

LEEDS STRATEGY FOR SPORT AND ACTIVE LIFESTYLES 2013-2018

EXECUTIVE SUMMARY

The Leeds Sport and Active Lifestyles Strategy 2013-2018 is a strategy for the whole city developed by Sport Leeds to provide an overarching vision for the development of sport and active lifestyles over the next six years.

This builds upon the principles and aims set out in the previous strategy for sport and active recreation in the city 'Taking the Lead 2006-2012' whilst reflecting current challenges and opportunities facing sport and active lifestyles.

WHY IS THE STRATEGY NEEDED?

Where are we now? The landscape for Sport and Active Lifestyles in Leeds in 2013...

Much has been achieved in Leeds during period of the 'Taking the Lead' strategy and whilst there are challenges to be faced this is an exciting period for the city to be developing its new Sport and Active Lifestyles Strategy 2013-18.

The life of the new strategy follows on from the London 2012 Olympic Games and Paralympic Games which were undoubtedly a success; creating the inspiration for people to get involved in sport and active lifestyles and raising the awareness of the value of sport in social and economic terms. Leeds is widely acknowledged to have fully played its part and reaped the benefits from London 2012.

Despite the difficulties being experienced in the economy and the effect this has had across many of the organisations represented on Sport Leeds, there have been continued improvements. Some of the positives to build from include:

- Leeds ranks 7th in England against other local authorities in terms of participation three times a week for at least 30 minutes with a participation rate of 29.6% (as of April 2013). From a baseline 20.6% this shows a significant growth of 9% over the lifetime of the 'Taking the Lead' Strategy, the largest increase of any local authority in England. Furthermore a marked improvement can be seen with a 4.7% reduction in the numbers of people inactive in the city.
- Success in elite sport with the Leeds Rhinos winning the Super League title in five of the last six seasons and also winning the 2012 World Club Challenge, whilst during the London 2012 Olympic Games and Paralympic Games the city gained tremendous profile through the success of local athletes.
- A strong amateur sports club network and a flourishing further and higher education sector which continues to develop its sporting offer.
- Sport Leeds is seen as a real strength for the city as a network of key influencers that has a strong collaborative and partnership ethos which has helped to underpin many of the positive developments in the city.

There are however considerable challenges to be faced. The period post London 2012 is important for Sport Leeds to ensure that the impressive foundations already in the build-up to the Olympic Games and Paralympic Games can be translated into sustained long term benefits where inspiration is aligned to high quality opportunities to participate and prosper.

The continued financial pressures within the public sector and growing health inequalities in the city are very significant issues that need to be addressed and overcome:

- Leeds has major challenges with health inequalities still widening. The health cost of inactivity to the city is estimated at £10.1m per annum with correlations between levels of inactivity and obesity and distinct inequalities in participation in different areas of the city. Reducing these health inequalities is a major priority within the city and sport and active lifestyles can contribute.
- Against Sport England's primary outcome measure, 39.9% (APS6 Q3-APS7 Q2) of the Leeds population participate in sport once a week for 30 minutes. These figures from April 2013 show an improvement up to 39th in England from a ranking of 125th in APS6 but there is much to be done to target inactive groups within the city.
- The economic landscape and pressures on public budgets are very different from when 'Taking the Lead' was launched and provide a constant reminder of the need to prioritise activity and ensure value for money from investment.

There are no quick fixes and whilst there are many positives to build from this strategy advocates that delivering of the status quo will not be enough to achieve the long term vision for sport and active lifestyles in Leeds.

The Strategic Context

There are a number of key national, regional and local policy drivers which influence the development of priorities for sport and active lifestyles in Leeds, and are particularly important in setting out how sport and active lifestyles can contribute towards the achievement of wider city priorities. These include:

National:

- Government's legacy ambitions for the London 2012 Olympic Games and Paralympic Games.
- Creating a sporting habit for life: A new youth sport strategy by DCMS, 2012 which aims to increase consistently the number of young people developing sport as a habit for life.
- Sport England Strategy 2012-17 aims to see sport become a habit for life for more people and a regular choice for the majority. This is underpinned through National Governing Body 2013-17 funding which is the centrepiece of Sport England's strategy.
- 'Start active, stay active' by the Chief Medical Officers in 2011 provides UK-wide guidelines on the volume, duration, frequency and type of physical activity required across the life course to achieve general health benefits.

Local:

- The *Vision for Leeds 2011 to 2030* sets out the long term ambition and aspirations for the city with an overarching vision for 2030 that Leeds will be the best city in the UK. There are a number of areas in which this strategy can contribute to being the 'Best city', including:
 - supporting a child-friendly city where children will choose healthy lifestyles
 - being the best city for health and wellbeing helping people live longer and have healthier lives and ensure that inequalities in health are reduced
 - being the best city to live where people enjoy world class culture, sport, leisure and entertainment.

- this strategy can also help to grow a strong reputation for Leeds nationally and internationally, building on the excellent reputation and international profile of the universities, sporting facilities and teams.
- The *Leeds City Priority Plan 2011 to 2015* is the city-wide partnership plan which identifies the key outcomes and priorities to be delivered by the council and its partners over the next four years. The chair of Sport Leeds sits on the Sustainable Economy and Culture Board.
- The *Leeds Joint Health and Wellbeing Strategy 2013-2015* sets out a vision that Leeds will be a healthy and caring city for all ages, with a key principle across the strategy that those who are the poorest will improve their health the fastest.
- A number of the partners represented on Sport Leeds have their own organisational strategies that impact upon sport and active lifestyle provision in the city. In developing this strategy consideration of these organisational priorities has been made, whilst it is acknowledged that the delivery of partner's strategic plans are crucial elements in supporting the various objectives and priority actions outlined in this strategy.

Summary – implications for Sport and Active Lifestyles in Leeds

1. There is a strong political will to ensure that the platform laid by London 2012 is built upon to bring sustained benefits for sport and active lifestyles in the UK. Funding opportunities are aligned to this via Sport England and UK Sport. There is an opportunity for Leeds to take a leading role in demonstrating how the full spectrum of benefits can be realised at a local level; for community sport, in the city's support of disability sport, for its aspirations to host more world class sporting events that raise the profile of the city, and for its support of talented athletes.
2. Leeds provides a tale of two cities with significant participation and health inequalities between the different areas of the city. Addressing these health inequalities is a key strategic priority for the city.
3. There is a national focus on helping the inactive to become active and sport has an important role to play in this. The primary outcome measure for DCMS and Sport England, and means by which comparisons can be made across the country, is to achieve an increase in the proportion of people taking part in sport and active recreation once a week for at least 30 minutes.
4. There is compelling evidence for the health benefits people can achieve by taking regular physical activity throughout their lives. This strategy is focussed on sport and active lifestyles and there is a need for interventions that support attitude and behavioural change in order to reach the inactive and take advantage of existing guidance and best practice in the area (e.g. NICE Guidance).
5. Inactivity not only has consequences for health, it also places a substantial cost burden on health services. The estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion. Inactivity also creates costs for the wider economy, through sickness absence and through the premature death of productive individuals.
6. There is a particular focus on raising the proportion of 14-25 year olds playing sport and developing a habit for life, addressing challenges of young people dropping out of sport.

7. School sport and PE is a particular focus in terms of creating a sporting habit for life with £150m of Government investment to support Primary Schools to 2015. Changing funding models present fresh challenges and opportunities for local partners to respond to.
8. NGBs remain the centrepiece of Sport England's strategy with over £450m investment to 2017. The development of effective local partnerships to deliver benefits in Leeds is a clear priority.
9. Nurturing talent remains important nationally and locally. At least 30 sports nationally will have enhanced Talent Pathways to ensure young people and others fulfil their potential.
10. The Sport and Active Lifestyles Strategy needs to clearly articulate its contribution to wider city priorities, most particularly how it can support the overall vision for Leeds to be the best city in the UK by 2030. It is important that this contribution is recognised within the strategic plans of city partners, and particularly the commissioning plans under the Joint Health and Wellbeing Strategy for Leeds.

WHAT DO WE WANT TO ACHIEVE?

'The vision for the Sport and Active Lifestyles Strategy 2013-2018 is for Leeds to be the most active big city in England'

What do we mean by most active?

Against many indicators Leeds is already high performing. However, in order to achieve the ambitions for this Strategy continued growth in participation is needed, in particular seeking to address inequalities that currently exist between different areas of the city. This will not be easy in a climate of reduced resources and without the inspiration and galvanising prospect of a home Olympic and Paralympic Games on the horizon. Sport Leeds is up for the challenge.

By 2018 Leeds will:

1. have with more people participating in sport and active recreation with:
 - a. 24,500 more people taking part at least once a week for 30 minutes - in comparison to other big cities in England Leeds will maintain a top 3 ranking (1st as of April 2013) and top 50 ranking across all local authorities in England (currently 39th).
 - b. 32,000 more people taking part at least three times a week for 30 minutes - in doing so Leeds will be the most active big city in England and maintain a top 10 ranking of all local authorities in England (7th in England with 29.9% as of April 2013);
2. have contributed to reducing health inequalities through more people doing more sport and leading more active lifestyles. The city will also see increased participation levels within specific geographical and vulnerable target groups;
3. be able to demonstrate how it has changed social norms and the attitudes of inactive people towards sport and active lifestyles, particularly in areas of greatest deprivation;
4. be a city where those involved in sport and active lifestyles have a quality experience, whether through coaching, facilities, or support from local clubs;
5. recognised as a model for good practice for working in partnership with NGBs, as evidenced through participation increases;
6. build on a growing track record to become renowned as a host of world class sporting events;
7. recognised internationally for its world class knowledge base within sports development, sport science and coaching within its Universities;
8. the home of successful world class disabled and non-disabled athletes and professional sports teams.

Outcomes

Three core outcomes are identified for the strategy:

1. Improving health and wellbeing through more active lifestyles
2. Widening access to sport
3. Nurturing success in sport across the City.

In addition the achievement of the primary outcomes will contribute to a number of wider population outcomes, although these are not under the direct control of the strategy. These align to the Vision for Leeds and City Priority Plan and ultimately support the vision for Leeds will be the best city in the UK by 2030.

Figure 1 – The Strategy’s Aims, Enablers and Outcomes

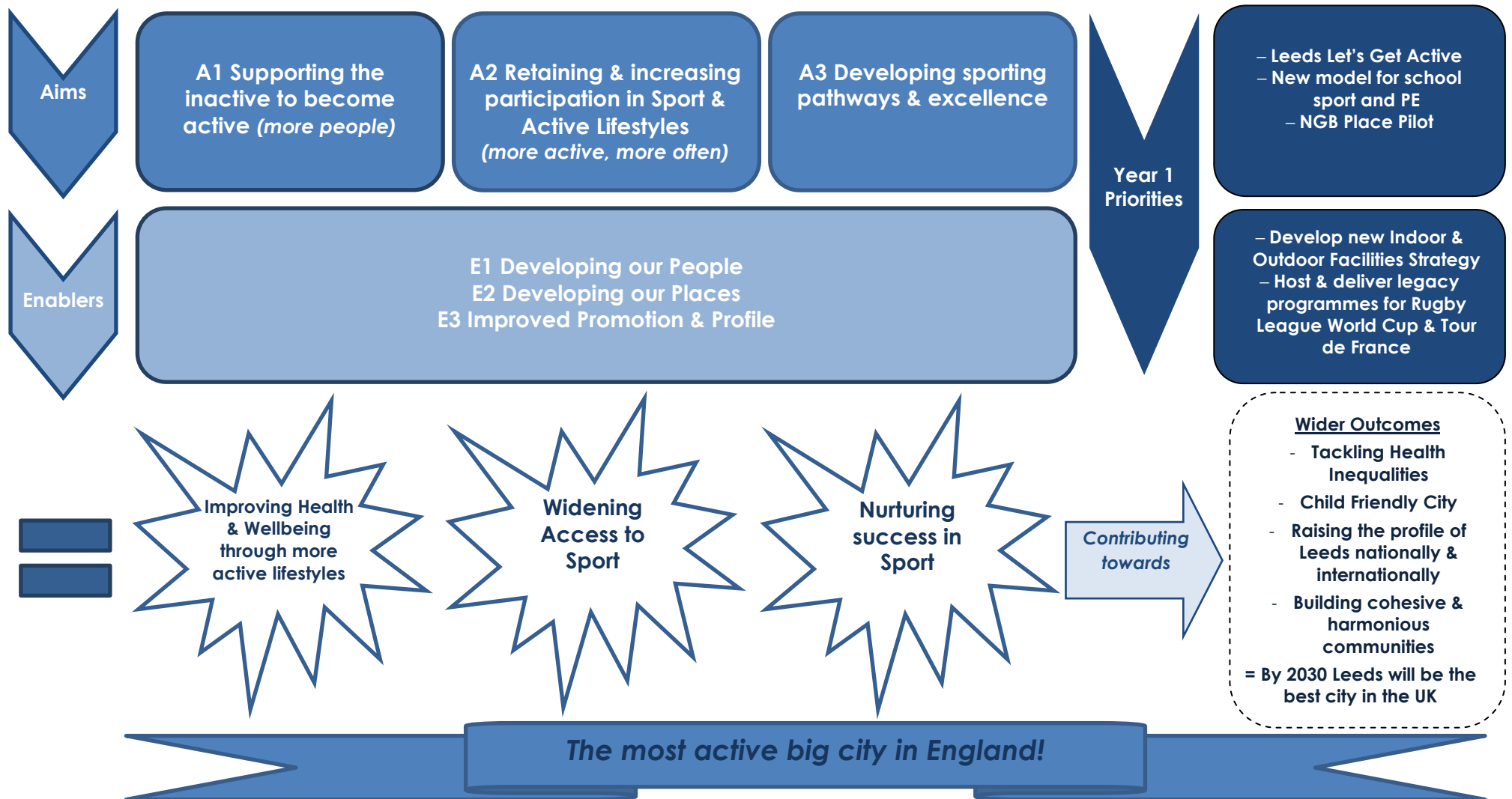


Table 1: Strategy Summary - Vision, Outcomes, Objectives and Success Measures

Vision Leeds to be the most active big city in England					
Primary Outcomes			Contributing towards...		
1. Improving health and wellbeing through sport and more active lifestyles 2. Widening access to sport 3. Nurturing success in sport across the City			– Tackling Health Inequalities – Child Friendly City – Raising the profile of Leeds nationally and internationally – Building cohesive & harmonious communities – = By 2030 Leeds will be the best city in the UK		
Aims			Enablers		
A1 Supporting the inactive to become active	A2 Retaining and increasing participation in Sport and Active Lifestyles	A3 Developing sporting pathways and excellence	E1 Developing our People	E2 Developing our Places	E3 Improved Promotion and Profile
Objectives					
A1.1 Influence commissioning and policy making A1.2 Deliver active lifestyles programmes helping the inactive to become and stay active A1.3 Adopt a targeted approach to supporting the inactive to become active, to retaining and increasing participation	A2.1 Working in effective partnership with Sport England and NGBs A2.2 Deliver outstanding sport, active lifestyles and physical education opportunities for children and young people A2.3 Support Club Development	A3.1 Support the creation of streamlined sporting pathways A3.2 Support Performance Sport to ensure that Leeds is recognised as a centre for sporting excellence	E1.1 Establish Coaching and Officiating pathways E1.2 Value our Volunteers E1.3 Support the economic contribution of sport and active lifestyles to creating a skilled and employable workforce	E2.1 Ensure the accessibility of high quality places to undertake sport and active lifestyles E2.2 Develop Community Access to Education facilities	E3.1 More coordinated and targeted marketing and communications plans E3.2 Optimise investment into sport and active lifestyles E3.3 Develop partnership opportunities with the private and third sectors E3.4 Celebrate success to increase the profile of sport in Leeds, locally, nationally and internationally E3.5 For the Sport Leeds Board to be the prime advocate for the benefits of sport and active lifestyles E3.6 Maximise the benefits from major sporting events
What are some of our key priority programmes to deliver?					
– Leeds Let's Get Active sport and health pilot – New model for delivery of primary and secondary school sport and PE – NGB Place Pilot		– Annual Leeds Sports Awards – Implementing a new Facilities Strategy – 'Inspire a Generation' Legacy Fund for young people – Championing Active Workplace programmes		– Championing the Breeze brand across the sector – Major event legacy programmes (Rugby League World Cup, Tour de France, Rugby Union World Cup) – Annual Leeds Loves Sport Festival	
Primary success measures – how we will know the strategy is on course?					
– More people in Leeds, in overall terms and in specific target groups, will be undertaking sport and active recreation once a week for at least 30 minutes – Decreasing numbers of inactive people		– Increased awareness of the benefits of sport and active lifestyles and changing attitudes towards activity – More people will be undertaking sport and active recreation 3 times per week for 30 minutes		– An overall growth in the number of Leeds' residents who are part of the World, Olympic, European, Commonwealth Games or championship teams – Successful implementation of priority programmes.	

HOW WILL THE STRATEGY BE DELIVERED?

Principles of delivery

The following core principles have been identified to underpin delivery of the strategy.

- Focus – the need to be clear in the prioritisation of actions
- Added Value – the importance of demonstrating the added value of activity, beyond 'doing more of the same'
- Evidence based and market focussed – interventions based on evidenced need and tailored to particular sectors of the community
- Partnership working – a real strength and fundamental to the success of Sport Leeds. Table 2 below highlights the significant contributions of a wide network of partners to achieving the objectives within the strategy.
- Advocacy – the importance of reinforcing the benefits of sport and active lifestyles and the contribution to achieving wider social and economic outcomes
- Value for money – ensuring delivery against priorities in a cost effective way.

The role of Sport Leeds in delivering the strategy

This is a strategy for Leeds and owned by Sport Leeds, the sport and active recreation network for the city. Sport Leeds provides leadership and co-ordination for the development of sport and active recreation opportunities in Leeds; represents the interests of sport and recreation providers and participants in building a strong sporting infrastructure and a vibrant sporting community; and influences the future development of sport and active recreation across Leeds.

Sport Leeds therefore has an important role in overseeing the strategy. Within this it is clear that inactivity remains the biggest challenge to overcome for the city. It is therefore proposed that this becomes an on-going focus of the Sport Leeds Board over the lifetime of the strategy.

Sport Leeds will be responsible for implementing a performance monitoring system to ensure progress against the aims and enablers is tracked, primarily through a small number of key success measures. Sport Leeds will also produce an annual advocacy document to outline the achievements under the remit of the strategy.

Table 2: Summary of partners and their contributions to the objectives of the strategy

Partner	A1 Supporting the inactive to become active			A2 Retaining & increasing participation			A3 sporting pathways & excellence		E1 Developing our People			E2 Developing our Places		E3 Improved Promotion and Profile					
	A1.1	A1.2	A1.3	A2.1	A2.2	A2.3	A.3.1	A3.2	E1.1	E1.2	E1.3	E2.1	E2.2	E3.1	E3.2	E3.3	E3.4	E3.5	E3.6
Sport Leeds Board	√	√	√		√			√						√	√	√	√	√	√
Leeds strategic partnership boards	√	√			√						√				√				
Leeds City Council	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√
HE and FE sector	√	√	√		√	√	√	√	√	√	√	√	√	√	√		√		√
Health Sector (including CCGs)	√	√	√		√							√		√	√				
Leeds Sport Federation / Community Sport Clubs		√	√		√	√	√		√	√		√		√	√				√
NGBs		√	√	√	√	√	√	√	√			√		√	√		√		√
West Yorkshire Sport	√	√	√	√	√	√			√	√				√	√				
Sport England	√	√	√	√		√			√			√	√		√				
Primary and Secondary Schools		√	√		√		√						√	√	√				√
Professional Clubs		√	√			√	√	√	√			√		√	√		√		√
Youth and Community Groups		√	√		√					√	√	√		√	√	√			√
Leeds Disability Sport Forum		√	√		√	√	√		√	√				√	√				√
Private sector providers		√			√				√			√		√	√	√			

HOW THE STRATEGY CONTRIBUTES TO WIDER CITY PRIORITIES

The new Sport and Active Lifestyles Strategy presents an important overarching document to drive future developments across the Sport and Active Lifestyles agenda. In doing so the importance of ensuring that the Strategy sits within broader city priorities is emphasised. The following table summarises how the Strategy will contribute towards the Vision for Leeds to be the best city in the UK by 2030.

City Priority	Link to Strategic Objective	How the strategy will contribute	Key Programmes
Best city for children: Supporting a child-friendly city where children will choose healthy lifestyles	All with a particular focus on A1.2, A1.3, A2.1, A2.2	National policy and investment priorities for sport following on from London 2012 are very focussed on engaging young people into a sporting habit for life. A number of objectives are specifically focussed on young people and there are particular opportunities to link into Breeze, the existing brand for young people in the city.	<ul style="list-style-type: none"> – Leeds Let's Get Active – New model for delivery of primary and secondary school sport and PE – 'Inspire a Generation' Legacy Fund for young people – Championing the Breeze brand across the sector – Annual Leeds Loves Sport Festival
Best city for communities: Leeds will be an attractive place to live, where people are active and involved in their communities	A1.3, A2.1, A2.3, E2.1, E2.2, E3.6	<p>The social power of sport was highlighted through London 2012 and is reinforced by empirical evidence. This strategy will contribute to a sense of place through development of a new Indoor and Outdoor Facilities Strategy, and through specific geographical interventions arising from the NGB Place Pilot.</p> <p>The principles of adopting a targeted approach to reaching communities most in need can further help to support community cohesion as will the continued growth and development of community sports clubs across the city.</p>	<ul style="list-style-type: none"> – Implementing a new Indoor & Outdoor Facilities Strategy – NGB Place Pilot – Annual Leeds Loves Sport Festival – Major events programme
Best city for health and wellbeing: helping people live longer and have healthier lives and ensure that inequalities in health are	All with a particular focus on A1.2, A1.3, A2.1	<p>The Strategy outlines a strong empirical case for the health benefits of sport and physical activity.</p> <p>A major focus of the Strategy is on helping to address health inequalities within the city by supporting the inactive to</p>	<ul style="list-style-type: none"> – Leeds Let's Get Active – Championing Active Workplace programmes

City Priority	Link to Strategic Objective	How the strategy will contribute	Key Programmes
reduced		become active. This will be underpinned by the principles of adopting a more targeted evidenced based approach to reaching key geographic and demographic groups.	– NGB Place Pilot
Best city to live: where people enjoy world class culture, sport, leisure and entertainment	A3.2, E2.1, E3.2, E3.4, E3.6	<p>Leeds has four professional sports teams and a growing profile for hosting world class sporting events. It is a city with an ever growing reputation for sport with some fantastic opportunities for residents to experience world class sport over coming years through the Rugby League and Rugby Union World Cups and the 2014 Tour de France Grand Depart. Such events also create a positive contribution to the local economy.</p> <p>The Strategy aims to capitalise on what is already in place and further develop this over coming years.</p>	<ul style="list-style-type: none"> – Implementing a new Indoor & Outdoor Facilities Strategy – Major events programme – Annual Leeds Loves Sport Festival
Growing a strong reputation for Leeds nationally and internationally, building on the excellent reputation and international profile of the universities, sporting facilities and teams.	A3.2, E1.3, E3.4, E3.6	<p>The role of and support for Major Events and successful professional teams is outlined above.</p> <p>In addition Leeds has an excellent and growing sporting profile through its Universities. The Strategy aims to support the development of human capital in sport related fields and build on world class strengths in areas such as coaching.</p>	<ul style="list-style-type: none"> – Annual Leeds Sports Awards – Major event legacy programmes (Rugby League World Cup, Tour de France, Rugby Union World Cup) – Implementing a new Indoor & Outdoor Facilities Strategy.