

# Towards a New Era for Sport in England

West Midlands Framework Seminar  
19<sup>th</sup> September 2003

## Overview Report



***"The value of the day and the major winner was the total involvement of the delegates"***  
*West Midlands delegate*

## Introduction

This report provides an overview of the feedback given by Guests attending an event held on 19 September 2003.

The seminar was one of a series held on a regional basis across the country, led by Sport England. The main objective of the event from Sport England's perspective was for partners to make a significant contribution to the development of a national Framework for Sport in England.

This Framework has as its target a participation rate of 70% of the population taking 30 minutes of exercise five times a week by 2020.

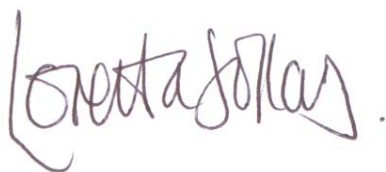
Given that the current rate in the West Midlands is approx. 30% this is mind blowing. It requires radical ways of thinking, innovative delivery and a critical evaluation and appraisal of current practice.

The event was structured so that guests had maximum opportunities to give their views, share their knowledge and to start to identify the priorities amongst all this for the region.

These views and this report will be used to help build the national Framework and will form the basis of the regional plan. Another event will be organised in January 2004 to take this work on a step further to which a wide selection of individuals and agencies from the West Midlands will be invited.

In the meantime, thank you to all of you who attended for making it such a worthwhile and enjoyable day. In the spirit of the event itself can I take this opportunity to remind you again to take that first step towards that 70% target by doing some exercise yourself or by persuading a friend to join you?

Best wishes.

A handwritten signature in purple ink that reads "Loretta Sollars".

**Loretta Sollars**  
**Regional Director**

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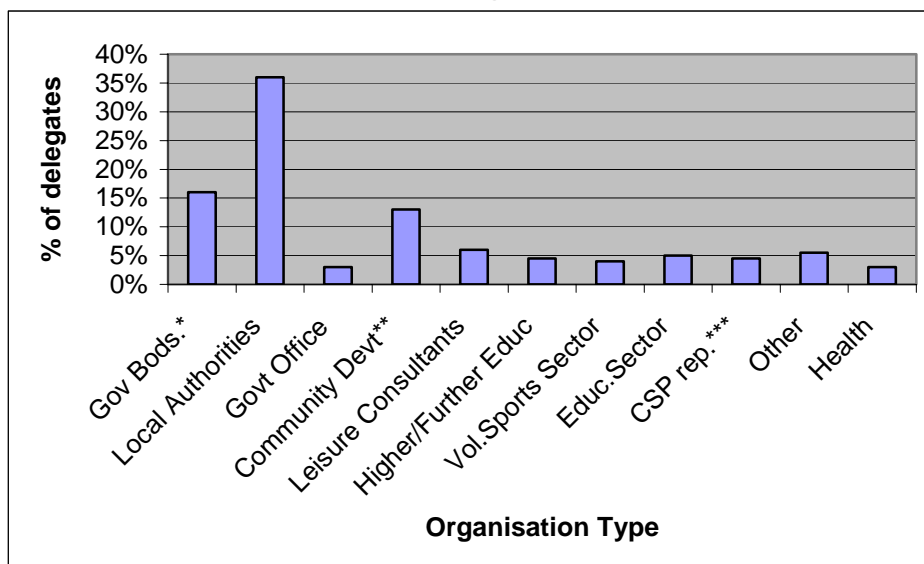
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## Sign Up

### 1. Guest List

A full list of guests is attached (Appendix I). In line with the Data Protection, only names and organisations of guests are included.

### 2. Breakdown of Guests by organisation type



\*Governing bodies of Sport

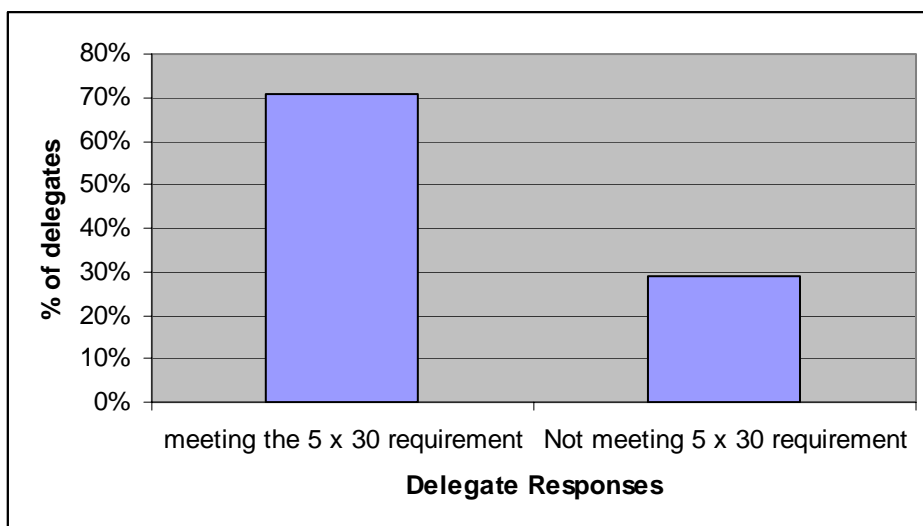
\*\* Community Development -agencies engaged in empowering communities

\*\*\* County Sports Partnership Representatives/Active Sports Managers.

### 3. Guests' Physical Activity Levels

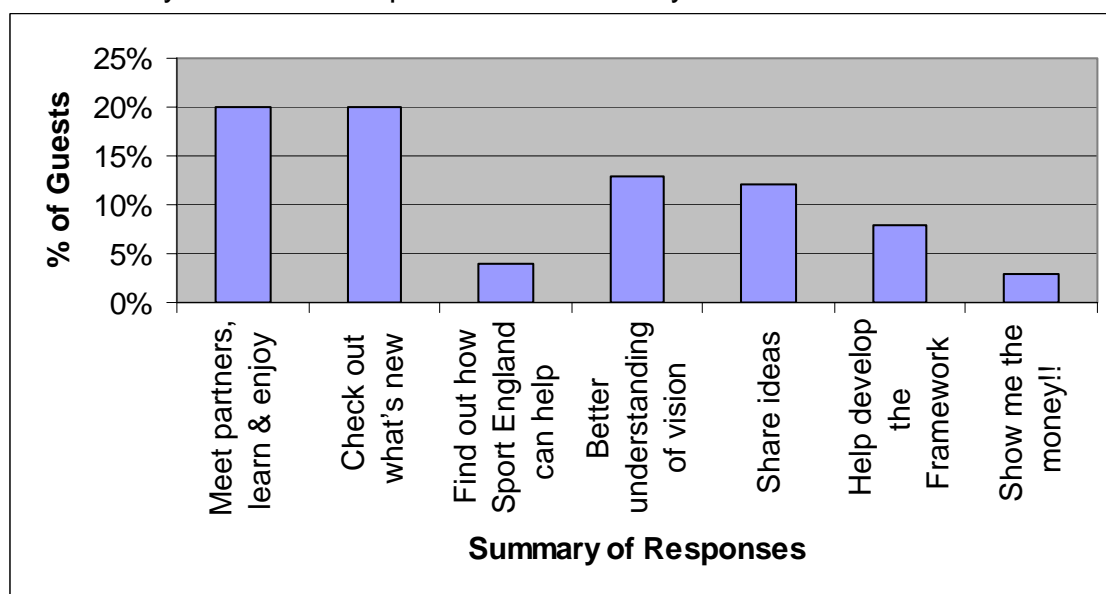
On arrival at the Seminar, guests were asked to add their details to a "sign up" poster. The poster contained a definition of physical activity to help them complete the exercise – *"the Chief Medical Officers recommends that adults undertake 5x30minutes of physical activity 'of moderate intensity' per week. Moderate intensity means activity, which leaves you out of breath, warm and sweaty. Please identify your activity level in terms of how many times a week you achieve the 5 x30 target"*.

See overleaf



#### 4. Guests' Seminar Expectations

On the "sign up" poster, guests were also asked to outline what they hope to achieve from attending the Seminar. The chart below provides a summary of the main expectations offered by



Other responses offered by included:

- More exercise!
- Understand targets and decipher mechanisms
- Seeing how sport can effect everyday life in the West Midlands
- How to become an effective Sports Board member
- Identify areas where National Governing Bodies can dovetail into the system
- To understand how Sport England will provide resources to engage Black & Minority Ethnic communities
- How we will encourage people to exercise 5x per week?
- Understand the future role of the voluntary sector
- See some sense & understanding of the path from participation to performance

## **Towards a New Era for Sport in England**

Guests were provided with a rapid run through of the story of the “journey” that Sport England has been on since “Game Plan” (December 2002) – both in terms of Sport England (a radical modernisation programme) and sport in England (a new goal, a new framework for sport). This followed the “*Towards a new era for Sport in England*” booklet that was sent to over 350 regional partners in September 2003.

### **3. Sports Board Priorities**

“Game Plan” provides a new approach to delivery with the establishment of Regional Sports Boards, who will develop a regional plan to deliver the Framework for Sport in the West Midlands, creating the partnerships necessary for delivery and making decisions on investment. At the time of this report, Sport England and the Dept. of Culture, Media and Sport are currently interviewing applicants for West Midlands Sports Board Chair and members.

**Guests were asked to think about the priorities for the West Midlands Sports Board as they get into gear over the next few months. What would guests like the Sports Board to focus on? How can Sports Boards help guests to achieve the goal and address local issues?**

The common priorities identified (in frequency order) were:

1. Target investment
2. Long term thinking not short term initiatives
3. Establishing partnerships with health, education and crime regionally and locally
4. Open decision making
5. Accountability
6. Strong area representation to meet local sporting needs and priorities
7. Dissemination of consistent information
8. Must look to reach into Black & Minority Ethnic Communities realistically

### **2. Vision for 2020**

**Guests were then invited to “paint a picture” of what sport and physical activity looks like in 2020 based upon 70% of the population participating 5 times a week.**

Key themes identified (again in frequency order) were:

1. Flexible employers
2. Increase in open space usage
3. Increased PE in Schools
4. Sport recognised as a vehicle for health and social change
5. Improved infrastructure for sport
6. Broadened remit for sports clubs – an opportunity for the family, social experience and multi sport focus
7. Every community has access to quality sports facilities and opportunities
8. Better structure for coach and volunteer development

**To enable this to be achieved, Guests were invited to identify what needed to change locally in order to make this happen.**

1. Closer working between key partners
2. Better marketing for and about sport
3. Change in attitudes towards sport
4. Marketing of sport to be more aggressive
5. Greater encouragement of non – user groups
6. Integration of strategies – i.e. transport, health, education etc

Throughout these exercises, 3 themes were constantly highlighted:

- Increased and better co-ordinated public investment
- How to ensure Sport meets the needs of the region's urban and rural communities?
- Getting the “supply chain” more effective – school to community to club, talent identification and elite performance

## Driving Participation

### **Guests moved on to consider what impacts on participation in sport.**

These have been identified as the 7 key “drivers” that impact either positively or negatively on the number of people participating in sport and physical activity and have been identified through a comprehensive process.

Initially, academic research, conducted by The Henley Centre, resulted in the emergence of over 50 drivers that can affect participation. In June 2003, 350 guests were consulted at regional forums across the Country to determine the key drivers to focus effort and resource on, to produce the greatest impact on driving up participation over the next 2 decades.

The forums concluded that 7 drivers outlined below should be the focus of attention:

- Variation in access
- Public Investment
- Well Being v Obesity
- Time Pressure
- Volunteers and Professionals
- Utilising Education
- Ageing Population

### **1. Assessing the Drivers**

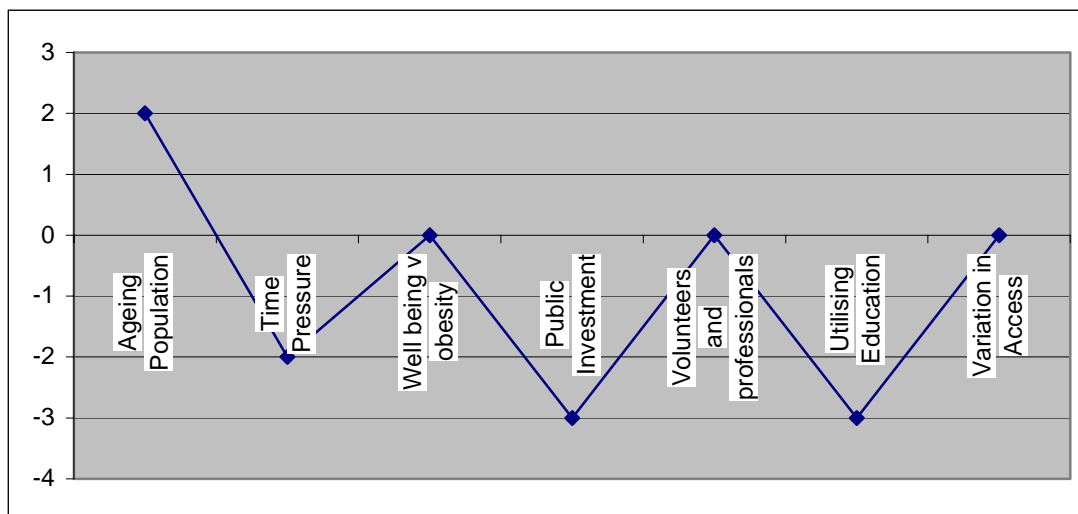
In their working groups, **Guests were asked to reach an agreed view on the impact level each one of these drivers have on sport and physical activity participation (either positive or negative)** using the scales provided.

Note:

- Negative Number – refers to the driver having a negative impact on sport participation (drives down participation) with the lower the number the greater the impact
- Positive Number – refers to the driver having a positive impact on sport participation (drives up participation) with the higher the number the greater the impact

There was little consistency in the impact each of the drivers had on sport and physical activity participation. Appendix II provides the breadth of these scores by each working group.

However, the mean average for each of the drivers is summarised below:



**Anomalies lie with those drivers, which through using the mean average scores appear to have a neutral impact -Variation of Access, Well Being v Obesity and Volunteers and Professionals where only approximately 20% of working groups recorded a neutral (0) impact. The other 80% recorded a significant impact either positive or negative.**

Guests were also asked to identify other drivers that they felt could not be embraced within the 7 drivers. Other drivers identified included:

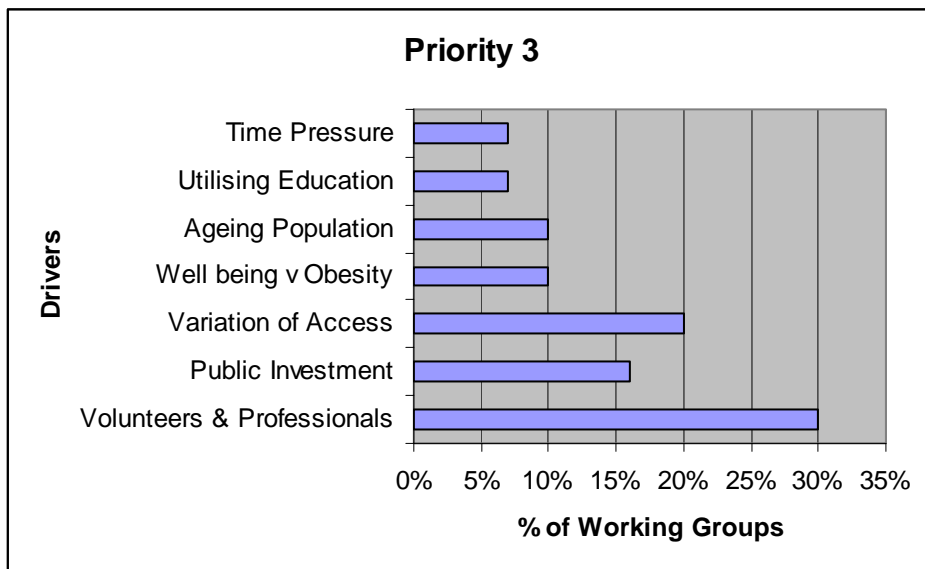
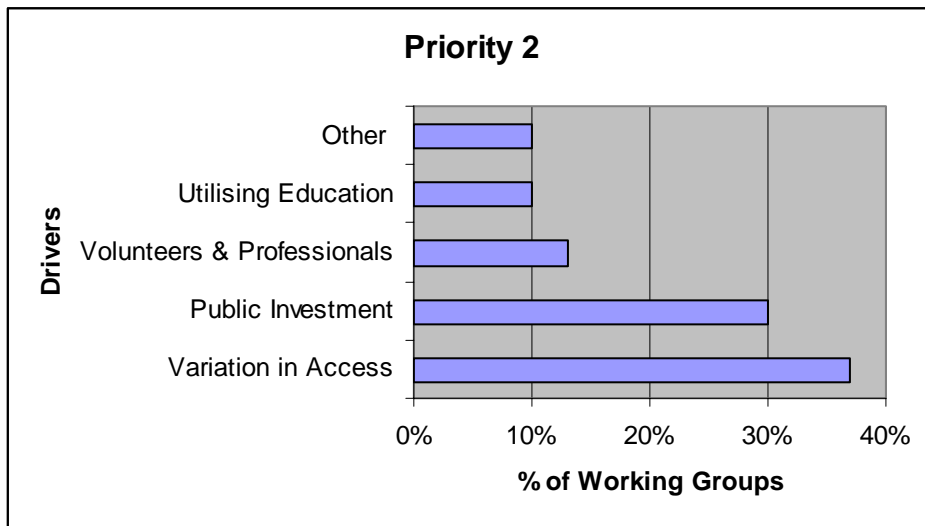
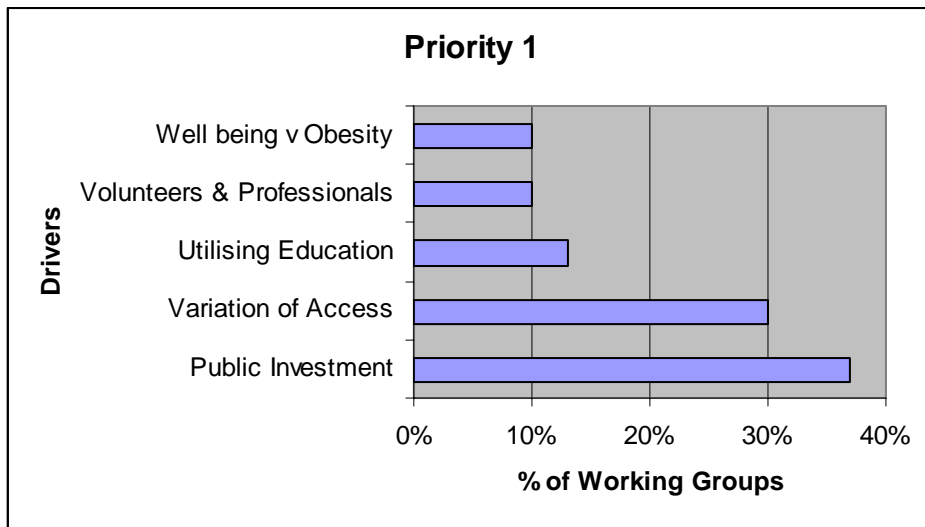
- Attitude
- Public Opinion
- Media

## 2. Assessing the Settings

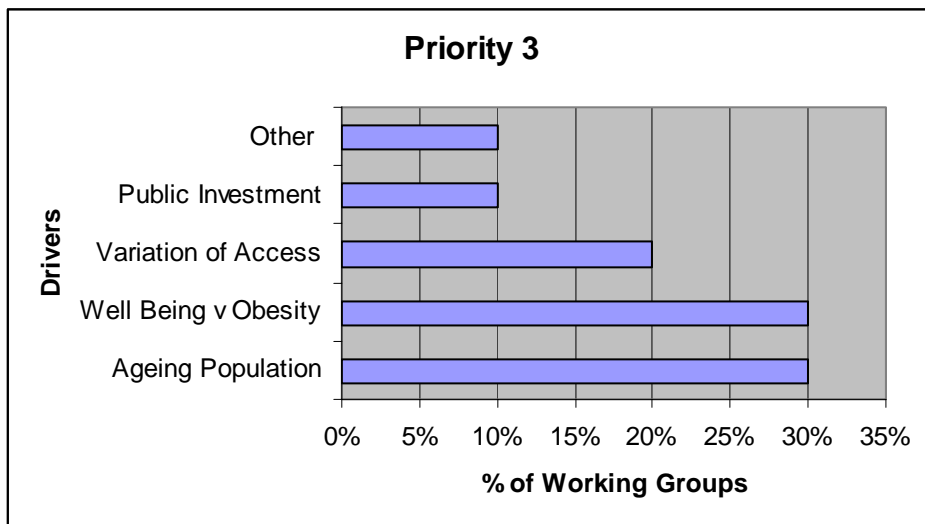
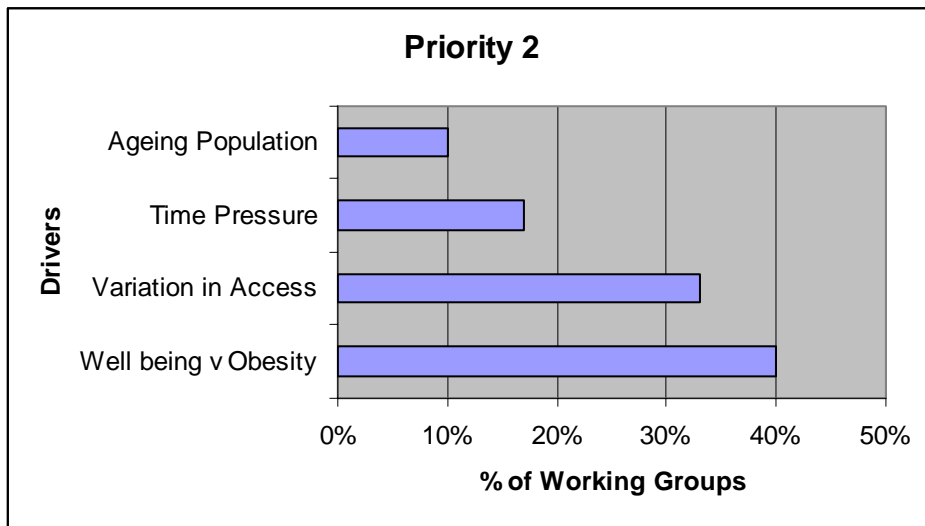
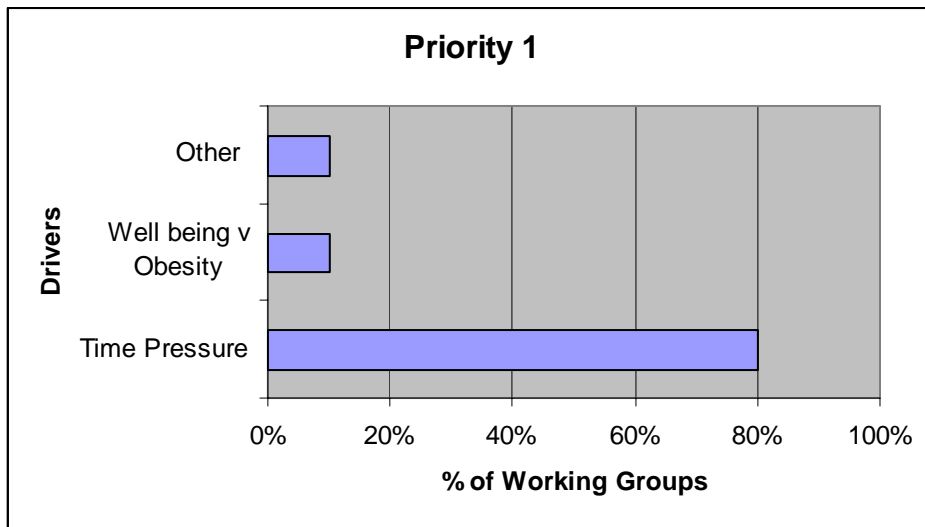
**Guests then considered the impact these drivers could have in various settings (where sport and physical activity take place) and were asked to give priority ratings (1 being highest priority, 2 or 3 being lowest) to each of these.**

The following pages summarises the results for each setting...

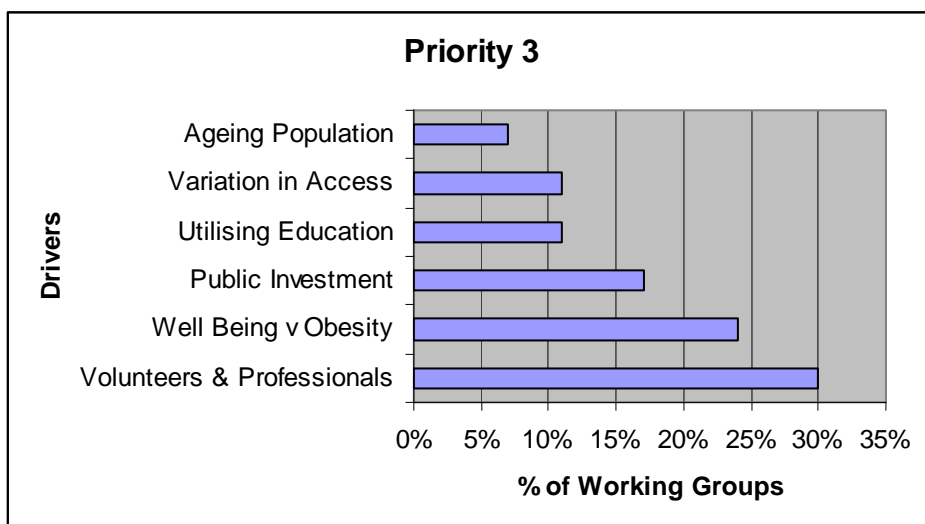
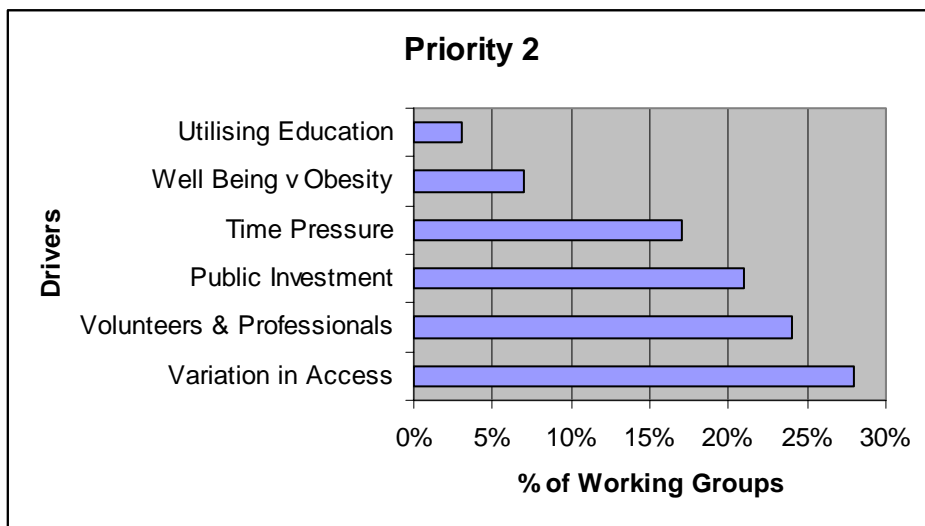
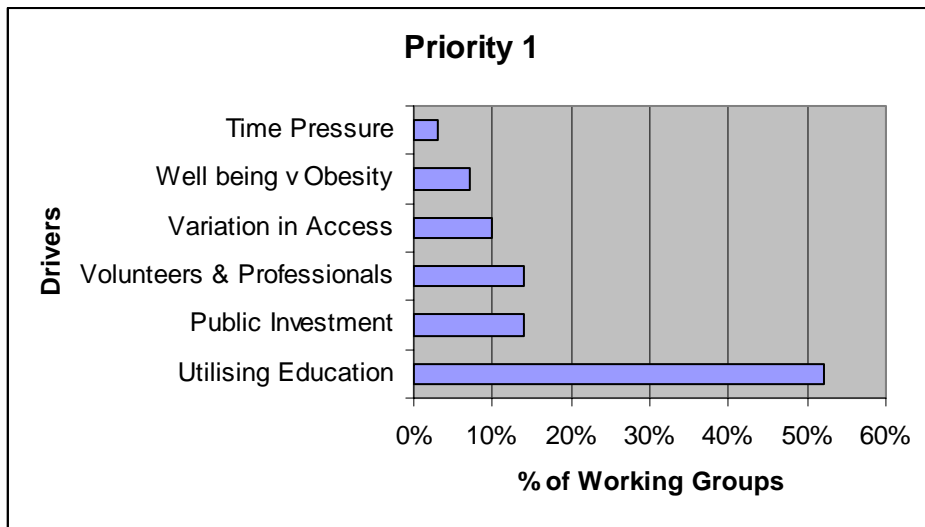
**Community Setting**



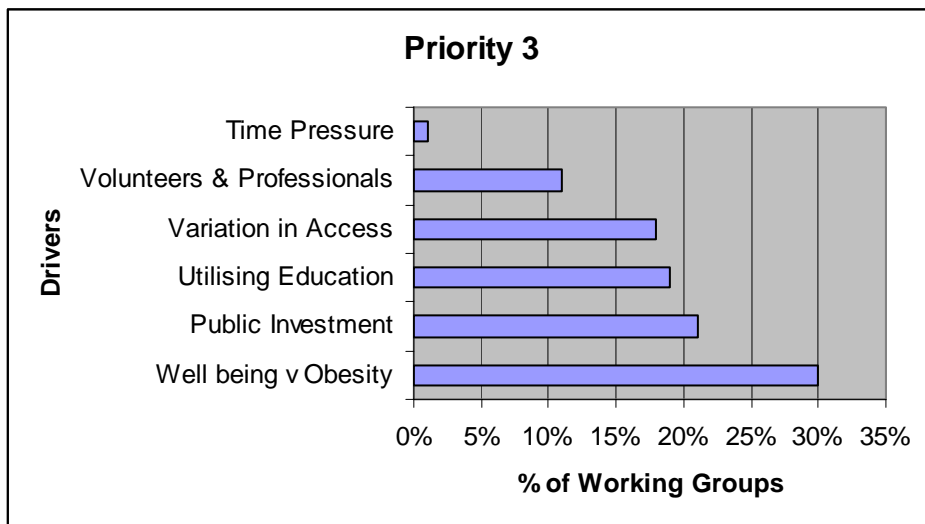
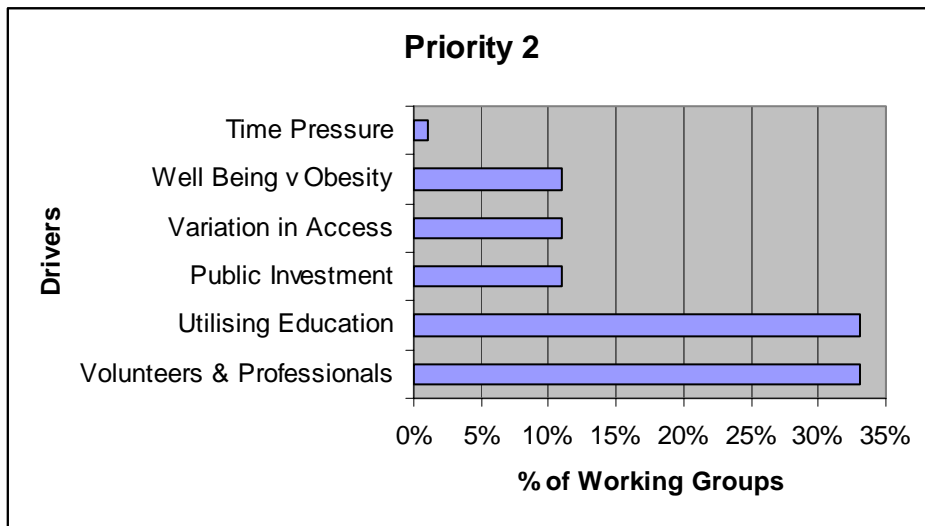
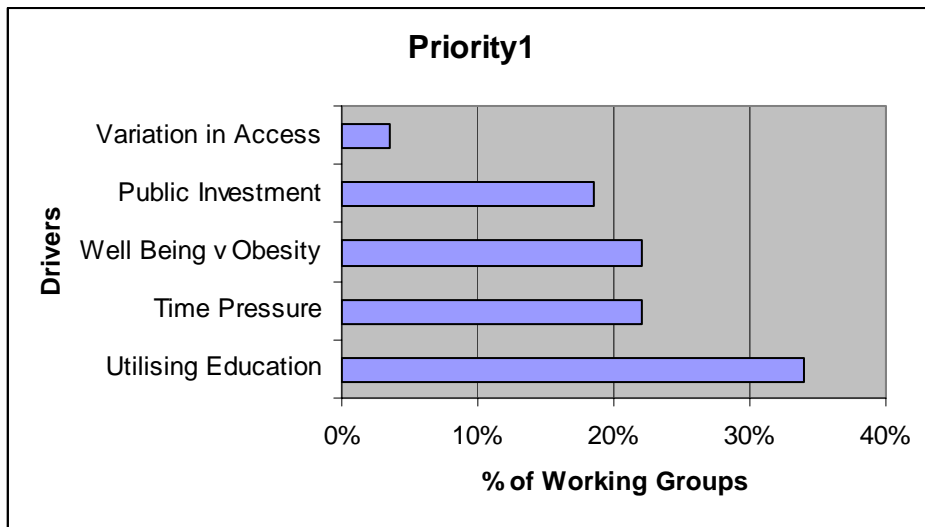
## Work Place



### Higher/Further Education



**Primary/Secondary Education**



## **Making it Happen**

This key session sought Guests to share new ideas in identifying priorities for the future and by doing so inform the Framework for Sport and to drive forward regional plans.

### **1. Reviewing the Proposals for each of the 6 areas**

**Each Working Group was given 6 cards with questions on “Areas of Change”** These areas of change were identified as those which have an impact on the drivers and hence impact on raising participation in sport and physical activity.

The following identifies the priority themes emerging from the responses to the questions raised.

<b>Legislation</b>
<i>What legislative and regulatory changes could facilitate an increase in participation?</i>
<ul style="list-style-type: none"> <li>• Tax relief -more tax and VAT incentives to encourage clubs/groups to attract new users, tax breaks for employers for fitness</li> <li>• Corporate membership – reduce taxes and National Insurance contribution</li> <li>• 2 hour PE Curriculum</li> <li>• Sport a statutory service &amp; provide evidence</li> <li>• Reducing VAT from sports activities</li> <li>• More appropriate use of planning gain</li> <li>• Free subsidised liability insurance</li> <li>• Raise awareness of and far more diligently towards, the Race Relations Act</li> <li>• Subsidised public transport</li> <li>• More realistic approach to risk assessment regime</li> <li>• Ban corporate tax on sports bodies</li> <li>• Enforcement of working time regulation – more leisure time</li> <li>• Earlier school start, end school league tables – more PE on curriculum</li> <li>• Food labelling – how far you need to walk off a Mars Bar</li> <li>• GP exercise referral – 1<sup>st</sup> method of intervention</li> <li>• National cycle plan</li> <li>• National Learn to Swim programme – free at point of delivery</li> <li>• Leisure facilities – lifestyle centres incorporated in planning of housing projects</li> <li>• Health &amp; Safety regulation – active transport provision – active breaks – facility opportunity</li> <li>• Legislate BBC to cover more minority sports e.g. hockey, swimming, netball, gymnastics etc</li> </ul>

<b>Innovation &amp; Delivery</b>
<i>How has the world of retail transformed itself in the last 20 years?</i>
<ul style="list-style-type: none"> <li>• Large out of towns shops, profit motivated, marketing – use of media, loyalty cards, 24/7, fast food, bigger, more attractive, older workers, bar codes, globalisation, themed retail, linking services, raised expectations, just in time stock control, mass purchasing.</li> </ul>
<i>How might some of these ideas be freshly applied to increasing participation?</i>
<ul style="list-style-type: none"> <li>• 1 stop shop – multi sports club</li> <li>• Website based – internet</li> <li>• 24/7 access</li> <li>• Marketing – image</li> <li>• Loyalty bonus cards</li> <li>• Quality integrated facilities to attract large members to participate</li> <li>• Set trends – encourage supply creating its own need</li> <li>• More incentives schemes</li> <li>• Bring back free milk for under 11s</li> <li>• Crèche at sports facilities, children’s sport areas in stores</li> <li>• Access – transport – local free bus routes</li> <li>• Special offers</li> <li>• More customer facing</li> <li>• Branding</li> <li>• Quality, new, hi-tech facilities</li> <li>• Improve data/knowledge/customer tracking</li> <li>• Buy one get one free</li> <li>• More flexible pricing</li> <li>• Wider experience – health centre, restaurants</li> <li>• Family experience</li> <li>• Effective supply chain- parents/kids/schools/clubs</li> <li>• Specialisation – sports/activities/facilities</li> </ul>

<b>Promotion &amp; Marketing</b>
<i>What promotion and marketing ideas could be developed to promote participation in sport and physical activity?</i>
<b>Locally</b>
<ul style="list-style-type: none"> <li>• Targeted marketing and role models</li> <li>• Diversification of activity</li> <li>• Health/GP focus</li> <li>• Lobbying and providing information to press</li> <li>• Linked to good causes – more emotive</li> <li>• Access to transport</li> <li>• Customer retention</li> <li>• Outreach – going out to bring people in</li> <li>• Taster sessions linked to national/international events</li> <li>• Local domestic leaflet drops</li> <li>• Community sport incentive schemes</li> <li>• Adult versions of adaptive sports</li> <li>• Healthier lifestyle</li> </ul>

<ul style="list-style-type: none"><li>• Billboards</li><li>• Flexible to respond to fashions</li><li>• Family participation to be encouraged</li><li>• Cross traditional boundaries – youth and sport</li><li>• Drop the term ‘sport’</li><li>• User offers and other activities to draw people in to centres</li><li>• Change the products and the packages – build on the non-traditional – relaxation/ extreme sports</li><li>• Develop referral market</li><li>• Information centres – one stop shops</li></ul>
<b><i>Regionally</i></b>
<ul style="list-style-type: none"><li>• Media coverage</li><li>• Billboards</li><li>• Link to major regional events</li><li>• General unified approach to participation</li><li>• Sports Board – establishing full picture</li><li>• Business case for sport</li><li>• M6/M5/M42 billboards</li><li>• Websites/role models/regional advertising features</li><li>• Establish identity for West Midlands Sport</li></ul>
<b><i>Nationally</i></b>
<ul style="list-style-type: none"><li>• National TV campaigns</li><li>• Bring back “Superstars”</li><li>• Role models – sport and non sport</li><li>• Not just football</li><li>• National exercise hour</li><li>• Use of ICT to promote different activities</li><li>• Business case for sport – national cost joint government funding</li><li>• National governing body sponsorship to develop participation</li><li>• Text messaging</li><li>• Direct mailing</li><li>• Sport England market lifestyle options</li><li>• Raise profile of NGBs – learn to swim adverts</li><li>• More news content</li></ul>

<b>Structures and Partnerships</b>
<i>How can we ensure that emerging partnerships deliver their objectives and make the connections to ensure a joined up approach to strategy and delivery?</i>
<ul style="list-style-type: none"> <li>• Consistent aims, goals and objectives, core Performance Indicators</li> <li>• Making the right partnership choices – skills not titles</li> <li>• Accountability</li> <li>• Clear communication</li> <li>• Simplifying structures</li> <li>• Important of an end product may galvanise and remove obstacles</li> <li>• Ensure monitoring is undertaken</li> <li>• Audit Commission/OfSTED role to check</li> <li>• Starts nationally – Government Departments. (DfES/DCMS/Health especially) but structured in such a way that local service providers buy in to them, understand them, accept them and get results</li> </ul>
<i>What needs to happen to ensure that connections are made between sport, physical activity, health and other areas of social policy?</i>
<ul style="list-style-type: none"> <li>• Linking more clearly to Local Strategic Partnerships.</li> <li>• Research/evidence</li> <li>• Blueprints/best practice</li> <li>• Better communication</li> <li>• Funding needs to be conditional on links between partners</li> <li>• Shared milestones</li> <li>• To ensure that each other understand what each other wants</li> </ul>
<i>What structures and partnerships should be established?</i>
<ul style="list-style-type: none"> <li>• Ones that link Government to grass root bodies</li> <li>• Communication</li> <li>• The aims and objectives of partners need to be clearly established before any partnerships are formed. Too many are doomed to failure because of conflicting aims. Need to rationalise sporting structures</li> <li>• 1 Government Agency/1 non-government agency</li> <li>• The interpretation of sport needs to be marketed to provide a more inclusive aspect of life</li> <li>• Get rid of tradition</li> <li>• Better contact needs to be made with non sports organisations and non users</li> </ul>

<b>Performance Management</b>
<i>What changes could be made to improve the effectiveness of self-assessment and inspection criteria for all organisations in order to retain and utilise our resources to best effect?</i>
<ul style="list-style-type: none"><li>• Standard indices for all to work to</li><li>• Incentivising self-assessment</li><li>• Independent audit of self assessment</li><li>• National ID swipe card on entry to sports facilities</li><li>• Too much on assessment – need to simplify the self assessment/inspection process</li><li>• Clubmark accreditation pursued – need Quest for voluntary sports facility award</li><li>• Be brave – withdraw funds from those who don't deliver</li><li>• National framework for data collections</li><li>• Cross referencing of targets – how is one programme affecting others</li><li>• Publish objectives, targets, milestones</li><li>• Needs to be qualitative as well as quantitative</li></ul>
<i>Do we need to work to a common set of performance indicators for sport? If so, what should they look like?</i>
<ul style="list-style-type: none"><li>• Quality and quantity</li><li>• Outcome based measurements</li><li>• Performance measurement of regular activity rather than the example of research measurement</li><li>• START – numbers and quality, STAY – numbers and quality and SUCCEED – numbers and quality</li><li>• National methodology through community sports partnership</li></ul>

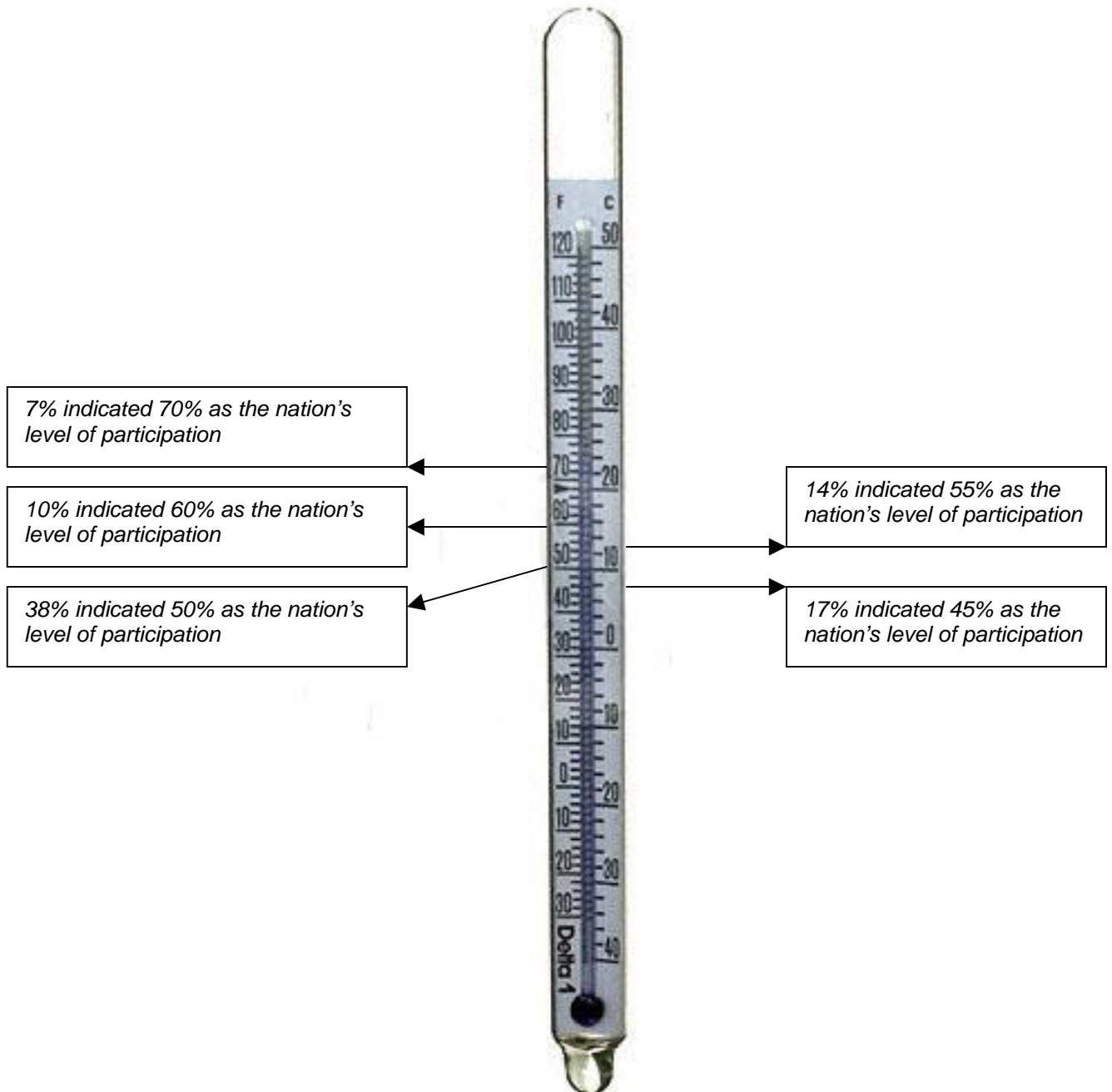
### **Evidence and Research**

*What evidence and tools do we need to make the case for increased levels of investment in sport and physical activity?*

- Evidence/figures to meet other agendas
- Sports link to improving educational results
- Long term commitment
- Making case for economic benefits
- Baseline data
- Demonstrate the effectiveness of participation intervention
- What? – Health, inclusion, national achievement, crime, education, economic
- Who? – Sport England to collate from DfES/Home Office/Other Government Departments
- How? – by working in partnership with common joined up approach to sport
- State of National – provides evidence – obesity, diet, smoking, alcohol etc
- Cost benefit analysis
- Influence on health – healthier workforce/sickness records
- Use HE/FE sectors to combine/share research/evaluation
- Introduce national ID card that records activity levels
- Long term – 20-30 years monitoring and research into long term effects of sport and physical activity on range of indicators – health, fitness, academic performance, employment
- Rates outside of Sport England existing participation rates

## 2. Review of the Thermometer

Based on this work, **working groups were asked to estimate what level of participation can be achieved in 2020, using a thermometer as a gauge.** The following summarises responses.



**Guests finally considered what ideas and suggestions could be taken away with them to make an immediate and positive contribution to driving up participation in sport and physical activity in the West Midlands.**

### 3. *Focused Funding?*

Ideas and suggestions for making it happen from use of existing financial sources and budgets for example through re-direction and modification to plans and practices. Summary of the responses are outlined below:

Theme	Ideas and Suggestions
Cutting Bureaucracy	<ul style="list-style-type: none"> <li>• Less bureaucratic &amp; more flexible with budgets around marketing, promotion and support</li> <li>• Reduce committees</li> <li>• Simplify sources of funding dramatically</li> <li>• Remove all non-value added and unnecessary overheads</li> <li>• More grass roots delivery, less managers</li> <li>• 1 lead organisation take control</li> <li>• Rationalisation of providers</li> <li>• Devolved budgets to constituencies and wards</li> </ul>
Building better partnerships	<ul style="list-style-type: none"> <li>• Bring together disparate funding partnerships (NDC, SRB, YOT, NACRO, Connexions) to invest in sport to save on other budgets</li> <li>• Creative, innovative use of regeneration funding</li> <li>• Strategic planning underpinned by legislation</li> <li>• Review existing service level agreements</li> <li>• Redirect health budgets</li> <li>• More joined up thinking and joint bids</li> </ul>
Changing Attitudes	<ul style="list-style-type: none"> <li>• Target own workforce</li> <li>• Walk the talk</li> <li>• Use target within existing projects</li> <li>• Measure it</li> <li>• Develop evidence base – investment in customer relationship systems</li> <li>• Educational investment to bring about cultural change</li> <li>• Start a 4 R's equivalent campaign in schools</li> </ul>
Changing sport	<ul style="list-style-type: none"> <li>• Transfer from Local Authority sports provision to community and voluntary sport</li> <li>• Make athletes work in the industry</li> <li>• Better training and development at all levels</li> <li>• Broaden range of physical activities</li> <li>• Package activity – more multi-sports clubs</li> <li>• Investment in creation of multi activity organisation run by local communities but supported by professional services</li> <li>• Pool resources to look at quality assurance in clubs by encouraging Clubmark and assisting to ensure young</li> </ul>

	<p>people have quality progression and encourage club participation</p> <ul style="list-style-type: none"> <li>• More training and awards for volunteers</li> <li>• Funding from NGBs for youth and funding from Local Authorities for 50+</li> </ul>
Future of facilities	<ul style="list-style-type: none"> <li>• Knock down old public leisure facilities and reinvest</li> <li>• Sports facilities to be provided as part of any major development</li> <li>• Ensure section 106 agreement include provision for sport</li> <li>• Allow Local Authorities to sell playing pitches to reinvest any gain to improve sports facilities and opportunities for physical activity</li> <li>• New facilities and refurbishment of existing</li> <li>• Review existing levels of subsidies</li> <li>• Divert subsidies from ageing leisure centres to schools</li> </ul>
Future Funding	<ul style="list-style-type: none"> <li>• Education investment – funding for Primary schools needed</li> <li>• Spend it on people</li> <li>• Volunteer investment</li> <li>• Invest in the family unit</li> <li>• Invest in multi-activity/sport clubs</li> </ul>

#### 4. **Take Away**

The following summarises the ideas and principles, which Guests felt, could take and make an immediate and positive contribution towards their existing plans and current practice.

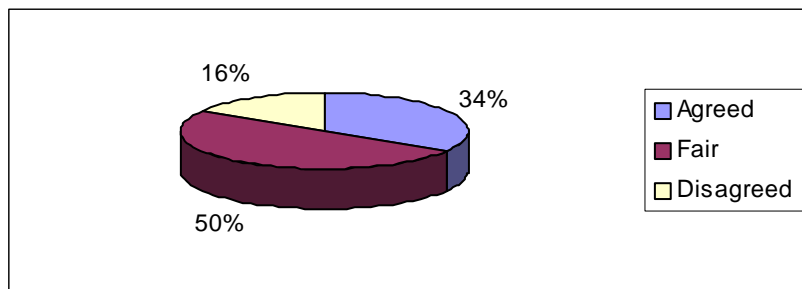
<b>Theme</b>	<b>Ideas and principles</b>
Partnership Working	<ul style="list-style-type: none"> <li>• Ensure health promotion representative attends County Sports Partnership meeting to advise us on how to maximise our contribution to the health agenda</li> <li>• Provide training and support to CDOs to make networking more effective and instil good practice of working with key partners</li> <li>• Develop effective communications between agencies, providers, users etc and cross fertilisation of objectives</li> <li>• Encourage voluntary sector involvement and investment</li> <li>• Develop better understanding of what other partners and organisation do and the areas where we could work</li> <li>• Involve health and social services in all new projects</li> <li>• Improve transparency</li> <li>• Overcome threats between sports agencies</li> </ul>
Targets & Indicators	<ul style="list-style-type: none"> <li>• Identify performance indicators that are relevant and can be monitored easily</li> <li>• Encourage other activity and sport professionals to meet target “Do as we do” and change our culture first</li> <li>• Nothing in isolation – the statistics</li> </ul>
Change in approach	<ul style="list-style-type: none"> <li>• Work with families and under 11s with a view of reaching long term targets</li> <li>• More emphasis on the Family Unit</li> <li>• Increase priority of work to over 50’s</li> <li>• Mechanisms to communicate with non participants</li> <li>• Not just sport but physical activity and healthy lifestyles</li> <li>• Review current thinking, management and deliver</li> <li>• Lobby those with control over influence</li> <li>• Individual responsibility/ownership</li> <li>• Best fit rather than perfect fit</li> <li>• Lead by example</li> <li>• Add social element in to physical activity and make partnerships more effective in terms of increase in participation numbers</li> </ul>

<p>Improving individual's lifestyle</p>	<ul style="list-style-type: none"> <li>• Increase activity levels</li> <li>• Access to pool vehicles at work to encourage walking to work</li> <li>• Work with Local Authority to incorporate ½ day to physical activity in to new culture of Directorate</li> <li>• Publicise within the office, sport as an activity to get more acceptance from all who can participate</li> <li>• Encourage work colleagues/friends and family to do 5 sessions per week</li> <li>• Survey existing staff</li> <li>• Play more golf and family exercise</li> <li>• Prioritise part of the day for exercise</li> </ul>
<p>Sport England</p>	<ul style="list-style-type: none"> <li>• Lobby Government to give us more money locally and regionally</li> <li>• More powerful/wider marketing of Sport England to motive the wider population</li> <li>• Encourage, advise, provide evidence.</li> </ul>

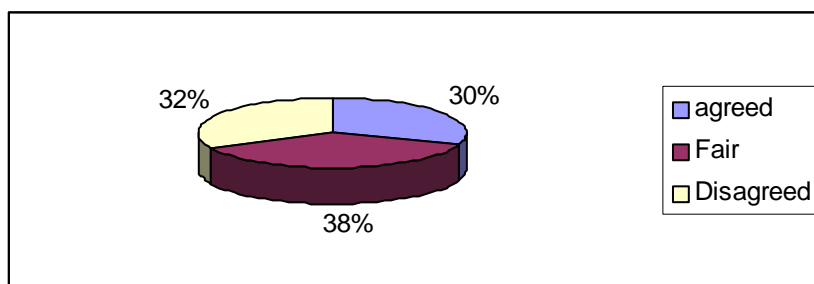
## Bull's Eye

On leaving, **Guests were asked to provide an immediate response to the Seminar** by placing a red sticky dot in each of 4 areas on a bull's eye. Each Bulls Eye Area offered a statement. The closer the red dot was placed towards the Bulls Eye Centre the greater the level of agreement Guests gave to the statement, the further away the dot was placed, Guests indicated that the more they disagreed with the statement. The following summarises the responses to the Bulls Eye Monitoring Targets

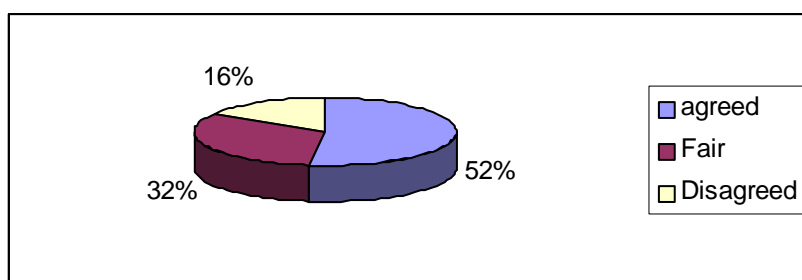
1. I understand the new role of Sport England



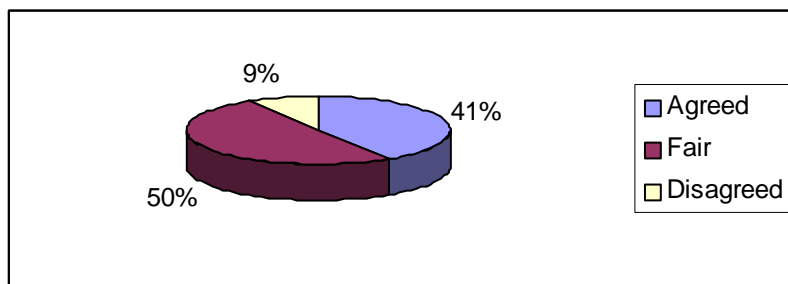
2. I understand the emerging new framework for Community Sport in England



3. I feel motivated to apply the framework in my part of the community



4. I feel involved in the ongoing development of the framework for community sport in England



## **Where Next?**

The following summarises how this Overview Report will inform the Framework for Sport and Regional Plan process.

<b>Action</b>	<b>Timescale</b>
<ul style="list-style-type: none"> <li>• The West Midlands Overview Report is distributed to all Regional Partners</li> </ul>	<ul style="list-style-type: none"> <li>• October/November 2003</li> </ul>
<ul style="list-style-type: none"> <li>• The West Midlands Report is considered alongside the other 8 Regional Seminar Overviews to shape the Final Report</li> </ul>	<ul style="list-style-type: none"> <li>• Final Report to Sport England Council 3 November 2003</li> </ul>
<ul style="list-style-type: none"> <li>• Final Report published setting out priorities for action</li> <li>• Three communication levels will be used:               <ul style="list-style-type: none"> <li>○ The report itself</li> <li>○ Summaries geared towards key partners</li> <li>○ Web based resource</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• November/December 2003</li> </ul>
<ul style="list-style-type: none"> <li>• Regional event on the Framework for Sport engaging partners, focusing on implementation and delivery through the regional planning process</li> </ul>	<ul style="list-style-type: none"> <li>• January 2004</li> </ul>
<ul style="list-style-type: none"> <li>• Launch of Regional Plan for Sport</li> </ul>	<ul style="list-style-type: none"> <li>• April 2004</li> </ul>

## **Appendices**

- I. Guest List
  
- II. Working Group scores for the impact the drivers have on sport and physical activity participation