

**WEST MIDLANDS REGIONAL SPORTS BOARD'S
RESPONSE TO THE
WEST MIDLANDS ECONOMIC STRATEGY REVIEW**



**One Day International England v Pakistan
Edgbaston, September 2006**

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WEST MIDLANDS ECONOMIC STRATEGY REVIEW WEST MIDLANDS REGIONAL SPORTS BOARD RESPONSE

- The Regional Sports Board (RSB) has significant high level experience and expertise including strong private sector representation.
- This RSB response is made from an economic perspective, focusing on the value that sport as a sector and as a product can add to the region's economy and future prosperity.
- The Sport Industry Research Centre (SIRC) at Sheffield Hallam University was engaged to provide a robust and independent analysis of the value and potential of sport for the regional economy.
- Our response has been formulated following wide consultation with the sector, and complements other responses including those from the County Sports Partnerships, the 2012 Leadership Group, The Regional Health Partnership, Culture WM and Tourism WM. This paper presents a strategic overview followed by a detailed response to the West Midlands Economic Strategy (WMES) review policy questions. Finally, two appendices detail evidence in the form of case studies and the SIRC paper.

1. THE BUSINESS OF SPORT

- Sport in the West Midlands is an industry in its own right and there is a *prima facie* case for sport to be recognised as an industry cluster¹. The hard facts^{2 3 4 5} are that in the West Midlands sport accounts for:

4,000 Businesses	£1.3 billion p.a. consumer spending (2.4% of all)
135 private health clubs	1.7% of regional Gross Value Added (GVA);
1.8% regional employment	44,600 full time jobs (60,000 people employed)
281 public sports centres	Local authority expenditure p.a. of over £200m

Drivers of growth that have the potential to generate a transformational change in the scale and significance of the sport industry are:-

The Sports sector shows strong and predicted sustained economic growth that consistently outstrips the economy as a whole.

Despite this pace, the region's sport sector is less productive per capita than other regions, closing this gap would yield a gross value added (GVA) of £180m per annum or 1.8% of the overall gap in GVA between the West Midlands and other English Regions.

This overall regional gap is partly based on the structure and type of the region's industries but also by lower productivity by the workforce. (Regeneris report for AWM). An active population has a healthier and more active workforce, and potentially a more productive one. Nationally sickness absences cost at least £11billion per year or 16% of salary costs, and the overall cost to the nation of overweight and obese people is estimated at £7 billion per year.

¹ Department for Trade and Industry defines a "cluster" as a sector accounting for at least 2% of employment.

² Skills Active –West Midlands Sector Skills Agreement Dec 2006

³ Sport Industry Research Centre, Feb 2007, Research for the WM RES Review.

⁴ Sports Employment Research in the West Midlands –Impact Research Ltd 2004

⁵ The value of the Sports Economy in the English Regions – West Midlands, June 2003. Cambridge econometrics

As Sport England, the region's local authorities, and sports partnerships work towards increasing participation by 1 percentage point per year (196,000 people by 2012), the supply side of sport both in terms of personnel and infrastructure will need to increase dramatically. Sports Villages/hubs may form a strategic focus for infrastructure development when linked to the regional and local/sub-regional sports strategies to ensure they are sustainable. The RSB has recently commissioned the production of a Regional Facilities Framework.

The 2012 Olympic and Paralympic Games offer a huge opportunity for the entire West Midlands economy from now until after the event. The combined effects of these drivers will propel the sport industry to over 2% of regional employment and 'industry cluster' status.

1.1 KEY POLICY RECOMMENDATIONS

1. That the Business of Sport is recognised within a strengthened Tourism, Sport and Leisure industry cluster.
2. That Sport England and Advantage West Midlands seek to capitalise on Sport as a fast growing industry productivity driver through the establishment of a Sport Business Development Manager Post based at AWM and jointly funded.
3. That Sports Villages/hubs be recognised as beacons within the WMES for driving economic growth and regeneration.

2. THE LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

The next Regional Economic Strategy must recognise the opportunity hosting the Olympic and Paralympic Games presents. In addition to direct contracts, these opportunities are: -

Business Tourism

- Skills development (customer care skills, event management, security);
- Infrastructure, including class leading Disability Discrimination Act compliant access to tourism-related facilities;
- Marketing the region as an alternative to London, or as part of a longer stay;
- Achieving a tourism legacy for this region and 2012 linked conference trade.

Increased Sports Participation

The West Midlands is the least active of all English regions, according to the Active People survey of 2006, and has the highest incidence of female obesity and the second highest level of male obesity in England.

A major target and legacy for the Games is a more active population and Sport England WM has a target of getting 196,000 more people active at 3x30 minutes per week by 2012. In economic terms this increase would deliver the following benefits:

- A more active workforce is a healthier and more productive workforce;
- Costs of sickness and absenteeism to industry and the NHS would be reduced;
- A more active population is more mobile and generates more economic activity not only via spend on direct activity costs but also on sports goods and general services;
- More employment as more sport sector workers such as coaches are needed;
- Greater skills/NVQs as more people are trained in sport-related industries;
- More volunteering, current level is worth £10million a year to the region, with 26% of all volunteering carried out in sport;

- 3,000 of our young people inspired and upskilled as volunteers at pre-games events and the games to continue to contribute to society;
- Sport provides a positive outlet for young people at risk, leading to reduced crime and anti-social behaviour, this in turn will reduce the costs of crime and the negative economic impact caused by fear of crime.

- **Active People Survey 2006 Results**

Participation – % of adult (16+) population active at 3 days a week 30 minutes moderate intensity exercise.

	All (%)	Male (%)	Female (%)
West Midlands	19.3	22.2	16.6
National	21.0	23.7	18.5

- In the West Midlands, 1,987,668 people aged 16 plus, undertake zero days of 30 minutes moderate intensity sport and active recreation.

Pre-games Camps

- Add to the tourism spend before, during and after the games.
- Showcase the region to the world.
- Demonstrate the place of the region as first for hosting sports events.
- Attract major events like Sport Accord (major world class sports conference) and a Commonwealth Games bid.
- Support links from the region's businesses to visiting countries through associated trade links and missions.
- Lead to new and improved facilities for sports events, as well as making the region more attractive to live and work in and therefore relocate to.

2.1 KEY RECOMMENDATIONS

- That an Olympic champion fund or strand be established to support and secure the development of regional level facilities and bids for pre-games camps, and world class competitions and events, e.g. the Commonwealth Games.
- That 2012 be used as an economic "activity" engine to drive improvements in skills, places, and universities, create and sustain jobs, regenerate sites and attract visitor spend to the region.
- That the economic benefits from the key legacy of 2012, a more active and healthier population and productive workforce, be brought to reality through supporting work-based sport, recreation and health initiatives.

(NB these recommendations have the support of the 2012 Leadership Group)

3. THE WIDER BENEFITS OF SPORT

Sport is more than just a contributor to economic prosperity⁶. The Regional Plan “Sign Up for Sport” (2005) recognised that Sport also has the ability to contribute positively to a wide range of social, environmental and quality of life issues. Sport is not only an economic force for good in its own right, it also contributes positively to a variety of cross cutting agendas that are consistent with the economic aims of the region and of Advantage West Midlands.

- The **health benefits** derived from sport can **improve productivity** and prolong people's ability to be **economically active**. Furthermore, a healthier population will place fewer demands on the National Health Service.
- Major **sports events** are an excellent example of how sport can deliver positive **economic impacts, destination/place** marketing effects, civic pride and opportunities for workforce development via volunteering. The Economic impact of a sample of 5 events (worth over £11million) held in the West Midlands is shown below.

Year	Event	Venue	Economic Impact	Hotel Bed-Nights
1997	Cricket Test Match	Edgbaston	£5.1m	30,780
1997	European Junior Boxing Championships	NIA	£0.5m	5,327
1999	World Judo Championships	NIA	£1.9m	13,699
1999	World Indoor Climbing Championships	NIA	£0.4m	2,123
2003	World Indoor Athletics Championships	NIA	£3.2m	22,529
Source SIRC 2007. ⁷		Totals	£11.1m	74,458

The economic benefits of sports events do not stop with additional spending in the local economy. A typical cricket Test Match will last for four days and receive c. 28 hours of television coverage in the UK and abroad. The 1999 World Judo Championships put the West Midlands under the spotlight in the Far East, notably Japan, with four days' of prime time television coverage.

- Sport is a proven '**gateway**' to training, skills and employment, reaching those who have experienced difficulty gaining a foothold in work. Key skills required in sport such as customer service, ICT and leadership are needed in other industries and are easily transferable elsewhere. Young people engaged in sport do **relatively better academically**. All of the region's professional footballs clubs have study support centres.
- Sport is a **catalyst for regeneration**. The West Midlands is a good example of how sports facility development, participation, spectator sports and sport events can be used to **regenerate areas, create jobs**, create positive images of 'place', and help economies to evolve. The Ricoh and Britannia stadia, Shrewsbury and Telford Sports Villages, and the NIA are all examples to illustrate this point.
- The network of walking and cycling routes currently deliver a multitude of benefits that have positive **economic, health and environmental outcomes**. These include community recreation, sports and recreation tourism, and decreased motorised journeys made by offering a **sustainable alternative mode of travel**.

⁶ Sport England 2006; Sport Playing its Part

⁷ Measuring Success- A blueprint for success, UK Sport 1997.

- Finally, sport can act as a device to promote **social inclusion** in two ways. First the sport industry can help to 'narrow the gap' between those who are economically advantaged and those who are not. Second, sport encourages social interaction which in turn can improve self esteem and community cohesion. Sport can also reduce crime and anti-social behaviour, which are both **costs to business**, and can also improve community safety.
- In the detailed responses to the policy choices attached as Appendix 1 we have recommended policy choices and also assessed and evidenced how sport can contribute to these. Appendix 2 provides evidence and examples in case studies referred to in the response. Sport Playing its Part⁸ sets out in more detail this rationale.

3.2 KEY RECOMMENDATIONS

- That sport be used as an exemplar to illustrate how the WMES recognises industries that add value by not only creating wealth but also by contributing to a range of important cross cutting themes.

⁸ Sport Playing its Part. Sport England 2006

Appendix 1

Detailed Response to Policy Choice Questions

1. Enterprise

We believe a policy priority for the WMES should be in tackling enterprise gaps, notably in the poorer and under-represented communities. Sports businesses have some potential here, particularly following the social enterprise model. There are also opportunities for community based businesses in facility operation, coaching/activity leading based on the current significant voluntary sports sector. We have commented recently on this policy initiative through the Review led by Barry Quirk for Government.

We believe the concept of **sport and enterprise villages** such as Telford (case study in Appendix 2) are a model for sport linked regeneration, the region has potential for others.

2. Innovation

Our view on this area is that it is vital to link the interface between research and development institutions most notably the universities, and entrepreneurs to ensure projects are relevant, timely and focused on growth markets. Key to this is graduate retention and recruitment and we believe good sports facilities and local club/competitive infrastructure to be important to this, for both UK and international students. Through the Regional Sports Board Community Investment Fund we are able to support innovative, high tech projects at universities that increase sports participation. A practical example might be a 50 metre Olympic standard pool with green technology and moveable floors/booms.

3. Skills

According to Sports Employment Research commissioned in 2003 for AWM, SkillsActive the GOWM and Sport England WM :-

- there are 4,000 sport and active recreation businesses;
- 28% of these had skills gaps;
- 15% had experienced skills shortages;
- 16,375 enrolments on sport and leisure courses;
- 11% of workforce is from BME Communities (higher than regional average).

This research and further sector analysis by Skills Active has led to a formal Sector Skills Agreement, which has established a Regional Sports and Leisure Executive Group for Skills (SLEG) linked to the regional skills partnership.

There are four policy proposals we feel are vital to take forward into the new WMES,

We believe all of them are overlain with the need to get training providers closer to businesses, to ensure training is relevant, well delivered and more work based. A structure of sub-regional **local skills and employment boards** charged with this role would facilitate this. In sport our **County Sports Partnerships(CSPs)** are producing sub-regional **workforce development plans** to identify the sector's current and future skills needs, following the publication of the West Midlands Regional Skills Action Plan

The CSPs could provide the sector representation on these boards and a more **cohesive skills infrastructure**. The RSB has a capacity building strand to its sports lottery funding that can support workforce development.

The first focus is on **investment in basic education**. i.e. get the schools and colleges and sector skills councils delivering proper and robust work skills, notably in ICT as well as GCSE and A levels. There is strong evidence to show that sports participation leads to increased educational attainment and this should be part of a balanced school programme.

The second focus is on **poor qualifications, linked to worklessness and deprivation**. We are seeing layers of deprivation factors combining in our inner cities leading to exclusion, young people many from BME communities, with low self-esteem and expectations and others with health problems and generally low incomes.

Alongside other initiatives, **sport** can play a **key role** in providing a **gateway into education and learning**, and onto qualifications at NVQ 2 level, for those who find traditional routes more difficult. These schemes can also improve health, raise self-esteem and reduce crime. All of the region's professional football clubs are involved with study support as is Telford AFC. Good case studies can be provided e.g. the Black Country Pathways to Employment through Sport project has helped 1,500 people since 2002 and 1,000 of them have gone into employment. The Sport and Renewal study (2006) identified 150 renewal projects using **sport as a regeneration tool** in the region.

The third area is **graduate attraction and retention**. Graduate retention complements the first two policy areas and is enhanced potentially by a quality supply of good sports facilities and links to local clubs/centres. Good work-based sports opportunities are also important. A recent study by the Leadership Trust showed that a key factor in recruiting managers/leaders in industry was experience in team sports.

The fourth policy proposal is to drive the industry to **upskill the existing workforce** by increasing the overall level of skills training for employers in the West Midlands, through better workforce development planning, and the sourcing of funding via schemes such as Train to Gain and initiatives aligned to the Regional Skills Partnership strategy and the final Economic Strategy.

There are **six key priorities to address**:

- i. Improving the quality and range of services;
- ii. Improving recruitment and retention;
- iii. Professionalise and improve the skills of the workforce;
- iv. Matching supply to demand;
- v. Redirecting funding;
- vi. Increasing investment in our people.

The main focus will be to target staff without Level 2 and Level 3 qualifications and to train them in nationally recognised qualifications. Additionally, priority will be given to training to address the most common skills gaps reported by employers such as communication skills, management and leadership, customer service and initiative.

The Regional Sports Board is able to fund capacity building initiatives related to these priorities through County workforce development plans.

4. Economic Activity

The Regional Sports Board believes there are three main policy choices here.

The first relates to question 3 above in that **skills**, and the low skills base in the disadvantaged areas should be high policy priority.

The second is that the Regeneris report identified that some of the gap between the region's economic productivity and that of other regions is not because of the industry types or location but because of **low personal productivity**.

The West Midlands is the least active of all English regions, according to the Active People survey of 2006, and has the highest incidence of female obesity and second highest level of male obesity in England. We see also that the sport industry, although one of fastest growing sectors in the national economy, is underachieving in this region. These facts all point to a region whose population is less educated, lower skilled, **less active, and has poorer health and lower output** than England as a whole.

A more active population would be a healthier one and a more productive one. Sport England WM and its key partners in the County Sports Partnerships including local authorities has a target of getting 196,000 more people active at 3x30 minutes per week by 2012.

We believe that tackling low personal productivity would have significant and multiple gains for the WMES.

The third area is linked to this and that is of **older workers**. It is clear that as people live longer the costs of pensions and health care will increase (Regeneris report) and consequently people will have to work to a later retirement age. This pool of labour will not only add value but has **significant experience and knowledge** and can be used to support **skills development for younger workers**. What is vital is that good health is maintained and this can be maintained through a healthy diet, and active lifestyle based around sport and recreation.

5. Quality of Life

We agree that the WMES should have quality of life as a key theme and policy strand, as an environment that is able to attract and retain businesses (and visitors) is vital to sustainable economic growth. Indeed we would go further and say that **quality of life is what people and communities aspire to most, economic activity is a key means to deliver this aspiration.**

We believe the WMES should have three key policy priorities, the first is to focus on **health**, as without good health it is not possible to work well or enjoy life to the full, and indeed poor health costs business and reduces productivity. (links to Policy Option 5). **Physically active employees take 27% fewer days sick leave, saving £135 per employee (Physical Activity Task Force 2003).**

The Regeneris report, in assessing the productivity gap between the West Midlands and other regions states that

“The West Midlands has grave health problems: the greatest incidence of infant death in England, the highest rate of obesity together with the North East and a high rate of teenage pregnancy. These factors each affect people’s quality of life and economic activity, going some way to explain the gap in output.”

Nationally sickness absences costs at least £11 billion per year or 16% of salary costs⁹, and the overall cost to the nation for overweight and obesity is estimated at £7 billion per year.¹⁰

⁹ Choosing Health, Public Health White Paper, Dept Health, 2005

¹⁰ Report on Obesity, House of Commons Health Committee, 3rd report, session 1, 2004

The Chief Medical Officer has indicated that taking part in 5 x 30 minutes of moderate intensity physical activity per week is vital for health and the WMES should recognise and support the achievement of this goal.

Policy option 3 is consistent here in the sense that an enhanced green infrastructure would enable walking, cycling and outdoor activities, especially if linked to multi-purpose trails, which are also important for green commuting and linking residential areas with retail/employment sites etc. Under Phase 3 of the RSS a green spaces assessment is being undertaken which can inform the RES.

A more active population would be a healthier one and a more productive one. Sport England WM and its key partners in the County Sports Partnerships including local authorities have a target of getting 196,000 more people active at 3x30 minutes per week by 2012.

We believe the second policy option should be about **participation** in sports and active recreation as part of an active lifestyle. We need to see that workplace health is supported, and that **community sports networks** (through sports partnerships) are seen as the coordination infrastructure for this work. (These form, through County Sports Partnerships, part of a unique delivery system for sport in this country)

To effect this participation increase we need to improve rural access to multi-purpose **facilities, schools** and also in most urban areas. Where there is enough provision, the stock of facilities is ageing. Sport England has recently commissioned a regional facilities assessment and has detailed information on gaps and needs from its **Active Places data**. This can be factored into both the economic and spatial strategies.

Sports Villages/hubs have been very successful in regenerating areas, forging partnerships, creating jobs. Providing skills and generating a sense of place. (Links to question 6). Two good cases are in Telford and Shrewsbury.

The third policy option is therefore around (**cultural**) **sporting beacons**, and the main dimension to this is to identify, in economically deprived areas/lowest levels of sports participation and **deliver 5 sports villages over the period of the WMES**.

6. Infrastructure

There are three policy areas the RSB considers to be significant.

In terms of **modal shift**, the provision of **cycling and walking routes** (particularly separated from other traffic), cycle hire, as well as promotion is vital in reducing the number of motorised journeys, whilst at the same time promoting healthy recreation and sport.

Housing growth points. There is a great opportunity in these areas, through good master planning to ensure housing, jobs, transport and recreation and sport are provided in a balanced and sustainable way. Sport England is leading this work for the cultural sector through the Where We Live initiative. The Sports Facility Calculator and the Cultural Tool Kit (being developed nationally) can help to assess scientifically the demand for new sports facilities generated by housing growth in major urban areas, and other growth points.

Brownfield Sites. Through master planning the sports village concept may be one way of unlocking the development potential of brownfield sites. A key to this will be the need for an agency to underwrite any land reclamation risk, and on flexible approaches to lease/sale of land and mixed public/private investment and income streams.

7a Places

The concept of places is important in attracting and retaining population and economic skills in the West Midlands. Green spaces and sport and recreation facilities are key to ensuring that 'Places' provide sustainable community environments. It is important that the RES links up with the new 'Places' forum in the West Midlands to ensure this element of 'Places' is delivered through new development opportunities and plays its part in creating places which encourage economic growth.

7b Priority Places

We believe the Regeneration zones should continue as a concept, but through the RSS the concept of Regional Action Areas be developed that all regional agencies could share to focus partnership working through the multi-area agreements seen in the Local Government White Paper.

8a Business Types

The strategy needs to continue to support manufacturing, especially in modernising and market forecasting. A mixed investment portfolio should also see support for ICT and knowledge industries. A clear focus should be had on those clusters that have **growth potential**. Capital and knowledge is mobile and the WMES needs to recognise the role of community and sports facilities and services to attract and retain these industries.

We also believe that sectors that **add value** across all or most of the strategy themes should be supported and that **sport be used an exemplar** of this.

8b Business clusters/sectors

Currently AWM has a **Tourism and Leisure cluster**, we would like to see this continued but **sport formally recognised** in this area as it has the imminent potential to meet the DTI cluster definition of 2% of employment and is a fast growing sector.

We also believe that **major international events** is an area where the region has the track record and the location to become 'the events' region'. The West Midlands has a structural competitive advantage in its location and accessibility nationally and internationally. It has an **exceptional 'hard' and 'soft' infrastructure for hosting sports events**.

Notable recent events include Test Match cricket at Edgbaston (economic impact c.£5.1m); the World Indoor Athletics (£3.2m) and (forthcoming) 2007 European Indoor Athletics Championships; World Judo Championships (£1.9m) and World Indoor Climbing Championships at the NIA; the World Gymnastics Cup; the Ryder Cup at the Belfry (estimated £65m).

When visitors from outwith the region attend events held in the West Midlands, they bring with them new money and increase regional Gross Domestic Product via an invisible export effect. First round spending by visitors to the region has a knock on effect in the supply chain (indirect impact) and the totality of new income circulating round the region's economy has additional (induced) effects.

A case study in Appendix 2 shows that a sample of 5 events generated £11million, and in addition to this regular spectator sports account for £51million p.a. of sport related expenditure.

9a Manufacturing Challenge

Clearly a balanced scorecard approach has to be taken here, with continued support to help modernise manufacturing, and remain competitive, whilst recognising the growth of the service, knowledge sectors etc. Planned change is vital as is the type of support package and the lessons learned from the MG Rover collapse. Many of the larger manufacturers have important sports facilities and these need protecting for community use through widening usage and planning for change early.

9b Policy Choices for Manufacturing

Innovation, intelligence, marketing/forecasting.

10. Importance of Themes in Regional Economic Performance

The Regional Sports Board believes all themes to be important but that in driving wealth creation it is skills, enterprise, innovation that are key. We would like to propose an additional theme or sub-theme and that is the 2012 Olympic and Paralympic Games.

2012 Olympic and Paralympic Games

Forecasts concerning the 2012 Olympic and Paralympic Games estimate that the cash benefits to the nation over the 7-10 year period may be as high as £2 billion with an additional post games dividend of 2% increase in visitor numbers from 2012-16. Experience in studies of previous Olympiads reveals that the business benefits accrue regionally across nations especially in tourism.¹¹

The Games represents a key and unique opportunity to contribute to the region's economic success, we propose the recommendations listed below.

- That an Olympic champion fund or strand be established to support and secure the development of regional level facilities and bids for pre-games camps, and world class competitions and events, e.g. the Commonwealth Games.
- That 2012 be used as an economic "activity" engine to drive improvements in skills, places, and universities, create and sustain jobs, regenerate sites and attract visitor spend to the region.
- That the economic benefits of the key legacy of 2012 of a more active and healthier population and productive workforce be brought to reality through supporting work-based sport, recreation and health initiatives

11. What Strategy Should Focus On Tackling Need, Spreading Success, Or Investing In Success?

We would suggest a focus on **tackling need first** followed by **investing in success**. Tackling need reflects where the region is and the need in a democratic society for lagging groups/areas to be provided with opportunity. These opportunities will not be sustainable unless we invest in the global future technologies.

Image is a key factor internally and externally and the environment is a key factor as are events and other activities that improve international image.

¹¹ Welcome Legacy, Tourism Strategy, DCMS 2006

12. How Should WMES Tackle Climate Change

This is an area where the West Midlands could take a lead and seek competitive advantage. By creating demand through policy and procurement changes at regional level demand would be stimulated. We have an embryonic sustainable environment cluster that could support high technology added value industries.

The provision of local sports and recreation opportunities near where people live and work, for example. gyms at work, would help as would investment in the cycling and walking infrastructure and green gyms.

Furthermore LETS schemes, farmers markets and local procurement policies would reduce the carbon footprint from activity.

SBT Feb 2007

WMES POLICY CONSULTATION

Appendix 2

THE BUSINESS OF SPORT CASE STUDIES

1. Sports Village Case Studies

Telford

- A trailblazing £350 million regeneration scheme in Wellington, Telford.
- The pioneering development will provide a range of sports and learning facilities at four key sites; AFC Telford, Telford College of Arts and Technology (TCAT), Hadley Learning Community and Wrekin College.
- Officially opened in February 2007, each of the venues will specialise in one or more of eight sports; football, rugby union, rugby league, tennis, cricket, basketball, netball and dance.
- AFC Telford won the local government award for community involvement in 2005 and the whole scheme was recently named runner up in the national regeneration awards.
- Hadley learning centre is regarded as an exemplar of educational good practice for Building Schools for the Future and is a flagship scheme for PFI. TCAT was judged outstanding by OFSTED inspectors in May 2006.
- The whole project focuses on coaching, inclusion, excellence, disability, social enterprise and life-long learning.
- A unique collaboration between key partners and government agencies.

Shrewsbury Sport Village – a triumph for partnership funding

The Shrewsbury Sports Village is an example of partnerships working: Shrewsbury and Atcham Borough Council (SABC) engaged local, regional and national organisations in the development of the borough's first multi-use 'Sports Village'.

Since its opening in 2006, the Sports Village has delivered first class sport and recreation facilities for the borough and underpins a comprehensive, community sport and recreation programme for everyone, especially 'hard to reach' groups.



- The ethos and philosophy of the sports village is on inclusion and communities. The 'inclusivity' approach has resulted in the creation of a multi-generation environment providing a wide range of skills for the novice through to the elite performer, together with those having disabilities and those 'excluded' from the community.
- An £10m investment and two years' construction have culminated in the opening of the Sports Village. Grants from the Big Lottery, Sport England, the Football Foundation and FIFA have helped bring the dream to reality.
- A total of £2.4 million in grant aid has been received from the Big Lottery Fund, Sport England and the Football Foundation which includes over £400,000 towards a 6-year business plan that will ensure a long term sustainable facility.
- It was 72 acres of muddy football pitches, now it's a world-class facility catering for:
 - eight (badminton) court sports hall
 - climbing wall/bouldering room.
 - two squash courts
 - multi-function room and coach education suite
 - café/bar and indoor changing.
 - 16 grass pitches (8 F/S; 4 small; 4 mini)
 - floodlit premier grass pitch with grandstand seating and terrace/patio viewing.
 - synthetic floodlit pitch (F/S divisible into 3 smaller pitches)
 - floodlit cycle track
 - four floodlit multi-use games areas
 - free and informal access to illuminated street plaza for skateboard/BMX etc and an illuminated multi-sport court
- The Sports Village has been instrumental in the Council's recent achievement of Beacon Status - recognising its work to provide culture and leisure for hard to reach groups, and forms part of a wider strategy to improve sports provision across the borough.

2. Regeneration Case Studies

Ricoh Arena

- The Coventry Ricoh Arena is placed at the heart of a regeneration area with over 75 acres regenerated.
- The Stadium is a £113 million investment, creating 2,500 jobs in the region.
- The Ricoh Arena is a mixed-use regeneration project, including a 32,000 seat football stadium, 6000 square metre exhibition hall, a conferencing and banqueting suites, offices, hotel, fitness studios and community space. Ricoh Arena is being developed alongside a private sector shopping development.
- Over 1 million people have visited the arena since opening for business in summer 2005.



National Indoor Arena

- Opened in 1991, the NIA has had more than 4 million visitors to events and can stage over 30 different types of indoor sports.
- The NIA is the home of British indoor athletics. It has the country's only demountable six-lane 200-metre track. Seven world athletics records have been set at The NIA since opening. In 2003 the World Indoor Athletics Championships were held at the NIA, in March 2007 the arena will stage the European Indoor Athletics Championships.
- Other events held at the NIA include: Davis Cup tennis, International badminton and table tennis, tumbling, judo, hockey, Netball and basketball.
- The NEC Group comprises the National Exhibition Centre (NEC), International Convention Centre (ICC), National Indoor Arena (NIA) and Symphony Hall. Collectively events held at the venues total almost 1,000 each year, attracting in excess of 4 million visitors. This amounts to 42% of the UK's total exhibition trade and major conferences¹².
- An independent study in 1999 revealed that in a 12-month period activity at The NEC Group venues generated £711 million of spending by visitors and supported nearly 22,000 full-time equivalent jobs.
- Brindley Place links the ICC to the NIA and has been the subject of major redevelopment over the past 10 years. The area has been transformed from an inner city industrial wasteland into a dynamic commercial centre. It offers a wealth of restaurants, shops and bars, as well as hotels, health clubs, quality office space, residential units and visitor attractions (including the Sea Life Centre and the IKON Gallery). The scheme is an excellent example of public private partnership

3. Skills and employment Case Study

THE SPORTS PATHWAYS PROGRAMME: Pathways to Employment Project¹³

Background

This programme, funded by Advantage West Midlands, is a portfolio of projects designed to tackle economic and social exclusion in the Arc of Opportunity Regeneration Zone (South Black Country West Birmingham Regeneration Zone), through the provision of progression routes to employment and training through sport and leisure. The programme started in October 2002 and will run until March 2008.

Partners include:

The host agency for the programme is Sandwell Metropolitan Borough Council. Partners: Advantage West Midlands, SkillsActive, SPRITO Directions, Birmingham CC, Dudley MBC, Black Country Connexions, Pertemps Employment Alliance, Sports Structures Limited, Ugly Bug World Limited, West Bromwich Albion FC Community & Study Support Programme and Wood Green High School College of Sport.

¹² EIC, Tourism Team, Tourism Impact Assessment Model

¹³ Pathways to employment through sport mid term review. Ekos Consulting for Sports Pathways Programme. April 2005 – executive summary

Success of the programme:

Overview (mid term review April 2005):

- Over 1,500 individuals have benefited
- Over 1,000 learning opportunities recorded (30+ hours = 1 learning opportunity)
- Over 420 qualifications have been achieved
- 44 people into employment
- Employment support: 160 People assisted to get jobs.
- 6 jobs created

- The Dance Mentor project, in conjunction with the University of Wolverhampton, has trained 8 dancers to a level where they can enter mainstream education teaching GCSE and A-level dance at local schools. 4 of the dance coaches are now working full time in schools across the Regeneration Zone.
- 19 leisure staff from Sandwell & Dudley completed the GP Referral Training, enabling them to be recruited onto the GP exercise by prescription programme and contributing to their continuous professional development.
- 32 people have been trained as Junior Sports Leader Award tutors, giving them the opportunity to seek work as tutors.
- The programme directly contributes to the skills base within the sub-region, providing hard-to-reach groups with opportunities to re-engage through learning and employment.

Photographs from some of the Programme's activities



4. Workplace Health Case Studies

Active Learning Companies, delivered by Warwickshire College

This project was set up to encourage companies in the West Midlands to adopt a work/life balance approach, including physical activity, to workforce development and to demonstrate the business benefits of doing so. Companies were identified by a number of factors including: location in respect of access to leisure facilities and employees in sedentary occupations and groups who traditionally have low participation rates in physical activity.

The principles of the project are based on companies being supported by the services of a physical trainer and a learning mentor who customise a blended physical activity /learning programme in each case. Key individuals are identified in each company and are trained to act as 'Active Learning' representatives. Individual employees are supported through regular checks, the learning pack 'Learning well' and the associated website.

The project works extremely well in companies who already have a strong commitment to workforce development and the programme has added another dimension in terms of accessing employees who have been reluctant to participate in workplace activities, including training, in the past. To date nearly 600 employees from 30 companies have registered with the project. Each participant is set a target to increase their levels physical activity over a six-week period when his or her fitness levels are reassessed and new targets set. Links are made with local leisure centres and at the end of six months a sustainability strategy/action plan is drawn up with each company to strengthen the community links and encourage further participation.



5. Major Sport Events Case Study

According to the recent Regional Events Study by KPMG¹⁴ an estimated 120 Major Events in the West Midlands contributed £390m worth of expenditure to the regional economy in 2005. This expenditure supported approximately 7,400 jobs (Full-Time Equivalent) These events accounted for £201m of regional income(GVA). These events generated 2.5 million visits and 23,000 participants. 16 of these major events were sports events.

The West Midlands plays host to a variety of major sports events every year. Over the last ten years UK Sport, the national agency for elite sport in the UK, has commissioned economic impact studies at five of these events to measure their wider impact on the region. The table below gives a breakdown of the headline figures for the five events studied.

Economic impact of events held in the West Midlands

Year	Event	Venue	Economic Impact	Hotel Bed-Nights
1997	Cricket Test Match	Edgbaston	£5.1m	30,780
1997	European Junior Boxing Championships	NIA	£0.5m	5,327
1999	World Judo Championships	NIA	£1.9m	13,699
1999	World Indoor Climbing Championships	NIA	£0.4m	2,123
2003	World Indoor Athletics Championships	NIA	£3.2m	22,529
		Totals	£11.1m	74,458

¹⁴ KPMG Oct 2006, The Economic Impact of Events in the West Midlands (Marketing Birmingham)

In total, the five events generated a regional economic impact of £11.1m which was primarily driven by nearly 75,000 hotel bed-nights - a very significant boost to the region's accommodation sector. These findings are yet a further example of how sport can be used as a catalyst for economic good. However, the economic benefits of sport do not stop with additional spending in the local economy. A typical cricket Test Match will last for four days and receive c. 28 hours of television coverage in the UK and abroad. The 1999 World Judo Championships put the West Midlands under the spotlight in the Far East, notably Japan, with four days' of prime time television coverage.

In 2003, the World Indoor Athletics Championships were held in the UK for the first time and were staged successfully at the NIA. The direct benefit was an economic impact of £3.2m via the generation of 22,529 hotel bed-nights. Furthermore, home advantage and the support of an enthusiastic crowd enabled Great Britain to finish fourth in the medals table - its second best ranking in the history of the event.

As a result of the successful staging of the World Indoor Athletics Championships in 2003, the region showcased its sport event infrastructure and organisational expertise to some of the most discerning eyes in world athletics. It is perhaps no surprise that between 2nd-4th March 2007 the NIA will host the 29th European Indoor Athletics Championships, which will be the first time the event has been hosted in England.

Coventry will be hosting the 2007 UK School Games following the most successful first event in Glasgow in 2006. This event is estimated to yield £2.3 million to the area. This builds on the 39th International children's games held in Coventry in 2005.



Revenue generated ¹⁵	£2.7 milion
Cultural Festival	Summer of Coventry programme
1200 competitors	From 54 cities
632 volunteers(many used at subsequent events)	
34 nations	91% of contestants rated event excellent
Opening and closing festivals	1100 young performers

The region's event organising expertise does not stop with indoor athletics and during the course of 2007 the NEC will host Davis Cup tennis and the British Open Show Jumping Championships; whilst the NIA will host an international netball match and the World Taekwondo championships.

The West Midlands' ability to host major sports events to world championship level is a considerable source of differentiation and competitive advantage for the region. The region has the necessary accessibility, venues, supporting infrastructure and intellectual capital to deliver. There is ample opportunity to grow this strand of the region's business in the run up to London 2012 and beyond. The economic and social benefits of hosting major sports events in the region must be recognised far more explicitly in the WMES than they are currently.

¹⁵ Coventry City Council Legacy and benefit evaluation report (Myles Mackie)