



**SPORT ENGLAND
NORTH WEST**

**A REGIONAL INVESTMENT
STRATEGY**

(2005-2009)

Sport England North West - Regional Investment Strategy

Introduction & Background

This Regional Investment Strategy is a strategic document that outlines the framework for investment in sport and physical activity within the north west region. It is designed to guide investment decisions particularly with regards to the Community Investment Fund (CIF), set the context of working closely with external partners and provide guidance on the Regional Sports Board (RSB) priorities for the allocation of funds to achieve the participation targets that Sport England has set.

This Regional Investment Strategy represents both an opportunity and a challenge:

- ❑ **Opportunity:** to ensure that we develop an investment strategy and allocation of funding aligned to our vision (the roll out of the single system for sport in the community) and drive to improve the performance of the sports sector
- ❑ **Challenge:** to ensure that the scarce resources are targeted in the right way to make a sustained difference for and through sport to achieve a 3% increase in participation over the next 3 years

The strategy should be read in conjunction with 'North West on the Move' – The North West Plan for Sport and Physical Activity 2004-2008.

At present only 32.8% of the north west adult population meets the target of 30 minutes of moderate activity five times a week. 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. Overall the north west has a population of 6.8m people and covers 14,165 square kilometres. If the whole region is given equal weighting, the RSB's efforts could become dissipated and no recognisable difference would be made. ***As a result we need to be more focussed with regards to investment to achieve the challenging target of increasing participation one percent year on year.***

Single System for Sport

As a result of ambitious and focussed targets on participation, Sport England is strategically leading the refinement of the sports environment to ensure a coherent and consistent model for delivering community sport and physical activity. By March 2006 it is expected that there will be a nationwide network of County Sports Partnerships (CSPs) - 5 within the north west. These CSPs will offer strategic co-ordination and performance measurement of sporting outcomes. CSPs will play a major role in the strategic investment of the limited funding available to ensure optimum use and alignment of existing resources. The development of a single system for sport will be supported through focussed investments, both targeted and through an open funding process

Priority for funding will be governed by the desire to develop a single system for community sport and County Sports Partnerships will be given greater accountability for projects within their boundaries.

Strategic Context

It is absolutely vital to understand the context in which the framework for investment has been derived. Over recent years there have been many important strategic priorities highlighted both from a national and regional level.

Game Plan: A Strategy for Delivering Government's Sport and Physical Activity Objectives (2002)

This Government strategy was commissioned to look in detail at how the Government could play its part more effectively in terms of increasing participation and high performance in sport. The Government's overall objective is to increase the participation levels of all people and particularly focuses on developing participation amongst the most under represented groups in society (i.e. lower socio-economic groups, young people, women, older people).

Game Plan aims to encourage a mass participation culture (i.e. target of 70% of the population to be reasonably active (e.g. for 30 minutes of moderate exercise 5 times a week – currently 30%)”

Framework for Sport in England

Following the launch of Game Plan, Sport England developed the Framework for Sport in England that sets out our approach and priorities to make it happen. The Framework signals a new way of working through partnership to deliver our shared vision for sport in England – **to be the most active and the most successful sporting nation in the world.**

The Framework sets out the 7 key drivers of change, one of which is investment; the 5 settings for change; the 6 policy areas for change; and, the 7 main outcomes of change. These are detailed within Appendix 1 of The North West Plan for Sport and Physical Activity 2004-2008. The 7 main outcomes highlighted are:

- **Increasing Participation in Sport**
- **Improving Levels of Performance**
- **Widening Access**
- **Improving Health and Well-being**
- **Creating Stronger and Safer Communities**
- **Improving Education**
- **Benefiting the Economy**

'North West On The Move': The North West Plan for Sport and Physical Activity 2004 - 2008

North West On The Move is the Regional Sport & Physical Activity Plan and has two main aims:

1. **To significantly increase participation in sport & physical activity**
2. **To widen access and reduce inequality in participation amongst priority groups**

The target to increase participation by one per cent year on year, leading to 50% participation across the north west by 2020, can only be achieved with shared commitment from all partners to deliver this plan across the entire region. These partners include sporting and non-sporting organisations that have a role to play in sport from a participation perspective and other socio-economic perspectives.



Applicants to the CIF will need to demonstrate how their proposal will deliver on the two main outcomes of North West On The Move, and how their project will contribute to the aims of one or more of the Plan's five key themes:

<p>Enhancing The Sporting Infrastructure AIM: To develop a world class sports system for the north west - a unified network of organizations and opportunities for people to start, stay and succeed in sport.</p>	<p>Benefiting the Economy AIM: To use sport to contribute to the economic growth of the region by increasing the interests and skills of its people; developing its attractiveness for inward investment and using sport to contribute to a positive image of the region.</p>	<p>Developing Education & Skills AIM: To use sport and physical activity within learning and workplace settings to promote lifelong learning and participation in sport to the benefit of the individual and the economy.</p>	<p>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.</p>	<p>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.</p>
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Sport England Delivery Plan 2005-2008

The Department of Culture, Media and Sport (DCMS) sets out a number of targets for public organisations to achieve. These are termed Public Service Agreements (PSA). PSA 3 (Community Sport) sets out a **3% increase in participation target by 2008 for adults and young people aged 16 and above from priority groups**. In response, Sport England has since been required by Government to submit an organisational wide Delivery Plan with specific region-by-region targets. The Framework for Sport in England and the 9 Regional Plans published in 2004 provide the strategic framework from which the Delivery Plan is set. This Delivery Plan sets out the framework for the achievement of DCMS PSA 3 (Community Sport) and therefore the focus is on increasing participation and widening access.

Can the target be achieved?

The 3% target is very challenging. Sports participation has remained static for 3 decades and there are wide disparities amongst priority groups. Sports participation will decline unless the plan is implemented. The key drivers on participation are:

- ❑ **age** – an ageing population means fewer people will play sport
- ❑ **time** – time pressures ‘squeeze’ sport out
- ❑ **health** – obesity levels have tripled in 20 years
- ❑ **capacity** – a lack of coaches, clubs and volunteers
- ❑ **access** – there are inequalities in participation
- ❑ **investment** – lack of investment targeted in the wrong place

How can it be achieved – the 6 Interventions?

There is a robust methodology driving the Delivery Plan to translate the target into action on the ground. The plan describes the strategy, delivery system and interventions for increasing and widening the base of sports participation. The Delivery Plan includes **6 specific interventions** designed to address the trends, and improve our performance. The interventions are based on extensive analysis of the issues and the evidence, and consultation with leading academics and the sector at large over the past 2 years.

These 6 interventions are:

- ❑ **Building the Delivery System**
- ❑ **Building Capacity**
- ❑ **Marketing Sport**
- ❑ **Building Infrastructure**
- ❑ **Improving Performance**
- ❑ **Strategic Planning**

Given Sport England's strategic role there is clear need to build a delivery system that can deliver the targets on the ground. This means **we must profile our investment against the delivery system and delivery plan whilst achieving the priorities contained within The North West Plan for Sport and Physical Activity 2004 - 2008**. It is this reason why the North West Investment Strategy priorities and themes are aligned with the Delivery Plan to meet the targets set by Government.

The priority groups identified within the target are:

- ❑ **women and girls** – with participation rates 14% less than those for men
- ❑ **black and ethnic minorities** – who participate 6% less than the average
- ❑ **people with disabilities** – with participation rates almost half the average
- ❑ **people on low incomes** – likely to participate one third of the average

Some of the challenges we face?

Sport England faces big challenges in community sport in relation to increasing and widening the base of participation:

- ❑ **school/community transition** – by focussing on adult participation (16+) the target addresses the transition from school to community sport and the significant drop out rate post formal education
- ❑ **priority groups** – by focusing on priority groups, the target recognises the current inequalities in sports participation
- ❑ **health improvement** – by focussing on participation of 30 minutes duration and moderate intensity on at least 3 occasions per week, the target is designed to ensure the health benefits from sport and physical activity are achieved.

The aim is to ensure the right investment in the right programmes and projects in the right areas achieves the 3% increase in participation over the next 3 years.

Working with Partners – ‘Sport Playing Its Part’

Although The North West Plan for Sport and Physical Activity 2004 - 2008 and this Investment Strategy both focus on the aims of increasing participation and widening access to sport and physical activity for their own intrinsic value, they also support the **shared priorities of improving health, education, community safety and the economy**. These are only truly achievable if seen within a context of partnerships.

Increasingly, our regional partners are ‘drilling down’ to local levels in order to make local impacts. Otherwise there is a danger that regional policies are dissipated and do not have any significance at the local level.

In recognising that the North West Regional Sports Board is making a contribution to the ‘shared priorities’, it is suggested that other regional partner priorities are likely to be a high determinant of the Board’s own priorities. In particular, failure to take into account wider regional priorities could result in a dissipation of the effort (shared with other key agencies) to improve the quality of life of the region’s people.

It will be essential to continue to establish opportunities for partnership development with external partners and consider how resources can be maximised in the most cost effective and efficient way. To achieve this it is essential to make the case for sport with regards to its ability to contribute towards the delivery of other key regional strategies and objectives of our key regional partners. The membership of the North West Regional Sports Board reflects the importance of working in partnership to achieve mutually beneficial objectives.

Sport England NW, as the strategic lead and voice for sport, will work with many varying partners that provide another potential joined up source of investment for sport and physical activity on a regional and sub-regional level

Sport England NW, as the strategic lead and voice for sport, will therefore work with a range of partners that provide another potential joined up source of investment for sport and physical activity on a regional and sub-regional level. Examples of the key partners we intend to work with in order to maximise investment in sport within the region over the next 4 years include:

North West Development Agency (NWDA)

Strategic Health Authority & Primary Care Trusts (SHA & PCTs)

North West Regional Assembly (NWRA)

Government Office North West (GO-NW)

Local Authorities & Local Education Authorities (LAs & LEAs)

Private Sector

Culture Northwest

National Governing Bodies of Sport (NGBs)

Audit Commission

English Nature

Overview of Sport England Investment Framework

Investment Framework

Introduction

This section sets out the **North West Regional Sports Board priorities for funding** for 2005-2009 and the framework against which the RSB will make its funding decisions for the Community Investment Fund (CIF). Before setting out the Regional Sports Board priorities for funding it is important to understand the context of the CIF funding stream.

Community Sport (Sport England)

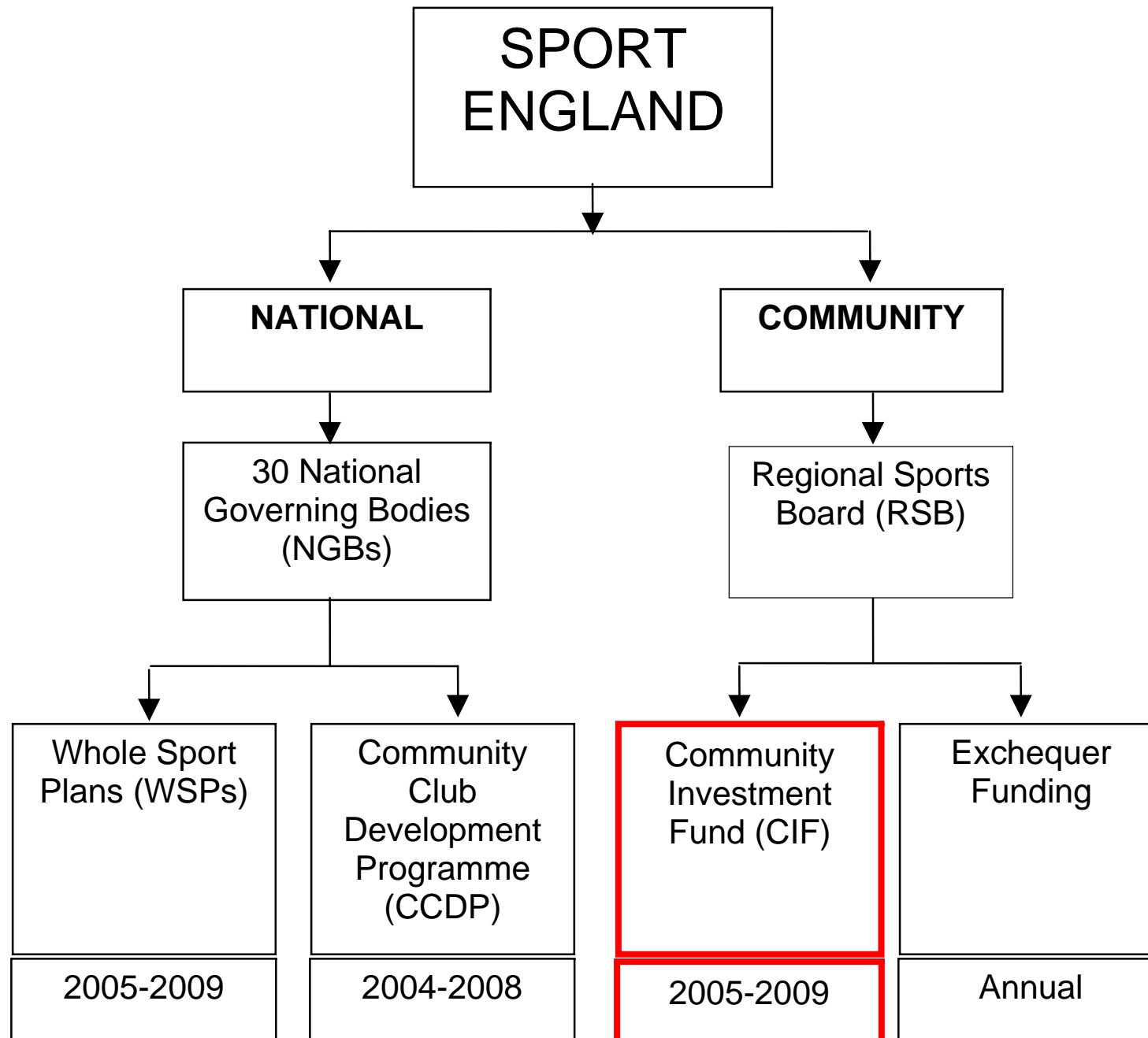
Sport England funding is now directed through two major funding streams:

- ❑ **National** – focussed through National Governing Bodies of Sport (NGBs), the national stream is working in partnership with 30 priority sports to develop **Whole Sport Plans**. These plans provide a co-ordinated platform for delivery at all levels: local, regional and national. There are 10 English priority sports, 10 UK/Great Britain priority sports and 10 English development/world class sports. Please refer to the Sport England website for details of these sports. Some governing bodies are also being directly funded through the **Community Club Development Fund (CCDF)**. Single sports clubs are a lower priority for the CIF and such clubs should focus their attention through the appropriate NGB and CCDF.
- ❑ **Community** – the community stream is being directed to the nine regions across England through the Regional Sports Boards. This Regional Investment Strategy concentrates on the strategic framework in which the **Community Investment Fund**, provided to Sport England by the National Lottery Distribution Fund, will be distributed by the RSB. However, there is also a small amount of annual **exchequer funding** provided to Sport England by the Department for Culture, Media and Sport (DCMS) but this is ring fenced and directed towards specific sport development initiatives approved by DCMS.

School Sport and Under 16s (Department for Education & Skills - DfES)

The DfES is responsible for school sport. This includes the implementation of various initiatives including sports colleges, school sports co-ordinators and **Building Schools for the Future (BSF)** with around £1.5 billion investment per annum initially for 3 years. There is a real need for joined up thinking with the theory of BSF investment for 'fully extended schools'. Sport England NW is committed to working with key local partners including LEAs to enable the most effective use of this significant investment and how new/modernised schools can contribute to shared priorities.

However the PSA 3 target for Sport England focuses on community sport for the 16 plus age group and therefore CIF Funding towards school sport will become a lower priority unless such investment could demonstrate a significant contribution towards the 16 plus participation target (e.g. addressing the existing large drop out rate in sport and physical activity in school leavers). However, as the strategic voice for sport, Sport England NW through this Investment Strategy are committed to working with external partners to support and assist where possible the development of school sport and sport for young people.



Sport England North West - Regional Investment Strategy

**Community Investment Fund
(2005 – 2009)
£21 million**

Strategic Investment

£10.6m

Building the Delivery System - The development of a consistent, robust delivery system for community sport and physical activity is critical to the achievement of increasing participation 1% year on year. The development of a single system for community sport and physical activity flows from Game Plan, the Framework for Sport in England and the Regional Plans for Sport.

Key Elements – CSPs and SPAAs.

50% of available CIF funds have been allocated by the RSB to fund delivery plans formulated at the local level by CSPs and SPAAs, in line with national policy. Through these funded delivery plans, building on the key role of local authorities and Local Strategic Partnerships, SPAAs will integrate the efforts and resources of local delivery partners to determine 'what works' in each community setting, channelling investment into clubs, coaches volunteers and other interventions. A number of delivery organisations will benefit from funding if they form part of the local SPAA delivery plan. These plans will need to encompass the RSB priorities contained within the North West Plan for Sport and Physical Activity.

Targeted Investment

£6.7m

There is a limited amount of resources for investment in sport and physical activity for the period 2005-2009 and therefore it is becoming increasingly important if we are to achieve the increased participation targets (1% per year) that the limited funding is targeted in specific programmes and areas to achieve this. Therefore the targeted investment is where **Sport England NW Region will be working with key partners to develop the programmes and projects to target key areas** that will meet the overarching aims of significantly increasing participation particularly for target groups.

It is anticipated by the RSB that the majority of this investment will focus around the following themes on a **regional and sub-regional level**:

- Coaches
- Volunteers
- Workforce Development
- Campaigning
- Knowledge
- Strategic Planning
- Olympic Legacy
- Priority Sports

} Building Capacity

Open Fund

£3.7m

Sport England is required to operate an open and responsive application process and the RSB view is that it is critical to have this element of open funding to accommodate new innovative projects and programmes from the ground. However any application coming through the open process must:

- i) **have support through the relevant County Sports Partnership (CSP) and Sport And Physical Activity Alliances (SPAA)**
- ii) **target a minimum of 1% increase per annum** in overall participation
- iii) **must demonstrate how they will achieve the aims and objectives of the North West Plan for Sport and Physical Activity**

The RSB has expressed the view that they **would like to see the majority of investment within the open fund invested around key themes**. These are:

- Multi-Sport & Activity Hubs
- Active Workplaces
- Innovation

Key Funding Messages

Need to Target Funding

The £21 million available equates to just over £5 million each year across the whole of the north west for both capital projects and revenue programmes.

Capital v Revenue

It is anticipated that the RSB would prefer to commit a greater proportion of available resources to revenue funding

Leverage

Sport England is committed to leverage of a 1:2 ratio i.e. for every £1 of investment Sport England is looking for a minimum £2 of investment from other partners and applicants

Strategic Investment

£10.6m

Building the Delivery System - the primary intervention

The development of a consistent, robust delivery system for community sport is critical to the achievement of the PSA 3 target. The current delivery system is confused and complex, and accountability for achieving participation targets is not clear. The development of a **single system for community sport** flows from Game Plan, the Framework for Sport in England and Regional Plans for Sport and is a key recommendation of Lord Carter's report 'Review of national sport effort & resources'. The system provides for the creation of a single spine of accountability for achieving targets, a framework for measuring progress against sporting objectives, and wider impacts on health, community development and economic benefits.

What are the key components?

- ❑ **County Sports Partnership (CSPs):** CSPs are at the heart of the delivery system, providing a channel for investment and a focus on 'joining up' activity across NGBs, local authorities and community sport clubs. CSPs will continue to deliver targets related to the PSA1 (the PE, School Sport and Club Links Programme) and with access to additional reserves, they will now begin delivery of PSA 3 targets (community sport).
- ❑ **Community Sports Networks (CSNs):** referred to as **Sport and Physical Activity Alliances (SPAA)** within the north west, these networks will build on the key role of local authorities, and linked to Local Strategic Partnerships, they will integrate the efforts and resources of local delivery partners to determine 'what works' in each community setting, channelling investment into clubs, coaches volunteers and other interventions.

Any potential applicant for CIF funding wanting to access this significant proportion of funding will need to be part of the relevant SPAA delivery plan

With the support of the CSP, each SPAA will develop a delivery plan to integrate the efforts and resources of local delivery partners. These plans will need to encompass the RSB priorities contained within the North West Plan for Sport and Physical Activity 2004-2008– 'NW on the Move'.

It is anticipated that the proportion of funding from this strategic investment funding allocation will be distributed across the north west on the basis of population and deprivation.

Targeted Investment

£6.7m

This targeted investment is where Sport England NW will be working with key partners to develop the programmes and projects to target key areas that will meet the overarching aims of significantly increasing participation particularly for target groups.

It is anticipated by the RSB that the majority of this investment will focus around the following themes on a **regional and sub-regional level**:

- ❑ **Coaching:** this theme is designed to increase the number of full and part-time jobs for sports coaches and to bring about a step change in the career structure for people who have the talent and desire to work as employed coaches. The overall aim is to increase the coaching base on a regional and sub-regional level which will build the capacity in the system to support increased and sustained participation in sport.
- ❑ **Volunteering:** this priority theme aims to encourage children, young people and adults to start and continue an involvement in sports leadership and volunteering. Part of this will be implemented through supporting **Sports Volunteering North West** – a project already set up to establish a new regional body to increase the number of volunteers within sport, achieve better quality volunteers through training and mentoring and widen access to volunteering in sport
- ❑ **Workforce Development:** creating capacity in the workforce is crucial to delivering improvement and achieving a 1% annual increase in participation. Sport England will work with regional and national partners and produce a regional workforce action plan. The outcomes of this will aim to improve knowledge of the skills issues faced by the workforce in the sector, improve the skill base and leadership skills and improve the matching of supply of skills with demand for them by employers.
- ❑ **Campaigning:** studies around the world have shown us that the countries which are successful in increasing participation also have sustained physical activity campaigning at the heart of their strategies. It is anticipated that where possible marketing and campaigning are financed collectively across all regions. For example, the 'Everyday Sport' campaign launched by Sport England in September 2005 has the aim of increasing people's awareness levels of the importance and benefits of incorporating physical activity into their everyday lives.
- ❑ **Knowledge:** the aim of knowledge and research is to significantly improve our understanding of the determinants of participation in sport and physical activity in order to better design interventions that will engage people in lifelong involvement in sport and physical activity. With gradual reductions in public funding and the non-statutory nature of most leisure provision, more significant strategic rationale will need to be developed with a robust evidence base to defend the value of sport in serving community needs and the wider priorities.
- ❑ **Strategic Planning:** the overall aim of this theme is to secure significant leverage investment into sport through new development. This can only be achieved by providing quality advice in terms of tools and techniques and by prioritising work with the local authorities in the region to establish policy frameworks to secure future investment into sport from new development.
- ❑ **Olympic Legacy:** The overall aim of this theme is to maximise the opportunities that the 2012 Olympic Games present to us as a region. The north west has recent experience of benefiting from major sporting legacy through the Commonwealth Games in 2002.

As the world's pinnacle sporting event, the RSB recognise that the London Olympic Games provides us with a unique tool to maximise the participation and related development opportunities alongside major events that can be part of the build up to 2012 and beyond. The RSB also recognise the economic and social benefits that a co-ordinated legacy programme can bring and strongly believe that the build up to 2012 should embrace the existing sporting infrastructure. The RSB will be supporting a newly formed Olympic Steering Group for the region that will work in partnership with the *Nations and Regions Group* (a legacy arm of the London Olympic Games Committee) to establish the best way forward to capture the Olympic movement in the region and across the country. Regular updates on the progression of this will be posted on the Sport England North West website to keep interested parties informed. Guidance on how the region can make the most of the 2012 opportunities will be published in the form of an outline strategy in May 2006 and will include areas on funding and associated resources to maximise the potential for the region.

- **Priority Sports:** it is the intention of Sport England North West to identify a number of priority sports to invest in at a strategic level. The sports identified will be where the greatest impact in terms of increasing participation and widening access can be implemented. It is envisaged that these priority sports will be identified by spring 2006.

Open Fund	£3.7m
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The RSB has expressed the view that they **would like to see the majority of investment within the open fund invested around these key themes.**

- **Active Workplaces:** the aim of this funding theme is to promote the effectiveness of health promoting interventions in the workplace, relating to physical activity and other lifestyle behaviours such as diet and smoking. It also gives a chance for organisations to implement projects within their workplace to give employees the opportunity to participate in sport and physical activity during their working day. The **£1 Million Challenge programme**, which was launched by Sport England NW in July 2005, has already successfully committed £1.3 million to encourage north west workers to get active.
- **Activity Hubs & Multi-Sport Environments:** these are defined as a local partnership of sports and activities in the community, delivering sustainable opportunities for participation. They will aim to increase participation, improve performance, develop good practice to support club development to widen access especially for priority groups and significantly utilise resources effectively.
- **Innovation:** as well as the specific funding themes the RSB have prioritised, this additional theme promotes the flexibility to support new innovative ideas that come forward over the period of the strategy to 2009. This will be an open fund but with essential support required via CSPs and SPAAAs for new innovative ideas that have a high probability of success to significantly increasing participation within the north west region for the 16+ age group and, in particular priority groups.

It is anticipated that any application coming through the open process will be required to have support through the relevant County Sports Partnership (CSP) and local Sport and Physical Activity Alliance (SPAA.)

What is HIGH and LOW priority for funding - some examples

HIGH	LOW
<p>Increasing participation – projects that can demonstrate a high likelihood that a significant increase in participation by at least 1% per year can be achieved</p> <p>Widening Access – those projects with a focus on priority groups (<i>girls and women, black and ethnic minorities, people with disabilities and people on low incomes</i>)</p> <p>Focus on those projects that serve priority wards (<i>areas of social deprivation</i>)</p> <p>Projects that significantly support the priorities within The North West Plan for Sport and Physical Activity</p> <p>Projects within the key funding themes highlighted within this Investment Strategy</p> <p>Encourage multi-sport and multi-activity environments</p> <p>Focus on people rather than buildings (<i>it is anticipated that a high proportion of funding will be directed towards revenue projects</i>)</p> <p>Projects with support of the appropriate CSP and SPAA</p> <p>Projects with sustainable and effective monitoring and evaluation plans</p>	<p>Single sports applications – single sports clubs are advised to go through their appropriate NGB and the Community Club Development Programme where there is £40 million available nationally from 2006 to 2008.</p> <p>Applications from schools</p> <p>Capital build only projects</p> <p>Projects without support of the appropriate CSP and SPAA</p> <p>Projects that do not link to The North West Plan for Sport and Physical Activity</p> <p>Projects with high level funding requests (<i>for every £1 of investment Sport England is looking for £2 of investment from other partners and applicants</i>)</p>

How to Apply for Funding?

The application system is now web based and you can apply for funding online via the Sport England website – www.sportengland.org. Alternatively you can also apply by phoning **08458 508 508**. The online system will help you to determine whether you are eligible for funding and what priority your project may be given.

Advice & Guidance

The Community Investment Fund is delivered via Sport England's regional offices and Sports Boards. Applications can be made for either revenue or capital projects and will be assessed by regional offices against:

- ❑ Corporate aims
- ❑ Regional investment priorities

All funding decisions within the north west will be made by the Regional Sports Board.

Organisations

Organisations at any level of the model will need to reach a minimum acceptable standard to be eligible for funding:

County Sports Partnerships (CSPs)	Minimum Level of TAES achieved (fair rating)
Sport & Physical Activity Alliances (SPAAs)	Must have targets relating to Key Performance Indicators (KPIs) as set out in the Monitoring and Evaluation Toolkit which are agreed by the CSP
Multi-Sport Environment / Activity Hub	Must have targets relating to KPIs as set out in the Monitoring and Evaluation Toolkit, which are agreed by the CSP. Must co-ordinate a number of local sports organisations
Local Sports Organisations	Organisations that have achieved nationally recognised quality accreditation standards appropriate for that organisation such as Clubmark, QUEST, Investors in People etc

It is important that applicants and potential partners note the content of this Regional Investment Strategy, the priority issues it describes and the context in which it has been developed. It is also essential to note that the Regional Sports Board will review this Investment Strategy on a regular basis to take account of any potential changes in policy and priority.