



Cheshire & Warrington Sports Partnership
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Forging the Future



Foreword

This is currently an exciting time to be involved with sport especially as London will be hosting the Olympic Games in 2012. The national stage has been set – now we need to ensure that the game is raised at a local level to match the nation’s hopes and dreams.

Many of our 2012 Olympic medal winners are at school today and the Government is determined that every young person should have access to good sporting facilities and the opportunity to get involved with high quality sport both during and after school. The Cheshire & Warrington Sports Partnership will need to play a vital role at a local level over the next seven years in order to ensure that the pathway from the playground to the podium is a reality for youngsters throughout the UK.

Whilst improving opportunities for youngsters should be a priority for County Sport Partnerships over the next few years - I am also glad to see that this strategy demonstrates the contribution that sport and physical activity can make towards improving the quality of life for everyone within the county.

For it to succeed, this strategy will need support, enthusiasm and drive and also a firm commitment from all key partners in Cheshire and Warrington. This will help to make a real and lasting difference in the way sport and physical activity is delivered across the county.

Sport and physical activity are important for what they can achieve in society – they are fun, enjoyable, and can change people’s lives.



Rt.Hon. Richard Caborn MP
Minister for Sport



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Introduction

Sport and physical activity provide many opportunities to make the important link between school and community life. They also provide opportunities for lifelong learning, both through developing skills and competence as a participant and more widely through lifelong involvement and obtaining qualifications in coaching, sports leadership and administration. In addition, sport and physical activity can provide a valuable tool for effecting lifestyle changes which benefit both the individual and the wider community.

The Cheshire & Warrington Sports Partnership embraces a number of organisations providing a range of services and, with the appropriate structures in place, will continue working to create a single infrastructure for sport and physical activity which will be of added value and benefit to the residents of Cheshire and Warrington.

As an independent agency, the Partnership will interpret national and regional policy, whilst supporting key partners in their delivery of local objectives. It will promote co-ordinated approaches across the three main delivery sectors: education, sport and the community through the Community Sport Networks and respond both efficiently and effectively to an ever changing environment. The establishment of the Partnership builds on the work of Sport Cheshire who, over the past five years, have developed strong working relationships with a wide range of partners to facilitate the delivery of several national and regional initiatives across the county.

It is important to be clear about the distinction between the Cheshire & Warrington Sports Partnership and Sport Cheshire as an organisation. Sport Cheshire is the trading name of the Cheshire Sports Trust Ltd, a charitable organisation which receives funding from Sport England to service the wider Cheshire & Warrington Sports Partnership. The Company is also financed by grants from local authorities and central government, sponsorship and donations from commercial and charitable organisations, and miscellaneous fees and charges for services rendered. It functions as a facilitator and enabler and on occasions as a deliverer, for aspects of the work of the Partnership.

In addition Sport Cheshire has a strategic overview of sporting activity in the county and helps to link the Cheshire & Warrington Sports Partnership into regional and national networks. The Sport Cheshire team facilitates meetings between partners and co-ordinates specific areas of activity including coach, volunteer, sport specific and club development and works with minority and excluded groups. It also has a key advocacy role for sport across the county.



Achievements in Cheshire & Warrington over the past four years include ...

- The Cheshire and Warrington Youth Games hosted by Macclesfield Borough Council and Ellesmere Port & Neston Borough Council, has provided competitive opportunities in 11 sports for over 7000 young people since 1999.
- As a result of the Active Sports programme, which includes, athletics, cricket, netball, swimming, girls football and rugby:
 - 232 clubs are working within the programme and towards Clubmark accreditation
 - 12,000 young people have been involved across all stages of the programme
 - 677 coaches are being supported and developed whilst also delivering the programme at the grass roots.
- Weekly alternate education sessions have been established, providing opportunities in sport and physical activity for young people currently not engaged within a school environment.
 - 600 targeted young people across Cheshire accessed 29,000 hours of activities through the PAYP programme
 - 800 disadvantaged young people from Cheshire accessed training days at Manchester United FC's training ground.
- Over 400 young people were recruited and supported through the Millennium Volunteers project, through which they gain vital support to develop their leadership skills over an agreed commitment of 200 hours of community volunteering.
- External funding attracted from a range of funding partners equated to over £10 million.
- The Sport Cheshire Child Protection policy 'Playing it Safe' was launched in June 2004.
- In October 2004 the NSPCC's "Preliminary Standards in Safeguarding and Protecting Children and Young People in sport" award was achieved by Sport Cheshire.



Local Context

Cheshire has a population of approximately 678,700, making it the 15th largest authority out of 88 in England & Wales. It comprises the six districts of Chester, Congleton, Crewe & Nantwich, Ellesmere Port & Neston, Macclesfield and Vale Royal. Warrington has a population of 190,200.

In the Cheshire Population Report 2004 the following key findings were highlighted:

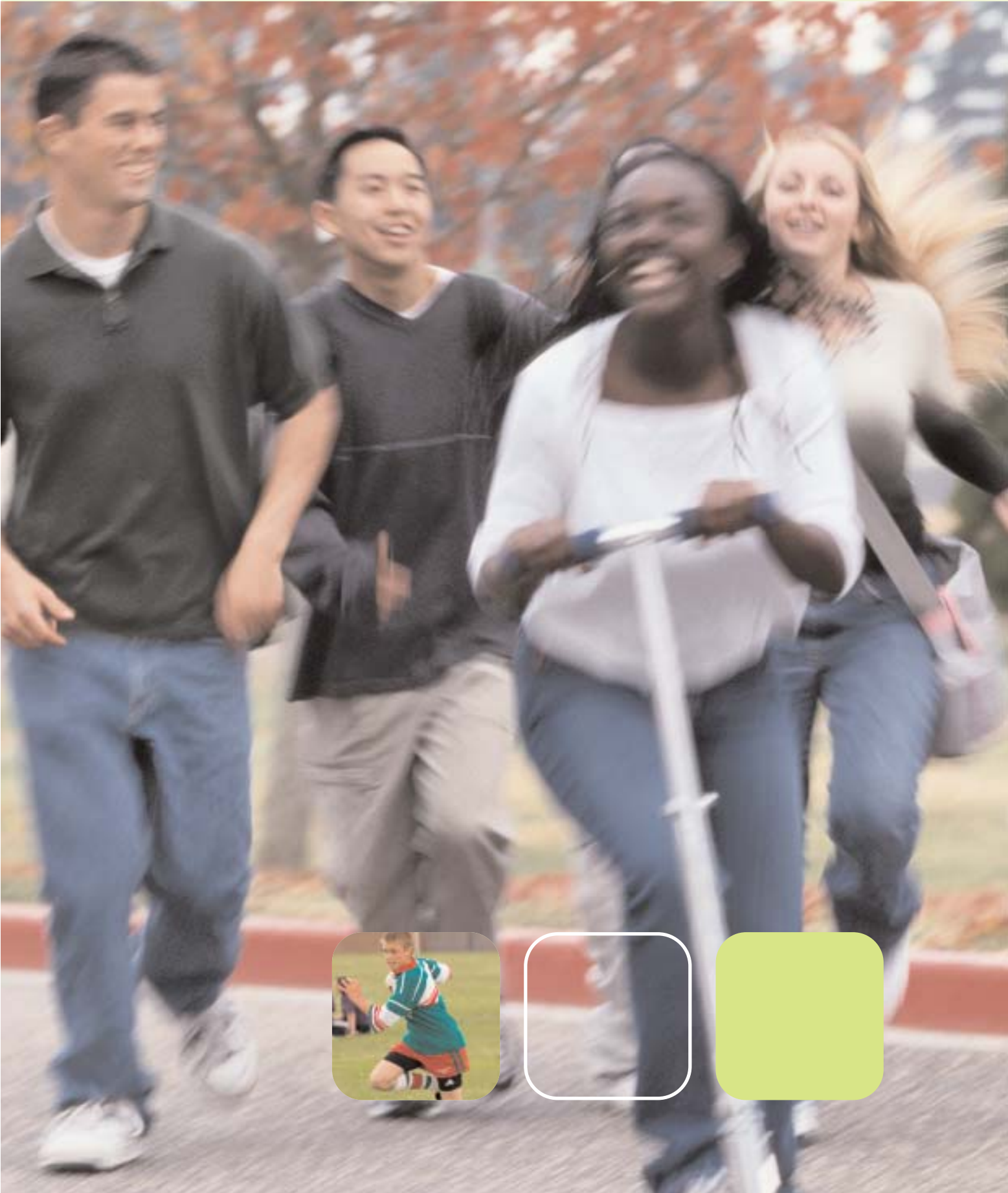
- Approximately 50% of people in Cheshire live in industrial towns, 25% in rural areas and 25% in service or market towns. Cheshire is a county predominantly of small towns, villages or hamlets.
- The age structure of Cheshire is slightly older than that of England & Wales.
- 19% of Cheshire's population is aged under 16 and 17% are aged 65 or more.
- The number of children is forecast to decrease by 2021.
- The number of adults in the 16-44 age group is forecast to decrease whilst those approaching retirement age will increase in number.
- The largest proportional growth in population is expected for the 65+ age group from 2001-2021.

The 2004 NW Regional Development Agency survey "Participation in sport, the arts, physical and creative activities in Cheshire" highlights:

- **62.7%** of young people take part in sport and physical exercise for 60 minutes or longer on three or more occasions in a week. This has increased significantly since the previous survey in 2002 and sports membership/attendance at a regular session has also increased substantially in the same period.
- **43.1%** spend three or more hours a week playing sport informally with friends.
- **72.1%** of young people would like to continue playing sport after they leave school.
- **50.9%** of the county's adults participated in a sport or physical activity during the 12 months prior to the survey.
- **23.9%** of adults take part in thirty minutes exercise (including walking) on five or more occasions in a week.
- **47.3%** have continued to participate in sport and physical activity since leaving school.



The Strategy



Vision

- To improve the health and well being of the residents of Cheshire and Warrington by encouraging more people to take up and continue sport and physical activity on a regular basis.

Values

Adaptable	To strive to ensure that we respond to opportunities and environments in a strategic and decisive manner
People centred	To believe our staff, partners, coaches and volunteers are our greatest asset
Respect	To take time to talk and listen to partners and one another
Equity	To strive to break down the barriers and make sport accessible for all
Integrity	To work with partners and each other openly, honestly and sincerely
Quality	To aspire to discover just how good we really can be by being innovative and committed to learning

Themes

- Health and Well Being
- Education and Skills
- Development of sporting pathways
- Community development through sport and physical activity



Core Functions

- Strategic planning
- Research and performance management
- Marketing and communications



1 Health and Well Being

Aim:

To use sport and physical activity to improve the physical, social and mental health and well being of people in Cheshire and Warrington.

Objectives:

- 1 To communicate and advocate at a strategic level, the positive contribution sport and physical activity can make in terms of social, mental and physical well being.
- 2 To encourage joint strategic planning across agencies delivering health outcomes to ensure co-ordination and a reduction in duplication.
- 3 To develop innovative sport and physical activity programmes in order to reach wider populations in particular target groups.
- 4 To advocate a balanced provision between informal and formal sporting and physical activity opportunities.
- 5 To encourage all members of the community to embrace physical activity as an integral part of daily life and to encourage participation in sport and physical activity "from cradle to grave".

Key indicators

- An increase in the number of adults participating in at least 30 minutes of sport and physical activity 3 times each week.
- An increase in the number of young people participating in at least 60 minutes of sport and physical activity 3 times each week.
- A halt in the rise of obesity levels of young people.



2 Education and Skills

Aim:

To use sport and physical activity to promote academic attainment and lifelong learning to the benefit of the individual and the economy of Cheshire and Warrington.

Objectives:

- 1 To encourage joint strategic planning across the education and community sectors, at both a county and local level.
- 2 To support all schools across Cheshire and Warrington to provide high quality PE and school sport programmes.
- 3 To work with FE, HE and other learning providers to produce an education and skills framework which supports the development of a strong sector workforce.
- 4 To develop both vocational and academic pathways to careers in and through sport and leisure.
- 5 To develop leadership and key skills within the voluntary and community sector.
- 6 To enhance the profile of physical education and ensure the relationship between physical activity and health is clearly understood within local authorities, schools and the community in general.

Key indicators

- Two hours of quality PE per week for 85% of children in every school in Cheshire and Warrington.
- An increase in the number and quality of young leaders and volunteers in sport across Cheshire and Warrington.
- An increase in the number and quality of teachers, sports coaches and leaders working in physical education and sport.
- An increase in the number of individuals gaining paid employment in the leisure industry.



3 Development of Sporting Pathways

Aim:

To develop a simple, cohesive, well signposted system for people to develop to the maximum of their ability according to their choice.

Objectives:

- 1 Through the local implementation of National Governing Bodies of Sport "Whole Sport plans", ensure effective links are made between locally organised initiatives and the talent identification routes delivered through NGB programmes.
- 2 To lead on innovative ideas in partnership with a range of agencies including sports clubs and intervention agencies to develop new ways of working and challenge existing practices for the long-term benefit of the individual and the communities in which they live.
- 3 Effectively distribute information to clubs, and individuals working with clubs, to ensure they have access to up to date information on funding sources, latest policy and programme information.
- 4 To develop pathways and facilitate the transition from school to community based activities. E.g. multiskill and multisport clubs, school – club links.

Key indicators

- The establishment of simple signposting to clearly identify the appropriate pathways in sport and physical activity locally, regionally and nationally.
- An increase in the number of qualified coaches, leaders, officials and volunteers.
- An increase in the number of accredited organisations providing sport and physical activities.
- An increase in the number of young people progressing from school to community based activity.
- An increase in the number of individuals progressing to performance levels e.g. county, regional or national representation.



4 Community Development through Sport and Physical Activity

Aim:

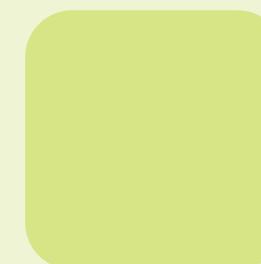
To use sport and physical activity to unify communities, unlock local skills and help people effect a positive lifestyle change.

Objectives:

- 1 To develop innovative programmes in order to widen access to sport and physical activity as a means of tackling social isolation and bringing a range of social benefits to a community.
- 2 To widen access to community based facilities – schools, community and youth centres and open spaces, for sport and physical activity.
- 3 To develop a diverse range of sustainable community led programmes using sport and physical activity to create stronger, safer communities.
- 4 To develop closer working relationships with Crime Disorder Reduction Partnerships and other relevant agencies to use sport and physical activity to address issues of community safety and well being.
- 5 To develop links between Community Sport Networks (CSN's) and Local Strategic Partnerships (LSPs) to effectively align with local community plans.

Key indicators

- An increase in the number of people identified as "at risk" or "vulnerable" participating in structured sport or physical activity at least once per week.
- An increase in the number of sustainable community led sport and physical activity programmes.
- An increase in the number of active coaches and leaders with the necessary skills and experience to work with traditionally excluded groups.
- An increase in the number of active coaches and leaders recruited from the traditionally excluded groups.
- A reduction in crime and disorder by encouraging participation in sport and physical activity.



Cheshire & Warrington Sports Partnership

The Cheshire & Warrington Sports Partnership recognises the importance of tackling issues via a range of clear strategic priorities. Working with local, regional and national partners it will ensure a simplified sports structure, underpinned by robust performance measurement processes and effective marketing and communication systems.

The Cheshire & Warrington Sports Partnership strategy describes and details the vision, ambitions and objectives of the wider network of partners that are engaged in the provision of sport and physical activity across the county.

Successful strategy production and implementation will require a wide range of partners to subscribe to its overall principles and, where appropriate, commit to elements of the delivery of relevant detailed objectives.

The strategy is a five year document that:

- Gives direction and focus for the next five years
- Provides the basis for high level policy and investment decisions
- Contains the building blocks for growth and development

This strategy outlines what will be done and how it will be delivered over the next five years. It is intended to be a dynamic document which can grow and evolve as new members join, and as services are improved and lessons shared. The strategy will be supplemented by a more detailed five year delivery plan - agreed by, and related to the work of all agencies within the Sports Partnership.



Core Functions

Strategic Planning

- To develop an effective and representative decision and delivery making infrastructure which involves the wider network of partners that are engaged in the provision of sport and physical activity across the County.
- To actively encourage joint strategic planning across the education, health, community and sports sectors by developing links between Community Sport Networks (CSNs) and Local Strategic Partnerships (LSPs) to advocate the potential of sport and physical activity within wider agendas and avoid duplication of effort.
- To develop effective delivery structures whereby local needs influence county/regional strategies through the maintenance of two way communication channels and develop a transparent and clear decision making process.

Research and Performance Management

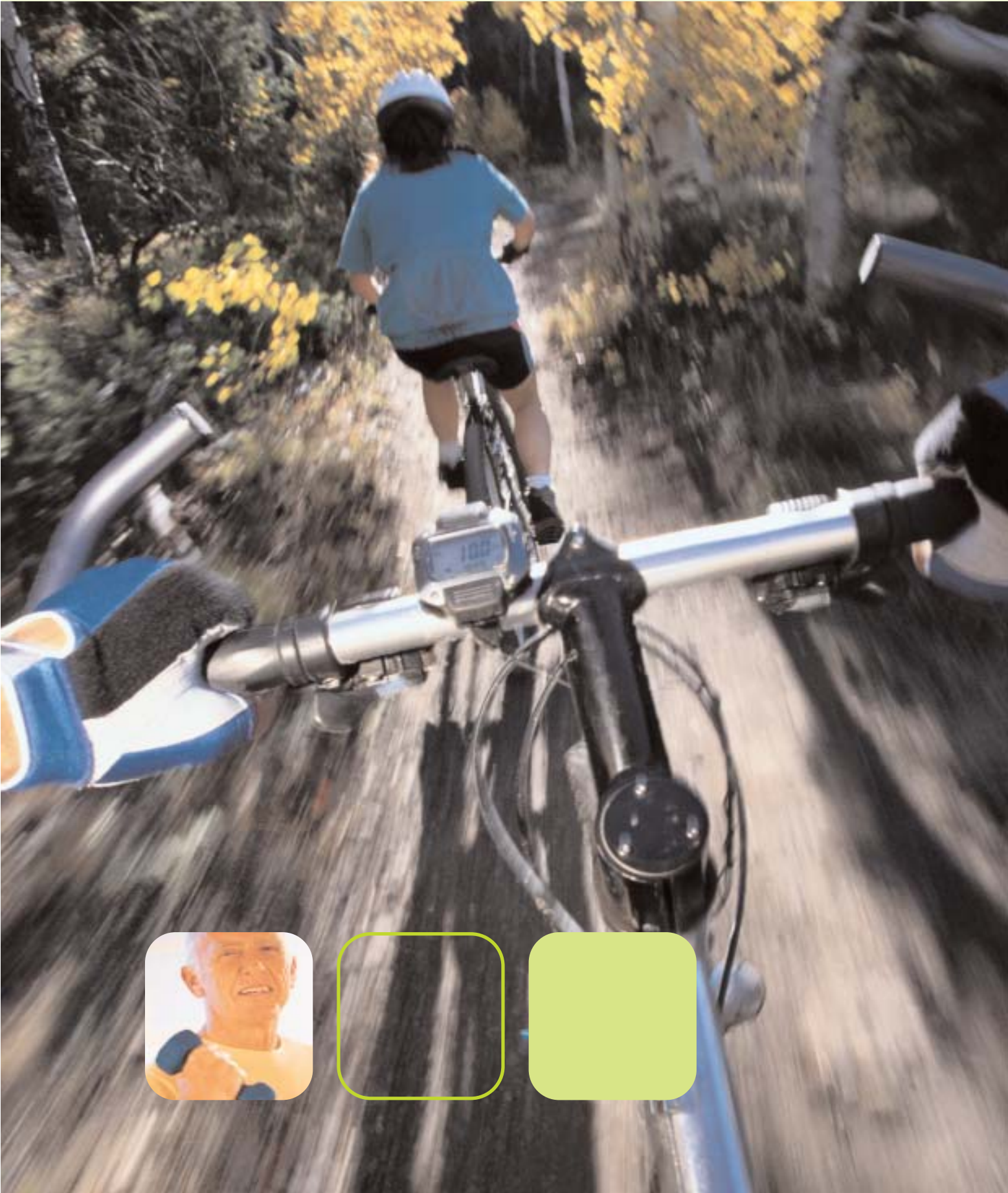
- To develop a robust and reliable system for the collection and analysis of comparable data across agencies, using existing data collection processes where possible, with the aim of reducing duplication of effort and outcomes.
- To gather local intelligence and performance measurement data that will assist partners to influence future strategic decisions and demonstrate the impact of local initiatives/schemes.
- To gather and disseminate evidence of successful achievements and examples of good practice which can be used as advocacy tools at a local and national level.

Marketing and Communications

- To develop effective communication channels for sharing issues, ideas and good practice throughout sport and related networks and to change the perceptions of non-participants in order to encourage them to engage in sport and physical activity.
- To effectively signpost and distribute information amongst partners and the wider public, through a range of mediums whilst also providing the opportunities to share good practice.
- To use innovation and creativity as a leading approach for all marketing and publicity produced to ensure a dynamic and fresh approach is maintained and to raise the profile of the Cheshire & Warrington Sports Partnership locally, regionally and nationally.



About the Partnership

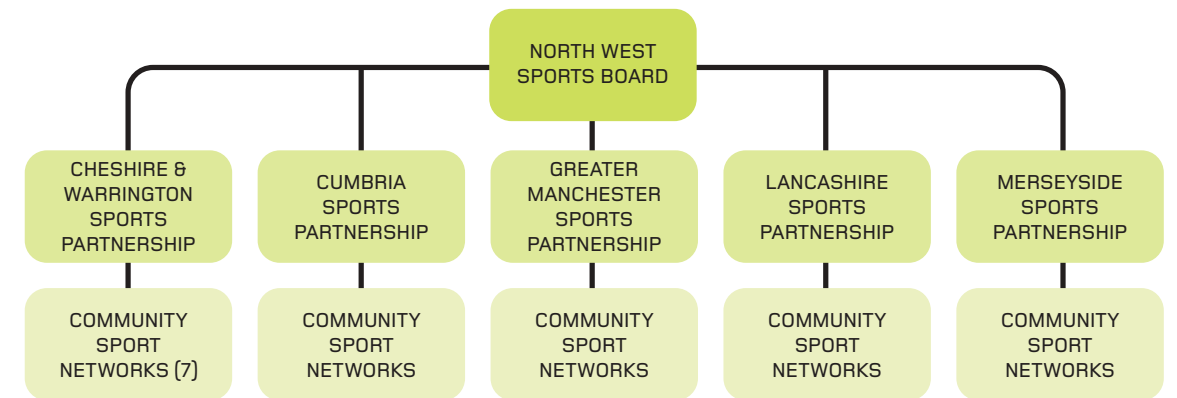


Regional Context

The North West Sports Board is collectively responsible for the success of sport in the North West by directing Sport England's activities in the region. It works in partnership with key agencies and other regional partners to lead, support and develop sport and its infrastructure in the region. It champions and advocates Sport England's strategies and represents sport within the region at a strategic level through the implementation of the 'North West on the Move' strategic plan.

A County Sports Partnership is a partnership of agencies committed to providing a high quality single system for people to benefit from sport. Action is based on local need - influencing the understanding, interpretation and deployment of national, regional and local policy.

Community Sport Networks ensure effective delivery, identifying and meeting local needs through local partners.



Local Context



Proposed Functions of the Alliance Executive:

- Establish a performance management process to ensure the delivery of the agreed five year strategy.
- Establish and agree clear roles, responsibilities and accountability of all partners in the delivery of the strategy.
- Monitor and support the development of Community Sport Networks.
- Maintain communication with existing networks and partnerships at a county level and with the Community Sport Networks.
- Act as a point of consultation for strategic matters and filter information back to the Community Sport Networks for consultation/opinions.
- Receive information from the Community Sport Networks to take forward and raise at a strategic level with key partners.
- Make decisions related to the Partnership that are specific to the Partnership collectively.
- Advocate and communicate the good work of the Partnership to engage and exploit possible partnership working with new partners.
- Produce proposals and papers for information or for discussion with existing and potential partners as and when appropriate.

Proposed Representation on the Alliance Executive:

- A representative from each Community Sport Network (preferably the Chair)
- A representative from the Higher/Further Education sector
- A representative from the PE and School Sport Action Group
- A representative from the Cheshire and Warrington Primary Care Trusts
- A representative from the Cheshire and Warrington Culture and Leisure Officers
- A representative from the Children and Young People Strategic Partnership Board
- A representative from the National Governing Bodies of Sport forum
- A representative from Sport England (observer status)
- Chief Executive Officer of Sport Cheshire (secretariat)

Wider partners to be co-opted as and when required (such as Economic Alliance, LSC & Cultural Reps).

Community Sport Networks

Introduction

In order to achieve the aims and objectives set out in the strategy for the Cheshire & Warrington Sports Partnership, there is a need to ensure that an effective delivery structure is in place at a local level.

The Community Sport Networks (CSNs) should be set up within the geographic boundaries of each local authority area; therefore it is assumed that seven Community Sport Networks will be developed.

The parameters of a CSN's business will be determined locally. However it is anticipated that inspiration and guidance will be drawn from the national PE and School Sport Club Links (PESSCL) strategy, the Regional Plan for Sport, County NGB plans and importantly the priorities identified from local community plans developed by the Local Strategic Partnership.

1 Proposed Core Principles

- Local joint planning across sport, physical activity, community, health and education.
- Local link to the County Sports Partnership and regional/national initiatives/agendas.
- Link to the Local Strategic Partnership to effectively align local community plans.
- Elected member engagement with the sport agenda.

2 Proposed outcomes for each CSN

A successful Community Sport Network will develop sport, physical activity and physical education by:

- Identifying local needs
- Advocating those needs through relevant channels
- Delivering on agreed actions to develop opportunities
- Joining and co-ordinating resources
- Accessing new resources
- Providing opportunities for networking and sharing good practice
- Supporting and training volunteers
- Facilitating consultation with stakeholders
- Monitoring and evaluating performance against targets in support of the strategy key indicators
- Linking with partners with wider agendas such as health, community safety (as and when deemed a priority for the CSN)



3 Proposed Core Areas of Work for each CSN to address:

- Development of a local action plan to support the county strategy and locally identified needs, including methods of monitoring and evaluation against agreed targets.
- High quality inclusive school sport provision linked inextricably with strong, well developed and sustainable school club links.
- Local sport specific action planning that embraces coach development, club development, competition structures and player pathways.
- Sport and physical activity as a key tool to develop community well being: additional curriculum, self confidence and esteem, sport in the context of a physical activity agenda.
- Sport and physical activity as a key tool to promote education and skills: via volunteering, coaching, leadership, sport as a career option, sporting events, social enterprise development, links to FE/HE.
- Increased access to local sport and physical activity programmes by the traditionally excluded groups.

4 Proposed Core Membership

It is anticipated that in line with each CSN developing its own local priorities this will also be reflected in the partners that are attracted to the group. However to ensure the key aims of the strategy are achieved it is proposed that the following sectors are core representatives on each CSN.

- School Sports Partnerships
- Primary Care Trust representative
- Appropriate local authority representative for sport
- County Sports Partnership
- A representative of the county NGB forum
- Voluntary Sector
- HE & FE (when located in the geographic area of the LSA)
- LSP (link representative)
- Adult Services representative.

Other members from sectors such as Community Safety, for example, can then be co-opted as and when the agenda requires such representation. It will also be important to try and ensure that one member of the CSN also sits on the LSP or has a direct link.

The above list is by no means definitive and membership can be adjusted to reflect the local situation and needs. The appointment of an independent chair for each CSN is also strongly recommended.

5 The CSN within the wider Sports Partnership Structure

The Community Sport Network will not sit in isolation but instead will be part of a dynamic infrastructure that is ultimately working towards the development of a single, sustainable sporting pathway that will assist with increasing participation within sport, physical activity and physical education.

It is strongly recommended that effective communication channels are developed with the Local Strategic Partnership (LSP) within the same geographic area as the CSN.

The purpose of such links with the local LSP are to:

- Ensure the value of sport and physical activity is understood and the potential to deliver wider social objectives through sport are explained.
- Ensure sport and physical activity is included within the LSP's Community Plan.
- Make the LSP aware of the work of the Community Sport Network so that it can be recognised as an appropriate delivery arm for the LSP.

