



NORTHAMPTONSHIRE SPORT  
AND ACTIVE RECREATION  
STRATEGY 2010-2015



# CONTENTS



Foreword Page 03

SECTION 1 - Introduction Page 04

Purpose of this strategy Page 05

What is Northamptonshire Sport Page 06

Scope - Physical Activity, Sport or Active Recreation Page 07

National and Regional Influences Page 08

Where does this strategy fit in the county landscape Page 09

Northamptonshire: a snap shot Page 10

Northamptonshire Sporting Context - Participation Page 11

SECTION 2 - Vision, Aspirations and Frameworks for Action Page 13

Framework 1: Increasing the participation of children and young people in sport and active recreation Page 15

Framework 2: Reducing the drop off in participation in sport and active recreation in the 16-24 age group Page 16

Framework 3: Increasing adult participation in sport and active recreation Page 17

Framework 4: Developing coaches and the coaching system Page 18

Framework 5: Developing stronger sports clubs with more members Page 19

Framework 6: Developing volunteers, officials and paid workforce Page 20

Framework 7: Improving talent identification and development Page 21

Framework 8: Improving Disability sport Page 22

Framework 9: Improving access to Sports Facilities and Open Spaces Page 23

Framework 10: Maximising the legacy from the London 2012 Olympic and Paralympic Games Page 24

SECTION 3 - KPIs and Performance Measurements Page 25

Measuring the impact of this plan Page 26

SECTION 4 - Managing the delivery of the plan Page 29

Funding Principles Page 30

Leadership and Governance Page 30

# FOREWORD

“One of the many enjoyable parts of being a local councillor is seeing first hand some of the community activities that bring such life and vibrancy to our county.

Of course, sport is one of these. As you launch your Strategy today I fully endorse its vision. By taking part in healthy activities, learning a new coaching skill, committing some voluntary time to a local club or simply training to become a better player we really can make Northamptonshire **‘a fitter, more active and successful sporting county by 2020’**.



The legacy I'd like to see created in the county by the excitement around the London 2012 Olympics is just the first step in this.

Good luck.

*Jim Harker*

Councillor Jim Harker,  
Leader of Northamptonshire County Council



# SECTION I

## INTRODUCTION



**This strategy for sport and active recreation in Northamptonshire 2010-2015 has been developed through consultation and is based on the premise that it will be delivered through exceptional partnership working.**

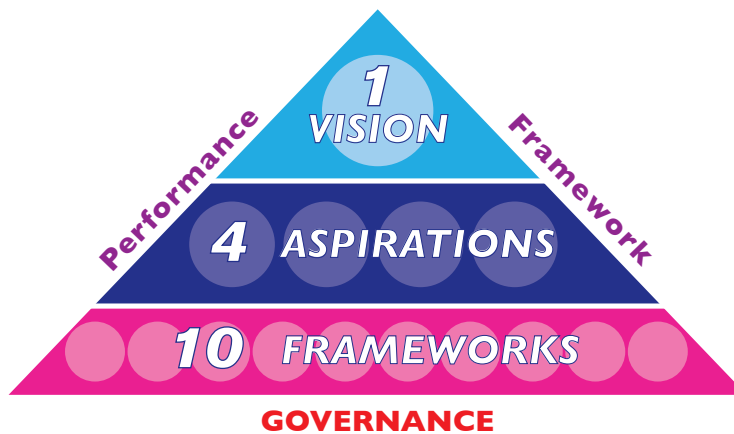
It is the strategic plan for Northamptonshire Sport - for all organisations working together in Northamptonshire to increase participation and develop talent pathways in the county. The services within local authorities involved in planning or providing sport and active recreation - school sport partnerships, county governing bodies of sport, National Health Service, colleges and the University of Northampton, professional sports clubs, private sector companies and many others - are encouraged to use this strategy to help guide their own long term plans or annual delivery plans.

# Purpose of this strategy

**No one single organisation can deliver this strategy. The development of sport and active recreation demands that lots of partners work together. Experience has shown that this works best when partners share a vision, when the priorities, roles and responsibilities have been agreed, when the relationships and communications are working well and when great work is acknowledged and successes celebrated.**



Achieving the targets for sport in schools, making progress against the participation KPIs, developing talent pathways so that more people from Northamptonshire can fulfil their potential, are all much more likely to be achieved when the resources of all organisations are being used in a planned and joined up way to achieve the same ambitions. This strategic plan has been developed to encourage and allow this to happen. It has been developed to guide the work of the partner organisations within Northamptonshire Sport, who may themselves then produce and present information for the participants.



For it to be successful, it is important that this strategy is adopted, owned and driven by the many organisations and hundreds of people across the county, who are working hard to develop sport and active recreation in Northamptonshire.

This strategy presents:

- 1 vision
- 4 aspirations
- 10 frameworks for action
- A framework for measuring performance
- A proposal for leadership, management and partnership working

The 10 frameworks do not attempt to include every action for every organisation. They focus on those developments which are of significance across the county or where delivery will involve more than one organisation. Within each of these areas, more detailed action plans may be developed to drive the day to day actions of partners within Northamptonshire Sport. This has already occurred within the areas of coaching, County Sports Development Plans, 2012 and physical activity where the working groups managing these areas have produced clear action plans.

Progress towards the targets within this strategy will be reviewed annually and it will be refreshed every few years as progress and external influences dictate. At this stage, the next refresh is planned for 2013.

# What is Northamptonshire Sport?

**The spirit and practice of partnership working is well established in Northamptonshire and there are many examples of successful collaboration between local authorities, NHS, school sport partnerships, governing bodies, clubs and third sector organisations in the development and promotion of sport and active recreation.**

It is hoped, however, that over the next five years, there will be a much greater sense of all partners feeling that they are working together under the banner of Northamptonshire Sport, operating like a team:



The following statements describe the CSP and the relationship with this strategy:

- Northamptonshire Sport is the county sports partnership (CSP): a partnership of all of the key organisations involved in achieving the strategy vision and ambitions.
- Northamptonshire Sport - the partnership - is responsible, as a whole, for the delivery and management of sport and active recreation in the county and therefore the delivery and performance management of this strategy.
- Partners don't work "with" Northamptonshire Sport – they "are" Northamptonshire Sport and partners work "as a part of" or "within" Northamptonshire Sport.
- Northamptonshire Sport has agreed to appoint staff who work within the "core team." The officers also work within the CSP and have a unique role within it, but they collectively do not form the CSP.

Using the terminology set out above, and understanding and accepting these principles, will be very important in developing the delivery system in the county. The leadership and governance arrangements outlined in Section 4 will underpin this approach.

# Scope

## - Physical Activity, Sport or Active Recreation?

**The definition of sport and active recreation is not limited to traditional sports in traditional settings and covers all forms of sport and active recreation.**

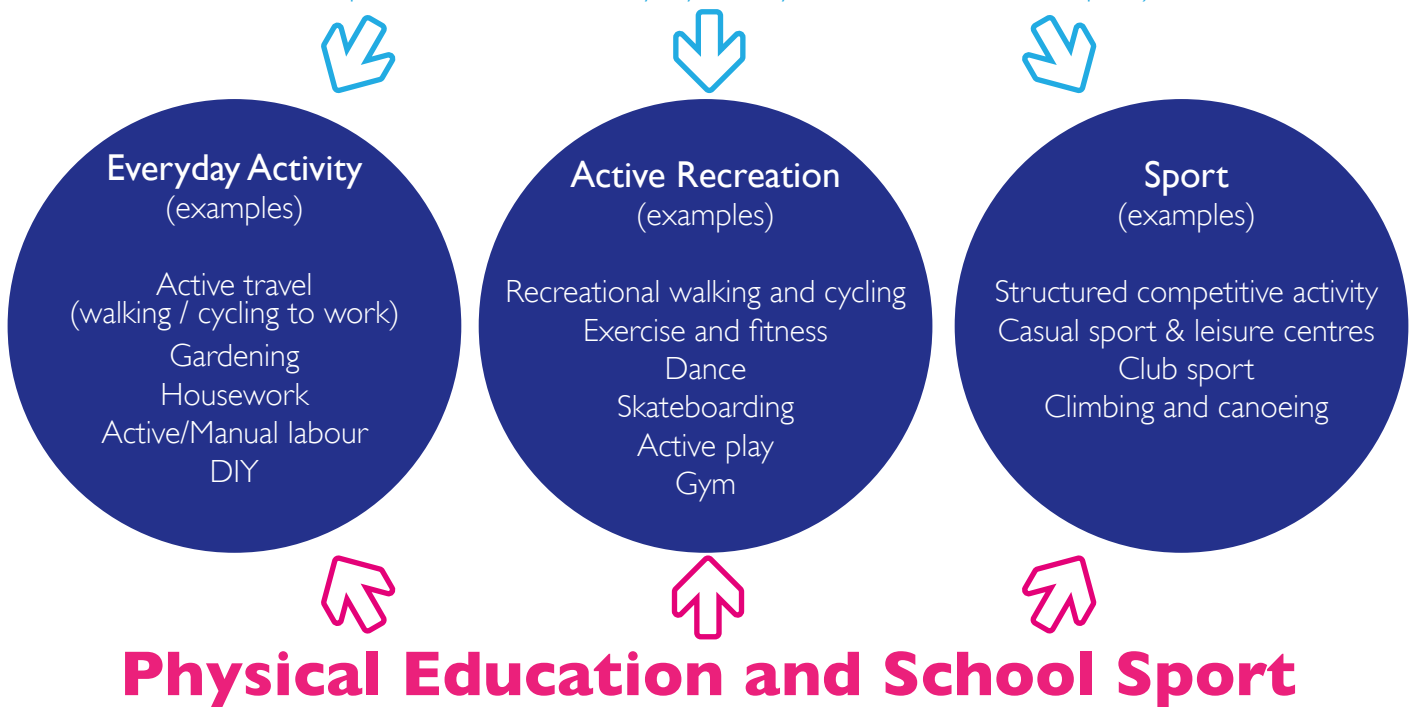
This strategy seeks to encourage participation in a wide range of informal activities including walking, cycling, outdoor activities, activities such as swimming, golf or badminton and going to the gym, as well as more traditional forms of club and competitive sport.

### **“be active, be healthy - a plan for getting the nation moving”**

launched by the Department of Health in February 2009, uses some very clear definitions for physical activity, everyday activity, active recreation and sport. These are illustrated within the diagram below and it is proposed that these are adopted and are used consistently within Northamptonshire.

## Physical Activity

(is the expenditure of calories, raised heart rate and is a term which encompasses all forms of everyday activity, active recreation and sport)



# National & Regional Influences

Although this strategy has a very clear county focus, it is of course influenced by many other plans and strategies at national, regional and local level and has been developed in a way which both reflects and responds to these influences.

## Influential National Plans and Strategies

- **Grow, Sustain, Excel.** 2008-2011 | Sport England – June 2008
- **Before, during and after** – Making the most of the London 2012 Games Dept Culture, Media and Sport – June 2008
- **Healthy Weight, Healthy Lives** – a cross government strategy for England, Dept Health, 2008
- **Be Active, Be Healthy** – A plan for getting the nation moving, Dept Health - February 2009
- **The PE and Sport Strategy for Young People (PESSYP)** – DCMS/DCSF 2007
- **The UK Coaching Framework** - Sports Coach UK 2008
- **National Governing Bodies of Sport Whole Sport Plans** – various sports bodies 2009/2010
- **Aiming High** – A Ten Year Strategy for Positive Activities – DCSF July 2007
- **National Play Strategy** – DCSF/DCMS 2008
- **Every Child Matters & Next Steps** – Govt Green Paper 2003/04

## How the Northamptonshire Strategy for Sport and Active Recreation in 2010-2015 is influenced by these inter-dependent national, regional and local plans and strategies

- More adults (16+) playing more sport, more often – both in club settings and also through informal recreational sport. A more physically active population
- More people retained in participation – less drop off particularly around 16 years old
- More young people under 16 involved in 5 hours a week high quality PE and sport in school and the community
- Stronger sports clubs and more volunteers and officials
- More qualified young sports leaders finding their way into the community sport workforce
- Better pathways for those with talent, with more performers fulfilling their potential
- More coaches, qualified at the right level, working at all levels in the county and operating within a coaching support system
- Maximising the potential for Northamptonshire of the London 2012 Olympic and Paralympic Games.

## Influential Regional, County and Local Plans and Strategies

- Championing the East Midlands: The East Midlands Strategy for the 2012 Games 2007
- Analysis of Opportunities for Sport in the 'Place' Agenda in the East Midlands -- Sport England July 2008
- Northamptonshire Local Area Agreement
- Northamptonshire Sustainable Community Strategy
- Creating Connections – A Strategy for Culture and Sport in Northamptonshire, 2009-2012
- Physical Activity Framework for Northamptonshire 2008-2011
- Northamptonshire Strategy for London 2012
- Sports Facility Strategy for West Northamptonshire
- North Northamptonshire Strategic Sports Facility Strategy
- The County Coaching Framework
- Local Sustainable Community Strategies, Local Authority Corporate Plans and Service Plans, Local Development Frameworks, PPG17, Regional and Sub Regional Economic Strategies, Local Strategies for Sport and Active Recreation, Local Community Sports Network Plans

# Where does this strategy fit in the county landscape?

**This document provides the strategic framework for sport and active recreation in Northamptonshire for the next 5 years.**

It is designed to be an overarching document, from which many action plans will be developed. Some of these already exist – the Physical Activity Framework, County Sports Development Plans, the Coaching Action Plan and the 2012 Plan. Others plans at this county level will follow and it is intended that this strategy will also influence local plans and service plans across the county.

The scope of this strategy does not include the 0-5 year age group nor does it include detailed references to play. These aspects may be developed in a refreshed plan in 2013.



# Northamptonshire: a snap shot

## Demographics

The availability of Active People data and the market segmentation tools has begun to change the way that sport and active recreation can be marketed. It is now both easier and more important than ever before to understand the demographics of the population in local areas, in order to create and present the right kinds of activity which are going to be attractive to large sections of the local population. A lot is known about the population in Northamptonshire:

### Key Demographic Facts

- The population is 685,000 across the County and is growing
- Northampton is the largest town in England, with over 200,000 people
- Northamptonshire is part of the Milton Keynes and South Midlands growth area identified by the Government and is expected to experience the highest growth rate in the region.
- There is a relatively large white British population in the area.
- Parts of the county have experienced a notable increase in the numbers of migrant workers from Eastern Europe in recent years
- The county has a relatively young population, although the older population is predicted to increase to levels above the national average.
- Unemployment was 6.6% in June-July 2008 which is in line with regional and national averages of 6.8% and 6.9% respectively
- The economy is based around the service sector particularly distribution, finance and manufacturing
- Earnings are higher than national average, although there are notable differences across the county.
- The health of people in Northamptonshire is generally better than the England average (NHS Health Profile, 2009)
- Levels of deprivation, drug misuse, hospital stays for alcohol related harm and people diagnosed with diabetes all appear better than the England average
- There are health inequalities within Northamptonshire by location of residence, gender and ethnicity. For example, men living in South Northamptonshire can expect to live 5 years longer than men in Corby
- The lifestyles indicators for Northamptonshire in 2008 showed:
  - 25.1% of adults are obese, compared to 24% nationally (but the proportion of obese children is lower than nationally)
  - 19.3% of adults eat healthily (26.3% nationally)
  - Men live on average to 77.8 (77 nationally) and women live on average to 81.7 (82 nationally)
- The NHS in Northamptonshire actively promotes and engages with activities across the county to help people to live healthier lives.
- One Place, which sets out the CAA results for Northamptonshire, shows no red flags (areas of concern) in terms of sport and physical activity levels within the County. It identifies that two thirds of young people are involved in some form of structured recreational, cultural or sporting activity and that schools provide good access to sport and high quality physical education
- From the Place Survey 2008, 42.3% of people in Northamptonshire identified they were "very or fairly satisfied" with the local sport/leisure facilities. This is lower than regional and national figures - 44.6% for the East Midlands region and 46.2% for England as a whole.

### The potential impact on provision for sport and active recreation

More people = need for greater provision in terms of access to facilities, programmes for young people and adults. A larger market also means that there is real potential for partners in Northampton to hit participation targets.

Providers will need to consider the specific needs of various groups in the community; potentially requiring new activities and/ or skill development for coaches to work with different groups.

The state of the economy will require innovation in funding sports activities, with partnership working to make the best use of resources. See the funding principles in section 4.

Rising levels of obesity and other health factors mean that it is increasingly important to use exercise, fitness and sport to prevent disease and save vital resources. Promotion and marketing and encouraging the non-active market will increase in importance.

All providers will need to continue to work hard to maintain and increase satisfaction levels. The objectives within this plan cover how we aim to maintain and increase participation levels.

# Northamptonshire Sporting Context - Participation

## Adult Participation: Active People

**Active People** data is now a key driver for sport and active recreation in England. It provides statistically robust data around 6 KPIs (see table below) and it also provides mapping and segmentation tools which have begun to influence the way that practitioners plan activities in local areas.

There have now been three sets of Active People data. Active People 1 provided the baseline figures, Active People 2 provided an update and Active People 3, which reported in late 2009, provides reliable comparative data.



There are three main indicators for adult participation, all measured through the Active People survey:

Northamptonshire Active People Survey Data  
(Sport England, 2009)

Indicator	Northamptonshire				England
	APS 1: 2005/06	APS 2: 2007/08	APS 3: 2008/09	Change APS2 to 3*	National APS 3
National Indicator 8	21.4	22.5	22.3	No change	21.45%
KPI 1 Participation	21.1	22.2	21.7	No change	21.65%
KPI 2 Volunteering	5.6	6.2	5.3	No change	4.7%
KPI 3 Club Membership	25.5	26.8	23.8	Decrease	24.1%
KPI 4 Tuition	17.7	20.4	17.8	Decrease	17.5%
KPI 5 Competition	15.5	15.8	14.9	No change	14.4%
KPI 6 Satisfaction	65.9	64.3	67.5	Increase	68.4%
Organised Sport	37.1	39.6	36.0	Decrease	36.1%

The NI8 indicator is showing a slight increase in participation and there are small fluctuations within the other indicators, which are all broadly in line with England averages.

1

### "The 1 million sport indicator":

This is Sport England's strategic target and measures the % of the adult population participating in 30 minutes of sport at moderate intensity at least 3 times per week. It reflects Sport England's narrower sport focus and does NOT include recreational walking or cycling.

2

### Active People KPI 1:

This is defined in a similar way as the 1 million indicator, but DOES include recreational walking and recreational cycling. However, it does not include active travel or the wider spectrum of everyday activity (gardening, DIY etc).

3

### National Indicator 8:

Again, this measures participation in moderate intensity sport and active recreation, for 30 minutes 3 times per week. The only thing that makes NI8 different from KPI 1 is that NI8 includes five light intensity sports for those aged 65 and over (yoga, Pilates, indoor and outdoor bowls, archery and croquet).

Of these three similar indicators, it is NI8 which is probably the most significant. NI8 is one of 35 priority targets within the Northamptonshire LAA and so it is the NI8 participation figures that are referenced in the remainder of the document.

## Children and Young People: PESSYP

Each year a survey of School Sports Partnerships is conducted to measure progress on the key targets within the PESSYP strategy. From 2009, this also included the FE colleges, with data collected by FESCos. A summary of the key targets and results for each of the 5 SSPs in Northamptonshire is shown in the table below.

SSP	% of pupils who participated in 3 hrs PE and out of hrs school sport (yrs 1-13)	% of pupils who participated in inter-school competition (yrs 1-13)	% of pupils participating in clubs with links to school (yrs 2-13)	% of pupils involved in volunteering and leadership
Northampton	43%	39%	27%	11%
South Northants and Daventry	54%	36%	27%	16%
Kettering	49%	26%	21%	25%
Corby, Oundle and Thrapston	48%	34%	33%	10%
Wellingborough and East Northants	56%	49%	38%	22%
<b>Northamptonshire TOTAL</b>	<b>50%</b>	<b>38%</b>	<b>29%</b>	<b>16%</b>
National average	55%	47%	32%	24%

The table shows that all SSPs are above the national average for the % of pupils participating in 3 hours PE and out of hours school sport. This is also generally the case for the % of pupils involved in clubs with links to schools. Figures fall below the national average for inter-school competition and volunteering.

For a detailed description of participation and trends up to 2008, see the report at:

<http://www.northamptonshireobservatory.org.uk/docs/doc3.4.2%20Childrens%20physical%20activity%20and%20sports%20participation100325120100.pdf>

## Active Places / Sports Facilities

Two strategic plans for sports facilities covering the whole of the county have been developed (North Northamptonshire Strategic Sports Facilities Framework and Sports Facility Strategy for West Northamptonshire). The Active Places data ([www.activeplaces.com](http://www.activeplaces.com)) shows that sports hall supply and demand balance needs to be addressed in all but 2 districts (Kettering and South Northants). Swimming pool supply and demand balance needs to be addressed in all areas except for Corby and East Northants, with particular deficiencies in Kettering and Daventry.

## Sporting Reputation

The county has a number of strong sporting institutions such as:

- Saints Rugby Club
- County Cricket Club
- Silverstone
- Rockingham Motor Speedway
- Towcester Race Course
- Rushden & Diamonds and Northampton Town Football Clubs
- the Nene WhiteWater centre.

Adrenaline Alley in Corby is the latest addition to this stock of facilities at this level, providing a national standard indoor skate and BMX park.

The County has several facilities recognised as 2012 Games Training Camp venues:

- the Corby 50 metre swimming pool
- Rockingham Triangle
- Kettering Sports Arena
- Moulton College
- Northampton Basketball Centre
- Rushden & Diamonds Football Club
- Northampton Trampoline Academy

# SECTION 2

## VISION, ASPIRATIONS AND FRAMEWORKS FOR ACTION



### 1 VISION

#### ENRICHING LIVES THROUGH SPORT

*A fitter, more active and successful sporting county by 2020*



### 4 Aspirations

To increase the participation of children, young people and adults in sport and active recreation

To improve the identification and development of talented performers so that more individuals from Northamptonshire compete successfully at national and international level

To build the capacity by improving access to sports facilities and strengthening the volunteer and paid workforce in sport and active recreation in the county

To develop a fit for purpose sports system where the roles of organisations are clear and partnership working is optimised.

# 10 Frameworks and 60 Areas for Action



## Principles

The Vision, Aspirations and Frameworks for Action will be implemented using the following principles:

- Partnership working: sharing resources, improving efficiencies, working within one Northamptonshire Sport system
- Reducing inequalities and widening access in rural areas
- Encouraging innovation and new ways of working
- Safeguarding of children and vulnerable adults providing a safe environment for sport and active recreation
- Consultation with public, volunteers and local communities
- Developing sustainable opportunities for lifelong participation

# Framework 1:

## Increasing the participation of young people in sport and active recreation

### Where are we now?

- 90% of 5-16 year olds are involved in 2 hours a week high quality PE and sport although there is a sense that there is still a long way to go to achieve the 5 hour offer targets by 2013, with lots of young people still not being engaged and retained by school sport and community sports clubs.
- Some sports have some excellent talent development programmes, with professional clubs playing an important role in these in some sports.
- Leadership academies are established and more young people are becoming involved in volunteering and leadership.
- The Community Sports Coaches programme and School Sport Coaching have been beneficial in creating more coaches and more participation opportunities.
- Holiday programmes are still being delivered.

### Where do we want to be? *What does success look like?*

- To be providing and promoting many more relevant, attractive, high quality and safe opportunities for children and young people (under 16s) of all abilities to become involved in sport and active recreation.
- To be engaging thousands of young people every week and to be achieving the 5 hour offer targets in the county as a result of this work.

### How will we measure it?

#### **PESSYP Survey:**

By the end of academic year 2010-2011, 60% of 5-16 year olds to take part in 3 hours a week of PE and sport

By the end of academic year 2011-2012, 40% of 5-16 year olds to take part in 5 hours a week of PE and sport

By the end of academic year 2012-2013, 60% of 5-16 year olds to take part in 5 hours a week of PE and sport

#### **Secondary Indicators**

- The number of schools involved in each of the priority school sport competitions.
- The number of young people retained within specific programmes targeting U16's.
- The number of young people engaged in leadership academies.

### Areas for Action - Increasing the Participation of Children and Young People in Sport and Active Recreation

- 1** Create an improved and more systematic approach to:
  - consulting with young people at local level and incorporate views into activity planning
  - advertising and promoting all of the opportunities which may be on offer across the county – via web, social marketing, print etc and promote these activities to young people
- 2** Engage more young people to join sports clubs through programmes such as high quality school club links and more junior sections of clubs
- 3** Create an increased range of lasting informal opportunities in communities, for young people to play sport or become more active through informal recreation
- 4** Improve the quality and range of school sport competitions in line with national frameworks and encourage more young people to become involved in sustainable intra and inter school sport
- 5** Develop leadership opportunities for young people through the leadership academies and other volunteering programmes. Develop volunteer pathways and encourage them to become part of the workforce in school and club sport in the county
- 6** Continue to deliver local and national programmes that fit with the vision and principles of the strategy, such as: holiday programmes, Step into Sport, School Sport Coaching and school sport competition programme, and link these to the work of county governing bodies and clubs wherever possible

### Who are the lead agencies involved in this work?

School sport partnerships, local authorities, FE colleges, governing bodies of sport and clubs, youth organisations, CSP core team.



## Framework 2:

# Reducing the drop off in participation in sport and active recreation in the 16-24 age group

### Areas for Action - Reducing Drop Off in Participation in people aged 16-24

**7** Refocus some of the local resources to more specifically target the 16-24 age group. Use Active People market segmentation tools to develop new programmes and opportunities in local communities throughout the county.

**8** Create an improved and more systematic approach to:

- consulting with young people in this age group at local level about the activities they would like to take part in – and to plan accordingly
- advertising and promoting the range of opportunities through a variety of channels including web sites, social media sites, print and local media

**9** More proactively encourage students in schools, colleges and the University to fully engage with sports clubs/ societies, both on site and in their community. Introduce more intra and inter school and college competitions and festivals, and work closely with governing bodies and clubs to create more school/ college club links.

**10** Develop and promote a range of "Return to Sport" type sessions on school and college sites but also in communities, linking these to governing bodies and clubs wherever possible.

**11** Further develop leadership, coaching and volunteering opportunities for young people within this age group. Monitor their contributions and encourage them to progress and become part of the volunteer or paid workforce in school and community sport in the county.

#### Who are the lead agencies involved in this work?

School sport partnerships, local authorities, FE colleges and the University of Northampton, Primary Care Trust, governing bodies of sport and clubs, youth organisations, CSP core team.

### Where are we now?

- Certain sports have programmes of activity targeted specifically at this age-group: RFU has club / HE / FE link agreements and full time staff working in this area, Northants FA have U17/ U18 leagues and some excellent clubs catering for this age group, but no clear links to FE..
- There are opportunities in community provision which can be better promoted and many clubs provide opportunities for people post 16 yrs.
- FESCos have been appointed in the county and are key point of contact in colleges..
- The County Student Survey is a useful tool and several programmes can assist in this area including Healthy College agenda, enrichment activities, Get Sporty, Onboard scheme.
- Small sided games and flexible formats such as futsal leagues offer a way forward.

### Where do we want to be?

#### What does success look like?

- To engage thousands of young people every week and to achieve an increase in participation for this age group, which is evidenced through the PESSYP and Active People data.
- To be providing and promoting many more relevant, attractive, high quality and safe opportunities for young people (between 16-24) of all abilities to become involved in sport and active recreation.

### How will we measure it?

- Active People - The percentage of the adult population (16-24yrs) in the county who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week
- PESSYP data - The % of 16-19 yr olds doing 3 hours a week in school and community

#### Secondary Indicators

- The number of young people (16-19 years) participating as measured by the FE Colleges (through FESCos) as part of the PESSYP survey
- The number of young people (16-19 years) taking part in programmes targeting this age-group



photo © Ian Hebden

# Framework 3:

## Increasing adult participation in sport and active recreation

### Where are we now?

- Despite delivering an extensive amount of programmes (e.g. Health Walks, Jog Northants, Free Swimming, etc), the level of participation is relatively static. The Active People survey is reporting participation rate of 21.8%, which hasn't changed significantly in the past 3 years.
- Participation initiatives appear to still be targeting those who are aware of benefits, and still not reaching those most in need of exercise, despite the Change4Life programme of publicity. Other issues have been identified during the consultation, such as apparent gaps in provision with too little to motivate the non sporty or non active.
- There are some new partnerships emerging such as between Weight Watchers and local authority walking schemes and gentle exercise programmes, but partnership working could be improved to get to priority groups.
- Some barriers exist around funding, and the time limited nature of some funding makes sustainability more challenging.

### Where do we want to be? *What does success look like?*

- To be providing and promoting many more relevant, attractive, high quality and safe opportunities for adults (16+ yrs) of all abilities to become involved in sport and active recreation on a regular basis.

### How will we measure it?

- Active People - The percentage of the adult population (16+) in the county who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week (NI8 Indicator)

#### **Secondary Indicators**

- The number of people (16+) who regularly use local authority leisure facilities – courts and gyms
- The number of people (16+) being inducted on the Activity on Referral Scheme and completing the 12 week programme
- The number of people on health walks (All the county schemes use the Natural England database).
- The number of people on Jog Northants running schemes.

### **Areas for Action - Increasing Adult Participation in Sport and Active Recreation**

**12** Use market research, customer feedback and Active People market segmentation tools to guide the development of existing and new programmes and opportunities so that they become much more needs led in the future.

**13** Through robust partnership working with NHS Northamptonshire, jointly identify, scope, deliver and commission programmes to support increasing physical activity and active recreation programmes linked to improving health, in particular for the sedentary population or those with chronic conditions linked to physical inactivity

**14** Expand on the programme of opportunities for adults to learn a new sport or get involved in participation programmes such as 'Return to Sport'.

**15** Develop and promote more active recreational programmes which involve activities such as walking, cycling, jogging and green gym activities.

**16** Develop and promote a co-ordinated programme of mass participation events.

**17** Encourage employers to promote sport and recreation opportunities through their work places and develop schemes to recognise active workplaces.

**18** Develop and promote intervention programmes, such as health walks and exercise referral programmes, which target the sedentary population and low participatory groups within communities, including older people and people with disabilities.

#### **Who are the lead agencies involved in this work?**

Local authorities, Natural England, NHSN, FE colleges and the University of Northampton, governing bodies of sport and clubs, youth organisations, CSP core team.



# Framework 4: Developing coaches and the coaching system

## Areas for Action - Developing Coaches and the Coaching System

**19** Embed the county coaching system, which provides clear direction and lead on a strategic framework for coaching policy and practice, and which guides local coaching strategies.

**20** Embed a clear, comprehensive and inclusive model for the long term development of sports coaches across Northamptonshire.

**21** Embed a consistent approach to the recruitment, retention and deployment of sports coaches with the skills to coach inclusively at each phase of the participant pathway.

**22** Ensure that an effective delivery system and resources are in place to support the development of sports coaches and that these are relevant to their needs.

**23** Ensure that National Governing Body coaching qualifications, CPD and specialist qualifications are available to sports coaches within Northamptonshire

**24** Ensure sports coaches receive recognition and sports coaching as a profession is valued across Northamptonshire

**25** Allow research to be completed to inform coaching development in Northamptonshire

### Who are the lead agencies involved in this work?

Sports Coach UK, NGBs CSP core team,  
governing bodies of sport and clubs,  
school sport partnerships, local authorities,  
FE colleges and the University of Northampton



## Where are we now?

- Coaching is high on the agenda in the county, with 'Coaching Northants' well established and partners involved in a range of coaching initiatives. Coach management principles are well understood in the county.
- The Club and Coach Education programme is well established. Come into Coaching programmes are up and running and there are a variety of coach and volunteer bursary and scholarship schemes operating at county and district level and within some sports.
- The Community Sports Coaches Scheme had a big impact in the county and there is a strong legacy from this. Coaches are used widely in schools and the school sport partnerships are delivering the School Sport Coaching programme.
- There are a large number of sports leaders who want to become coaches and this is a big opportunity to grasp in the next few years.

## Where do we want to be? *What does success look like?*

- More coaches and better qualified coaches so that the right coach is available at the right time.
- All aspects of the coaching system will be improved to achieve this – coach recruitment, training needs assessment, coach education programmes, coach mentoring, coach management programmes and embedding of minimum operating standards and greater development of a paid coach infrastructure.

## How will we measure it?

- The number of recorded sports coaches achieving a recognised NGB qualification in the county each year.

### Secondary Indicators

- The number of coaches registered on the county coach database
- The number of coaches undertaking generic CPD such as safeguarding, equity, first aid etc
- The number of coaches deployed through Coaching Northants
- The number of coaching hours delivered through Coaching Northants

# Framework 5:

## Developing stronger sports clubs with more members

### Where are we now?

- There is a county club directory and many clubs have a Club Mark standard. The county is able to offer a Club Mark process for those sports that do not have Club Mark embedded within their own NGB.
- Some NGBs are able to support clubs in their development but in most cases the gap between the NGBs and the clubs appears to be too great. Some NGBs have good initiatives like Chance to Shine run by English and Wales Cricket Board.
- Some local authorities are working closely with clubs with particular programmes. This is helpful in developing links to clubs but this picture is not consistent around the county.
- Many school club links exist, but there is still clarification required about what makes a school club link.
- Links to 3rd sector organisations could be stronger so they could help clubs in their policies and practices.

### Where do we want to be? *What does success look like?*

- A large network of high quality sports clubs in a wide range of sports and activities, which are self sustaining, can cater for new participants, and provide pathways to coaching and competition for all abilities.

### How will we measure it?

- Active People - The % of people in membership of a sports club
- The number of accredited clubs in the county

#### **Secondary Indicators**

- The number of clubs on the county directory
- The number of recognised school club link programmes.

### Areas for Action - Developing Stronger Sports Clubs with More Members

- 26** Develop and promote an accurate and co-ordinated web-based club database which can be easily accessed by partners and the general public within the county.
- 27** Develop campaigns and media promotions to encourage people to become members of clubs as participants or volunteers.
- 28** Encourage and support all junior clubs / sections to achieve and maintain Club Mark standard. Prioritise development support towards Club Mark clubs and adult clubs that provide quality opportunities for adult participation.
- 29** Promote school club link programmes and encourage / support all schools to establish high quality school club links.
- 30** Develop systems which more effectively identify and collate the training and development needs of clubs and provide more co-ordinated support in these areas across the county, including the sharing of best practice and communication between clubs.
- 31** Facility providers and local authorities and schools in particular, to develop appropriate access and pricing policies to support those clubs which are contributing to the sports system.

#### **Who are the lead agencies involved in this work?**

Governing bodies of sport and clubs, local authorities, school sport partnerships, volunteer centres and 3rd sector support agencies, CSP core team.



# Framework 6:

## Developing volunteers, officials and the paid workforce members

### Areas for Action - Developing Volunteers, Officials and the Paid Workforce

**32** Develop a more coordinated approach to promoting the value of volunteering, linking this to the promotion of volunteering within London 2012 and other opportunities such as National Volunteer Week. Regularly recognise and reward the contribution of outstanding individuals or organisations.

**33** Develop and promote volunteer and official recruitment programmes, ensuring links exist with other local and national programmes

**34** More effectively audit the needs of volunteers and officials and provide needs led training and support programmes in line with minimum operating standards.

**35** Develop stronger links to those 3rd sector organisations which can play a greater role in supporting volunteers in sport.

**36** Regularly audit the needs of the paid workforce in the county and signpost to training and development opportunities.

### Who are the lead agencies involved in this work?

Governing bodies of sport and clubs, local authorities, CSP core team, school sport partnerships, FE colleges, Coaching Northants



### Where are we now?

- The Sporting Volunteers programme exists and coaches, volunteers and officials have access to bursary schemes through local authorities and some governing bodies, although recruitment tends to focus on retired players and not enough is done to encourage and assist other people to volunteer.
- An education programme for coaches, officials and volunteers is in place and promoted to clubs and schools.
- A range of training opportunities for volunteers and officials are provided, as well as a number of recognition schemes such as the Sports Awards.
- Leadership Academies are developing in school sport partnerships and some governing bodies are also driving forward leadership and volunteering programmes. Some clubs have club volunteer coordinators in place.
- There are strong links between sport and infrastructure organisations.
- There have been some development opportunities for the paid workforce but there are still gaps in this process.

### Where do we want to be? *What does success look like?*

- More and better qualified volunteers and officials involved in clubs and events, resulting in more and stronger clubs.

### How will we measure it?

- Active People - The % of people who volunteer within sport.
- PESSYP – total number actively involved in sports volunteering and leadership.

#### Secondary Indicators

- The number within paid workforce taking training and development opportunities
- The number of volunteers registered within the county database

# Framework 7:

## Improving talent identification and development

### Where are we now?

- There are talent identification systems in place, with performance centres/ academies established in some sports including table tennis, basketball, gymnastics and badminton.
- School sport competition frameworks are in place and will assist talent identification. The Gifted and Talented programme is also in place in schools.
- There are some talented athlete support schemes such as The Passport to Excellence scheme providing access to facilities and Sporting Champions providing small bursaries to individuals.
- Playground 2 Podium is being developed and will provide a pathway for disabled performers. There are talented coaches in the county working at a high level with performers.
- The Sports Awards recognise some of the achievements in the county.

### Where do we want to be? *What does success look like?*

- To have a system which joins up the work of schools, local authorities, clubs and governing bodies to identify and develop talent in a wide range of sports in the county, leading to more performers from Northamptonshire competing successfully at national and international level.

### How will we measure it?

- More sports performers from Northamptonshire competing successfully at regional, national and international level in a range of recognised sports.

#### Secondary Indicators

- The number of coaches with level 3 or 4 qualifications operating within performance clubs/ squads in the county.

### Areas for Action - Improving Talent Identification and Development

**37** Publish and promote clear talent pathways for each sport, promoting and highlighting clubs that cater for talented players.

**38** Promote initiatives to encourage and signpost interested and talented performers to join the club system.

**39** More effectively align existing resources and identify additional sources of funding for talented performers and expand the talent bursary programme.

**40** More effectively signpost access to support services such as rehabilitation, sports science support, and strength and conditioning expertise in the county.

**41** Improve the alignment of resources and support to develop and promote a clear and well supported network of talent development clubs/ squads/ centres around the county for the most talented young performers.

**42** Use the resources within Sporting Champions more effectively to highlight the value of performance sport and to inspire and encourage young people to fulfil their potential.

**43** Provide appropriate support to those coaches working with performance athletes/ teams/ squads in the county and increase the opportunities for coaches working in performance sport to move part time or full time into paid positions.

#### Who are the lead agencies involved in this work?

Governing bodies of sport and clubs, school sport partnerships, local authorities, FE colleges and the university, CSP core team.



# Framework 8: Improving Disability sport

## Areas for Action - Improving Disability Sport

- 44** To inspire disabled people to become involved in sport and active recreation through the positive use of role models, improved marketing and communications, and developing demand led opportunities in localities throughout the county.
- 45** Encourage the teaching and provision of competition in sports for disabled young people in mainstream and special schools throughout the county.
- 46** Further develop programmes such as Playground 2 Podium, to attract the right participants and to link them effectively to appropriate clubs and squads in the county.
- 47** Establish and promote multi skills clubs in every local authority area in the county. Develop strong school club links for each of these clubs and integrate these with funded programmes such as Sport Unlimited, Competition Managers and School Sport Coaching
- 48** Establish more sports specific clubs and squads for disabled performers, particularly in P2P sports and integrate these into county governing body plans
- 49** Further develop and promote the Buddy System to assist disabled people to become involved in sports opportunities in school and the community
- 50** Further develop the Inclusive Fitness Initiative (IFI) by encouraging more disabled people to use the existing facilities and establishing new facilities where and when required

### Who are the lead agencies involved in this work?

School sport partnerships, local authorities, FE colleges, governing bodies of sport and clubs, youth organisations, CSP core team.



## Where are we now?

- Northants Federation of Disability Sport has been relaunched, some local disability support groups are in place and there has been some research mapping and auditing of clubs completed. There are some holiday activities programmes and some sports specific clubs in sports such as bowls and power chair football.
- Playground 2 Podium has been established, with county assessment days delivered and there is a football centre of excellence which is funded by the FA.
- Disability sports training for coaches and clubs is provided across the county.
- There are 7 IFI sites across the county and some have multi sports clubs attached.

## Where do we want to be? *What does success look like?*

- Many more opportunities for disabled people to become involved in a wide choice of sports in the county as a participant, volunteer or coach.
- To establish talent pathways so that talented performers can progress to compete at national and international level.

## How will we measure it?

- Active People - The percentage of the adult population (16+), within a local area, with a limiting disability who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week.

### Secondary Indicators

- The number of performers involved in Playground 2 Podium
- The number of disability multi skills and sport specific clubs in the county
- The number of IFI centres
- The number of coaches qualified to work with people with disabilities
- Number of sites that are DDA compliant.

# Framework 9:

## Improving Access to Sports Facilities and Open Spaces

### Where are we now?

- Facility strategies making the case for a baseline of sports facility infrastructure exist at a district and Growth Area level, but are not viewed as a step-change in sports facility provision to make a real difference to participation and, especially, performance.
- There is a shortage of facilities suitable for developing higher levels of performance sport in a number of sports. Better access for clubs and performance squads could be achieved through more joined up planning.
- Greater access to school facilities would bring some benefits and the opportunities being presented by Building Schools for the Future need to be incorporated within this planning.
- Some community sports facilities require investment and upgrading. There needs to be more indoor facilities and more pool space in some authorities to meet the demand according to Active Places survey information.
- There are some excellent facilities within the county but shortages of community sports halls and swimming pools in many areas.

### Where do we want to be? *What does success look like?*

- A network of inclusive community and school sports facilities which meet the participation needs of a growing population and which provide high quality facilities to meet the needs of the performance clubs and squads across the county.

### How will we measure it?

- Active People - The percentage of residents who are satisfied with sports facilities within their local area.

#### **Secondary Indicators**

- The number of facilities managed by local authorities that are achieving an externally validated quality standard.

### Areas for Action - Improving Access to Sports Facilities and Open Spaces

**51** Continue to utilise the existing facility strategies as a reference to work towards establishing the most appropriate facilities provision across the county to meet the needs of communities, participants, clubs and performance squads.

**52** Maximise the potential of schools capital programmes to fully examine joint developments between schools, governing bodies of sport, clubs and local authorities.

**53** Take the necessary steps to allow schools sports facilities to become more widely accessible to community sports groups in the evening, at weekends and during holiday periods.

**54** Encourage and promote the use of green spaces and parks for sport and active recreation activities.

### Who are the lead agencies involved in this work?

Local authorities, schools, FE colleges, governing bodies of sport and clubs, CSP core team.



# Framework 10:

## Maximising the legacy from the London 2012 Olympic and Paralympic Games

### Areas for Action - Maximising the Legacy from the 2012 Olympic and Paralympic Games

**55** Seek to ensure that every child and young person is touched and inspired by the Olympics by 2012.

**56** Use the power of the Games to strengthen the support systems in the county to encourage more talented athletes to perform at an international level.

**57** Use the power of the Games to encourage a significant increase in participation and volunteering levels across the county.

**58** Improve Northamptonshire's national and international profile by attracting Olympic teams into the county's 6 official Pre Games Training Sites.

**59** Develop a comprehensive programme of activities to support the official "Open Weekends" leading up to the Games.

### Who are the lead agencies involved in this work?

Local authorities, schools, FE colleges, governing bodies of sport and clubs, CSP core team.

### Where are we now?

- A county 2012 Steering Group has been established and work has been ongoing for several years to maximise the legacy benefit of the London 2012 Olympic and Paralympic Games.
- A Northamptonshire Strategy for London 2012 has been developed and launched.
- Clear targets for sport and physical activity have been established.
- There are 6 sites in the county approved for Training Camps and these are being promoted to overseas teams.

### Where do we want to be? *What does success look like?*

- We want to ensure that the people of Northamptonshire get excited about the London 2012 Games and that the games inspires more talented performers to fulfil their potential and encourages thousands of people in the county to become more active and get involved in sport and active recreation as a participant, coach, official or volunteer. There will be other major games in the UK which follow the London 2012 Olympic and Paralympic Games, including the Rugby League World Cup in 2013, the Commonwealth Games in 2014, the Rugby Union World Cup in 2015 and possibly the Football World Cup in 2018. These can also be used to inspire people to participate and improve, and the theme of building a sporting legacy applies equally to all the major events in the next decade.

### How will we measure it?

- Active People - The percentage of the adult population (16+) in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week.

#### Secondary Indicators

- The number of athletes supported through the Sporting Champions Fund each year
- The number of people who are members of clubs
- The number of coaches and volunteers



# SECTION 3

## KPI's AND

## PERFORMANCE MEASUREMENTS



### **Measuring the impact of this plan**

Progress towards the Key Actions within this plan will be reported regularly using a red / amber / green traffic light system.

It is intended that this performance framework is for paid professionals rather than the voluntary sector, although clubs and volunteers will make a contribution to achieving these targets.

Progress towards the 4 Aspirations and the 10 Frameworks for Action will be measured. The table on the following pages summarise the Key Performance Indicators and secondary indicators for each of the Aspirations and Frameworks.

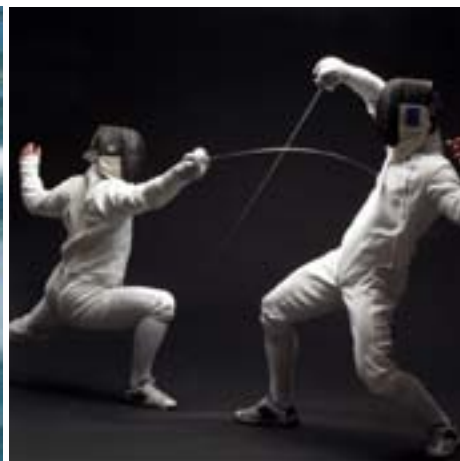
The data collection and reporting mechanisms will be determined prior to the launch of this plan.

Key Performance Indicators for the 4 Aspirations and 10 Frameworks within the Strategy for Sport and Active Recreation in Northamptonshire 2010-15

The 4 Aspirations	Performance Measures
<p>To increase the participation of children, young people and adults in sport and active recreation</p>	<ul style="list-style-type: none"> <li>• By the end of academic year 2012-2013, 60% of 5-16 year olds to take part in 5 hours a week of PE and sport</li> <li>• To increase the percentage of the adult population (16+) in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week, by at least 15 each year</li> </ul>
<p>To improve the identification and development of talented performers so that more individuals from Northamptonshire compete successfully at national and international level</p>	<ul style="list-style-type: none"> <li>• An increase in the number of sports performers from Northamptonshire competing successfully at regional, national and international level in a range of recognised sports</li> </ul>
<p>To build the capacity in the sports system by improving access to sports facilities and strengthening the volunteer and paid workforce in sport and active recreation in the county</p>	<ul style="list-style-type: none"> <li>• To improve the satisfaction levels relating to sports facilities in the county as measured through Active People Survey</li> <li>• To increase the number of people volunteering in sport as reported by Active People survey</li> </ul>
<p>To develop a fit for purpose sports system where the roles of organisations are clear and partnership working is optimised.</p>	<ul style="list-style-type: none"> <li>• To improve the satisfaction levels relating to the quality of the sports system as recorded within the Northamptonshire Sport Stakeholder Survey to be conducted annually</li> </ul>



photo © Ian Hebden



Key Performance Indicators for the 10 Frameworks within the Strategy for Sport and Active Recreation in Northamptonshire 2010-15

The 10 Frameworks	How will we measure it? Key Performance Indicator	Secondary Performance Indicators
<p><b>Framework 1:</b> Increasing the participation of children and young people in sport and active recreation</p>	<p>By the end of academic year 2010-2011, 60% of 5-16 year olds to take part in 3 hours a week of PE and sport</p> <p>By the end of academic year 2011-2012, 40% of 5-16 year olds to take part in 5 hours a week of PE and sport</p> <p>By the end of academic year 2012-2013, 60% of 5-16 year olds to take part in 5 hours a week of PE and sport</p>	<p>The number of schools involved in each of the priority school sport competitions</p> <p>The number of young people engaged in leadership academies</p> <p>The number of young people retained within specific programmes targeting UI6's.</p>
<p><b>Framework 2:</b> Reducing drop off in participation in sport and active recreation in the 16-24 age group</p>	<p>Active People - The percentage of the adult population (16-24yrs) in the county who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week (NI8 Indicator)</p> <p>PESSYP data - The % of 16-19 yr olds doing 3 hours a week in school and community</p>	<p>The number of young people (16-19 years) participating as measured by the FE Colleges (through FESCos) as part of the PESSYP survey.</p> <p>The number of young people (16-19 years) taking part in programmes targeting this age-group.</p>
<p><b>Framework 3:</b> Increasing adult participation in sport and active recreation</p>	<p>Active People - The percentage of the adult population (16+) in the county who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week (NI8 Indicator)</p>	<p>The number of people (16+) who regularly use local authority leisure facilities – courts and gyms</p> <p>the number of people (16+) being inducted on the Activity on Referral Scheme and completing the 12 week programme</p> <p>The number of people on health walks (All the county schemes use the Natural England database). The number of people on Jog Northants running schemes</p>
<p><b>Framework 4:</b> Developing coaches and the coaching system</p>	<p>The number of recorded sports coaches achieving a recognised NGB qualification in the county each year.</p>	<p>The number of coaches registered on the county coach database</p> <p>The number of coaches undertaking generic CPD such as safeguarding, equity, first aid etc</p> <p>The number of coaches deployed through Coaching Northants</p> <p>The number of coaching hours delivered through Coaching Northants</p>
<p><b>Framework 5:</b> Developing stronger sports clubs with more members</p>	<p>Active People - The % of people in membership of a sports club</p> <p>The number of accredited clubs in the County</p>	<p>The number of clubs on the county directory</p> <p>The number of sports clubs with club mark accreditation</p> <p>The number of recognised school club link programmes</p>

The 10 Frameworks	How will we measure it? Key Performance Indicator	Secondary Performance Indicators
<p><b>Framework 6:</b> Developing volunteers, officials and the paid workforce</p>	<p>Active People - The % of people who volunteer within sport.</p>	<p>The number of young people engaged within the leadership academies</p> <p>The % of registered young leaders who are actively volunteering in school and community settings</p> <p>The number within the paid workforce taking training and development opportunities, measured through participant numbers on courses</p> <p>The number of sports officials registered within the county database</p>
<p><b>Framework 7:</b> Improving talent identification and development</p>	<p>More sports performers from Northamptonshire competing successfully at regional, national and international level in a range of recognised sports.</p>	<p>The number of coaches with level 3 or 4 qualifications operating within performance clubs/ squads in the county.</p>
<p><b>Framework 8:</b> Improving disability sport</p>	<p>Active People - The percentage of the adult population (16+), within a local area, with a limiting disability who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week.</p>	<p>The number of performers involved in Playground 2 Podium</p> <p>The number of disability multi skills and sport specific clubs in the county</p> <p>The number of IFI centres</p> <p>The number of coaches qualified to work with people with disabilities</p>
<p><b>Framework 9:</b> Improving access to sports facilities and open spaces</p>	<p>Active People - The percentage of residents who are satisfied with sports facilities within their local area.</p>	<p>The number of facilities owned by local authorities that are achieving an externally validated quality standard.</p>
<p><b>Framework 10:</b> Maximising the legacy from the London 2012 Olympic and Paralympic Games</p>	<p>Active People - The percentage of the adult population (16+) in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 3 occasions each week.</p>	<p>The number of athletes supported through the Sporting Champions Fund each year</p> <p>The number of people who are members of clubs</p> <p>The number of coaches and volunteers</p>

# SECTION 4

## MANAGING THE DELIVERY OF THE PLAN



### **Funding Principles**

The successful delivery of this Strategy for Sport and Active Recreation in Northamptonshire requires substantial investment.

No single agency has the required resources but, by working together and committing resources in a managed and co-ordinated way, the partners within Northamptonshire Sport should be able to achieve the ambitions and targets set out within this plan.

A great deal of progress can be made simply by bringing greater coordination to the key areas for action.

# MANAGING THE DELIVERY OF THE PLAN

A series of funding principles are proposed to underpin the delivery of this strategy:

- Partners should at least maintain their current level of investment into sport and active recreation, and explore economies of scale and the potential for even closer partnership working where this may bring added value.
- Partners should take a much more coordinated approach to applying for regional and national funds to meet the outcomes and objectives within the plan and explore the possibility of appointing a funding officer within the core team to source funds to support the delivery of the strategy.
- Partnership funding should be fully explored where sport and active recreation can link effectively to other important areas such as health and physical activity, crime reduction, regeneration, tourism and skills development.
- Issues of sustainability and income generation should be explored within the planning stages of new developments.

## Leadership and Governance

This strategy is designed to provide the lead for the delivery of sport and active recreation in Northamptonshire and to guide the work of the many organisations involved in its planning and delivery.

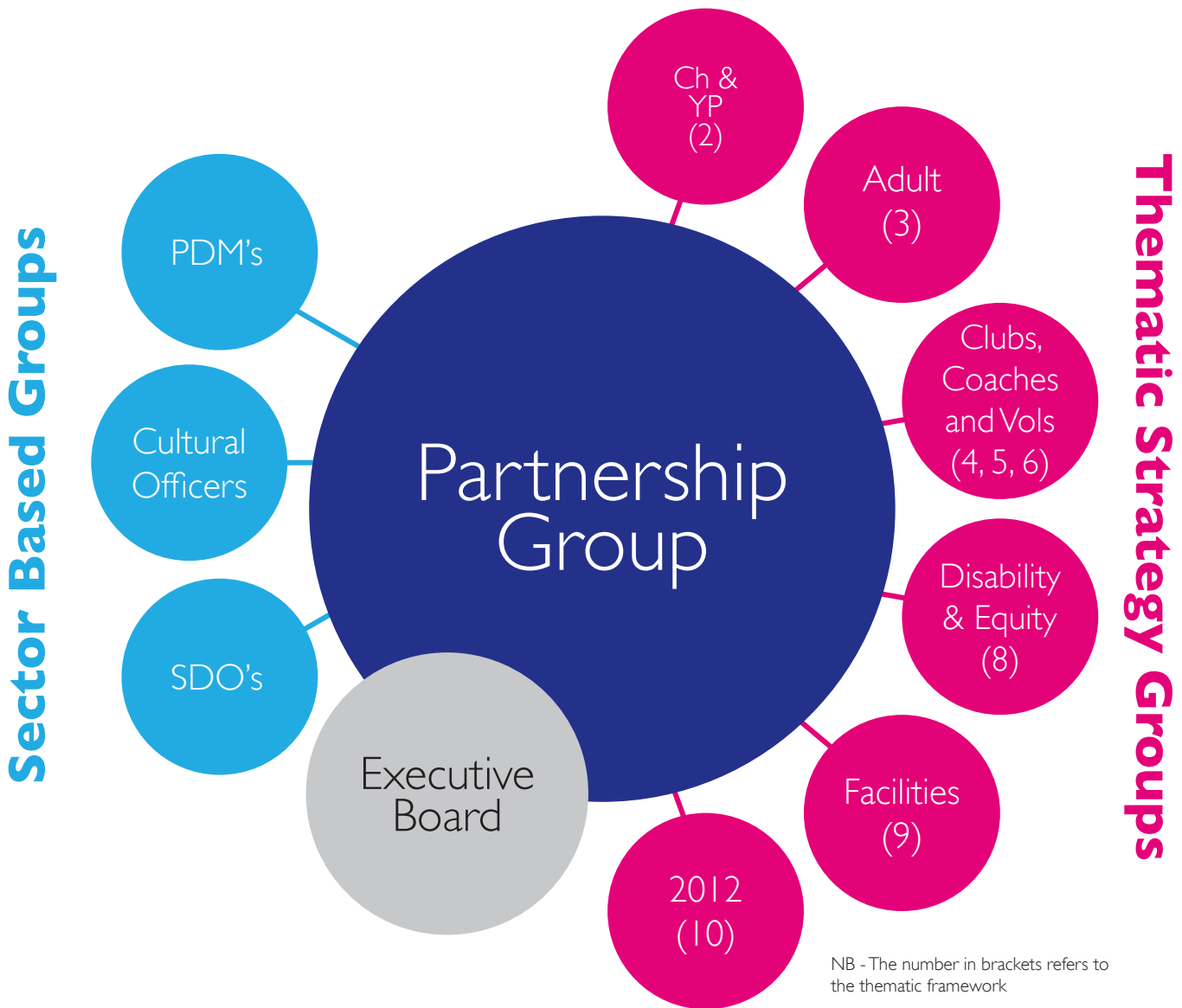
The strategy will be successfully delivered when partners work well together because they share a vision, feel properly engaged in planning and reviewing activities, and feel a real sense of shared ownership of the ambitions and targets.

The leadership and governance arrangements for Northamptonshire Sport are a fundamental ingredient to the successful delivery of the strategy. Delivery will be based around the following leadership and governance principles:

- There is clarity between all partners about the role and function of Northamptonshire Sport – The county sports partnership.
- Partners feel a part of “Team Northants” – including but not limited to local authorities, school sport partnerships, governing bodies, NHS, FE colleges, the University and the core team – all working together as a collective to create an excellent sports system in the county.
- Communications are developed so that more people at every level feel properly engaged and consulted in planning initiatives, determining priorities and making decisions
- Individuals and organisations feel that they are represented at the appropriate levels in the structure of Northamptonshire Sport.

# Delivery of the Strategy

This strategy will be delivered by partner organisations working together in the following structure:



The Partnership Group will be responsible for all policy and strategy, with the Executive Board managing performance and operational matters.

The standing sector based groups (three examples are shown) will meet to discuss issues and ensure that each sector is properly represented on the Partnership Group.

The Thematic Strategy groups will be multi agency groups with responsibility for implementing each of the 10 frameworks in this strategy.

Framework 7, improving talent identification and development, will be included within the work of all of the six thematic groups.

One of 49 County Sports Partnerships, Northamptonshire Sport is a partnership of local and national organisations working together to provide opportunities for people to participate in sport, physical activity and recreation in Northamptonshire. The Northamptonshire Sport Core Team is hosted by Northamptonshire County Council and its activities are funded through Sport England Lottery grant and by local and national partners

**Northamptonshire Sport is committed to ensuring that sport, physical activity and recreation across Northamptonshire is both safe and inclusive**

This information can be made available in other languages and formats upon request.

