

Cornwall and Isles of Scilly Sports Partnership Board

27th March 2007

ITEM 4

Report title: Cornwall Sports Partnership Strategy 'Working Together Better'

Report by: Strategic Director

Purpose of Report: For the Board to approve the Cornwall Sports Partnership Strategy

Revenue Implications: as set out in the report

Introduction

1. The Cornwall Sports Partnership Strategy is about action. The Wanless Report (2004) put it succinctly "The key challenge now is delivery and implementation, not further discussion". Success will come from each partner identifying the work they can contribute and from ensuring that duplication is removed and the Delivery System implemented with all partners.
2. The speed of change we are beginning to see in the organisation of sport is likely to accelerate as the focus sharpens on what it will take to increase and sustain participation and with the impending London 2012 Games.
3. The Cornwall Sports Partnership strategy represents the start and not the end of a process. It provides the overall direction and identifies priorities and issues to be tackled across the partnership. No one partner can do it alone.
4. Realisation of the strategy outcomes should not be viewed as wholly dependant on additional grant funding, although that may well form part of the solution. There is much to do through developing our partnership working which can happen within the resources currently available e.g. Ambassadors Scheme.
5. The strategy sets out the outcomes required, and individual projects/initiatives are expected to result from partners working together on common themes.
6. The government's White Paper "Strong and Prosperous Communities" invites councils to make proposals for alternative forms of local government. A final decision is expected in July 2007. The outcome does not change the needs of the people of Cornwall or the need to increase and sustain sports participation. Any alterations to the strategy as a result of the White Paper can be considered as and when they arise.

Consultation

7. The recent consultation suggested a number of changes which have been taken into consideration in this final version of the strategy.

Putting the Strategy to Work

8. The Delivery System sets out the framework in which sport will work and at a local level contains the important element of Community Sports Networks, based on local authority administrative areas. Ideally but not necessarily local authority led, these Networks will be the prime way of determining sporting need at a local level evidenced by the Active People survey results. Sport England resource will increasingly be dependant on work being evidence based through the CSNs as a key part of the Delivery System.
9. Developing a robust Delivery System and establishing evidenced based CSNs using Active People will be an immediate priority of the strategy.

Summary

10. The strategy is above all a challenge to all who are involved in sport to take sport from being a minority pursuit to becoming a part of our way of life, a part of our culture. 'Driving up Participation' a 2004 report for Sport England stated "Public policy intervention in sport will 'need to go where we have never been before' if we are to drive up participation and realise our vision of making England a successful and sporting nation". The statement still holds good in 2007.
11. Once the strategy is approved a short summary version will be produced to ensure that the strategic intentions can be quickly and easily understood by the wider community and non sport professionals.

RECOMMENDATION

That the Board approves the Cornwall Sports Partnership strategy.

Mike Thomas
Strategic Director

Sports Board
27 March 2007

Cornwall Sports Partnership Strategy

March 2007 – DRAFT

WORKING TOGETHER BETTER

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels”

Council of Europe Sports Charter (1993)

The Cornwall Sports Partnership (CSP) is a partnership of organisations (see appendix 1) committed to providing a high quality delivery system for people to benefit from sport.

The Cornwall Sports Partnership core team take a strategic lead in increasing and sustaining participation in community sport through:

- Strategic co-ordination and planning
- Performance management
- Marketing and communications

“Public policy intervention in sport will ‘need to go where we have never been before’ if we are to drive up participation and realise our vision of making England a successful and sporting nation”

Source ‘Driving up Participation in Sport’ Sport England 2004

Contents

About the Partnership Strategy

Executive Summary

1. Introduction

2. Context

3. Review of community engagement

4. Local provision examined

5. Key policy statements

6. Local standards and priorities

7. Delivery plan

8. Evaluation plan

9. Risk Assessment

10. Appendices

“The key challenge now is delivery and implementation, not further discussion”

Wanless Report 2004

About the Partnership Strategy

This strategy represents the opportunity to bring everyone who is involved in sport together and place their contribution in the context of what the strategy is trying to achieve – namely to get more people involved in sport than ever before.

The strategy will clarify who is doing what, identify gaps and co-ordinate and improve the partnership working of those involved in sport.

It is above all a challenge to all who are involved in sport to take sport from being a minority pursuit to becoming a part of our way of life, a part of our culture.

The strategy will set out clear outcomes and targets. The consultation phase will be the opportunity to clarify these targets and fill gaps which any draft is bound to have. Partners are encouraged during the consultation phase to come forward with their activities and identify the areas in which they will make a difference.

Partners will need to take responsibility and commit to delivering measurable outcomes in their areas of work and with their partners.

The draft strategy sets out 2 key outcomes and 3 support objectives

Key outcomes: Delivering community sport
 Encouraging active living

Support objectives: Strategic co-ordination
 Marketing and communications
 Performance measurement

If you do not want to read the whole document you are encouraged to seek out the Executive Summary and then the delivery plan at the end of the document.

Executive Summary

The role of the Cornwall and the Isles of Scilly Sports Partnership is to **increase and sustain participation in community sport** by facilitating organisations working together better and fostering the **better use of resources**.

The **long term aim** is to increase and sustain sports participation and ensure that regular activity becomes a normal way of life in Cornwall, and not the minority pursuit it is now. The overall target is to increase participation in sport by 1% per annum. There is now a specific target to increase participation by 1% in identified priority groups - Women, BME (black, minority and ethnic), Disability and Lower socio economic groups - which represent about 76% of the population. These targets will be achieved by:

- working to make opportunities for regular participation **demand led** and **close to where people live, work or are educated**.
- involvement of new partners becoming **actively involved** and bringing different approaches to achieving participation.

The Partnership will also seek to raise the profile of the benefits of activity in all aspects of **overall wellbeing** so that its contribution to the broader social agenda, including stronger and safer communities and Every Child Matters, are recognized and incorporated.

The strategy has two headline outcomes:

- **Delivering Community Sport (including fostering player pathways)**
- **Encouraging Active Living**

And three support activities:

- **Strategic Co-ordination**
- **Marketing and Communications**
- **Performance Management**

Initial priorities will be to:

- improve **opportunities for older people** as they represent significant and growing part of the population, with levels of participation decreasing with age;
- improve **opportunities for women** as key influencers of family lifestyle, with lower levels of participation than their male counterparts and at greater risk of obesity;
- ensure that **children and young people get the best sporting start in life** for which delivering the community part of the PE and School Club Links Strategy (PESSCL) is a key part, enabling the transition from school to community participation to be made.

Three key issues will support the achievement of the priorities:

- establishment of the **Community Sports Networks** structure to ensure that needs are identified, prioritised and co-ordinated at a local level;

- ensuring a wide understanding of the **Active People results** with partners and increasing their use in designing opportunities for participation in sport and active recreation;
- review the effectiveness of the current partnership structure – Board, Executive and Panels – to ensure that it is a fit for purpose structure **for the long term achievement of the Partnership’s strategic aims.**

INTRODUCTION

1.1 The purpose of this strategy is to set out a plan for partners in sport in Cornwall to achieve the objectives of increasing and sustaining participation in community sport.

1.2 Partners are drawn from a wide variety of sectors reflecting the wide benefits of sport to the health and wellbeing of the people of Cornwall and include representatives from, local authorities, education, economic development, health, police and volunteers. The current members of the Partnership can be found at Appendix 1.

1.3 The Sports Partnership includes a core team who take a strategic lead in delivering the partnership objectives on behalf of the partnership. This core team also includes Community Sports Coaches and National Governing Body of Sport officers.

1.4 The London 2012 Games and Paralympic Games will be the most high profile, and memorable event in England in our lifetime, with unprecedented media profile. One of the main challenges in sport in the county over the next few years will be to ensure that Cornwall maximises its opportunity to create a lasting legacy from the London 2012 Games and Paralympic Games.

1.5 It is intended that the strategy including the 2012 legacy will be tackled in partnership with key partners, who at a minimum will include, local authorities, health, education, national governing bodies of sport and sports clubs. Achieving the cultural change to make sport and active recreation a part of everyday life, will require the involvement of organisations and agencies that can influence participation in sport. Therefore the intention is to continue to widen the range of partners we work with.

1.6 The strategy will set out the main strategic issues in Cornwall for the sports partnership to address. The strategy is about sport – as defined by the Council of Europe Sports Charter:

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels”

and it is also about active recreation:

Active recreation is essentially non work based physical activity undertaken out of choice e.g. walking to work because you want to rather than because you have to is classed as active recreation.

1.7 We also want to ensure that the full benefits of sport and active recreation to the individual and to wider society are achieved. Taking part in sport and active recreation on a regular basis provides participants with a number of important benefits; enjoyment; achievement; fulfilment; improved health and well being, with reduced incidence of a range of life limiting illnesses.

1.8 The contributions that sport can make to a broader social agenda are increasingly well recognised, though opportunities to contribute to this social agenda need to be created more consistently. This specifically refers to contributions to health and well being, improving education, creating safer and stronger communities, community regeneration and benefiting the economy.

1.9 Our success will be judged by the increased number of people taking part in sport and active recreation as well as improved sporting success. To achieve this we will all need to work together to deliver services with an increasing focus on customer's needs and aspirations.

1.10 The overall target is to increase participation in sport by 1% per annum. There is a recently defined target to increase participation by 1% in identified priority groups - Women, BME (black, minority and ethnic), Disability and Lower socio economic groups - which represent about 76% of the population. The rationale is that by focussing on these priority groups, sport can have a significant impact on population levels of sports participation.

CONTEXT

The Environment for sport in general

2.1 The Government has set a national target of increasing regular participation in sport by at least 1% per annum, from its current level of between 20 -23 %. The increase in participation is required to lead to 50% of the population being active by 2020. The clearest indication from available information is that participation has overall remained static in the last 10 years. The Henley Centre found that sport itself and the levels of participation, had not fundamentally changed, even with the advent of significant investment from the Lottery and other sources.

2.2 In the period 2001 to 2006 there has been no overall systematic increase in funding for sport from Government including Lottery. While there is an expectation that in the period to the London 2012 Games and Paralympic Games additional funding will be available, this is likely to be focused on talent identification and long term athlete development.

2.3 The real need to achieve significant increases in physical activity is not just to achieve a government target, but to begin a fundamental behavioural and cultural shift to improve the nation's health and well being. Participation in Sport in England falls someway behind that in countries such as Australia and Finland. (Source: Game Plan)

2.4 Active People the national survey into sports participation (during 2005 -2006) has identified that, nationally, around one in five (21 per cent) of the adult population aged 16 and over take part regularly in sport and active recreation, three times per week. But over half of the adult population (50.6 per cent) do no activity at all.

2.5 Sport England defines someone who is 'regularly active' as someone who takes part on at least three days a week in moderate intensity sport and active recreation for at least 30 minutes continuously in any one session.

2.6 Women's sports participation is still below that of men's. In 2005-06, just 19 per cent of women took part in regular sport and active recreation compared with 24 per cent of men. The largest difference is between those men and women who do no activity: Around 55 per cent of women did no sport and active recreation in the previous four weeks, compared with 46 per cent of men.

2.7 Women who are active tend to prefer sports and active recreation that do not require joining a team or having to take part competitively. Their five favourite activities include walking (19 per cent of active women) swimming (17 per cent), visiting the gym (10 per cent), athletics including road running/jogging (4 per cent) and aerobics (3 per cent). In contrast, for men, the most popular sport to take part in is competitive team sport, with football the most popular (13 per cent).

2.8 Game Plan in 2002 identified that:

- Participation falls dramatically after leaving school and continues to drop with age.
- Ethnic minority participation is 6% lower than the national average.
- Young white males are most likely to take part in sport and physical activity and the most disadvantaged groups least likely.
- The impact of social group is important, with levels of participation almost three times higher for professional than manual groups.

2.9 At a local level, funding for sport is under pressure as it is not a compulsory service for local authorities to provide. The potential benefits to be gained from sport are not fully recognised and equally have not been systematically delivered. There is a challenge to ensure that the benefits of sport are recognised, but also to ensure that sport is delivered consistently well.

2.10 Recognition for sport has however not been helped with the exclusion of sport in the Comprehensive Performance Assessment (CPA) Culture Block. CPA is the key measure of local authority performance. The comprehensive spending review of local authorities is taking place in 2007 and cultural services - including sport - are likely to find themselves under pressure from other services that councils have to statutorily provide and which are seen as higher priorities by central government.

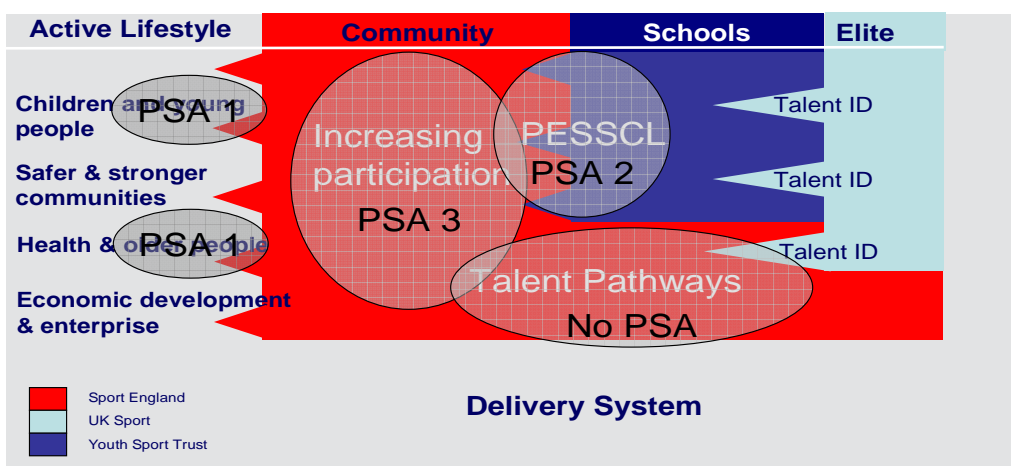
2.11 The report into public service efficiency conducted by Sir Peter Gershon identified the opportunity to make sustainable efficiency gains in local government in the period 2004/05 to 2007/08 equivalent to 7.5% of baseline expenditure. This efficiency target will need to be met by activities undertaken by Councils, schools and police and fire authorities. Equally the health service is under pressure to make savings. This further emphasises the spending pressures on public sector funds and an environment in which sport has to fight for funding.

2.12 Recent changes at Sport England with the appointment of a new Chairman and Chief Executive Officer are likely to clarify the focus around the definition and actions required to achieve the community sport participation target. The diagram below illustrates the clarity being sought around the PSA 3 (Public Service Agreement) target which is to be welcomed.

Active People



The Sporting Platforms



The environment for sport in Cornwall

2.13 Largely because of its relative isolation Cornwall has maintained much of its own identity in traditions and culture. There is a long tradition of sports participation including gig racing and rugby through to the more recent growth in 'Xtreme sports. Cornwall also possesses distinctive physical features in its peninsular form, long indented coastline, granite moorlands and temperate climate. These characteristics have influenced sports development in the county, along with both the natural and socio-economic development.

2.14 Despite a past history of mining, the development of tourism as a major industry and some more recent development of manufacturing industry, Cornwall remains essentially rural in character.

2.15 The county contains a wide scatter of small towns and villages, reflecting an economy hitherto largely depending on farming, fishing and widespread metalliferous mining, and difficulties of terrain and communications, which do not favour the growth of urban centres.

2.16 Only 31% or just under one third of the 500,000 population live in towns of over 10,000 inhabitants, compared with four-fifths in England and Wales. At the other end of the scale, a little over a fifth of the population live in rural areas and smaller settlements of less than 1,000. A further fifth live in villages of between 1,000 and 2,000 and just over a quarter live in the larger villages and smaller towns with populations between 2,000 and 10,000.

2.17 The population of Cornwall has grown and changed quite dramatically over the last 15 years or so. Between 1991 and 2004 the population grew at an average of 3,500 per year, and this trend looks set to continue. There are several factors which influence this:

- Increased life expectancy
- Continued new births
- Inward migration
- Recent fall in outward migration particularly among the 15-30 age group, associated with the introduction of foundation university courses in the county among other things

2.18 It seems clear that the population of Cornwall is set to continue to rise, with current ONS projections of 623,000 people in the county by 2028, up from a 2005 actual figure of 517,400. Despite the common assumption that inward migration to Cornwall is primarily among the retired, research shows that this is not actually the case, the most popular age groups to migrate to Cornwall are actually in the middle (30-44) and late (45-59) employment years. These factors are also changing the characteristics of the population. Source: Miller Robin. Demographic change in Cornwall. Sept 2006

2.19 In Cornwall life expectancy is good and death rates from the major killers are lower than England, but the population is subject to poor health and more people than expected report feeling in poor health. Premature deaths from heart disease and strokes and from cancers are lower than England and are falling at the same rate. A high number of people are registered with GPs for mental health problems which may suggest high need or good services. Education is similar to England and rates of violent crime are low. Source: Health Profile of Cornwall 2006: Dep't of Health.

2.20 Cornwall is generally a low wage economy with a predominance of small employers (many of less than 10 people). Research undertaken on the economic importance of sports services and manufacturing in Cornwall and the Isles of Scilly revealed around 4, 000 full-time equivalent jobs in the sports sector. This employment is split 50:50 between full time and part-time employment with most businesses reporting growth. Sport accounts for a larger share (2%) of the total economic activity in Cornwall and the Isles of Scilly than in England as a whole (1.5%). There is however a lack of recognition of the industry as a significant employer. Source: Sports Industry Research Centre.

2.21 The Local Area Agreement (LAA) for Cornwall is setting out to deliver for Cornwall 'the best quality of life in the UK'. There is recognition of the potential for sport to contribute to a number of the LAA outcomes, including a major role to play in the 'Halting the Rise in Obesity' theme.

2.22 The formation of the Cornwall Sports Partnership (CSP) begins a new approach to sport at a community level. The Delivery System linking everything together from national to local level, (see diagram below) illustrates the key role that sports partnerships have to play in linking national and regional policy to local actions and vice versa.

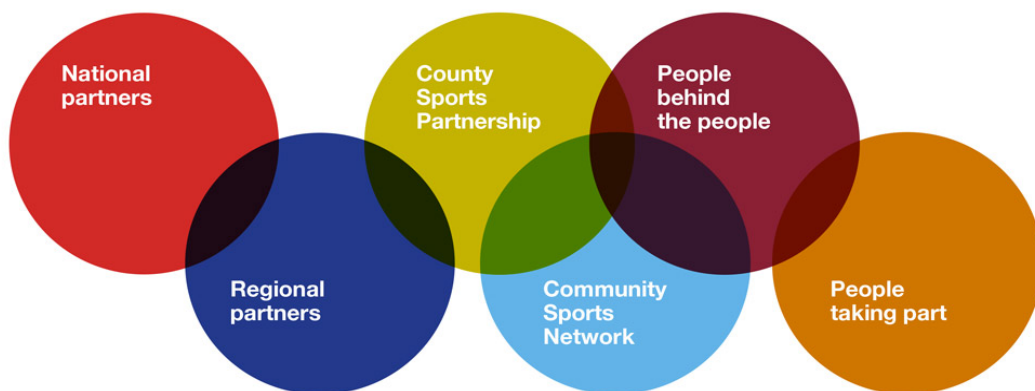


Diagram: The Delivery System

2.23 The Delivery System reinforces the need to work in partnership with a focus on sports participants, to develop needs led opportunities for sport. While most organisations recognise the need to work more collaboratively, the challenge is to ensure that this happens across all areas of the partnership in a systematic way.

2.24 The Delivery System clarifies the position and role that different agencies and organisations play in delivering opportunities for sport and active recreation. The Delivery System presents an opportunity for all sporting agencies and organisations to work together toward agreed shared goals. It is also an importantly opportunity to reduce efficiencies and create economies of scale.

2.25 Community Sports Networks (CSN) will be a critical link between the CSP and delivery at a local level. The relationship between the CSP and CSN is vital to create a seamless, two way flow of information and resources, and the achievement of mutually agreed outcomes. A priority for CSNs upon establishment is the creation of an action plan identifying the priorities/ shared actions of the various delivery agents.

2.26 CSNs should comprise of a representative group of key influencers from relevant local stakeholders – sporting or non sporting, who have a shared interest in the outcomes of the CSN, and the use of sport to deliver broader social policy and community outcomes.

2.27 Building the Delivery System and establishing Community Sports Networks are key outcomes for the Cornwall Sports Partnership strategy. The Delivery System will create the platform for interpreting and implementing policy at a local level and will increasingly be the route through which Sport England resources are directed.

REVIEW OF COMMUNITY ENGAGEMENT

Workshops

3.1 Workshops were held in partnership with each district/borough. Under the heading innovation.sport@cornwall participants considered the key issues for sport and the implications of increasing participation by 1%.

3.2 The workshops identified that there is a lot that is good about sport in Cornwall. The profile of sport is being raised by the London 2012 Games; there is awareness that we have fantastic natural resources and a wide variety of sports to choose from. Sport is felt to encourage activity, healthy lifestyles, is good at bringing people together and getting the community involved. A growing trend to look healthy was felt to contribute to sport becoming fashionable most noticeably with xtreme sports. There was felt to be a good level of local success and the increasing popularity of gig rowing was important for local identity.

3.3 Schools were seen to be offering an increased variety of options and community coaches in junior schools were thought to be beneficial, with coaches in general being supported by an increased availability of coaching courses, linked to a developing club structure.

3.4 There were concerns however about the availability to access higher level coaching courses in the county, with a continuing demand for more volunteers and coaches.

3.5 Facilities were an important issue with a view that the county lacked a landmark facility and there were generally too few facilities, with limited capacity in need of some improvement. Access to facilities was felt to be poor due to limited transport options. This was balanced with a view that more encouragement should be given to use local facilities such as, community halls, schools and natural facilities.

3.6 Some felt that clubs needed to have more consistent quality standards, though concerns were expressed about red tape and especially the complexity of funding. Strengthening the links between schools and clubs was also felt to be important.

3.7 While there had been a feeling that there was generally good media coverage there was a view that marketing and publicity could still be improved.

3.8 There was felt to be a need for the image of sport to improve with the inactive and for sport to be more inclusive, though inclusivity was felt to vary from sport to sport.

3.9 Mention was made of the need for sport and business to work more closely together, to reduce the fear of failure, to be bolder and take a few more risks.

3.10 The need for more volunteers in sport and programmes to help retain volunteers was felt by many to be a key issue, though this varies from sport to sport. The need for qualified coaches and the need to increase coaching skills were consistently mentioned.

3.11 Increasing participation in sport in some cases was seen as an opportunity with more people benefiting the clubs, yet others viewed this as a threat putting pressure on facilities and reduced playing time for current participants.

3.12 The need for everyone to work together featured strongly.

Consultation

3.13 A questionnaire was distributed through each of the district's sport and recreation or equivalent associations and produced 43 responses.

3.14 There was a good understanding of "sport" in its wider sense to include activities such as recreational walking and cycling. There was less understanding of the work of the Cornwall Sports Partnership, with only 6 out of 10 respondents saying they had a good understanding of the work of the partnership.

3.15 The 1% participation target was felt to be achievable by 6 out of 10 respondents and the proposed mission and vision statements received the backing of almost 9 in every 10 respondents, with almost as many supporting the aspirational 10 years from now statements, about what we want sport in Cornwall to be like in the future.

3.16 Making sport and active recreation available to everyone received unanimous support, with making sport a part of everyday working life being supported by almost 9 out of 10 respondents.

3.17 Increasing the visibility of sport and approaching the future in a strategic way (each 9 out of 10) and taking a performance management approach (7 out of 10) were also well supported.

3.18 In keeping with the workshop feedback, reducing bureaucracy, funding, minority sports particularly those with a strong Cornish heritage and using the natural resources featured in the consultation feedback. Using the family to help change the culture of inactivity was also mentioned.

LOCAL PROVISION EXAMINED

4.1 A strategy for sport and active recreation in Cornwall and the Isles of Scilly was produced in 2004. This revision of the strategy is developing on the good work which has taken place over the past two years. The need to revisit the strategy is driven by the fast changing world of sport in which we work, including; the development of the delivery system for sport; the impetus and aspiration provided by the award of the London 2012 Games and Paralympic Games; and fundamentally by the target to increase participation in sport by 1% per annum.

4.2 There has been a lot of good work taking place in Cornwall and there is a generally held view that we are making progress, but there is an equal voice that insists that we can still do more and at the heart of that is working together better.

4.3 In Cornwall local authorities play a more important role than in some other areas due to the low level of privately provided facilities. This lack of private sector provision places an expectation on the local authorities to provide, but in a largely rural setting providing facilities can be more expensive due to the sparsity of the population.

4.4 The cost of providing public leisure facilities can be contentious, especially when such facilities are a discretionary service. The link between the costs and the benefits of leisure facilities is in need of strengthening, in order that the health and wellbeing, benefits can be fully recognised. Leisure centres have the potential to play a leading role in increasing and sustaining participation, contributing to halting the rise in obesity, the wider social agenda and in supporting positive health messages.

4.5 In many ways, sport in education looks to be in good shape with vibrant school sports partnerships in operation across the county and all primary schools feeding into the system. The longer view perhaps raises some questions over sustainability. While we are becoming familiar with the PE in school and club links strategy (PESSCL) and the 2 hours of quality PE target, it is the ability to demonstrate that this has an effect on educational attainment that is likely to help achieve longer term sustainability. There are also targets that are difficult to achieve including the key stage 2 target that every child at age 11 should be able to swim 25 metres. There are also further challenges ahead with the 2010 target of 4 hours physical activity and the extended schools agenda beginning to take shape. Many of these targets will require a greater integration between schools and community.

4.6 National governing bodies (NGBs) of sport differ greatly in strength and infrastructure with traditional sports such as rugby, football and cricket having strong infrastructures, whole sport plans and development officers in place. Other sports e.g. skateboarding are less well resourced and less formally structured and it is important that their contribution to participation is not overlooked. When thinking about increasing participation, we need to be led by the sports that people want to participate in and also the capacity of various sports to contribute to increased participation.

4.7 NGBs will each have different contributions to make to increasing participation determined by a range of issues including funding and capacity. The CSP is committed to continuing to building strong links with the NGB sector.

4.8 Sports clubs come in all shapes and sizes, with differing ambitions and views about the future. Some undoubtedly will see the 1% as an opportunity and others will

see it as a threat, while others will not care less. With pressure on resources support will have to be directed increasingly to where the greatest value for money can be achieved, based on the impact on participation per unit cost.

4.9 Achieving community targets needs the education sector to provide positive sporting experiences for their students, which they will want to continue once they leave education. It is important for Cornwall that education continues to be included in the thinking about delivering community sport. Extended services are likely to further develop the school and community sport relationship.

4.10 The population of Cornwall is largely rural and dispersed with an older age profile than the rest of England, with a poor transport infrastructure. Traditional leisure facilities are based in the main towns and for some this makes facilities very inaccessible.

4.11 The provision of sporting opportunities near to where you live will be important in the achievement of this strategy to increase participation. This will mean raising the awareness of what is currently available and increasing access to local community facilities for all ages of the community.

4.12 Most local communities have some sort of local provision e.g. village halls, play areas, footpaths, which will need to be made increasingly available to serve the needs of the community. Maximising the use of what already exists, even when facilities are not purpose built for sport, is likely to play a role in widening local opportunity.

Effective partnership

4.13 Effective partnership working is a key part of achieving our vision, which will need to be worked at on a continuing basis by all involved in sport.

4.14 The potential to align or pool budgets exists were there is a common aim, and this has taken place with a number of governing bodies of sport. There is scope to extend this approach across other areas of the Partnership.

4.15 All the main agencies currently involved in the provision of sporting opportunity have a complementary role to play, in the delivery of sport in Cornwall. Not all partners work with the same groups or in the same localities and not all partners have the same capabilities or resources. The engagement of partners and the free flow of information across the partnership is crucial.

Table to show main partners and their current MAIN areas of work

	Cornwall Sports Partnership Core team	FE and HE institutions	Sports colleges and secondary schools	Primary schools	Local authorities	Voluntary sports clubs	National Governing Bodies of sport	Health promotion and PCTs
Early years (and families)					X			x
Children and young people	x		x	x	X	x	X	x
16 – 19 year olds (and students)		X	x				X	
Adults	x				X	x	X	x
Older people					X			x

4.16 The above table is illustrative of the number of agencies with an influence on sports participation and how across the life stages different agencies have different influences. The table is illustrative of the main areas and priorities of partners and is not intended to show all areas that a partner may be involved with. The table excludes private sector organisations as they are less easy to categorise.

4.17 The delivery of community sport at a local level is complex with a range of agencies being involved in the delivery and this includes local authorities, National Governing Bodies of Sport, education, voluntary clubs, schools, colleges, health, the private sector and County Sports Partnerships core teams. The Delivery System will be used to ensure that clarity is brought to the roles and expectations of each partner and that duplication is removed.

Strategic priorities of partners

4.18 It is encouraging that our partners in Cornwall in their strategic plans value the creation and maintenance of healthy lifestyles. See Appendix 2 for details. The consistent measurement in the areas of health and lifestyle will be important for building a sound evidence base of the effectiveness of this approach. For sport we must seek to encourage this consistency across the partnership in the measurement of participation in sport and active recreation and of its impact in a number of key areas.

4.19 Cornwall Sports Partnership has a fundamental link with Sport England nationally and also here in the South West, through the delivery system for sport, which links national regional and local priorities together. Sport England nationally has a vision to 'make England the most active and successful sporting nation in the world'.

4.20 Sport England South West has a vision 'To change the culture and community view of sport in the south west so we can increase activity levels by all ages and across all social groups' enabling people in the south west to have the best opportunity to start, stay and succeed in sport. It will deliver its vision through four

main themes; delivering community sport, encouraging active living, influencing strategic planning and raising sport's profile.

4.21 The strategy for sport in Cornwall will draw from the strategic direction set out by Sport England at a national level and Sport England South West Regional Sports Board. The plans for sport will be interpreted along with the plans and priorities of our local partners, to produce the strategic direction for sport and active recreation in Cornwall. Given the pressure on resources made directly available for sport, gathering evidence to demonstrate the impact that sport can have on non sport specific agendas is important to the future of sport in Cornwall. Key areas for this work are as follows:

Sport and the wider agenda

4.22 Sport for its own sake is not a priority for public authorities, but it is seen as valuable when it can demonstrate its contribution to wider agendas. This ability to contribute to a wider agenda is important for the future of sport; more so in Cornwall as public authorities will continue to play a leading role as there is little private sector activity.

Sport and health

4.23 "There are few public health initiatives that have greater potential for improving health and well being than increasing the activity levels of the population of England." *Chief Medical Officer, Department of Health, 2004.*

Sport and its economic impact

4.24 "The economic impact of sport is growing and will expand even more rapidly if the current proposals to significantly raise levels of active participation are delivered, including levels of employment and consumer expenditure on sports related goods and services." *Sport playing its part, Sport England.*

Youth crime and anti social behaviour

4.25 "One of the greatest strengths of sport is the role it can play in preventing future problems. For example, intervening in the life of a young person at an early stage can reduce the risk that they will get involved in crime or anti-social behaviour. Preventing this behaviour can reduce repair bills from vandalism, save police and court time, and lessen the fear of crime." *Teaming Up – Joint working between sport and neighbourhood renewal practitioners – Neighbourhood Renewal Unit, 2004.*

Opportunities for young people

4.26 "Sport is exceptionally well placed to 'catch' disadvantaged young people who slip through other safety nets and win their interest. This engagement opens up opportunities for further engagement where the appropriately trained coach is on hand to help young people to find the support, services and opportunities they need." *Street Games – a report into young people's participation in sport, ODPM, 2004.*

Building communities

4.27 “Culture and sport are powerful tools for building community cohesion. Activities like football, music, dance, local history and filmmaking offer natural opportunities for people to come together and participate in community life. They break down barriers between diverse groups and can help create a sense of local pride and belonging.”

Tessa Jowell, Secretary of State for Culture, Media and Sport, 2004.

Educational attainment

4.28 “PE and sport in schools, both within and beyond the curriculum, can improve pupil concentration, commitment and self esteem, leading to higher attendance and better behaviour and attainment.”

Physical Education, School Sport and Club Links Strategy, DfES, 2004

4.29 Links to wider strategy documents are important in getting the benefits of sport recognised more widely. In Cornwall it is important that sport contributes to the economic development strategy, Cornwall cultural strategy, Cornwall community strategy and the Local Area Agreement. At district level opportunities to further recognise the value and effectiveness of sport to a wider agenda needs to be recognised in relevant strategic plans.

The challenge for sport

4.30 The challenge for sport is to deliver a cultural change in the way this country participates in and understands sport and active recreation – to make sports participation the norm rather than the exception.

4.31 The target to achieve this has been set at 1 % per annum of the 16 + population of Cornwall or 4,100 people per year with no guaranteed new resources. An uplift in participation of 3% by 2009 is required, set against a backcloth of near static participation levels over the past 10 years.

4.32 The benefits of sport are obvious for those who are involved. However the challenge for sport in both educational and community sectors is that it must be able to show, a contribution to educational attainment in schools, and in the community a contribution to wider strategic objectives.

4.33 The London 2012 Games offer potential to raise the profile of sport and create a sporting legacy for all young people. Creating the legacy for sport has to happen before 2012 as the funding and the interest is likely to be greatest in the lead up to the games and not after the event. This has been described as a long sunrise and a short sunset and focuses our work into a period of just over 5 years.

4.34 The London 2012 Games must be used to generate enthusiasm not only in traditional sports but also in a wider range of activities including lifestyle sports such as surfing, and recreational walking and cycling to meet the aspirations of our population and to achieve our participation target.

4.35 Contributions by sport to the wider social agenda will need to be made consistently and with robust evidence gathering and evaluation, if sport is to be considered as a reliable contributor to a wider social agenda.

4.36 There is a particular desire to maximise the economic impact of sport, and research to date indicates the important contribution of sport to the economy. (Source: The Sports Economy in Cornwall and the Isles of Scilly: Sports Industry Research Centre). The intention to increase and sustain sports participation levels will act as a further economic driver. Benefits will accrue directly from increased participation, with potential spin off benefits for sports retailing and manufacturing in the county. The national sports participation campaign offers further potential benefits to the tourism economy.

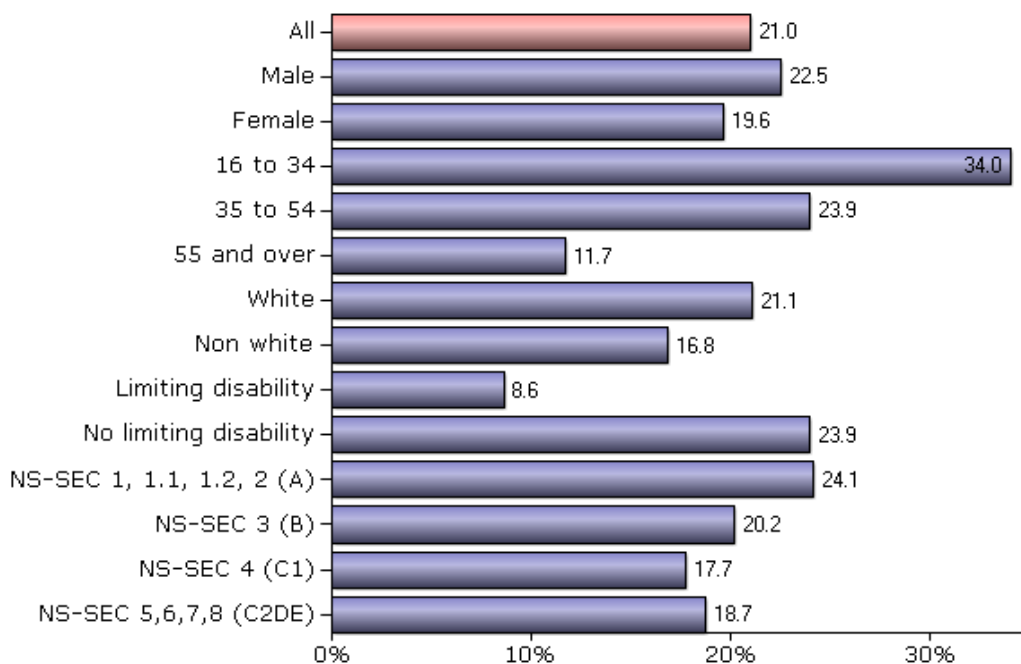
4.37 The Challenge in Cornwall is becoming clearer, with the full results of the Active People national survey, now available.

4.38 Active people has been a year long telephone survey – the largest ever undertaken in Europe - which has interviewed at least 1,000 people in every district in the country. This has resulted in statistically valid information on the level of participation three times per week for 30 minutes of the 16+ population. The Active People survey will be repeated on an annual basis with a minimum required increase in participation of 1 %.

4.39 The results which are available to stakeholders through the on line 'Active People Diagnostic' tool allows comparisons to be made to see who is active, who is not, socio economic background, age and preferred types of activity. For example a governing body of sport will be able to identify how many people in an area play their sport, compared with any other sport and as a percentage of the overall population.

4.40 The participation level for Cornwall and the Isles of Scilly at 21% is in line with the national average. The diagram below illustrates those achieving regular participation i.e. 3 x 30 minutes per week of moderate intensity sport and active recreation, by a number of categories.

KPI 1 - At least 3 days a week x 30 minutes moderate participation (all adults)



4.41 There are six 'headline' or 'Key Performance Indicators' (KPI's) used in the survey the first of which is illustrated in the chart above. Among other findings these indicators tell us that in Cornwall and the Isles of Scilly:

- Those who spend at least one hour per week volunteering to support sport amounts to 6.2% of the adult population and that this is primarily a male domain, not strongly represented by those over 55 years old;
- Club membership is average at 22.5% and this is mostly men (28.4%). Age seems to be a factor too with the 16-35 age range measuring 30.5% but falling to just 19% among those over 55;
- Those who have received training from an instructor or coach in the last 12 months amounts to an average of 17.7% with negligible differences between male and female rates. There is a positive relationship between Social Economic Class and receipt of tuition;
- Rates of participation in organised sport over 12 months show a large disparity between male and female rates with Men 23% and Women 19.6%. Similarly there is a large drop off with age, peaking at 34% participating in the 16-24 age range, 23.9% for those aged 35-54 and resulting in 11.7% in the over 55 category;
- Satisfaction with local sports provision averages at 69.5% of the adult population. Satisfaction is fairly consistent, across all variables although age does show a pattern. The over 55 age group report 76.7% satisfaction and this falls quite dramatically to 65.7% for the 35-54 age group and finally bottoms out at 63.9% for the 16-34's. Satisfaction increases with age. Interestingly the lowest score of satisfaction is 63.2% and this is reported by those respondents classified as non white.

KEY POLICY STATEMENTS

Mission and vision for sport in Cornwall

5.1 In shaping the mission and vision for Cornwall we draw upon the national and regional priorities for sport as well as the priorities of our partner organisations within Cornwall.

5.2 It is suggested that the Cornwall mission and vision statements should therefore be as follows:

Mission

(A timeless statement of overall intent to which all partners can sign up)

Making sport and active recreation a part of everyday life

Vision

(A specific and time limited expression of a particular visioned outcome)

***The Cornwall (and Isles of Scilly) Sports Partnership
will be pivotal in
achieving at least a 1% increase in moderate levels of physical activity by 2009
to
improve health, wellbeing, sporting performance
and
achieve wider social and economic benefits
for people in Cornwall***

LOCAL STANDARDS AND PRIORITIES

6.1 Understanding what makes people participate and keep on participating is the key to achieving a sustained increase in sports participation and helps when we consider what local standards and priorities should be achieved.

Understanding participation

6.2 It is important to understand the background to what makes people participate in sport, if we are to get more people involved in sport. While this is an ongoing area of research it is important that we build into our programmes the best information currently available.

6.3 The following is taken from 'Understanding Participation in Sport', Sport England 2005: a study into current research which identifies that:

6.4 At any time between 30% and 60% of people say they want to do more exercise. This may seem disappointing: that so many people are unable to put their good intentions into action. However it can also be viewed in a positive light: that people want to do more activity and so would be receptive if it was packaged well or if opportunities to be active were increased.

6.5 If we are to turn our intentions into action we will need bear in mind in programme development that behaviour change is thought to be more likely when:

- The perceived benefits of physical activity outweigh the perceived costs;
- Becoming more physically active will lead to social approval, not disapproval;
- Being more active will lead to self satisfaction and is consistent with highly valued, broader life goals;
- Desirable outcomes are within one's personal control and are achievable through one's own actions;
- There are few obstacles/barriers to achieving desirable outcomes;
- Opportunities and access to physical activity is high

6.6 However, relapse is the rule rather than the exception in behaviour change and most people will travel around the stages of change a number of times before achieving permanent change.

Source: Understanding Participation in Sport – A Systematic Review. Sport England 2005.

6.7 It is estimated that it is necessary to engage people over a 12 month period to achieve positive and lasting behaviour change.

6.8 The above issues will need to be considered in the development of any programmes designed to increase participation in sport.

Strategy into Action

6.9 The delivery system for sport links national policy to local action. The delivery plan accompanying this strategy document identifies the areas in which activity is required to improve sport in Cornwall.

6.10 The 1% priority groups - estimated to represent 76% of the population - participation target means that we need to encourage each year a further

3,249 people to start and stay in sport in Cornwall. This target will translate into the following annual required regular level of participation per district and the key challenge for the CSP and partners to address together.

District	1% annual target	Priority Groups annual target	2012 Target
Cornwall	4,275	3,249	19,412
Caradon	677	514	3,085
Carrick	750	570	3,421
Kerrier	788	599	3,591
North Cornwall	690	524	3,145
Penwith	532	404	2,425
Restormel	821	624	3,745

Isles of Scilly - target not included by Sport England

6.11 There are a number of key principles which need to be recognised and implemented for the strategy to succeed:

- Sport is delivered and associated at present largely with the four key networks of local authority services, education, national governing bodies of sport including their clubs and health services. The ability of each network to take ownership of key targets that it can deliver on is crucial. Secondly in the areas where networks overlap there is a need to develop more integrated partnership working. This means commitment to joint targets and possibly over time alignment and eventually pooling of budgets;
- The sports partnership does not control the networks or the individual partners but seeks to work with them to improve sport in Cornwall, by fulfilling its roles of strategic co-ordination, marketing and communications and performance management;
- The work needs to be taken forward on many fronts with many partners contributing and is facilitated by a network approach as long as we achieve co-ordination of activity;
- The Partnership is committed to an equitable approach and this considered to be an underpinning and cross cutting theme to all of our work;
- Some parts of work with and between partners is more well developed than others;
- The strategic approach looks at what needs to be achieved irrespective of who the players or services involved are, as they may change over time;
- There needs to be a shift in emphasis from what we can deliver (supply led) to what needs to be delivered (demand led) services, and this shift in thinking is likely to increase the number of organisations involved with the partnership as well as broaden the range of sports delivered;
- Determination of demand at a local level will be important;
- Participation at a local level, close to where you are educated, work or live are key settings for regular participation in sport;

- Building our partnership will require an ongoing process of commitment from partners focussed on continuous improvement.

Moving forwards

6.12 In achieving the increase in sports participation and improving standards the Sports Partnership will ensure that its work is inclusive of all of its communities and is positive about disabled sport. Wherever possible the work will celebrate sports that have a strong Cornish heritage e.g. coastal sports such as surfing, as long as this is consistent with the achievement of the overall strategic aims of the Partnership.

6.13 To achieve our partnership targets we will need:

- To join up our thinking and strengthen our relationships between all organisations involved
- To unlock resources from within partnership organisations in pursuit of the common goal and sustainable outcomes
- Each organisation to be clear about its contribution, so as to avoid duplication of resources
- To improve customer focus and understanding of customers
- To develop a longer term outlook to achieve behavioural and cultural change
- To consider innovative ways of achieving the target

Ten years from now?

6.14 Ten years from now participation in sport in Cornwall will be the norm; and

- Children will have the opportunity to be active from birth and parents understand the importance of this;
- Young people at school will receive at least 4 hours of physical education per week, with a wide menu of activity to choose from and a range of out of school sporting opportunities are available;
- School leavers will increasingly continue to be participants in sport;
- Adults will be able to find appropriate local opportunities for sport and physical activity;
- Active travel to school and the workplace will have increased, and be encouraged by the provision of better facilities;
- Older people will keep on exercising into later life;
- The value of volunteers will be recognised and rewarded;
- Sport will provide career pathways helping to retain and improve the skill base;
- Everyone regardless of gender, ethnicity or disability will be able to pursue their interest in sport to fulfil their interest and ability;
- Health inequalities will have been reduced and obesity is in decline;
- The economy will have benefited from more people being active in sport by an increased sales of sports related goods and services, and from healthier workplaces;
- Cornwall will be recognised as having the best quality of life in the UK and sport has been instrumental in that achievement;
- Cornwall will have improved on its representation from 2012;
- Sport will be a part of everyday life and everyone will have a chance to fulfil their potential.

DELIVERY PLAN

7.1 The Cornwall Sports Partnership will be pivotal in Cornwall achieving the headline target of at least a 1% increase in participation and establishing player pathways by taking a strategic lead. The strategy framework is arranged to ensure that we keep focus on what we are trying to achieve with two headline outcomes and three support objectives:

The two headline outcomes are:

- Delivering community sport**
- Encouraging active living**

This draft identifies 3 priorities within the headline outcomes;

to improve **opportunities for older people** who represent a significant and growing part of the population, with levels of participation decreasing with age;

to improve **opportunities for women** as key influencers of family lifestyle, with lower levels of participation than their male counterparts and at greater risk of obesity;

ensure that **children and young people get the best sporting start in life** for which delivering the community part of the PE and School Club Links Strategy (PESSCL) is a key part, enabling the transition from school to community participation to be made.

The three support activities are:

- Strategic co-ordination**
- Marketing and communications**
- Performance management**

This draft identifies three priorities within the support objectives:

establishment of the **Community Sports Networks** structure to ensure that needs are identified, prioritised and co-ordinated at a local level;

ensuring a wide understanding of the **Active People results** with partners and increasing their use in designing opportunities for participation in sport and active recreation;

review the effectiveness of the current partnership structure – Board, Executive and Panels – to ensure that it is a **key driver for the long term achievement of the Partnership’s strategic aims.**

7.2 The detail of all activities and actions required to achieve the outcomes on a broad front is to be completed by partners as part of the development of the delivery plan which can be found at the end of the strategy.

7.3 Below are key areas of work identified in the delivery plan as important in the achievement of the overall strategy.

Headline Outcome 1: Delivering Community Sport

To ensure that the opportunities to be involved in sport and active recreation and achieve their potential are available to everyone.

7.4 A life stage approach is intended to the delivery of community sport through:

7.5 Early years 0 to 4 years

It is important to experience the joy of physical activity at an early age to develop physical literacy as a basis for a future active life. The Cornwall Play Strategy (for age's 0-19years) which will include physical activity, will be important in creating the opportunities and raising awareness for 0 - 4's.

7.6 As a partnership we need to engage new partners to influence physically active play for this age range. Initiatives in this area will reap long term benefits for Cornwall. As the benefits in terms of the activity levels of the 0 – 4 years is some years from impacting on 16+ population participation, work in this area is very much an investment for the future.

7.7 Children and young people 5 to 16 years

Opportunities for this age group are provided by a range of providers including schools, local authorities, sports clubs and others. The key partnership link is the Physical Education and School Sports Club Links (PESSCL) strategy and the drive to increase high quality physical education, with important links to community sport. These links include helping students to bridge the gap from school to community based participation and volunteering for which sports clubs are crucial. Extended services and the 'Positive Opportunities' part of the integrated youth services offer are further examples for potential joint work.

7.8 One area of particular concern is the current financial constraints on both schools and swimming pool providers in assisting children at age 11 to be able to swim 25 metres as required at the end of Key Stage 2.

7.9 16 to 19 year olds

Traditionally an age range was participation falls dramatically. Further and Higher Education providers are beginning to develop approaches to provide the opportunity for students to participate in sport and active recreation more readily.

7.10 Adults 19 to 44

Considered unlikely to return to or take up traditional sports in large numbers if not played earlier in life. The approach should centre on active recreation and activities local to where people live that can be undertaken easily, including with the family. Note that nationally women's preference is for non team sports as compared to men. The most popular sports for women being walking and swimming and for men football.

7.11 Over 45s

Encourage active recreation and build in social opportunities close to where people live as part of everyday life for this growing section of the population.

7.12 Increasing the number of active qualified coaches

Work with SportscoachUK on the coaching strategy, including increasing the number of qualified coaches active in Cornwall and completing the review of coaching in Cornwall.

7.13 Building capacity by increasing volunteering in sport

Volunteering is a key component of community sport, but sport does not currently link very well to other volunteer networks, and this should be encouraged. The Step into Sport programme for young people is an effective way to bring young volunteers into sport.

7.14 The life stage approach to community sport has been taken due to different ages requiring different approaches and because this approach fits in with wider approaches taken in Cornwall, through the Obesity Strategy, PESSCL and the Children and Young People's Partnership (CYPP).

Headline Outcome 2: Encouraging Active Living

To make it easy for people to take part in sport and active recreation as a part of their everyday life.

7.15 Encouraging active living involves active healthy lifestyle habits which are fun enjoyable and can be undertaken on a regular basis. This will include encouraging active workplaces, where we intend to start with the large public organisations which will also help to address under representation from women who make up a large part of this workforce. Opportunities should be taken through the local development framework planning process to encourage environmental changes which will encourage more active travel.

Support Objective 1: Strategic Co-ordination and Planning – To encourage a strategic and co-ordinated approach

7.16 2012 presents a once in a lifetime opportunity to raise the profile of sport which we must ensure is grasped and a good start has been made with the formation of the county 2012 group. The legacy will be earned between now and 2012 not after the event.

7.17 Increasing access to local opportunities will be important if we are to bring about a cultural change, which could be developed at a local level through village/parish assessments ensuring that there are opportunities available in the community for all ages. It will be important that there is support to help communities develop facilities appropriate to their population, while it is envisaged that the main towns will remain a focus for the main indoor facilities.

7.18 Facilities are important to participation in many sports and a plan of the strategic needs of the county will be produced. This will be informed by the Active Places database produced by Sport England. Anecdotal evidence suggests that there are some issues to be addressed over aging sports facilities within the county.

7.19 Sports Clubs are the backbone of community sport and many are concerned about the bureaucracy and how to find their way through the funding maze. Thought needs to be given as to how we can support clubs better across the county.

7.20 Ensuring that sport is appropriately represented in key strategic plans of other sectors is crucial if the contribution of sport to wider social objectives is to be recognised. This includes sports contribution to the CYPP plan and the Local Area Agreement. Further opportunities will include having an input into the Local Development Framework, and encouraging the maximisation of benefits from section 106 agreements, ensuring that sport and active recreation is considered in new developments. Opportunities provided by sports inclusion in the Cornwall Economic Development Strategy and Convergence programme need realising.

7.21 Developing good partner relations will be at the heart of Cornwall being able to achieve the required cultural change, as it is the only way that the ambitious targets will be achieved.

Support Objective 2: Raising the Profile of Sport – *To maximise the visibility of sport and its benefits*

7.22 Raising the profile of sport will change peoples' actions and views of sport increasing the awareness and understanding of the benefits that can be achieved through sport and raise awareness of the benefits sport can bring.

7.23 Influencing a broader social agenda is important for sport and we will look for opportunities to gather evidence on the contribution sport can make in the areas of community safety, regeneration, employment and economic growth, sustainable development, educational attainment and health and wellbeing

7.24 The partnership will develop its marketing plan to ensure that every opportunity is taken to maintain and increase the profile of sport. This will include developing and maintaining a website for partners and the public.

Support Objective 3: Performance Management – *To implement a systematic performance management system to ensure that we build a robust evidence base for sport, by:*

7.25 The partnership will encourage the development of Cornwall wide key performance indicators for sport. It will ensure that through the use of the TAES quality system, its own performance continues to improve.

7.26 The Action Plan including suggested measures of performance is attached. We hope that during the consultation, organisations will come forward to populate the action plan with initiatives that are taking place or planned, which contribute to our outcomes and objectives. This approach is intended to assist with widening the partnership base, bringing an increased knowledge of all those working with sport for its own sake or to address some wider agenda. In due course we expect that by bringing people together in a partnership network will lead to a cross fertilisation of ideas leading to even better sports related work across Cornwall.

RESOURCES AND COMPETENCIES

7.27 The Cornwall Sports Partnership core team as funded by Sport England will commit its resources to best achieving the agreed strategic outcomes. Key decisions on resource allocation will follow adoption of the strategy as far as possible. Appropriate training and skills development will also take place to ensure that staff can help fulfil the core team's and wider partnership responsibility in delivering the strategy.

7.28 The structure of the Partnership Board, Executive and subject panels will be considered in the light of the new strategy, to ensure the partnership works in the most effective way.

EVALUATION PLAN

8.1 On an annual basis the work will be reviewed to ensure that the effort is making sufficient difference on the ground and the delivery plan will be updated accordingly.

RISK ASSESSMENT

9.1 The main risks from developing and implementing the strategy and how the risks would be mitigated have been identified as follows:

	Identified Risk	How Mitigated
1	The strategy is not owned by all the partners	<ol style="list-style-type: none"> 1. Opportunity for involvement in the consultation and delivery plan phase 2. The strategy is approved by each partner organisation
2	The strategy is thought to be too ambitious	Welcome other views through the consultation process
3	The strategy is thought not to respect the work that has gone before	Be clear that the strategy is building on the extensive good work that has and is taking place
4	We are all busy and do not have the resources to make the difference	Seek on an ongoing basis innovative ways of achieving and working better with our resources.
5	The environment changes	Regular review of the strategy progress by the Sports Board.
6	Resistance to change as everything seems to be working OK at the moment	Seek to build from existing ways of working with a clear focus on what we need to achieve
7	Additional resources are not available	<ol style="list-style-type: none"> 1. Seek to maximise the benefit of existing resources through innovative ways of working 2. gather evidence on the impact that sport can make to other agendas to increase the amount of non sport specific funding used to support sports related projects
8	The current resources and skills of the Cornwall Sports Partnership team are not best aligned to help deliver the strategy	<ol style="list-style-type: none"> 1. Skills training analysis and appropriate training to take place 2. Key decisions on resource allocation will follow adoption of the strategy as far as possible.
9	The resources and skills of the overall partnership are not sufficient to deliver the strategy	<ol style="list-style-type: none"> 1. Involve people from key partner organisations to take part in a developing leaders programme 2. Identify if further partners are required
10	The structure of the partnership does not deliver the best results	Partnership structure to be reviewed to ensure it can deliver the Partnership's long term aims
11	Delivery plan is put into place but participation results are not achieved.	Ensure that opportunity and awareness of the availability and range of sports is demand led.
12	CSNs not implemented.	Work closely with partners to encourage and CSP to instigate if required.

Appendix 1

Organisations who are currently members of Cornwall Sports Partnership

Cornwall County Council
Penwith District Council
Caradon District Council
Carrick District Council
Carrick Leisure Limited
Council of the Isles of Scilly
Kerrier District Council
North Cornwall District Council
Restormel Borough Council
Penryn Community Sports College
Sport England SW
Cornwall Outdoors
National Governing Body of Sport Representatives
Cornwall County FA
Cornwall Enterprise
Devon & Cornwall Constabulary
South West Regional Development Agency
Cornwall and IOS Health Action Zone
Cornwall and Isles of Scilly Primary Care Trust
Cornwall Business Partnership

The above are the current member organisations of the Cornwall Sports Partnership Board. Through representation on the Executive of the sports partnership and the sports panels all key sporting interests in Cornwall are intended to be represented within this overall partnership structure.

Appendix 2

Key references to healthy lifestyle outcomes in partner strategies

Sport and active recreation is recognised as contributing to the local economy in the Cornwall Economic Strategy “Strategy and Action” and within the Regional Economic strategy – *content to be added here*.

Cornwall Community Strategy

Vision: Cornwall – a strong sustainable community for one and all
The strategy has three themes: Individual well being; strong communities; and quality living environment. Individual well being also contains a specific ‘Healthy active lifestyles’ strand.

Each district also produces a community strategy and the references to the importance of health related outcomes are consistent throughout.

North Cornwall District Council

Includes: Improve people’s health through links between health promotion and physical activity. Leisure strategy to be ready in July 2007.

Carrick District Council

The outcomes we want to achieve include good health and healthy living in Carrick including:

- More people walking, cycling, and participating in sport and physical recreation
- More activities for young people

Caradon District Council

The community strategy is under development but will include active communities.

West Cornwall Together

This represents a joined up partnership approach from Kerrier District Council and Penwith District Council

Includes the aim “To develop an improved understanding of health and well-being across West Cornwall”. Both councils still maintain their own community strategies.

Penwith District Council

The strategy has three themes; individual well-being; strong communities; building a quality environment. The Individual well-being theme includes the following inter-linked issues: health and well-being, young people, older people, socially excluded, individual learning, leisure.

Kerrier District Council

Includes under Strong Communities heading ‘Promoting recreation, leisure and sport by motivating all members of the community and providing accessible, safe and healthy opportunities and facilities’

Restormel District Council

The vision for Restormel is 'Making Restormel a place where people enjoy a good quality of life in vibrant towns, villages and rural areas'.

'A healthier lifestyle for all' is one of 11 key issues identified and includes 'the active promotion of healthier diets and healthy active lifestyles for all'

Council of the isles of Scilly

To find

Health Promotion Cornwall and Isles of Scilly

Has a vision to achieve 'A culture of health and wellbeing within Cornwall and the Isles of Scilly'. With a vision 'To be an effective partner for improving health and wellbeing'

Cornwall & Isles of Scilly PCT

The high and rising prevalence of overweight and obesity in the population is of public health concern. Local data are needed to describe the problem, and to measure the effectiveness of action taken. Partnership organisations within Cornwall should engage with the County Obesity strategy through participation in the Local Area Agreement.

Cornwall Enterprise

Has a strategic objective 'To achieve sustainable prosperity by expanding and improving the knowledge, skills and potential of the people of Cornwall, and to promote equal access to all.'

National Governing Bodies of Sport

Our partners in the national governing bodies (NGBs) of sport have produced or are producing whole sport plans. While it is unfeasible to list all of the national governing body plans here, there are common themes which identify increasing participation and the retention of people in sport as part of their plans. NGBs often provide the crucial link between school and community sport as well as creating for athletes that crucial pathway through sport, to allow fulfilment of their potential.

Schools and Colleges

Schools and colleges have a key role to play in the lives of our young people. The then Secretary of State for Education and Skills Charles Clarke said "School sports partners are now bringing new sporting opportunities to more than two million pupils, and are set to encompass many more schools in the next two years." With patterns of participation being agreed as being set at a young age schools and colleges have a tremendous influence over how young people perceive sport and physical activity.

Appendix 3

The role of the Cornwall Sports Partnership

60. The Cornwall Sports Partnership along with other sports partnerships across the country is to take the strategic lead for sport in its area, to increase and sustain participation in community sport, to be achieved by;

- ***Strategic co-ordination and planning (creating a delivery system for sport)***
- ***Performance measurement***
- ***Marketing and communications***

From the two core functions the Sports Partnership has four core objectives set out in its funding agreement with Sport England:

1. Increase participation in sport in order to improve the health of the nation;
2. Retain people in sport and active recreation;
3. Make England a more successful sporting nation;
4. Build the capacity of the sports sector.

In delivering the four core objectives the Sports Partnership has to endeavour to ensure that the project leads to greater opportunity and participation rates in sport amongst the following priority groups;

People on low incomes

People with disabilities

Women and girls

Asian, black or ethnic minority communities

People aged over 45 years

Young people (16 years or younger)

and /or influences a broader social agenda in the following areas:

Areas of socio-economic deprivation

Community safety and regeneration

Employment and economic growth

Sustainable development

Educational attainment

Health and well being

HEADLINE OUTCOME 1 : DELIVERING COMMUNITY SPORT				
Outcome detail	Measure of performance	Targets (SMART) to be achieved	Delivery partners	Activity contributing to the outcome
Increase and sustain participation for: Early years 0-4 years (and families)	To be developed	To be developed	Children's Centres Children's Centres LAs	Children's Centres will adopt best practice guidance on active play and healthy eating. Pilot 'Why Weight' healthy lifestyles courses for families in deprived areas of West Cornwall. Play strategies implemented which include physical activity as a key theme (for ages 0 – 19 years).
Increase and sustain participation for: 5 – 11 years and 11 – 16 years	% who can swim 25 metres at age 11 Healthy School Award % achieving 2 hrs quality PE % achieving 4hrs quality PE	% Children at age 11 who can swim 25 metres. All schools to have a healthy schools award by 2009. 2 hours quality PE achieved by 85% by 2008. target achieved in 2005/06 ahead of schedule. 4 hours quality PE by 2010	SSPs LAs CSP Healthy Schools team SSP SSP	Ensuring quality within the 2hrs PE target is achieved.

	No. of young people in sports clubs as measured by NGB survey	No. of school to club links in place	Clubs SSPs	Clubs developing school links.
	No. of schools including sport as an Extended Services option	X schools including sport as an extended schools option by y date	SSPs LAs CSP NGBs	Increasing the number of schools with sport as an Extended Services option.
	No. of young athletes registered on Ambassador scheme	X athletes registered on Ambassador scheme by y date	LAs CSP	Ambassador Scheme for talented athletes.
	Access to streetgames type activities	To be developed	LEAP active LAs	Continuation of streetgames type activities.
		To be developed	SSPs/CSP	Cornwall Youth Games.
		To be developed in CYPP plan	CSP/Las/SSPs	Developing close links with NGBs
	6 strategies to be developed by November 2007	All partners	CYPP have agreed a co-ordinated approach to increasing physical activity as part of the need to halt the rise in obesity.	
		LAs	Play strategies implemented with physical activity as a key theme (for ages 0 – 19 years).	

Increase and sustain participation for: 16 - 19 years	Active People survey NGB participation stats	X % of FE/HE students accessing sport and active recreation	Carrick Leisure Ltd Duchy College SSPs	Carrick Leisure student offer. Duchy College participation initiative. SSPs Leadership work. Play strategies implemented which include physical activity as a key theme (for ages 0 – 19 years).
Increase and sustain participation for: 20 – 44 years	Active People Survey Leisure centre attendances NGB participation stats.	X people completing GP referral schemes	LAs LEAPactive	Fresh Start GP Referral scheme to be developed county wide.
Increase and sustain participation for: 45 years +	Active People survey Leisure centre attendance NGB attendance stats	X people completing GP referral schemes No. of people attending 50+ weeks	LAs LAs Health - LEAP	Fresh Start GP Referral scheme to be developed county wide. 50+ initiative to be developed county wide.
Volunteer Recruitment	No of young people completing step into sport process and volunteering in clubs Active People survey volunteering rates	X Increase in volunteering by y	LAs SSPs Clubs CSP Schools Cornwall Bureau for Volunteers	Step into Sport programme. Volunteering from older age groups to be investigated. Poltair SSP volunteer recruitment programme. CSP Community Volunteering programme.

Coach Development	Number of qualified coaches registered as active	X coaches qualified and active by y	LAs NGBs Clubs Coach Dev. Officer	Completion of Cornwall review of sports coaching. Implementation of SportscoachUK coaching strategy. Coach education programmes running.
HEADLINE OUTCOME 2 : ENCOURAGING ACTIVE LIVING				
Outcome detail	Measure of performance	Targets (SMART) to be achieved	Delivery partners	Activity contributing to the outcome
Active Workplaces	Number of organisations Number of participants achieving 3 x 30 mins per week	X organisations with an active workplace by year X participants	Public sector organisations in membership of the Sports Board	Active workplace proposals to be developed by public sector agencies. Learning from Active Workplace pilots.
Active Communities	Number of Active Communities	1 pilot Active Community by X	Parish Council LA CSP SSP	1 healthy Active Community pilot project to be researched and funded. Poltair SSP sport and skill based clubs in community facilities. Mobilise! Encouraging communities to walk and cycle more often.

SUPPORT OBJECTIVE 1 : STRATEGIC CO-ORDINATION AND PLANNING				
Outcome detail	Measure of performance	Targets (SMART) to be achieved	Delivery partners	Activity contributing to the outcome
Partnership Development	Embedding the Delivery System	All partners to be clear on their contribution – measure tbc	All partners	Review of partnership Board, Executive and Panels
	Number of CSNs established	by March 2008	All partners	
	Effectiveness of sports partnership board, executive and panels	Review partnership Board, Executive and Panels by autumn 2007	All partners	
	Workforce development plan operational			
Improving and encouraging local access	Parishes/ Village halls undertaking access audit	To be developed	Parish Councils Village hall committees	To be developed Mobilise! – designs freely accessible routes for active travel opportunities
London 2012 Games and Paralympic Games	Legacy measures to be developed	To be developed	Cornwall County Council Cornwall Enterprise Poltair SSP SSPs	Working group established British Paralympic Association Ability v Ability programme. Gifted and Talented Disability Talent ID.

Club development	No. of accredited clubs	X accredited clubs by y	LAs CSP	District Club accreditation scheme. County wide co-ordinated approach to club development. Funding advice.
Facility development	No of clubs able to access funds to develop their facilities	X clubs accessing £y by z	LAs CSP SE	Co-ordinated approach to assist clubs with accessing grants Active Places Training Mobilise! – offers routes for active travel which are available 24/7.
Recognition of sport in key plans and strategies	Cornwall Community Strategy Convergence document Play strategies CYPP plan (Every child matters) LAA	2007 2007 2007 2007 2007	 CSP	Respond to consultation Increase profile of sport in LAA refresh.
Responses to Local Development Framework consultations	Developments assessed as taking sport and active recreation into account. Funding secured for sport through the planning system	 X £ for sport secured in new developments by Y	 CSP/LAs	 Assess current practice and encourage best practice.
Leadership development programme	% of participants positive about programme	90% participants very positive about programme by May 2008	CSP to let contract for delivery of programme	Recruit participants to programme January/February 2007.

SUPPORT OBJECTIVE 2 : RAISING SPORTS PROFILE				
Outcome detail	Measure of performance	Targets (SMART) to be achieved	Delivery partners	Activity contributing to the outcome
Development and maintenance of website	Number of visits to site	X visits to site in 2007	CSP and partners	Co-ordination of activity between CSP site and sites of other partners
Production of Partnership Bulletin	Recognition as key communication tool across the Partnership	6 per year Increased content from partners	LAs SSPs NGBs	Bulletin containing key partnership information
Development of marketing strategy	To be developed			
Development of social marketing campaign	Response to programme	Increased awareness of benefits and opportunities	To be decided	To be developed
Volunteer recognition	To be developed	To be developed	CSP/NCDC/Restorme I	Sports Awards evenings: County wide /NCDC/Restormel
SUPPORT OBJECTIVE 3 : PERFORMANCE MANAGEMENT				
Outcome detail	Measure of performance	Targets (SMART) to be achieved	Delivery partners	Activity contributing to the outcome
Measurement of level of participation in sport	Active People survey results	3% increase in participation by 2009	All	Training to help stakeholders use the Active People Diagnostic to improve targeting Development of agreed county wide indicators for sport.
		To be discussed	Mobilise!	Mobilise! – participants increase their physical activity by an average 30 mins. Per week.

	Annual membership of sports clubs as reported by NGBs	Increase in participation	NGBs CSP	Information to be gathered
	Annual attendance at leisure centres	To be developed	Local authorities CSP	Information to be gathered
	Assess the viability of including consistent measures of participation across all LAs by use of citizens panel surveys		LAs CSP	Research the possibility
	Number of cycle trips on Camel trail			Baseline to be established
Contribution to the local economy	% contribution to GDP from sports related industries Confidence level of sports related industries		Cornwall Enterprise Business Link	Set up sports industry forum. Sport tourism market, peak season study to be conducted. Devise sports industry strategy backed by funding bid. Mobilise! – attractive routes attract more people which encourages support businesses.
Contribution to stronger and safer communities	Measures of sports contribution to reducing young offending and fear of crime			Saturday Club initiative Community Action Through Sport (CATS). Walkers and cyclists are a deterrent to crime and vandalism.

				Mobilise! – volunteers maintain trails
Contribution to educational attainment	Measures of sports contribution to educational attainment		SSPs CSP Mobilise!	Playing for Success – study support centres. Mobilise! – training of volunteer leaders provides a pathway into more formal employment.
Contribution to Halting the Rise in Obesity (LAA)	Level of obesity amongst primary school age children % sport and active recreation participation in 16+ population		LAs/PCT/CSP/CYP&F/ Arts for Health Cornwall Health Promotion/SSPs	Work progressed against delivery plan. Healthy Schools award.

Note: The Delivery Plan is a live document