



# Our strategy 2022 and beyond



# Introduction

“ Together, we won’t stop until everyone has the opportunity, the inspiration and the freedom to get moving ”

(Uniting the Movement, Sport England)

We are clear in our ambition for it to be easy and enjoyable for everyone in Yorkshire to be active. We know moving more, being active or taking part in sport can help people to improve their lives. Many people already benefit from being active but too many people also face challenges to build activity into their day-to-day lives.

Being active needs to be woven into the thinking, planning and delivery of many people in a huge range of organisations who help shape our lives on a daily basis.

Our latest strategy sets out how we will help to do that at Yorkshire Sport Foundation. It is to guide us in our work and let those we work with know our commitments, priorities and approaches – it is not intended to be a Yorkshire-wide strategy for physical activity. We believe strategies that provide the vision and framework for a wide range of agencies, are best developed and implemented at a local district level.

Of course we have a role to play in supporting these.

We have built upon and learned from our previous strategy. Some fundamentals remain the same: prioritising resources to those that need it most; ensuring the needs of local communities are central to planning and delivery; promoting a collaborative environment in which we and others work; understanding the need to connect planning and policy within communities, within districts and across the sub-regions of South Yorkshire and West Yorkshire.

The last five years have taught us many things. Our resolve to address inequalities both in activity levels and wider social outcomes has been massively strengthened. We have started to learn how we better work with people in local communities to make real lasting change.

We need to be less reliant on formal structures and perceived lines of authority and instead promote and celebrate dynamic and dispersed leadership at all levels and places. We have understood that how people work together is just as important and indeed informs what needs to be done. These will all signal significant differences in our approach to our work.

In developing this strategy, we have spoken to a wide range of people we work with on a daily basis and many others we want to build new relationships with. We have listened and adapted and are confident our approach is based on a common purpose.

We will continue to listen and adapt when the environment around us warrants significant change. We won't be hesitant in refreshing our approach again because it is crucial that we remain agile to changing needs and that is why we haven't assigned a specific timescale to the life of the strategy. 'Everyone active' isn't a slogan or a far-off vision. We are committed to make it real for the benefit of the people and places in Yorkshire.

We hope many others will join us in doing so.



**Nigel Harrison**  
Chief Executive  
Officer



**Paul Reid**  
Chair

## Our priorities

The process has also involved our Board holding extensive discussions on its priorities for the organisation that it is fully committed to.

The strategy sets out to achieve these:

- .....
- Everyone in Yorkshire regularly active
- .....
- A strong and trusted brand
- .....
- Generating additional income to invest in social good
- .....
- Diversity and inclusion will be at the heart of everything we do
- .....
- A major influencer of local, regional and national policy
- .....
- We understand and voice the impact we and our partners have
- .....
- An ethical employer and great company to work for

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# I | About us





# Who we are

**We are a National Lottery funded charity working predominantly across the nine districts of South Yorkshire and West Yorkshire, and part of a network of England-wide Active Partnerships.**

We believe in the power of movement, physical activity and sport to improve lives, and are passionate about enabling everyone to enjoy the benefits of an active life.

We are stronger when we move together. This is why our work fully supports the aims and common purpose of Sport England's 2021-2031 **Uniting the Movement** vision by connecting, influencing and supporting the people and places across our regions. We are committed to playing our part.



**SPORT  
ENGLAND**





# Our vision

A **vibrant, healthy** and  
**prosperous Yorkshire**  
through everyone moving more



# Our vision themes

Now is the time to accelerate our work with partners from all sectors to make a step change in the physical activity inequalities that exist. We know that doing this will also help to address wider inequalities in society.

The **unequal impact** of Covid-19 on people's lives, as wider inequalities were exposed and increased, is also reflected in activity rates. Inequalities in activity levels have widened. This is the case for women, young people aged 16-34, people over 75, disabled people, people with long-term health conditions, and people from ethnically diverse backgrounds. Our efforts and resources will be focused on working with people and groups who are more likely to be inactive and who can benefit the most.

We endorse the evidence-based actions and approach to increasing population activity levels and reducing sedentary behaviours, identified by the World Health Organisation (WHO) and International Society for Physical Activity and Health (ISPAH), alongside local learnings shared by our partners.

These have all contributed towards setting our vision themes - what we'd like to see happen - by collaborating with people, partners and communities across South Yorkshire and West Yorkshire.

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Our efforts and resources will be focused on working with people and groups who are more likely to be inactive and who can benefit the most. ”





# Our vision themes

**We believe movement, physical activity and sport has a big role to play in improving the physical and mental health of the region, supporting the economy, connecting communities and rebuilding a stronger society for all. All these themes matter, all are interconnected and all require a relentless focus to provide the step change needed to increase activity levels and reduce sedentary behaviours.**

## Active Communities

Neighbourhoods and communities will be vibrant and connected through local people creating a range of easy and enjoyable opportunities to be active.

## Active Design

Where we all live, work and play will be designed to make it easy to be active. Green, blue and open spaces will be open to make the most of our natural settings. Our spaces and places will be safe, accessible and inclusive for local people.

## Health and Care

Physical activity will play a major role within health and care systems so that everyone can enjoy more healthy years of life.

## Active Travel

It will be easy to make journeys by walking and cycling to connect people with employment, education, leisure and tourism. Everyone can access these journeys that are integrated into the wider public transport system.

## Active Workplaces

Employers encourage and support their people to be physically active throughout their working day.

## Sport

There are inclusive, safe and accessible, formal and informal high quality sports opportunities at every level, and easy progression for talent to flourish.

## Active Schools

All children and young people will be active for at least 30 minutes within the school day and early years' settings will provide the foundations for an active life.

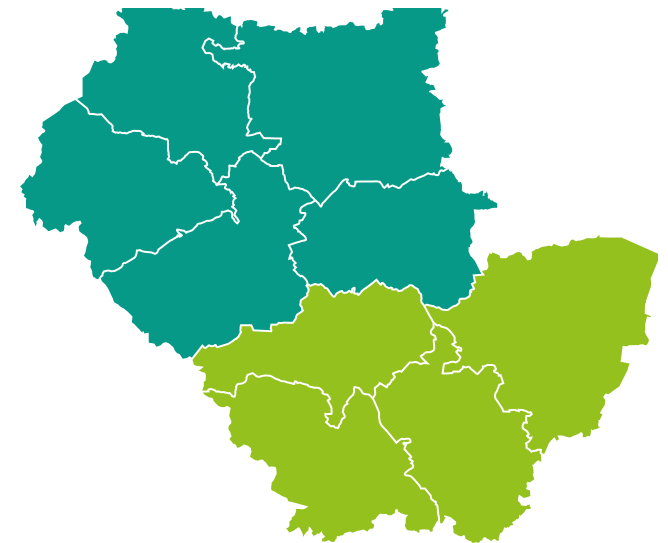
## Public Campaigns

Regular, population and targeted, effective public campaigns will connect and inspire people from all backgrounds to be active.



# Our places

## South Yorkshire and West Yorkshire



Across two city regions, nine districts and thousands of diverse communities, South Yorkshire and West Yorkshire is large in size with urban and rural locations, and dense in population, with over 3.7 million residents.

It has a rich cultural mix with a range of different ethnic groups and unique and distinct communities, with diverse and strong heritages and identities.

Our people and places matter to us – because we are passionate about Yorkshire and because we know that where we live influences how we live.

How we live influences how healthy and active we are. It all matters in a place. Our physical spaces – our geography, locations and air quality.

Our built spaces - our streets, parks, housing, schools and workplaces. Our provision of services – our healthcare system, transport, economic support, job opportunities and our city and town planning to

grow and regenerate our neighbourhoods. They are all critical factors that contribute and have a positive or negative impact on our ability to lead active lives and build healthy communities.

We want to help everyone across South Yorkshire and West Yorkshire to improve their health and wellbeing. At the same time, we also want to work with the people who are more likely to be inactive and who could benefit the most.

Whilst most adults are active, there are still many who are not - almost one in three adults (approximately 894,300 people) are inactive – meaning, for a range of different reasons, they get less than 30 minutes of physical activity a week.

Also, women, people from ethnically diverse groups, people living with long-term conditions, disabled people and people from lower socio-economic groups all have higher rates of inactivity. When some of these factors are combined it can mean that up to 60% of some groups are likely to be inactive.

More than half of children and young people do not reach the national guidelines, with one in three doing less than an average of 30 minutes per day.



Our learning tells us that the impact of inactivity and inequalities within communities goes so much deeper than statistics can say – they are deep rooted and complex. ”

People require the confidence, motivation and capability to be active. We know that opportunities for good health, how people think, feel and behave about being active and what shapes our mental health, physical health and wellbeing is determined by a number of factors.

Emerging new evidence also indicates that high levels of sedentary behaviour (any waking

behaviour while in a sitting, reclining or lying posture with low energy expenditure), irrespective of activity levels, can be associated with a range of health conditions.

Therefore, focus should be on increasing movement and activity levels while also decreasing time spent sedentary.

Movement, physical activity and sport has a role in levelling the playing field as we collectively recover from the pandemic. Every person should have the chance to benefit from living an active life. This remains central to our vision as we work across overlapping geographic and demographic factors that impact people's ability to be active.



# Our values

Our team is driven by our values which means that we behave and make decisions based on these which hold true for us all.

They act as the 'golden thread' of our culture and are important to us as individuals, as a collective and they contribute to the ambitions we share.

Values are at the heart of how we connect, influence, and support; how we interact with each other; and how we work and make decisions together to achieve results.

They are the lifeblood of the company. Combined with our collective skills, experiences, objectives and strategy they make us the successful group of people we are.



## Passion

Being enthusiastic and believing in what we are doing.



## Fairness

Being fair and caring in our interactions with a focus on tackling inequalities.



## Integrity

Being honest, dependable and doing what we've said we will do.



## Trust

We will be trustworthy and trust each other.



## Learning

Being open to learning about ourselves and others, and what we need to do to excel.



## Teamwork

Together we will achieve.



# Our statement on diversity and inclusion

**We include everyone, as we believe movement, physical activity and sport is for everyone.**

We are building a culture where difference is valued because we believe diversity drives empathy, a sense of belonging and innovation. We still have work to do, and we know a diverse team has a positive impact on everything we do, helping us better serve our communities and partners.

We are passionate about reducing inequalities in our communities and providing everyone with the opportunity to move more, be physically active or take part in sport.

Each of us contributes to this mission – we all have a role to play.

For some of us it means finding the courage to stand up and speak out. For others, it means listening with patience and empathy, ensuring everyone feels heard and valued.

For all of us it means asking questions, challenging unfairness and appreciating one another's contributions to helping the people of South Yorkshire and West Yorkshire lead healthy, active lives.



# Our statement on climate change and sustainability

We recognise that climate change and people's health and wellbeing are closely connected; research shows us that global changes in our environment can have a substantial impact on people's ability to lead healthy active daily lives - with the most vulnerable in our communities particularly being most adversely affected.

In our role at Yorkshire Sport Foundation, we aim to promote and develop movement, physical activity and sport through our work with partners, in ways that support the wider sustainability agenda.

We know, for example, encouraging people to walk and cycle rather than use motorised transport, to eat healthier using locally produced foodstuffs and to use our open, green spaces are clear examples of ways we can support which will bring both health benefits and reduce climate impact.

We have a way to go in further understanding and defining our role, ambitions and actions regarding climate change yet firmly commit today to these two principles in all our work:

- To manage our organisational activities in an environmentally sustainable way.
- To advocate with partners the value of movement, physical activity and sport in creating a more sustainable world.







# **2** | **How we work**

# Our learning so far...

Since our inception we have – and will continue to – test, adapt, learn, develop and transform how we collectively go about achieving our ambitions so everyone has the opportunity to enjoy the benefits of an active life. Our underlying beliefs have not changed - and grow stronger as we keep learning together.



## Building relationships takes time

Gaining trust and effectively working alongside people happens by being present, showing up and listening - not just 'to' people but 'as' them.



## Local makes change happen

Using the voice, wisdom strengths and solutions of local people is critical so we know what change really needs to look like and help influence by 'the way things happen around here'.



## Collaboration is powerful

Supporting people to come together where they can create a shared vision and goal for their areas. Communities helps ensure as many skills and assets are possible when working together.



## Being flexible and adaptable

Being comfortable with difference is important. We need to share the evidence of what works but be driven by local intelligence and 'what feels right around here' so our support may rightly look and feel different in different places.



## Learning sits at the heart of our work

Building a culture of learning and improvement helps us to focus on progress and outcomes, be more innovative and able to challenge ideas and assumptions better.



## Leadership must be distributed

Leaders can exist anywhere and everywhere. Enabling those closest to the action to make the decisions that will most affect their success, creates better outcomes.



## We need diversity of thought

Our ambitions will be achieved by people who share purpose but bring different skills, experiences, styles, perspectives and ideas to our collective work.



# How we work

We advocate, influence, advise, invest, co-ordinate, convene, champion and drive understanding around what can be done to help everyone be active.

That means being a strong voice and using our unique position, trusted relationships, expertise and learning. This will help create better, more equitable and accessible provision of movement, physical activity and sport - and help people make tangible differences in their lives.

Our partners tell us we are many things to many people. And we like that about ourselves. We like that we know we cannot achieve our vision alone. So we promote and encourage a 'whole-of-systems' approach - a way of ensuring that complex situations are tackled with common understanding, flexible working and agreed actions across the many agencies, organisations and communities who share a collective purpose across South Yorkshire and West Yorkshire.

To us this means working collaboratively and purposefully.

We know there are inequalities in our communities. We're going to work hard to eradicate them. We will support all our people and places to be active. This includes adopting an approach that will focus on people and places in greatest need, with targeted support and additional resource, to make the biggest difference.

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# District Activity Partnerships

We know multi-agency cross sector commitment and connection at a local level is essential to create the conditions for active lives. Collaborative local leadership which guides vision and strategy to build a co-ordinated approach makes a huge difference.

As a collective, we call these stakeholder groups and leadership networks 'District Activity Partnerships' (DAPs). Locally they are unlikely to consist of one singular structure, and will be known and understood through their own identities, structures and ways of working. They operate with a clear purpose to support aligned activities, effectively use data and insight, build advocacy, advance policy and mobilise resources.

As they continue to develop as a variety of groups and networks across individual districts they will all play their part to contribute to a collective 'whole-of-systems' approach to policy, process and practice. District Activity Partnerships remain at the heart of our work.



# We best describe our role in three ways



# Our role: to connect

## Our intent:

We recognise there are thousands of people, groups and organisations across South Yorkshire and West Yorkshire who can make a difference in people's lives through movement, physical activity and sport. We are proud to be part of this big picture - a movement building across our local places - and we continue to bring people together to unite our collective purpose.



## Our learning so far

We know that a shared understanding of the real and local nature of the challenges that we collectively face is critical to taking action in the right places, at the right time, through the right people.

**We need to keep jointly listening, talking and doing our work where, and how it matters most.**

Our wide geographical lens and ability to connect national, sub-regional and local plans, agendas and networks plays a vital part in helping our partners and communities go beyond their remit – whether it is to see a bigger picture, to share learning about the ingredients that make something work in a place, or go direct to the people benefiting from a specific programme.

We have found creating space and opportunities to connect and share helps colleagues to explore and

discuss evidence, experiences, insight, stories and learning, ensuring as many people as possible can engage with our shared purpose.

Our partners tell us that we add real value by helping get their messages to wider and larger audiences than they can reach alone. We therefore need to communicate regularly and purposefully through all our platforms so as many people as possible can engage.



# Our role: to influence

## Our Intent:

We know we need to influence the many to realise our vision – and being influential requires building trusting relationships, a common purpose and shared values. We recognise the strong foundation we have built to do this so we can now be bold where required, listen when needed, step-aside when appropriate and take a leading role in affecting change. This means making movement, physical activity and sport everyone's business.



## Our learning so far

There is a commitment to a 'whole-of-systems' approach and a growing confidence in it as a way of working. There also remains a need to collectively understand it better. We appreciate how strongly placed we are to champion and drive the leadership conditions, attributes and behaviours needed to shape our effective local systems approach. This means we can act as role models and be more prepared to steer openly from the front when appropriate, ensuring collaboration is an effective way of working.

We have made progress through seeking out and making the most of opportunities to build relationships and influence policy making and strategy design through all parts of a system. Agendas and tactics continue to grow and we must keep ensuring 'everybody active' builds as a sustainable and important message in local, regional and national

decision making. We and our partners value high quality data and insight tools and resources to help demonstrate progress, results and the tangible difference being made. We must continue to sharpen how we evidence, measure, learn from and evaluate the impact of our work.

# Our role: to support

## Our Intent:

We acknowledge we are uniquely and strongly placed to kick start change. Our charitable status, Sport England National Lottery funding and membership of the Active Partnership network enables us to invest through our partners and local communities as and where needed. This will look different to different partners in different places and will shift as local conditions and outcomes continue to evolve and transform



## Our learning so far

Our partners tell us we provide an important role as 'backbone' support, acting as a guiding point and first port of call for many. We will continue to grow and develop our high performing team of skilled and motivated people to provide support on a daily basis to individuals, communities and organisations across South Yorkshire and West Yorkshire.

We understand that Covid-19 has accelerated many of the challenging gaps in provision, inequalities, long-term health conditions and people's ability to make movement, physical activity and sport an everyday part of their lives. We aim to support people impacted most adversely, targeting resources and focus on the people and places that need the most help.

Campaigns are effective with audiences and valued by partners so we will continue to deliver and support behavioural change campaigns, building on the success of national campaigns such as This Girl Can, We Are Undefeatable and Join the Movement, and local campaigns such as #Walkshire and Beat the Street.





# **3** | **What we will do**





# What we will do



Achieving our vision will be realised through many people, organisations, strategies, plans and activities. Putting down on paper what we will do is therefore a challenge. This is because it is so varied and inter-dependent on local plans and priorities. Plus, we know our places, relationships, work and actions will continue to evolve as impact is made and outcomes are achieved. But we know our vision sits central to everything. Our role, values, how we will work, and our places influence everything we do.

Below we have shared a few examples of the difference we want to make and the action we will take linked to the vision themes.

Vision themes		What this means for us – our contribution
	<b>Active Communities</b>	<ul style="list-style-type: none"><li>• Support communities (both geographical and communities of interest) through allocating resources proportionately</li><li>• Continue our support for strengths based approaches in our work with the voluntary and community sector and the development of active community champions</li><li>• Connect a broad group of partners and bring people together, providing a platform for collaboration to take place locally</li><li>• Support and influence for community voice at all levels, working alongside community groups and residents to build on their existing capacity, skills and expertise</li></ul>
	<b>Active Design</b>	<ul style="list-style-type: none"><li>• Support and influence partners having Active Design at the forefront of their planning proposals (including Masterplans )</li><li>• Influence local plans and share learning on new approaches to broaden horizons</li><li>• Support the design, creation and sustainability of places across neighbourhoods and communities that make it easier for people to be active in their environment</li><li>• Connect planning and design colleagues to share learning and develop innovative research that can be translated into practice</li></ul>



Vision themes		What this means for us – our contribution
	<b>Health and Care</b>	<ul style="list-style-type: none"> <li>• Influence the development of policy, process and practice to embed physical activity into health and care pathways and services</li> <li>• Connect and support the health and care workforce so they are motivated and confident to embed physical activity into their practice</li> <li>• Influence our colleagues in the Integrated Care Systems and use our voice to advocate for physical activity across the systems and programmes</li> </ul>
	<b>Active Travel</b>	<ul style="list-style-type: none"> <li>• Influence strategy and policy to ensure behaviour change interventions are included alongside infrastructure developments – community engagement</li> <li>• Connect active travel plans and initiatives between the Combined Authorities, Local Place and local neighbourhoods</li> </ul>
	<b>Active Workplaces</b>	<ul style="list-style-type: none"> <li>• Influence and support the development of a 'Good Work Standard' to include being active as a priority for employers</li> <li>• Support public sector anchor organisations and networks to embed physical activity into their plans for local employment, wellbeing and the economy</li> </ul>
	<b>Public Campaigns</b>	<ul style="list-style-type: none"> <li>• Share awareness and understanding of campaign planning and activity with partners to connect with priority communities of place and interest</li> <li>• Use our campaigns to advocate and influence for movement, physical activity and sport as a way to make real change in people's lives</li> <li>• Support national public messaging and mass media as part of a combination of approaches such as community-based events and community engagement – for example This Girl Can and We Are Undeatable</li> </ul>

Vision themes	What this means for us – our contribution
 <b>Active Schools</b>	<ul style="list-style-type: none"> <li>• Support the embedding of Creating Active Schools (CAS) Framework across the region, including the training and development of the education workforce</li> <li>• Share learning and approaches from CAS Framework to embed active schools as an important factor in whole school improvement</li> <li>• Support the development of positive experiences for children and young people from early years to further and higher education</li> <li>• Deliver county wide programmes and events such as School Games</li> <li>• Influence and provide a connection between education establishments, access to their facilities and community opportunities</li> <li>• Support the development of young leaders in physical activity and sport to empower and inspire others</li> </ul>
 <b>Sport</b>	<ul style="list-style-type: none"> <li>• Support grassroots sport and community organisations' recovery from the impacts of Covid-19, especially those who want to become more diverse, inclusive and tackle inactivity within their communities</li> <li>• Support a well-connected and well informed sport and physical activity sector</li> <li>• Influence the future of public sport and leisure services, placing health inequalities at the heart of new revised models</li> <li>• Support the development of targeted initiatives using sport to achieve wider wellbeing, social and educational outcomes</li> </ul>

Our approach will need to be flexible and adapt to changes around us. Therefore, we will develop annual action plans based on these vision themes to guide our work and set priorities.

The plans will be heavily influenced by the needs of our local geographical communities – neighbourhood, district, and sub-regional – and be responsive to the collective effort and resources in these places.

# Building backbone support

If we are going to make the step change we want to see, these are the things that need to be in place to help us achieve our collective ambitions.

## Excellent Organisation and Governance

We are committed to being the best organisation we can be. This means we will continue to strive for excellence in our governance and maintain financial stability to invest in social good. We will be a strong and trusted brand and a great company to work for with diversity and inclusion at the heart of everything we do.

Our resources will also be used to provide vital 'backbone' support at a local community, district and sub-regional level (including District Activity Partnerships) to create the conditions for collective impact. This will support the infrastructure for partnership working to sustain and scale long-term systemic change.

## Data, Insight and Learning

Working with partners we will collate and share data, insight and learning to drive decision making. This includes developing insight and research to ensure continuous improvement and innovation in all we do. We will understand and voice the impact we and our partners have and we will be driven to achieve tangible results and impact. Our learning culture is one of our biggest assets.

## People and Leadership

We can't achieve our ambitions alone. There are so many incredible people, groups and organisations already contributing to the common purpose. However, we know we need to help support and develop the capabilities and capacity of the workforce, including its diversity, across sectors so that everybody active is everyone's business.

## Communications

Communications and campaigns will support, inform and motivate people to action. We will work to enhance and share the messages of partners through technology, digital and media while promoting the evidence base around movement, physical activity and sport and its impact on people's lives.



# **4** | The change we will see





# Understanding our impact

This strategy sets our future approach and priorities. The impact of our work will be across many outcomes, including those relating to how we are better connected, the influence we are having on policies and strategies, the return on investment on specific programmes of work and, of course, the overall number of people that are active and inactive in our area.

How we measure progress will need to include information from a wide range of partners for us to get the best picture we can of movement, physical activity and sport.

Over the last couple of years, we have developed a Learning and Performance System (LAPS) which we will continue to improve and grow as new technologies and learning emerge.

LAPS connects the numerical measures of changes taking place with more qualitative information giving the 'why' and the 'how' through our bespoke Learning Bank.

Our impact measures are starting to become far reaching so that we get a deeper understanding from within communities across the districts and the sub regions.

## These include:

- Levels and patterns of activity levels through the Active Lives surveys.
- Indicators of measures of leadership, influence and connectivity within our communities, districts and sub regionally.
- Specific measures relating to our work in our vision themes such as Active Travel, Active Design, and Creating Active Schools work.
- Measures relating to specific programmes of activity that we are responsible and accountable for.
- Communication indicators to ensure we are 'shouting from the rooftops' as much as we can.
- Metrics related to the strength of the organisation including financial, governance, partner feedback and team development.

We know we have a long way to go to improve our understanding, especially in relation to more local and accurate data relating to activity levels.

We will be working with our partners during the period of this strategy to continue to make improvements.

We also know that whilst measures are important, they only show part of the picture so we will continue to develop, collate and share stories, insights, evaluations and learning so that our information is as rich and balanced as it can be.

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Over the last couple of years, we have developed a Learning and Performance System (LAPS) which we will continue to improve and grow as new technologies and learning emerge.”



# **5** | **Summary**

# Our strategy

Vision	A vibrant, healthy and prosperous Yorkshire through everyone moving more							
Our role	Connect			Influence			Support	
Across	Two city regions, nine districts and thousands of diverse communities in South Yorkshire and West Yorkshire							
Backbone support	Excellent organisation and governance		Data insight and learning		People and leadership		Communications	
Vision themes	Active Communities	Health and social care	Active design	Active travel	Active school	Sport	Active workplace	Public campaigns
Values	Passion	Integrity	Learning	Fairness	Teamwork	Trust		
Our learning so far	Building relationships takes time	Local makes change happen	Collaboration is powerful	Being flexible and adaptable	Learning sits at the heart of our work	Leadership must be distributed	We need diversity of thought	



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