



Strategy Statement
Revised March 2018

Background

County Durham Sport (CDS) - part of the national network of County Sports Partnerships - is an independent local charity.

We are passionate about the power and positive impact that sport and physical activity can have in improving people's lives and the communities in which they live – whether supporting physical and mental wellbeing or individual, social, community and economic development.

We believe that participating in sport and being physical activity isn't simply a matter of individual motivation or choice. The social environment and context in which people live and inherent structural inequalities, also impact upon the choices that people have available.

We believe, that as an independent organisation and Active Durham partner, County Durham Sport is ideally placed to contribute to the creation of effective and accessible opportunities for more people to “start, stay and succeed” in sport and physical activity, across the County.

Our Purpose

Focussed on aligning our effort to the achievement of Sport England's national strategy, “*Towards and Active Nation*” and Active Durham's sport and physical activity framework, our core purpose or mission is:

“To use evidence, insight and partnerships to understand and address inactivity.”

Our vision is:

“Everyone - able to improve the quality of their life through involvement in sport and physical activity.”

Our Role

Informed by our “commissioned”, primary role on behalf of Sport England and in response to extensive consultation with a range of sport and non-sport partners, our role as an “evidence and insight champion”, will be to:

- Support, influence and improve the local “delivery system” for sport and physical
- Engage and understand local people and communities - we need to understand people's needs, behaviours and motivations to understand **why** so many people are inactive
- Inspire people to get active and stay active

Our Strategy and Approach

Our headline strategy – what we will do and how we will work – will reflect and build upon our unique position:

- an independent, agile and flexible organisation
- an ability to function as an “honest broker”
- a local team embedded within and connected to a national network, able to link national strategy with local opportunity
- a clear focus on engaging, understanding and supporting local people to influence local opportunities

How we operate as a team, both internally and externally is critical to our success and the impact that we can have in achieving our vision. To this end, we have adopted and will strive to operate by the following values:

Respect; Commitment; Integrity; Innovation; Excellence; Equality

We will seek to turn our vision into reality, during the current funding period to 2021, by delivering against our four key **strategic objectives**, utilising a variety of approaches, tools and tactics. Those outlined below illustrate how we intend to work.

Engage and understand local people and communities	<p>We will:</p> <ul style="list-style-type: none">• Seek to develop a “granular understanding of people and place” across our County• Access the collective knowledge and insight of local communities by creating space for sustained dialogue with residents• Understand customer need – obstacles, preferences and aspirations – in short, what prevents or motivates a change in behaviour• Identify what exists, what works and what doesn’t locally, regionally and nationally• Support sustainable community solutions through meaningful collaboration and community engagement• Provide information, advice and guidance
Support and improve the local delivery system	<p>We will:</p> <ul style="list-style-type: none">• Work with Active Durham and wider partners to apply a “whole system” approach to addressing inactivity – to advocate the value of sport and physical activity• Respond to, influence and support local strategic priorities – with a shared focus on those communities and groups in society, less likely to be active• Lead and support embedding an evidence based approach – generating, collating, analysing and sharing insight, evidence and intelligence

	<ul style="list-style-type: none"> • Act as an independent honest broker – connecting national and local partners, facilitating discussion and supporting collaboration across sport and non-sport organisations and networks • Build partners’ capacity and capability to apply an evidence based approach, through training and support • Support improvements to the “local delivery system” (e.g. clubs; paid and voluntary workforce) • Access, utilise and share national, regional and local insight and data tools (e.g. Active Lives) • Support inward investment by providing guidance and information in relation to Sport England funding strategies and by supporting funding bids • Lead and advocate the implementation of customer centred approaches • Utilise evidence, insight and intelligence tools to support partner decision making (e.g 4Global Data Hub) • Utilise primary and secondary research • Support and pilot interventions • Evaluate the impact and value of programmes and interventions • Support the implementation of quality standards (i.e. safeguarding and equality)
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<p>Inspire people to get active and stay active</p>	<p>We will:</p> <ul style="list-style-type: none"> • Utilise campaigns - national and local - to promote opportunities and inspire participation, such as “This Girl Can” • Support the development of a fit for purpose workforce, able to meet the needs of residents • Develop and manage a range of sport and physical activity programmes in different settings, using Sport England and other funding streams • Develop and implement our own interventions, programmes and tools, to meet identified need – as a “gap filler” • Engage and promote role models • Develop and share case studies and information
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<p>Develop a sustainable charity, adding value and demonstrating impact</p>	<p>We will:</p> <ul style="list-style-type: none"> • Strive for the highest standards of governance • Develop our workforce capability and confidence • Seek to diversify our income by developing a range of non-Sport England funded sources • Develop effective, value added relationships and partnerships with local, regional and national partners • Commit to continuous improvement
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Operational Plan priorities for 2018/19

With the detail of our strategic objectives outlined as a framework, the County Durham Sport Board has agreed the following key priorities during 2018/19.

The following will form the basis of individual work programmes during this period.

Engage and understand local people and communities

We will:

- Develop our engagement with and understanding of key inactive demographic groups (women; older people; children and young people)
- Develop our engagement with and understanding of priority places, allied to those identified by Durham County Council
- Understand, share and communicate locally, knowledge, insight and evidence of what works, relevant to the target groups/places

Support and improve the local delivery system

We will:

- Clarify CDS' strategic fit, role, approach and alignment regarding the primary role, viz a vis Durham County Council Culture & Sport and Active Durham, via the commissioned "appraisal"
- Understand the issues, needs and support required by Active Durham and Durham County Council, by establishing effective strategic and operational relationships
- Ensure local partner understanding and "buy in" to the primary role and CDS' role locally
- Broker and support relationships with sport/non-sport partners, aligned to Active Durham's demographic and place based priorities
- Effectively communicate and distribute Sport England's insight, campaigns, tools, resources and best practice to local county networks and specific places/communities
- Co-lead the implementation of an evidence based approach across the County
- Co-produce a County Durham Workforce Plan for 2019/21

Inspire people to get active

We will:

and stay active

- Lead the local co-ordination and implementation of the “This Girl Can“ in County Durham campaign
- Utilise Sport England programme funding to support the delivery of the primary role (e.g. satellite clubs; primary premium, school games etc)
- Achieve / exceed Sport England funded programme targets
- Agree a way forward regarding non-Sport England funded/income generating programmes (e.g. Inspire; Tech-know Trail)

Develop a sustainable charity, adding value and demonstrating impact

We will:

- Secure Sport England continuation funding for 2019-21
- Develop and implement a meaningful and effective strategic partnership with Tees Valley Sport
- Ensure CDS is strong, effective, improving and fit for purpose
- Ensure CDS adds value to the sector locally
- Produce, consult and communicate a 3/5 year strategy and business model
- Review CDS organisational capacity, skills and structure following the “appraisal”
- Maintain Tier 3 Code for Sports Governance standards
- Maintain / achieve Safeguarding and Equality standards