

Report of: Director of City Development

Report to: Executive Board

Date: 9th October 2013

Subject: National Governing Body of Sport “Place Pilot”

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The Leeds NGB “Place Pilot” aims to develop a single process and plan for the city that will ensure National Governing Body of Sport (NGB) Whole Sport Plans are delivered in a co-ordinated way making best use of local and national resources. Whole Sport Plans are national sport specific plans e.g. football or hockey. This will help to increase participation amongst priority groups within the city, contributing towards reducing health inequalities, and supporting the overall ambition for Leeds to be the most active big city in England. .
2. The Place Pilot primarily aims to address both the nationally identified risks with NGB delivery, and local challenges with regards to participation inequalities, by:
 - developing a system that better connects NGB national programmes within localities, helping simplify the collective offer;
 - implementing a range of interventions related to NGB Whole Sport plans in an integrated way across the city.
3. Sport England is offering £500,000 grant support to cover the costs of the project over the next 2 years.

Recommendations

Executive Board is recommended to agree that:

- (i) the “Place pilot” project is supported;
- (ii) Sport England’s grant offer of £500,000 is accepted, subject to business case approval;
- (iii) an evaluation report is submitted to Executive Board for their consideration at the conclusion of the project.
- (iv) and to note:
 - the stages required to implement the decision and proposed timescales as outlined in 3.3
 - that the Head of Sport and Active Recreation will be responsible for implementation

1 Purpose of this report

- 1.1 To outline the National Governing body of Sport “Place pilot” and to seek approval to accept grant funding from Sport England of up to £500,000.

2 Background information

- 2.1 Previous reports to Executive Board outlining the city’s ambition to “inspire a generation” have made reference to a national pilot programme that had the potential to realise £500,000 of grant funding from Sport England. This funding originated from early discussions between the Head of Service and Sport England and has resulted in £500,000 being notionally allocated to each core city to develop methods of raising participation levels in sport. The Leeds project has focussed specifically on National Governing Bodies of Sport (NGBs) in an attempt to better connect National development programmes, locally. There is an increasing awareness that National Governing Body (NGB) delivery of products and services will only be successful if the local sporting environment is of high quality. This environment consists of: local knowledge and understanding; political and other high level backing; facilities that can cater for increased demand; and highly skilled people who know their area intimately. Leeds is like many local authorities across the country with facilities and local sports development functions severely under pressure through rounds of funding cuts; a pressure which is unlikely to reduce beyond the next Comprehensive Spending Review. There is a real risk of NGB plans not being delivered effectively through the demise of local authority community sports provision, especially those NGBs reliant on significant local authority support.
- 2.2 At present a large number of NGBs are looking to implement their programmes across the city as part of their 2013-17 Whole Sport Plans.(The whole sport plans are national sport specific plans [eg football or hockey] that show how the respective governing body of sport is going to drive up participation in their sport across England). Leeds also has a wide range of partners, involved in Sport Leeds, that are also implementing programmes to raise participation in sport across the city. The overall aim of the pilot is to develop a single process and plan for the city that will ensure NGB Whole Sport Plans are delivered in a co-ordinated way making best use of local and national resources.

3 Main Issues

3.1 Scheme overview

- 3.1.1 One of the primary aims of the Pilot is to get the inactive, active (focussed on participation once a week for 30 minutes). Targets are being agreed with the respective NGBs participating in the Pilot. However given the innovative nature of the approach and different degrees of readiness from the NGBs an overall target for increasing participation cannot be identified at this stage.
- 3.1.2 The Pilot also aims to contribute to reducing health inequalities in Leeds by targeting interventions in geographical areas and at specific target groups in need. In doing so the reduction of inactivity levels across key target groups will be measured as this helps to demonstrate the pathway towards getting more people

more active. The project will aim to target inactive people who have contemplated the prospect of becoming active as opposed to those who are inactive and are not at a stage of considering physical activity. This acknowledges the scale of the challenge in supporting behavioural change for many inactive people and it is therefore proposed to measure the change in attitudes towards sport and active recreation within the evaluation of the project.

- 3.1.3 The Pilot will be overseen by a Project Steering Group involving representatives from Leeds City Council, West Yorkshire Sport, Sport England, and NGBs. This will also ensure a reporting link is in place to Sport Leeds, which offers strategic oversight to sport and active lifestyles provision across the city. On a day-to-day basis the project will be managed by a Project Lead Officer (post to be recruited), supported by additional capacity for marketing and communications, and the recruitment of Activators who will help facilitate delivery for specific target groups/areas. There will be considerable in kind support from both Leeds City Council and West Yorkshire Sport but the key to success will be in drawing down the resources that each NGB can bring into Leeds.
- 3.1.4 NGBs are a critical partner in the successful delivery of the project and have been engaged at all stages of the project development. A key outcome of the Pilot is to explore more effective models of partnership working between local agencies and NGBs.

3.2 Sustainability

- 3.2.1 The core drivers behind the sustainability of the Place Pilot are:
- Its strategic positioning within the Strategy for Sport and Active Lifestyles in the City
 - The aspiration to take forward the lessons learned to enable more effective relationships and more efficient delivery of NGB products across the country
- 3.2.2 The Place Pilot will be positioned as a priority programme within the new Sport and Active Lifestyles Strategy for Leeds 2013-18, overseen by Sport Leeds. The Pilot is seen as a key programme to help deliver on the overall ambition for sport and active lifestyles in Leeds to become the most active big city in England with a number of priority actions identified focussing on harnessing the learning from the Pilot for the on-going delivery of programmes involving NGBs within the city.
- 3.2.3 The importance of embedding the Pilot as a key programme within the delivery of sport and active lifestyles in the city is that it will benefit from the broader strategic engagement work championed by Sport Leeds to ensure that the contribution of sport and active lifestyles towards wider city priorities is recognised. This is already well placed with a growing profile of sport within the city, not least with hosting of major events like the Tour de France. The aspirations, over the lifetime of the strategy are to continue to increase the number of people participating in sport and active lifestyles and to influence future commissioning and high level policy within the city.
- 3.2.4 With regards to the Pilot itself, a key aim is to improve methods and efficiencies of working with NGBs and, subject to the outcomes of the project, identify a number of specific setting based interventions and enablers that are shown to make a positive

impact. This will be underpinned by the monitoring and evaluation framework that will ensure lessons are captured and impacts evidenced to help inform future delivery.

3.2.5 It is critical for the success of the Pilot to ensure the top down NGB led approach meets bottom up community approach in the right way. There are a number of key principles that need to be understood for this to work effectively:

- Outcomes and targets must be fully understood and owned by all parties.
- Ability of NGBs to articulate national objectives into local priorities for Leeds.
- Maximising available resources to provide sustainable, affordable and appropriate activities. The resources must be directed towards effective delivery. This includes the employment and deployment of staff.
- There needs to be a robust method of assessing impact on outcomes that key local partners will find useful.
- Utilising the existing infrastructure and partners to promote sport and physical activity as a positive lifestyle choice for all.
- Developing existing data sets and market insight and segmentation to produce appropriate messaging, marketing and communication mechanisms.

3.3 Methodology

3.3.1 Extensive work has taken place between local partners and NGBs since October 2012 in order to develop this business plan for the Place Pilot.

- Stage 1 – Introductory meeting and gaining commitment of NGBs towards the pilot (discussions have been held with over 22 NGBs)
- Stage 2 – Defining the Outcomes for Leeds
- Stage 3 – Action Planning Meetings to draw up specific outcomes for Leeds for each sport and derive an understanding of the resources required to deliver the outcomes
- Stage 4 – Formulation of the Implementation Plan

The final implementation plan will be distributed to all those officers involved in the process.

The stages following submitting of this business plan include:

- Stage 5 – Sign-Off with key project partners

Following submission of the business plan a final “sign-off” process will take place to agree on any outstanding issues and to confirm the implementation plan. This will initially involve all phase one NGBs and council officers. Phase two NGBs will be kept engaged via the on-going schedule of one-to-one engagement.

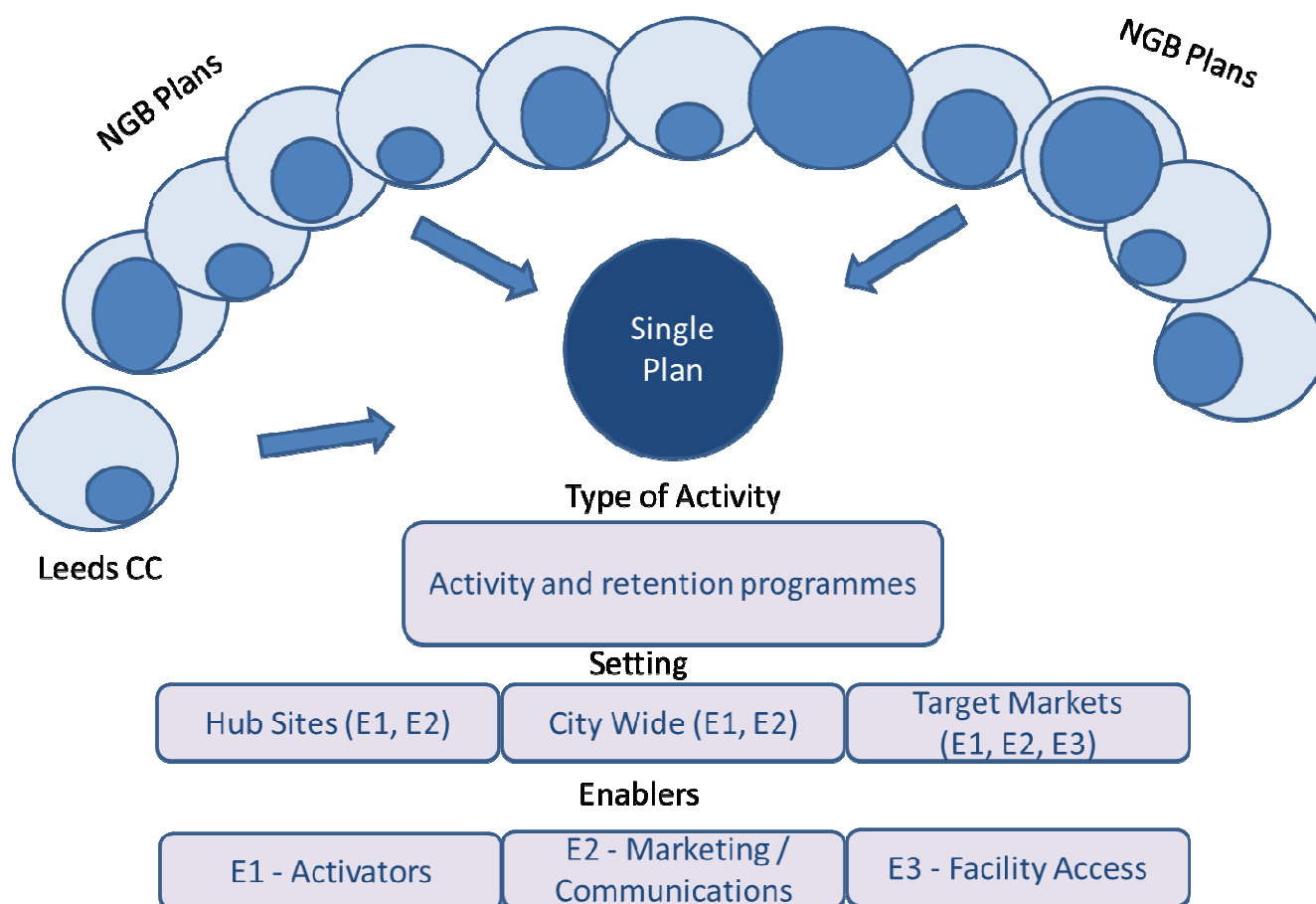
- Stage 6 – Delivery

Delivery will commence in October 2013 although it is acknowledged that there will be a lead in time required to put in place the identified staffing structures (see Capacity and Capability).

3.4 Delivery Model

- 3.4.1 The key premise that underpins the delivery model for this project is to develop a single delivery plan that aligns NGB and local partner priorities and sets out agreed joint methods of implementation. This single plan has been developed following detailed consultation with the NGBs in order to identify local delivery plans for each sport that clearly identify what their targets and target groups are within the city and what products they will be delivering in order to reach these groups. It should be noted in this regard that the intention of the pilot is not to cover all elements of NGB delivery within Leeds but to focus on specific areas of activity that align to local priorities.
- 3.4.2 The purpose of the single delivery plan is to identify the complimentary areas of activity across the sport specific plans to explore synergies and ensure a more coherent collective offer for the consumer in those areas of focus (geographically or target markets). This includes consideration of the setting with regards to potential hub sites for NGB delivery and also developing complimentary multi-sport offers for specific target markets as well as the enablers that underpin successful implementation; the use of 'activators', marketing and communications, and facility access (development, programming etc). Delivery of enablers underpins the setting based implementation, for e.g. Activators with a market focus, or marketing activity link to hub sites. Further details are provided below.

Figure 1 – Proposed delivery model



3.5 NGBs working in Leeds

Phase One Sports (delivery from October 2013)

Following extensive consultation with NGBs 16 sports have been identified for delivery in phase one of the pilot:

- Athletics
- Badminton
- Basketball
- Boxing
- Cricket
- Cycling
- Hockey
- Football
- Lacrosse
- Netball
- Rounders
- Rowing
- Rugby League (via Leeds Rugby Foundation)
- Rugby Union
- Squash
- Tennis

It is noted that there is further work required with some sports to clarify targets and to finalise the detail of delivery. This is an on-going process and some sports are further advanced than others at present but from consultation with those respective NGBs there is a commitment from all partners to commence delivery during year one.

Proposed Phase Two Sports (from September 2014)

The following five Sports are identified to commence activity as part of phase two of the Pilot. It should be noted that staff capacity will be invested in year one to engage with those NGBs and develop their local delivery plans under the Pilot to ensure they are ready to commence delivery in September 2014.

- Canoeing
- Table Tennis
- Triathlon
- Swimming
- Gymnastics
- Handball

This would mean the Pilot would cover 21 different sports pending successful implementation with all those identified.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The model has been developed to date in consultation with all the key partners in the city through SportLeeds. The project is also heavily reliant on connecting local knowledge of stakeholders and communities to develop a coherent single plan. Each NGB has also conducted high level market research into their respective sports.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An EIA has been completed and is attached as an appendix. The key outcome from the project will be to reach those groups currently not undertaking any sport and therefore will in part focus on the more deprived areas of the city. There will also be a focus on target group work where there is existing under representation in sport e.g. women and disabled.

4.3 Council policies and City Priorities

- 4.3.1 The overarching vision for 2030 is that Leeds will be the best city in the UK. This means all Leeds' communities will be successful, including those who are currently less active and suffer poorer healthy life expectancy. The project will help support the Councils ambition to address health inequalities in the city.
- 4.3.2 City Development has as a priority to "Develop the city's cultural events and facilities including changes to sports centres and libraries", and a key performance measure is "To maintain visits to sports centres". This report directly addresses these priorities.
- 4.3.3 As part of the 'best city' ambitions Leeds aims to become a child friendly city. Sport is a key strand of this and the report highlights how this will be enhanced for children and young people. It does so by complementing the ambitious development of a new 'youth offer' for young people in the city, that will give local areas more control over funding projects – including sports projects - that improve outcomes for young people

4.4 Resources and value for money

- 4.4.1 The project will be funded by £500,000 grant support from Sport England and the project will run for 2 years from October 2013.
- 4.4.2 A business case has been submitted to Sport England for their consideration and approval. An outcome is pending.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Sport is a discretionary, rather than a statutory, service of the council.
- 4.5.2 This report has no confidential elements and it is open to call-In

4.6 Risk Management

- 4.6.1 The project will be overseen by a Project Board and officers will work closely with NGBs and Sport England to ensure the project delivers on project outcomes. Risks do exist more especially in terms of individual NGBs failing to fully engage with the project.

5 Conclusion

- 5.1 The "Place Pilot" creates an exciting opportunity to work with a number of high profile sports and develop a coherent local offer for people in the city. The ongoing positive relationship with Sport England is significantly helping to ensure there is a meaningful legacy from the London 2012 Olympics.

6 Recommendations

- 6.1 Executive Board is recommended to agree that:

- (i) the "Place pilot" project is supported;
- (ii) Sport England's grant offer of £500,000 is accepted, subject to business case approval;
- (iii) an evaluation report is submitted to Executive Board for their consideration at the conclusion of the project.
- (iv) and to note:
 - the stages required to implement the decision and proposed timescales as outlined in 3.3;
 - that the Head of Sport and Active Recreation will be responsible for implementation.

7 Background documents¹

7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.