDS Partnership is accountable for – increasing the number of people playing sport and adopting a sustained active lifestyle, measured through Sport England's Active People Survey.

