



Yorkshire Sport Foundation Strategy and Business Plan

Yorkshire Sport Foundation is registered as a company limited by guarantee in England and Wales (No. 7633990)
and a registered charity in England and Wales: 1143654.
Registered office address: Nepshaw Lane South, Gildersome, Leeds, LS27 7JQ

1 → INTRODUCTION



We know that Yorkshire is a sports mad county. From the crowds that turned out for the Tour de France (and Tour de Yorkshire), to the success that Yorkshire athletes had at the Olympics and Paralympics, to the thousands of mass participant runners pounding our city streets, and to the thousands of volunteers making sure matches take place every week. We know that sport is part of the fabric of our communities.

Around a million people in West Yorkshire and South Yorkshire take part in sport and recreation activities each week. But that is not enough. We want to create the opportunities for the other two-thirds of our population to take part so they too can enjoy the significant health and personal development benefits that we know sport can deliver. We know more people of all ages want to play sport; it's our job to make it easier for them to do so through supporting the right activities in the right place and at the right price.

Yorkshire Sport Foundation is the company that operates two (West Yorkshire and South Yorkshire) of the 45 County Sport Partnerships (CSPs) in England which are networks of local agencies committed to working together to increase the number of people taking part in sport and physical activity. We cover the second largest population of all CSPs in England and have a strong reputation regionally and nationally for our work.

Update: In 2016 both CSPs merged with the company to become Yorkshire Sport Foundation.

But we are not about to rest on our laurels; we know we need to do more. We are entering an exciting new phase in our development that, if successful, will see us continuing to deliver on the Sport England strategy along with becoming a more sustainable charitable company through identifying and responding to local needs and priorities.

At the time of writing, the Department of Culture, Media and Sport has launched its consultation on developing a new national strategy for sport and Sport England's strategy, along with funding announcements, will follow. These strategies will undoubtedly have a major influence on our approach; nevertheless it is important that we set out our own direction of travel as the sporting, political and social environment around us takes shape.



We know more people of all ages want to play sport; it's our job to make it easier for them to do so through supporting the right activities in the right place and at the right price.

2 → YORKSHIRE SPORT FOUNDATION

At the Board Meeting on 26th May 2015 members agreed to formally change the name of the company to “Yorkshire Sport Foundation”. Previously the company was called “West Yorkshire Sport” which was deemed inappropriate as it operated both the “West Yorkshire Sport” and “South Yorkshire Sport” CSPs. The original company came into being in November 2011 following the transfer of services from the then hosts, Kirklees Council. South Yorkshire Sport joined the company in January 2013 as a result of an alliance between the two CSPs at that point.

The company is a not-for profit “Company Limited by Guarantee” which has charitable status (Charity Number 1143654) and is overseen by a Board of Trustees.

The change in charity name gives us an opportunity to set out our intentions as we move forward and it was carefully chosen as it signifies a strategic shift in our development:

Yorkshire – The Charity currently operates across South Yorkshire and West Yorkshire, covering over two-thirds of the population of Yorkshire, and will continue to do so. “Yorkshire” is a proud brand that is synonymous with sport (Yorkshire CCC, Tour de Yorkshire, Olympic and Paralympic medallists) which we want to capitalise on as much as possible by working with public, private and third sector organisations that operate on a regional basis. Where implementation involves areas of North

Yorkshire and the Humber our default way of working will be with and through our CSP colleagues covering those areas.

Sport – Over the last two years we have been extending our work, partly in response to the needs of our local authority partners, into the wider physical activity agenda. We will continue to build on this by working with health partners as we move forward within this strategy. However, we recognise that our core business will remain to encourage more people to take part in sport through supporting our clubs, coaches, volunteers and other providers. In that regard we remain committed to the Council of Europe’s wide ranging definition of sport:

“All forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming

social relationships or obtaining results in competition at all levels” (European Sports Charter (revised) Brussels, Council of Europe, 2001).

This covers the more organised sports but also includes activities such as walking and dance. We will need to carefully communicate this when working with a wide number of partners and, where relevant, we will be comfortable in using terminology such as “physical activity”.

Foundation – We are passionate in our belief that taking part in sport can bring a wealth of health, social and economic benefits to the individual and our communities. In the past we have perhaps been guilty of not promoting enough the positive effects that sport can have in changing people’s lives. As we progress we will promote our charity status by targeting our work on those who find it difficult to access sport along with offering a wide range of services to all. Having “Foundation” in the title emphasises our commitment to this approach

3 → DEVELOPMENT OF THIS STRATEGY

We have a range of data and self-evaluation processes that we collect on an ongoing basis which will be outlined in the next section. This has formed the basis of our understanding of our current position and where we need to go in the future. With this in mind we organised two “vision workshops” involving around 20-30 people from our Boards and invited others to ensure a fair representation from our partners of local authorities, National Governing Bodies of Sport, Universities, Schools sector and others.

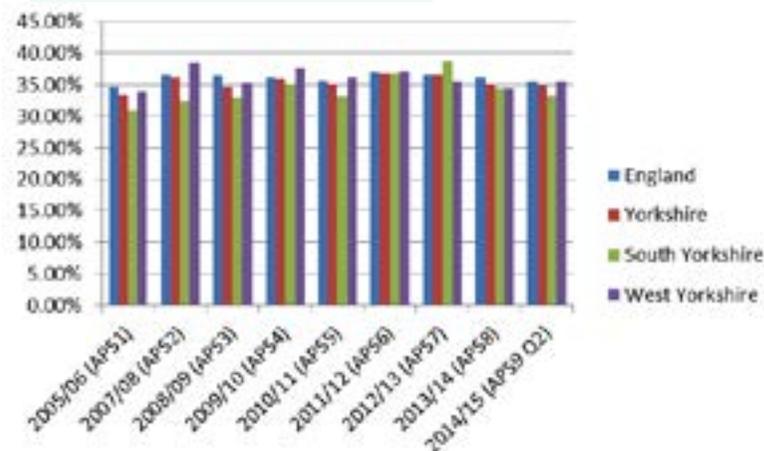
The final plan has been widely consulted upon.

4 → WHERE ARE WE NOW?

4.1 SPORTS PARTICIPATION

We have been driven over the years by our ambition of increasing the number of people participating in sport although we are not necessarily accountable for it. The chart below shows the results of Sport England’s Active People survey showing the proportion of people participating at least 1 x 30 minutes per week.

SPORTS PARTICIPATION RATES (1X30 MINUTES)



The latest figures show that participation on the whole has been fairly static across both counties, although there is concern that the rates in South Yorkshire have declined recently following a rise at the time of the London Olympics.

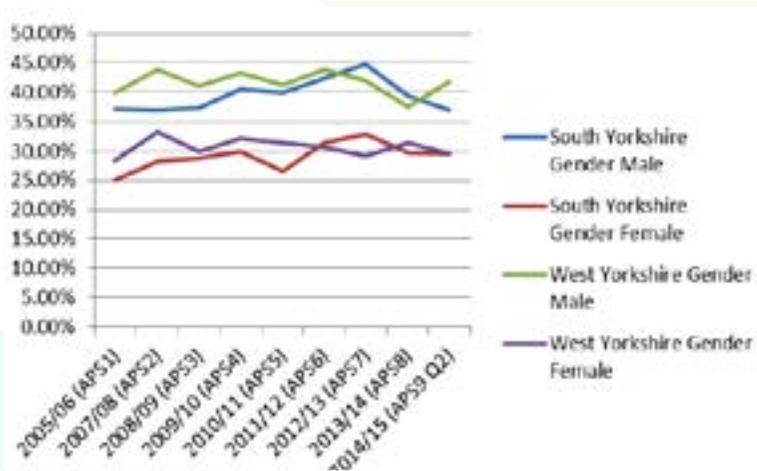
There still remain significant differences amongst traditional low participation groups of women and girls, disabled people and those on low incomes. Indeed the gap has been increasing more recently.

This translates to around 1.02 million people (over 16’s) participating in sport at least once a week across South Yorkshire and West Yorkshire with around 650,000 participating more often (more than 3 times per week).

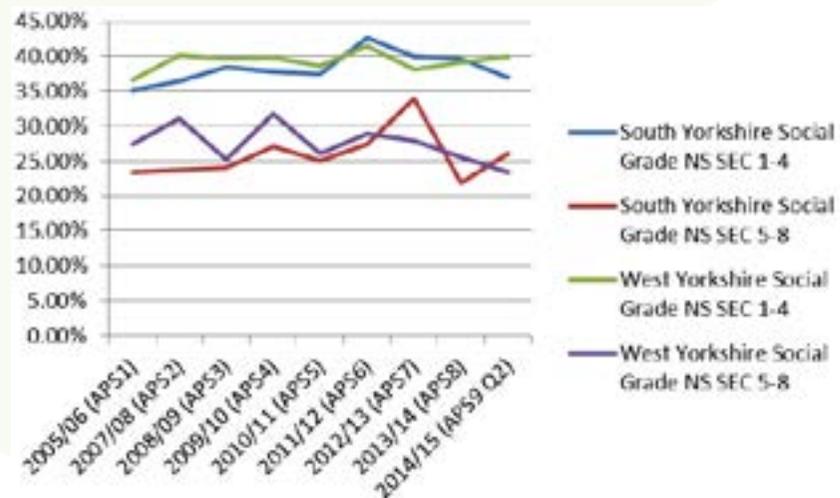
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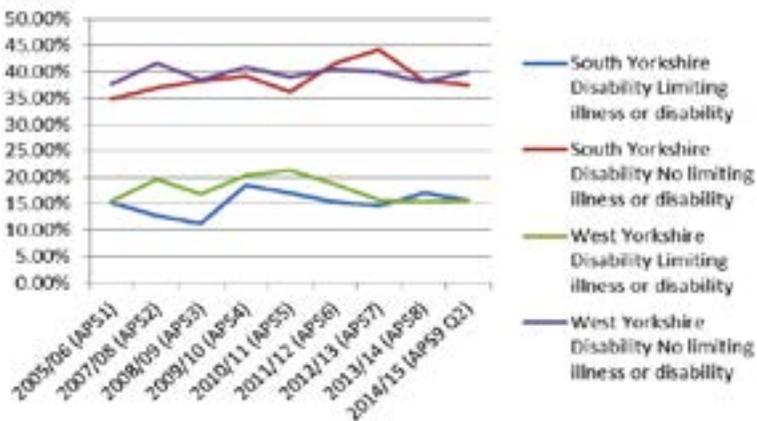
MEN V WOMEN PARTICIPATION



NSEC 1-4 V NSEC 5 - 8 (LOW INCOMES)



NON-DISABLED V DISABLED PEOPLE



Traditionally, the Black and Minority Ethnic (BME) population has been seen as a low participation group. However, Active People survey shows that overall across England, and where relevant data exist in Yorkshire, participation is higher for BME groups than white British. National data does show though lower participation by Black and Asian women and girls.

4.2 SURVEYS, ANALYSIS AND PERFORMANCE DATA

Our ongoing processes and data collection are summarised below:

| SOURCE | FINDINGS | ANALYSIS |
|---|---|---|
| Sport England (SE) Performance Measurement (Half Yearly reports on all aspects of the core specification and programmes) | The two CSPs are measured as one and have received a “green” rating on all eleven areas it is graded on, one of only a handful of CSPs across the country that has achieved this. This covers all programme targets such as Sportivate, Satellite Clubs and Coaching as well as infrastructure building. | As SE is the principal funder it is vital that we continue to perform well against its expectations. We will need to retain our focus on supporting NGBs in the implementation of their plans and prepare for the next strategy from 2017 which, in all likelihood, will include more local “placed shaped” planning to increase participation. |
| Stakeholder Satisfaction Survey – annual survey of partners and stakeholders | Headline Net Promoter Score of 37% across both CSPs which equates to the national average for CSPs. OTHER MAIN FINDINGS FOR IMPROVEMENT: → Greater role in influencing at a senior level in health, local authorities and universities → Having a more local presence → Greater emphasis on investment through funding information, support for bids and funding advice → Widening the current offer from the SE core specification → Moving towards more physical activity type work | On the whole the stakeholder survey was positive (96% satisfaction rating). The areas for improvement identified will need to be addressed within this strategy. |
| Stakeholder Survey (Consultant’s Report). Twenty main partners were interviewed in January 2015 to give their views on the work of the company as it moves forward | THE MAIN FINDINGS WERE: → All partners were satisfied with the type and quality of the services of the CSPs; more of the same was the ask. → There was a growing importance of the health and physical activity sector → Further cuts in the public sector could be viewed as an opportunity and a threat to the CSPs → Further higher level influencing was requested by local authorities → Promoting joint collaboration was vital for the future → If the CSPs are going to go into direct delivery this should not overlap with local provision by partners | It is important we consider these points in this strategy as those interviewed were influential people for the CSPs. There is a sense of building on the current work with further opportunities available with health and further collaboration with other partners. There is an expectation and mandate for the CSPs to improve its role in influencing strategic partners on behalf of sport. |

Continued 

| SOURCE | FINDINGS | ANALYSIS |
|---|--|--|
| <p>Quest – annual Quest assessment (2015)</p> | <p>The organisation has an overall rating of “Good”</p> <p>THE MAIN FINDINGS FROM THE EXTERNAL ASSESSOR WERE:</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> → There is a strong Company ethos and a desire to get fully behind the new phase of its development with staff excited about the future. → Partnership working is strong, with staff having positive relationships with, and being trusted and respected by, partners. → Programme delivery is excellent with both CSPs within the Company attaining green RAG ratings across all core service areas and recognised as high performing CSPs by Sport England. → The Company’s commitment to leadership is evident and there are examples of staff within the Company taking leading and transformational roles e.g. establishing Children and Young People Groups; the Creating Connections programme; and strategic partnership working bringing health leaders together. → Skills and commitment of staff are high and recognised by partners and are being enhanced by having a forward thinking HR and OD Manager. → Existing business plans, systems and processes are all sound and the emerging new vision and strategic framework for the Company should facilitate further improvement. <p>AREAS FOR IMPROVEMENT</p> <ul style="list-style-type: none"> → An improvement theme throughout the assessment is the desire for the Company to be more proactive and less reactive in many of its work strands. → Holistic Company ‘offers’ for all of the services (similar to Children and Young People and the emerging Club Offer) would help to raise the profile of the Company, and help partners to understand its reach and impact. This is particularly relevant for the increasing participation and widening access/equity work strands. → Marketing, research and communications is an area that would benefit from a fundamental review of its approach, as the Company builds up its profile and identity and to reach new audiences in a systematic and co-ordinated way, utilising all data sources. → Staff from all three teams (South; West; Central Services) would benefit from having quality time to get to know and work with each other informally and being encouraged to work across team projects and by doing so become a more cohesive and ultimately a high performing team. Invest now when there is a real willingness to do so and other benefits will follow. → Staff within the Company recognise the need for stronger financial independence to fulfil its potential in Yorkshire and ensure long term growth and sustainability. A culture of being more ‘socially enterprising’ needs to be built up over time. → Measuring impact is a key area for: assessing and making good use of investment, increasing the probability of raising new investment; scaling up interventions that work and give a good return on investment. In the long term the Company would benefit from building an evaluation and impact framework across its services. | <p>The Quest process highlighted that whilst there were some strengths we need to be better at “social entrepreneurship” to diversify our income. We need to add to the skills mix and start to change the culture for that to happen.</p> <p>There are also improvements to be made in closer working between both teams.</p> |

4.3 PEST ANALYSIS – WHAT’S HAPPENING IN OUR ENVIRONMENT?

| POLITICAL | ECONOMIC |
|---|---|
| <ul style="list-style-type: none"> → Emphasis on the “localism” with an increasing role for the third sector organisations in delivery of public services → Emphasis on delivering efficiencies through joint working → Increased move towards devolution through West Yorkshire Combined Authority → Sport England move towards a “mixed economy” approach in delivering their outcomes → Increased profile of legacy of large scale events such as Tour de France (Grand Depart), Rugby Union World Cup → NGB led sports system with clear role outlined for CSPs → Increasing emphasis of local authorities on commissioning local services | <ul style="list-style-type: none"> → Continuation of austerity measures leading to less public sector investment → Economy starting to grow leading to small increases in personal spend although this is not certain to continue |
| SOCIAL | TECHNICAL |
| <ul style="list-style-type: none"> → Increasing emphasis on physical activity to improve health (especially obesity) remains high on the agenda → Changing way of how we consume sport – a shift towards more “exercise” type of sport → Changing demographics – increasing population size requiring further supply of opportunities; growth in young people and older people; increasing immigration especially from East European countries → Increasing expectation and role of the third sector → Increase emphasis on Corporate Social Responsibility within the business sector → Increase in part-time workers | <ul style="list-style-type: none"> → More personalised digital technology to motivate, measure, signpost and guide personal activity → Improved data collection systems that can provide better marketing insight for sport |

4.4 SWOT

We have used this information to inform our analysis using the Strengths, Weaknesses, Opportunities and Threats framework:

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> → Programme implementation (Programme measures) → Strong national reputation for delivery (Stakeholder survey) → Strong local reputation for delivery in West and strengthening in South (Stakeholder survey) → Motivated staff team (Staff survey) → Good governance structures in place although new skills required on main Board (Governance Audit) → Robust processes and systems in place (Governance Audit) → Healthy reserves with two year core funding commitment from SE (Financial reports) → Relationships with core partners is strong (Stakeholder Survey) → Recognised as a source of data and knowledge for partners → Strong areas include disability sport, volunteering, communication, coach development | <ul style="list-style-type: none"> → Diversification of income. Too much reliance on SE for funding (Financial reports and CSP Benchmarking) → Little been made of the charity status (Annual Report) → Capacity and knowledge of Business Growth within the team (Team review) → Lack of clear insight into consumers around West Yorkshire and South Yorkshire leading to work not being insight driven (Team review, Quest) → No systematic approach to CRM (Quest) → Little too programme focussed rather than outcome focussed. (Stakeholder survey) → Our “offer” has not been clearly defined enough (internal review) → Weak marketing and communication plans (Quest) → Less defined offer for the workplace, club support, physical activity and health → Fairly static participation rates in sport with the gaps widening for hard to reach groups |
| OPPORTUNITIES | OPPORTUNITIES |
| <ul style="list-style-type: none"> → Lead the influencing work on the physical activity commissioning agenda with various health bodies → Following the election the greater importance on localism and local delivery → Raised awareness of Disability Sport and lack of clear regional lead → Public cuts to services leading to increasing commissions and gaps in delivery → Increasing role of CSPs in schools agenda → Sport England strategy moving to mixed economy approach → Growth in the “exercise market” → Devolution and the West Yorkshire Combined Authority | <ul style="list-style-type: none"> → Potential threat of SE cuts / reorganisation following election → Being seen to compete with local partners → Austerity measures leading to less public investment into sport → Marginalisation of sport in favour of physical activity |

4.5 → STRATEGIC MOVEMENTS

In reaction to changes in our environment we have made several strategic positioning movements over the latter part of the previous strategy:

4.5.1 WORKING WITH HEALTH PARTNERS

It has been described earlier about our primary purpose being the broader definition of sport which includes most aspects of physical activity. Recently we have been working with health partners to influence the extent to which physical activity is embedded in their strategies, commissions and day-to-day work. At the moment there is a void in strategic leadership of physical activity across our counties and working with Public Health England we have sought to fill this. We will continue with this approach in our new strategy going forward.

4.5.2 INCREASING OUR INCOME STREAMS

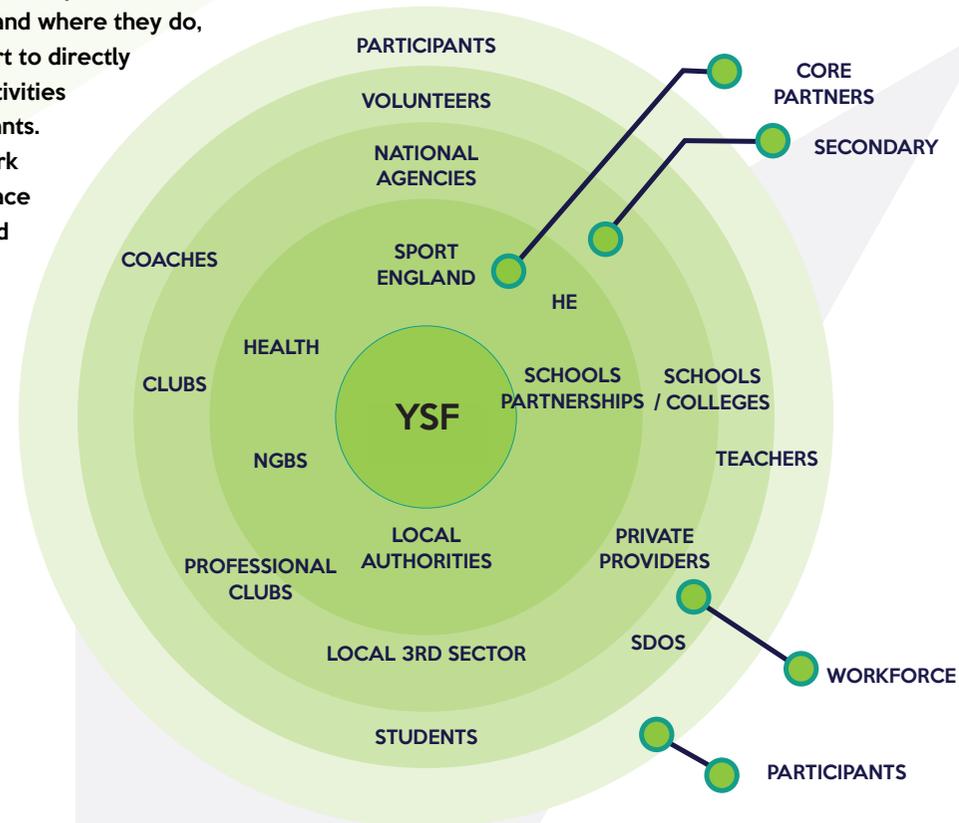
We know we have been weak in attracting non Sport England income into the charity which we need to improve upon. In 2014/2015 both CSP teams focussed more on increasing income streams and as a result the amount of non-Sport England income almost doubled from the previous year. This progress will need to continue as the charity is to become more sustainable.

4.5.3 WIDENING OUR CUSTOMER BASE

In previous strategies we have defined our customers through the following mode:

In reality we very rarely worked directly with participants (outer circle) as our role has been to support other agencies to deliver sport. That core business of supporting the sector will remain crucial in

our new strategy as it is the primary role of CSPs. However, there are gaps in provision appearing as the public sector cuts take hold, and where they do, we will start to directly provide activities to participants. Recent work on Workplace Activity and Disability Sport are recent examples of this.



5 → WHERE WE WANT TO BE – OUR ROLE, VISION AND AIMS

A summary of our strategy is shown overleaf:

5.1 PURPOSE

“
To connect, influence and provide sport to make it an everyday part of people’s lives

5.2 VISION

“
A Vibrant, Healthy and Prosperous Yorkshire through Sport

5.3 AIMS

Our three broad aims are interlinked:

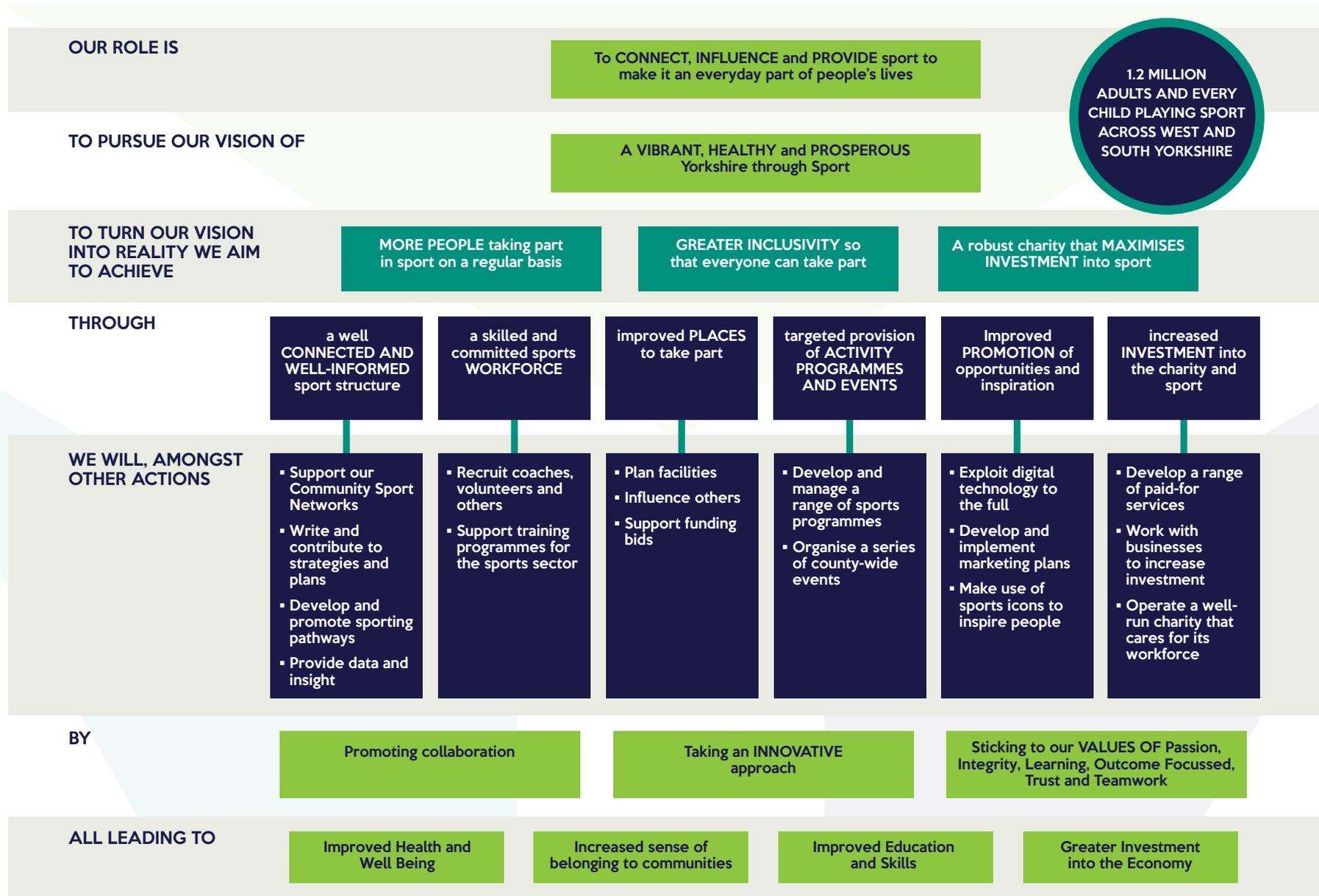
1 - MORE PEOPLE TAKING PART IN SPORT ON A REGULAR BASIS

At the moment participation in sport across our two counties is fairly static; as we move forward with this strategy we will be clearly focussed on ensuring all our work is aimed at encouraging more people to take up sport. This doesn’t mean to say it is the same people playing sport all the time as we know there is a significant amount of “drop out” and “drop into” sport as people move through their life cycle. Therefore, we need to take into account retaining people in sport in addition to attracting new participants.

Recent research has shown a direct relationship between a person’s “Sporting Capital” and their sports participation. Sporting Capital¹ refers to the personal stock an individual has derived from

their physical, psychological and social attributes related to sport. Simply put it describes the propensity of an individual to make the decision to participate in sport throughout their lifetime. The concept is fairly new and has only limited practical implementation at this stage; however, we consider there to be merit in exploring the concept further as it concentrates on supporting the ability of a person to decide to take part in sport first place rather than simply offering sporting opportunities as we have done in the past. Within the life of this strategy we will be exploring how we can practically apply the concept through the programmes we fund.

¹ Further information on Sporting Capital can be found at <http://www.streetgames.org/www/sgplus/content/sporting-capital-and-doorstep-sport-working-build-legacy-sports-participation-england>



2 GREATER INCLUSIVITY SO THAT EVERYONE CAN TAKE PART

There has always been lower participation by women and girls, those on low incomes and disabled people. This has been confirmed by the Active People survey since it began but of concern in the last couple of years is that the gap has been getting wider. We are determined, as a charity, to focus much of our resources on those sectors of the population that find it difficult to access sporting opportunities.

3 A ROBUST CHARITY THAT MAXIMISES INVESTMENT INTO SPORT

It is vital that we continue to carry out the services required of us by Sport England alongside the other County Sports Partnerships in England; and those services need to be delivered to a high quality. We will continue to work with Sport England to ensure we are continually improving our services using Quest and other improvement tools. However, we know as a company that relying too much on a single source of income makes us vulnerable in the medium to long term and as such we will need to develop further income streams that not only strengthens the company but provides for more investment that goes towards more people participating.

5.4 OBJECTIVES

As the aims are interdependent our objectives will impact on all three:

5.4.1 A WELL CONNECTED AND WELL-INFORMED SPORT STRUCTURE

The traditional role of CSPs has involved co-ordinating an infrastructure that promotes a more streamlined way of delivering sport. We will continue to promote this throughout the life of this strategy.

The nine Community Sports Networks (CSNs), which involve all major planning and delivers of sport within a district, remain vital components of this structure especially as all our districts are led by Metropolitan or City Councils. Each group formulates their own plans and strategies for improving sporting provision in their area and are important influencers on senior decision makers across the district. The CSNs will be led locally and it will be our role to promote and support them appropriately.

There will also be a number of county wide groups that we will lead and support to promote more effective delivery including those related to school sport, coaching, disability, local authority provision, specific sports and others. It is vital the groups add value to delivery through improving communication, encouraging joint practice, raising standards and reducing costs, and we will regularly carry out reviews to ensure they do.

Our work will be driven by data and insight to ensure we are being as effective as we can be. We will deploy staff resources specifically to draw together current and new insight that will inform a range of plans and strategies. Furthermore, we will build on our previous work on developing and supporting strategic plans related to facilities, sports participation and sports specific pathways.

Continued 

5.4.2 **A KNOWLEDGEABLE, SKILLED AND COMMITTED SPORTS WORKFORCE**

We will continue to provide support to recruit, deploy and train a wide range of people planning and delivering support including coaches, volunteers, development officers, administrators and those working in schools.

But we need to be more focussed in how we do this in relation to achieving our aims of increasing participation and promoting inclusivity.

This will involve us thinking differently in whom we target and the content of the training that is offered. Of course the ability to improve people's sporting skills is important but we will also need to consider the quality of customer service that is offered along with building sporting capital of individuals.

We also recognise the need to ensure our own employees are the best they can be. We will recruit people on attitude along with knowledge and skills to ensure the organisation is consistent in its values.

We will value our team members who will be supported through regular training and other learning opportunities and will be recognised for doing so.

5.4.3 **IMPROVED PLACES TO TAKE PART**

It is difficult to foresee a situation where the charity will be investing in capital development projects, however, we do have a role in supporting the planning and promotion of places where people can take part.

This may take the form of influencing, for example on behalf of NGBs when facilities are being developed, influencing the land planning system, or supporting the development of built facilities and playing pitch strategies through providing high quality intelligence.

Furthermore, we will support the voluntary and other sectors in funding bids related to facility development.

5.4.4 **TARGETED PROVISION OF ACTIVITIES AND EVENTS**

We will continue to deliver a range of sport development programmes related to our three broad aims of growing participation, promoting inclusivity and raising income.

These will include nationally driven programmes, such as the current ones of Sportivate and Satellite Clubs, and also locally driven ones, such as Creating Connections.

It will be important in the future that we are increasingly innovative in how we design and deliver locally led programmes along with adapting national programmes to meet local needs.

Most of the programmes will be directed towards our target groups as set out in the next section.

“We will continue to provide support to recruit, deploy and train a wide range of people planning and delivering support including coaches, volunteers, development officers, administrators and those working in schools.”

Continued 

5.4.5 IMPROVED PROMOTION OF OPPORTUNITIES AND TO INSPIRE

We will need to continue to promote opportunities to take part across our counties which will include substantial innovation around digital technology.

Furthermore, we will build on the current programmes, such as “STARS” and “Hall of Fame”, aimed at recognising our talented athletes who will provide inspiration for young people through school and community visits.

5.4.6 INCREASED INVESTMENT INTO THE CHARITY AND SPORT

There will be a separate business growth plan aligned to this strategy that sets out specific areas where we will increase our revenue streams. The Board has invested a significant amount of funding into the employment of a “Head of Business Growth” who will drive the work forward. The priority areas for growth are:

Developing a range of direct delivery activities – in the early stages this will concentrate on the workplace offer for business where in recent years there has been some work but a little ad hoc.

Commissions and grants from the public sector – making the most of our charitable status we will be more reactive to applying for grants and tendering for commissions as long as they relate to our purpose and vision.

Often this will involve us partnering with larger charities to deliver a sporting element to commissions related to a wider social impact such as homelessness and social prescribing. Our disability work around the “Creating Connections” programme gives us a foundation we can build upon.

Developing further sports development services and programmes – these will include broadening our bid writing offer, development of strategic plans, and broadening our training and education offer.

Alliances with other sports organisations – the Yorkshire Sport Foundation charity offers the opportunity for other small sporting organisations to form an alliance with us.

This could be those current charities/trusts who want to capitalise on shared resources and expertise, or new organisations

requiring a governance structure around them.

Obviously due diligence needs to take place to assess risk but there will be opportunities that we could explore that would mean the charity becomes more robust.

5.5 → OUR APPROACH

5.5.1 COLLABORATION

As a partnership organisation our core way of working is to promote collaboration and to work collaboratively. It will undermine our core purpose if we started to compete with our close partners in their traditional areas of work, however, there will be opportunities where gaps in provision are arising either geographically or in areas of work such as disability sport.

In the main we recognise the counties of South Yorkshire and West Yorkshire, will retain the two identities and seek to explore economies of scale and improvements in quality by our partners working together. It is likely this will become increasingly important as the devolution agenda, through the West Yorkshire and South Yorkshire Combined Authorities, begins to take shape. If devolution becomes more regionally focussed we will work with our CSP colleagues across Yorkshire to influence on behalf of sport.

5.5.2 INNOVATION

We were the first CSPs, and remain the first outside of London, to merge into a single charitable company and we have designed and delivered, over the years, a number of new and different programmes. We have not been afraid of being innovative and as we move forward we will adopt an even more innovative approach to how we approach our work which will require a greater acceptance of risk.

5.5.3 INFLUENCING

We are ideally positioned, with our overview of the area and our role as a CSP, to be a major voice for grassroots sport across our area. We will need to be much more targeted and planned in how we influence than we have been in the past to ensure sport plays its full role in the economic, health and other agendas. In particular we will need to be working to position sport in the emerging devolution agenda through working with the Combined Authorities of the Leeds and Sheffield Combined Authorities.

5.5.4 OUR VALUES

Our charity values have been consistent since the establishment of West Yorkshire Sport and have stood the test of time through several reviews. We will continue to ensure our values translate into consistent behaviours which we will measure through customer surveys and staff appraisals.

- PASSION** → We believe in what we are doing
- INTEGRITY** → We will be open, honest and respectful to our customers and each other
- LEARNING** → We will learn of the needs of others, the needs of ourselves and the knowledge required to deliver the service
- OUTCOME** → We will deliver on our promises; what works best and what focussed delivers
- TRUST** → We will earn the right to trust and to trust each other
- TEAMWORK** → Together we will achieve

6 → OUR TARGET MARKET

6.1 ADULTS (16+)

From the Active People survey we know there are currently around 1 million adults (16+) across West Yorkshire and South Yorkshire playing sport each week (at least one session of 30 minutes).

We know people drop in and out of sport over a year and over a life-course, so if we are to increase the number of people regularly playing sport we will need to both retain these people and attract new people into sport. To retain the current people in sport we will provide a universal support service to NGBs, clubs, coaches, volunteers, and other organisations primarily through influence, strategic planning and training and education.

To meet our second aim of greater inclusivity it is not simply a matter of identifying the 1.8 million adults not playing sport; we need to be more targeted than that. The clearest information we have on market segmentation is taken from Sport England's Active People Survey.

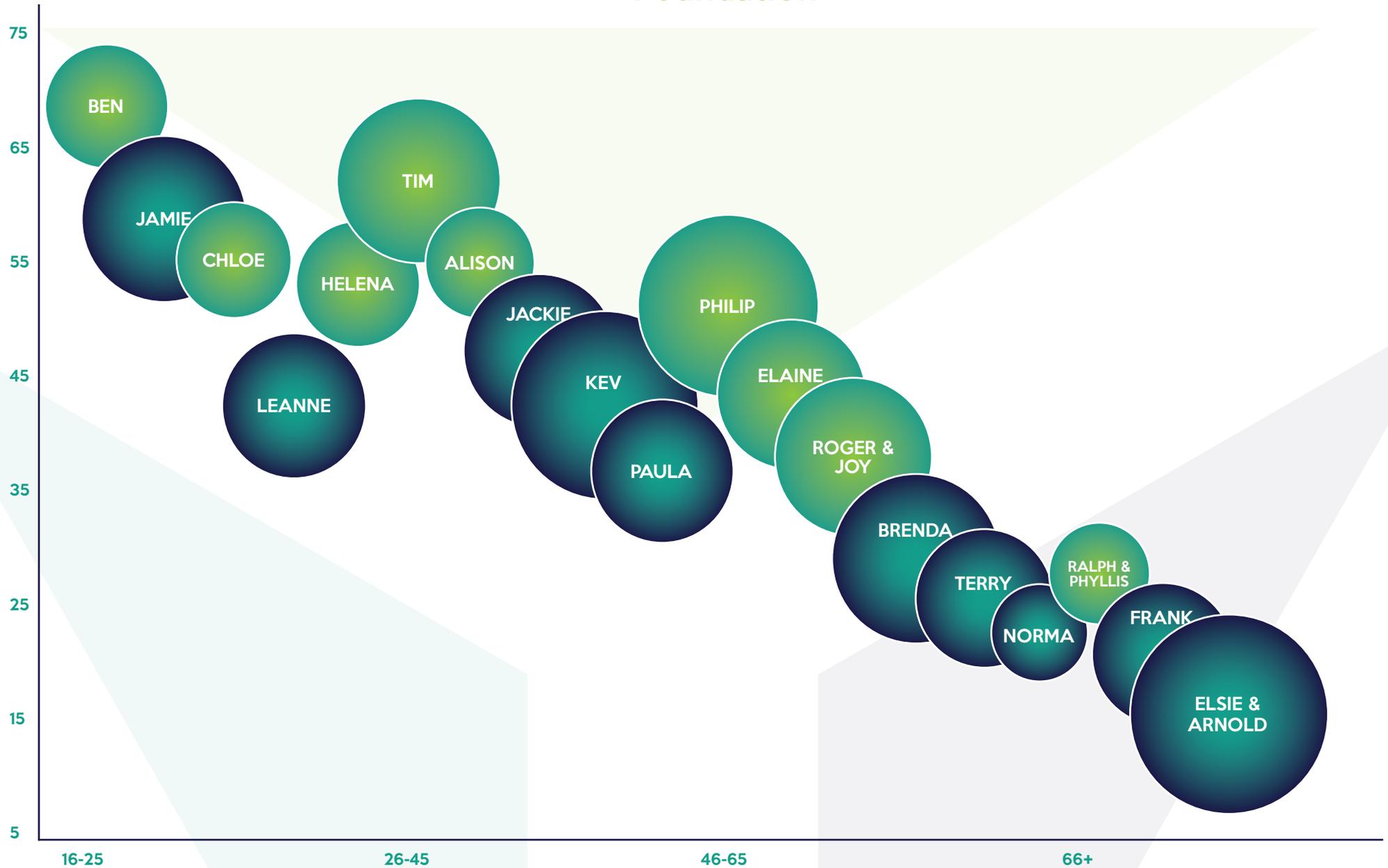
We recognise this market segmentation is not ideal, especially in relation to ethnic minority communities; however, it does give us sound data that we can base our provision upon. The diagram overleaf shows the population size (size of the circle), participation rate and economic background (crudely split between those coloured red being from a low socio-economic background).

We will provide targeted services to those people not playing sport in seven of the market segments as set out in the table. The total market size for our targeted approach is around 640,000 people across West Yorkshire and South Yorkshire of which 66% are women. The table also sets out the target geographical areas which have the highest numbers of people in the segments in them.

We will also be targeting disabled people who have consistently participated significantly less in sport than non-disabled people. Across West Yorkshire and South Yorkshire there are around 764,000 designated disabled people (defined by the DDA which consists of long term disability which substantially limits day to day activities and work limiting). During the early part of this strategy we will be working closely with Disability Sport Yorkshire to further define the targeted work with disabled people

The target services will include specific activity and workforce development programmes that are either developed locally or using a significant proportion of the national programmes we administer such as Sportivate, Satellite Clubs etc. These will operate in the context of building local capacity to sustain activity within the principles of improving individual's Sporting Capital, as mentioned previously.

“
Across West Yorkshire and South Yorkshire there are around 764,000 designated disabled people (defined by the DDA which consists of long term disability which substantially limits day to day activities and work limiting).”



| MARKET SEGMENT | DESCRIPTION | NO. OF PEOPLE | NO. NOT PLAYING SPORT | TARGET GEOGRAPHICAL AREAS | |
|----------------|-------------|--|-----------------------|--|---|
| Adults | Leanne | Supportive Singles: 18-25, likely to have children, student part time vocational | 143,929 | 82,999 | Bradford - Keighley, Shipley, Bradford (Centre), Queensbury; |
| | Jackie | Middle England Mums: 36-45, married, part time skilled work / stay at home mum, children | 156,636 | 83,227 | Calderdale - Halifax, Ovenden; |
| | Kev | Pub League Team Mates: 36-45, married/ single, may have children, vocational job | 209,639 | 120,536 | Kirklees - Batley, Dewsbury, Thornhill Edge, Huddersfield (East); |
| | Paula | Stretched Single Mums: 26-46, single, job seeke or part time low skilled | 118,961 | 75,675 | Leeds- Middleton, Beeston, Headingley; |
| | Brenda | Older Working Woman: 46-65, married, part time employees | 177,526 | 125,406 | Wakefield - Castleford, Knottingley, Normanton, Featherstone, Wakefield, Cragglistone, Hemsworth; |
| | Terry | Local "Old Boys": 56-65, single/married, unemployed | 131,923 | 97,705 | Barnsley - Barnsley District East, Shafton, Grimethorpe, Cudworth, Bolton on Dearne; |
| | Norma | Later Life Ladies: 56-65, single, unemployed / retired | 67,184 | 51,859 | Doncaster - Thorne, Adwick le Street, Bentley, Stainforth, , Thurncroft; |
| | | 1,005,798 | 637,407 | Rotherham - Rawmarsh, Maltby; | |
| | | | | Sheffield - Wincobank, Tinsley, Attercliffe, Parsons Cross, Darnall, Gleadless Valley, Highfield. Sharrow; | |

6.2 CHILDREN (5 - 16)

We believe that all children, whether through curriculum time PE, school sport or community sport provision should be playing sport regularly. We will therefore provide universal services to organisations that provide for children's sport. For example, our role around supporting Primary Schools to allocate sport premium funding effectively is clear, as is our role in organising Level 3 School Games.

In the early part of this strategy, in particular, we will be developing our training service to primary school teachers.

Our targeted provision will be directed towards those West Yorkshire and South Yorkshire children living in the 10% most deprived areas in the country amounting to around 128,500 children. Similar to the adults, the targeted approach will be focused on activity and workforce development programmes that build capacity for sustained activity within local areas.

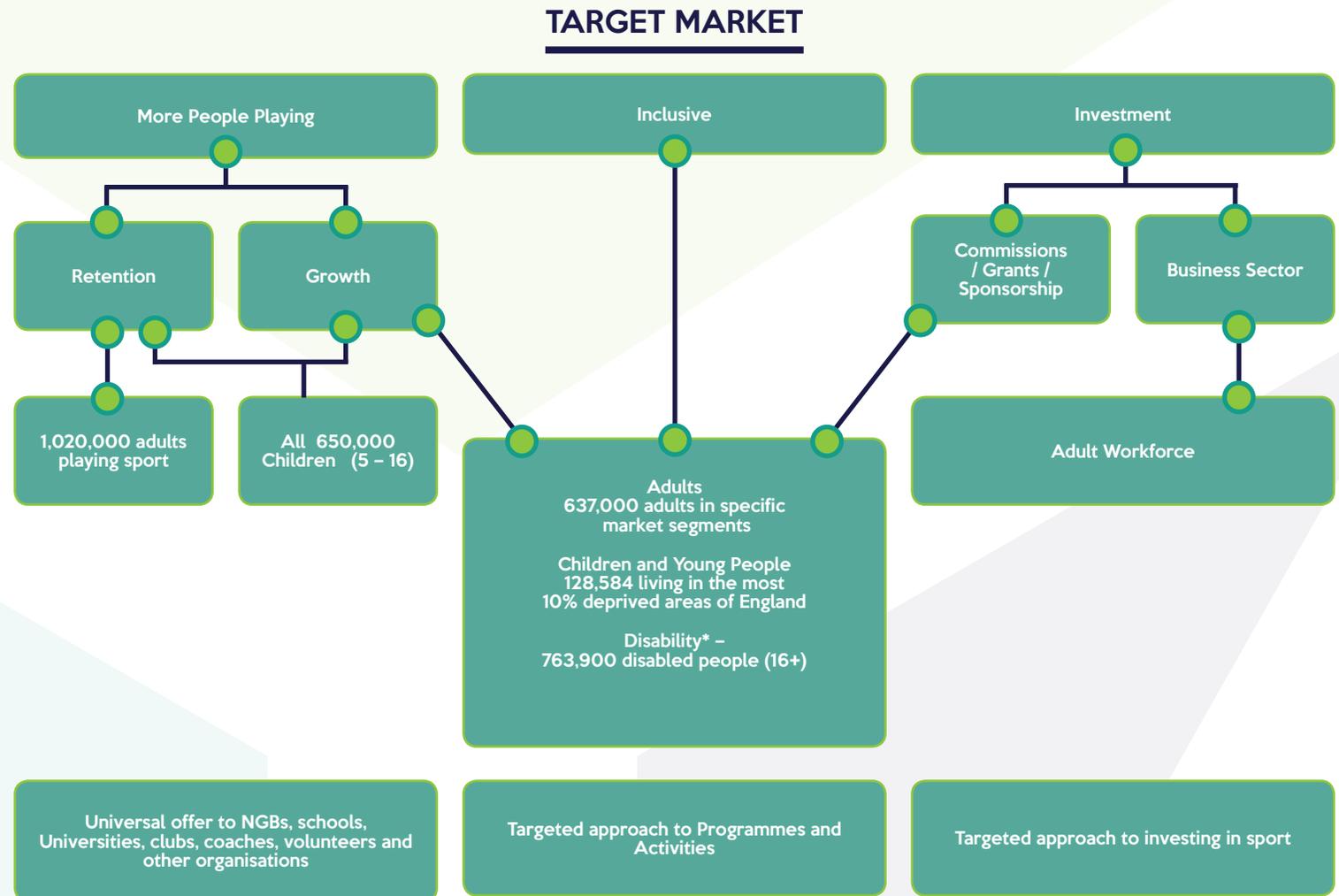
“Our targeted provision will be directed towards those West Yorkshire and South Yorkshire children living in the 10% most deprived areas in the country amounting to around 128,500 children.

| DISTRICT | % OF POPULATION LIVING IN MOST DEPRIVED AREAS (IMD) | 5 - 15 YEAR OLD POPULATION | NO. NOT PLAYING SPORT TOTAL NUMBER OF CHILDREN IN MOST DEPRIVED AREAS |
|--------------|---|----------------------------|---|
| Barnsley | 18.4 | 42,300 | 7,783 |
| Doncaster | 21.2 | 55,400 | 11,745 |
| Rotherham | 16.9 | 47,700 | 8,061 |
| Sheffield | 23.0 | 92,200 | 21,206 |
| Bradford | 30.9 | 105,700 | 32,661 |
| Calderdale | 10.0 | 38,800 | 3,880 |
| Kirklees | 14.2 | 79,100 | 11,232 |
| Leeds | 19.5 | 126,600 | 24,687 |
| Wakefield | 12.4 | 59,100 | 7,328 |
| Total | | 646,900 | 128,584 |

6.3 WORKPLACE

In order to sustain the activities of the charity we will need to develop our commercial offer, starting off with defining our sports services to the business sector through workplace physical activity and sport schemes. In the last two years we have provided ad hoc services which have derived some income but the offer needs to be much more clearly defined and marketed.

A summary of our market is shown right:



* defined by the DDA which consists of long term disability which substantially limits day-to-day activities and work limiting.

7 → MEASURING SUCCESS

We see the primary purpose of measurement as to help us improve our company. To that end we will be adopting a range of measures related to our aims and objectives that will provide a balanced picture of our performance over a period of time.

Those related to the broad aims will be more aspirational measures relating to broad sports participation and impact across our counties. Whilst we will not be directly accountable for them our aims are to make an impact on them and as such

we will measure and report on them. Our overall aspirational target is for 1.2 million people (14+) across West Yorkshire and South Yorkshire to play sport on a weekly basis. This involves a further 200,000 people and a 20% increase on current

rates which is a very ambitious target.

Those measures relating to the objectives are ones we will be directly accountable for delivering. There will also be specific programme targets that we will be

accountable for that will change over time as projects and programmes come and go.

The measures relating to the aims and objectives are outlined below:

| STRATEGY AREA | OUTCOMES | PERFORMANCE INDICATOR | METHOD OF COLLECTION |
|---------------|---|---|----------------------------------|
| Aims | More People taking part in sport on a regular basis | No. of adults (16+) taking part in sport 1 x 30 mins. per week | Active People Survey |
| | | Every child playing sport across West and South Yorkshire (outside of curriculum) | School Survey |
| | Greater Inclusivity so that everyone can take part | No. of women regularly playing sport (1x30) | Active People Survey |
| | | No. of disabled people regularly taking part in sport (1x30) | Active People Survey |
| | | No. of People in NSEC 5-8 group playing sport (1x30) | Active People Survey |
| | A robust charity that maximises investment into sport | Sport sector's contribution to the GDP | Sport England Economic Indicator |

Continued →

| STRATEGY AREA | OUTCOMES | PERFORMANCE INDICATOR | METHOD OF COLLECTION |
|---------------|--|---|---------------------------|
| Objectives | A well connected and well informed sports infrastructure | Partner satisfaction with connectivity (measured by NPS satisfaction survey) | Annual Stakeholder survey |
| | A skilled and committed workforce | No. of people attending training / education / networking events | Monitoring data |
| | Improved places to take part in sport | No. of LAs with facility strategies in place | Monitoring data |
| | | No. of facility developments the Charity has an influence on | Monitoring data |
| | Targeted provision of activity programmes and events | No. of people attending activity programmes and events supported or provided by the charity | Programme monitoring data |
| | Improved promotion of opportunities and to inspire | Partner satisfaction with communication | Annual Stakeholder survey |
| | Increased investment into the charity and sport | Total amount of annual income for the charity | Finance Data |
| | | Total amount of non-Sport England income into the Charity | Finance Data |
| | | Total amount of investment the Charity has contributed to bringing into the counties | Finance Data |