

NSport Partnership Strategy

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NSport Champion Endorsement

Cllr Mick Young, Leader of Northamptonshire County Council

Sport, recreation and physical activity significantly impacts upon our quality of life. Sport, recreation and physical activity entertains us, they give us the opportunity for self expression, provide us with a sense of team spirit and friendship, enabling us to stretch ourselves mentally and physically, teaching us how to win and lose and helping us appreciate and value our natural environment.

This strategy seeks to show that through sport, recreation and physical activity there are multiple benefits. Such benefits include improved health, reduced criminal behaviour, economic regeneration, improved employment opportunities, the ability to overcome social barriers and empowering people in Northamptonshire to participate and develop.

Northamptonshire Sport recognises the benefits of taking a proactive role to ensure leadership and clear direction. However on its own this strategy will do nothing, but with a firm commitment from all its partners it could change the way we deliver opportunities for the better.



NSport Champion Endorsement:

Steve Atkinson, Chief Executive of Daventry District Council

As a NSport Champion I am delighted to introduce you to Northamptonshire Sport's Partnership Strategy, which sets out the strategic priorities for the next five years.

The Strategy demonstrates the contributions which sport, recreation and physical activity make towards improving the quality of life of people within the county; identifies direction and highlights priorities. It explains also why certain activities are funded and supported.

To ensure that NSport's strategic aims and objectives are met, the Partnership Strategy must be delivered effectively. This will require the development of a robust framework for action, encompassing a co-ordinated and integrated approach from all the partners. By providing a framework, therefore, within which organisations can focus their work, this Strategy will assist and support all partners in clarifying their respective roles in the achievement of the overall Partnership objectives.

To make a real and lasting difference in the way we deliver sport, recreation and physical activity across the county, this document will reflect and challenge how we currently provide these opportunities. We welcome your support in making these opportunities a reality over the next five years.



The Mission Statement for the NSport Partnership Strategy

Our Mission...

“Northamptonshire Sport will create, develop, co-ordinate and promote opportunities for all the community to participate in sport, physical activity and recreation”.

By 2007 Northamptonshire Sport will aim to:

Sports Development

- Implement a comprehensive sports development programme for young people via the Active Sports Programme, to assist with improving talent identification; club and coach development and access to opportunities, whilst also providing limited support to non-Active Sports and advocating the provision of sport for sports sake within a formal and informal context

PE & School Sport

- To promote an entitlement of high quality PE, ensuring a range of out of school hours learning opportunities which link to appropriate community programmes and clubs accessible for all young people. Whilst also aiming to raise standards with good quality personnel delivering high quality PE and school sport in accessible, quality school sport facilities.

Developing Communities

- Gain strategic recognition of the value of sport across wider agendas, whilst advocating and co-ordinating the delivery of locally based projects aimed at tackling inequality, rural isolation, social exclusion, improving health, regeneration and community safety

Quality Assurance

- Advocate and instill a culture of innovation, constant renewal and a commitment to quality assurance



Introduction

The NSport Partnership recognises that sport, recreation and physical activity in the community can make a substantial contribution to its morale, health, economy, community spirit, equality of opportunity, personal development and social integration/inclusion. The NSport Partnership is therefore committed to implementing this first strategic plan to improve the quality of life of people living in Northamptonshire. The strategy will cover the period between 2003-2007.

Why the Strategy is needed?

The NSport Partnership Strategy will provide an overarching framework for sport, recreation and physical activity in Northamptonshire. On its own the strategy will do nothing, but with firm commitment from the membership partners our objectives will be realised.

It will provide a framework within which the membership partner organisations can focus their work this strategy will aid all partners in clarifying their role in achieving the NSport Partnership's objectives. The framework, as well as bringing organisations together will also enable other plans and strategies to be focused on those objectives – avoiding duplication of effort and harmonising aims.

The strategy will also serve as a reference to enable organisations, as well as people in Northamptonshire to measure how successful they are in achieving the objectives set out.

What will it do?

- Provide a clear strategic direction and set priorities
- Enable all partners to identify and adopt the roles they can play
- Ensure quality, accountability and ACTION
- Maximise resources and avoid duplication

How it will happen?

The NSport Partnership has four distinct roles, these are:

- **To Co-ordinate:** strategic and policy planning and overview
- **To Advocate:** through recommendations and good practice
- **To Enable:** capacity building to support others to deliver
- **To Provide:** either directly or in partnership with others

It will be apparent within the NSport Action plans that there will be some tasks that are specifically for NSport staff however, there will also be many tasks that other agencies will take a lead on because of their expertise within specific areas.

It is equally important to clarify within this strategy that without the human resource support from our partners very little will be achieved. The NSport staff has a limited focus on direct delivery, with the majority of their work adopting the approach of enabler, co-ordinator and advocator. If the NSport staff adopted simply a direct deliver role the project would not be sustainable and would be very limited in implementation.

What is NSport?

The NSport Partnership is the formation of a range of key deliverers and agencies within sport, recreation and physical activity, who have formally agreed to work towards shared aims and objectives as outlined within the Memorandum of Understanding (M.O.U) (see Appendix 4).

It is also important to reiterate that the NSport Partnership is not just a few key members of staff directly employed by the Partnership. The NSport Partnership is every organisation and their staff/volunteers that have signed up to the Memorandum of Understanding.

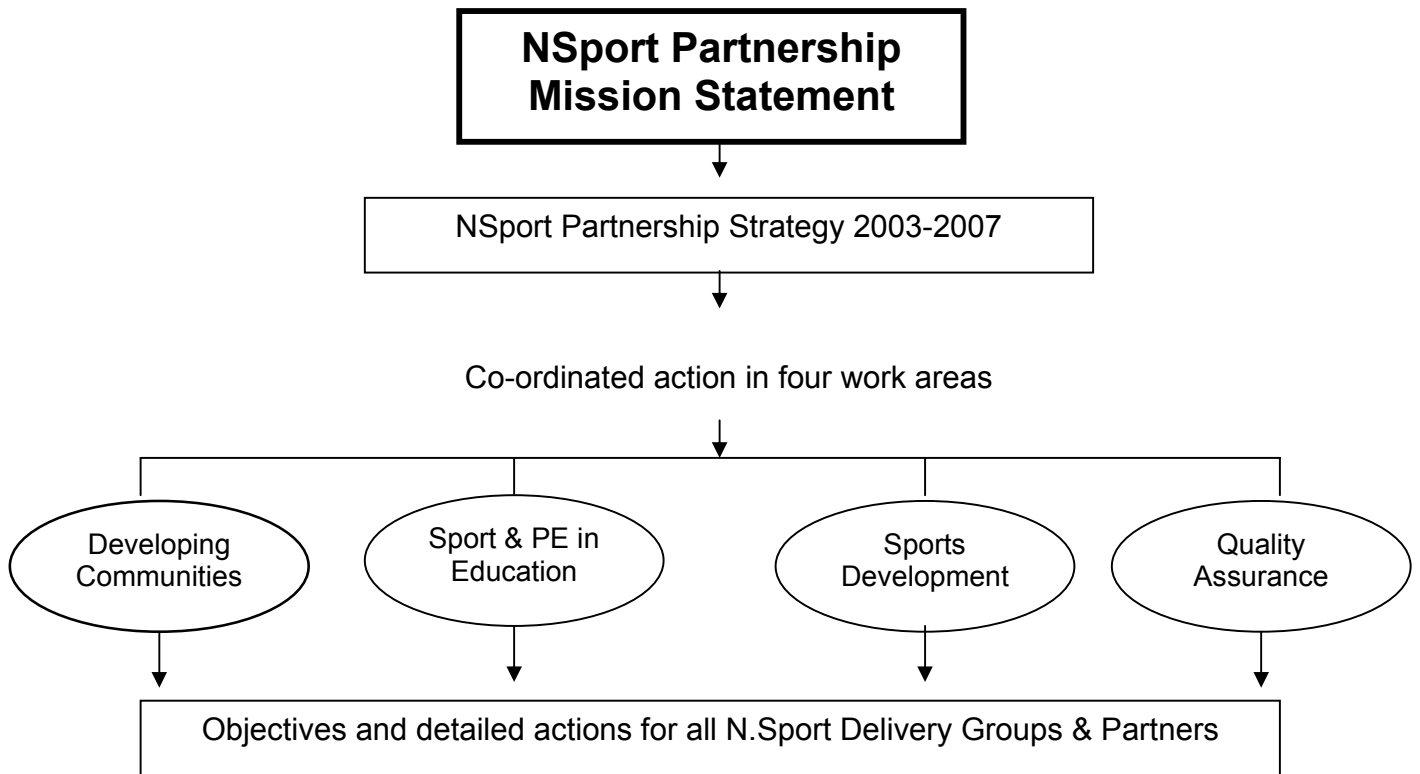
The NSport Partnership attracts a wide membership including all local authorities, Northamptonshire County Council, regional agencies, the voluntary sports sector and other providers such as Northamptonshire Police (for a full membership list refer to Appendix 5).

The NSport Partnership has two unique elements within its focus and structure:

- It is committed to an equal representation between the voluntary sector and professional sector to ensure the strategic decision making process is appropriately informed by both sectors
- It will promote the role of sport, recreation and physical activity within non-sporting agendas, such as crime prevention, community safety, regeneration, social inclusion, health and lifelong learning.

The following diagram demonstrates how the mission statement within the M.O.U will deliver against the objectives and actions detailed within this strategy.





The Nsport Partnership is currently funded by all Local Authorities, Northamptonshire County Council, Sport England and through Lottery Revenue funding gained to specifically deliver the Active Sports Programme.

By adopting a clear strategic direction, core funding will be used to its optimum whilst also increasing the likelihood of securing new resources for the Partnership and its members.

The importance of the core funding must not be understated, should any of the above funding be withdrawn over the next five years it will inevitably jeopardise the Partnership's ability to deliver the objectives in the strategy.

The Context

Sport is important to Government because it can contribute to beneficial social outcomes. This has recently been reflected by the way Sport England has changed its mission statement, from being primarily focused on 'more medals, people and places', the new mission statement now has a wider health emphasis, as detailed below:

“To foster a healthier, more successful nation through increased investment in sport and active recreation”

In addition to Sport England’s revised national focus the onset of regionalization will also make a significant impact at a local level. The significance of the regional delegation agenda once implemented, will impact upon the staffing structure of Sport England, the way in which funding is distributed and delegated and how the delivery of sport is strategically planned and accountable. It is therefore imperative that the NSport Partnership prepares adequately within the objectives of this strategy to ensure Northamptonshire accrues the maximum benefits from the regional delegation agenda.

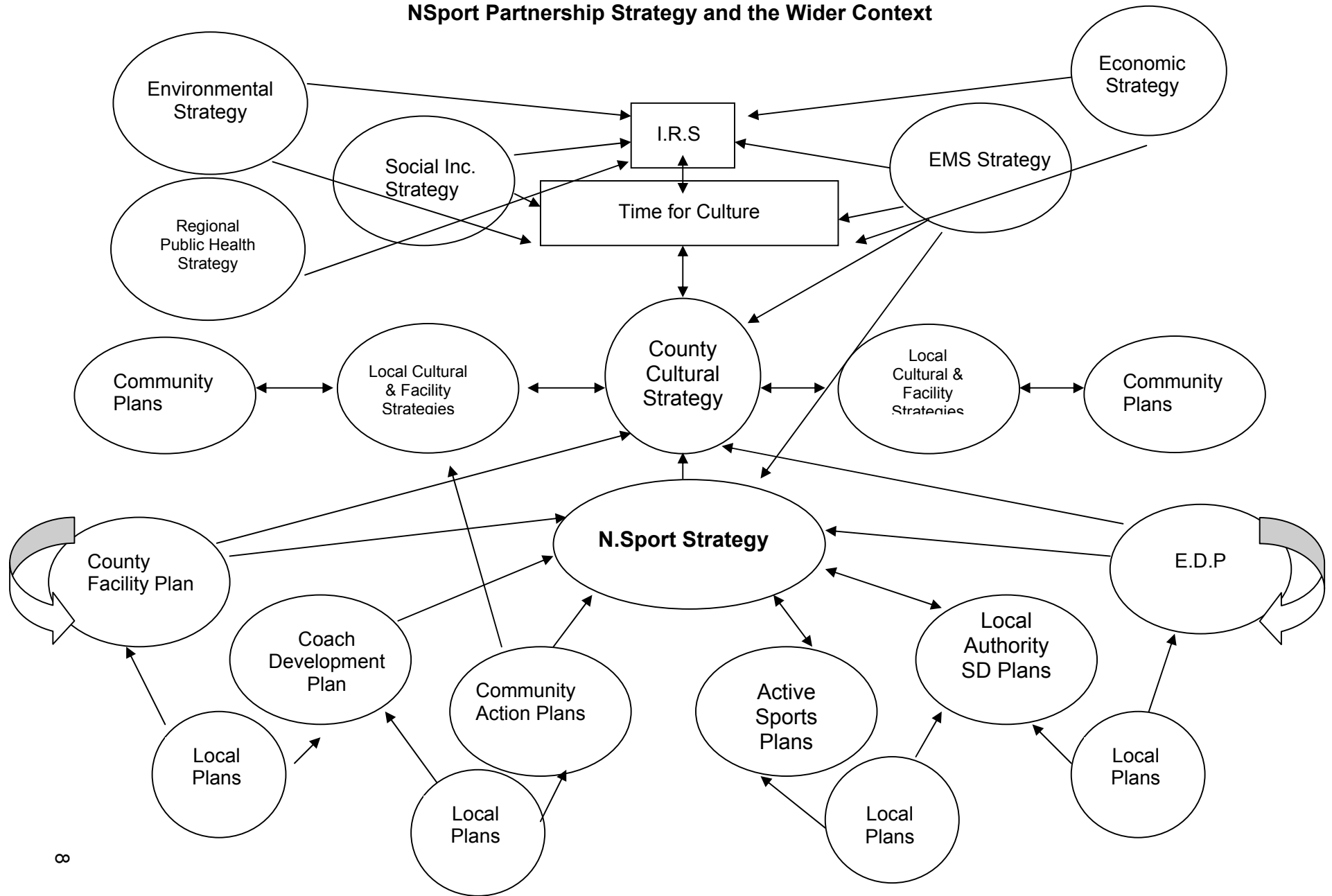
Although it is difficult to define in any detail at this stage the way in which the NSport Partnership can best prepare, it is suggested that by adhering to the following principles Northamptonshire will be on the right footing.

- Central governance and a clear strategic direction
- Clear levels of accountability, transparency and effective delivery
- Balanced representation within the decision making structures to include both voluntary and professional sectors

To list and refer to all relevant national/regional policies across sport, recreation and physical activity that will impact upon this strategy would be a lengthy and inappropriate approach. However the NSport Partnership recognises the importance of dovetailing this document to national and regional priorities and has made reference to the relevant documents that have been reviewed and researched as part of the consultation process (see Appendix 2). The diagram overleaf also provides further explanation as to how the NSport Strategy will link in with other key strategic documents at both a regional and local level.



NSport Partnership Strategy and the Wider Context



With a large proportion of the NSport Partnership Strategy being delivered through the Local Authorities and Education Services it is important to acknowledge the changing culture within this area, they include:

- The introduction of the Comprehensive Performance Assessment (C.P.A)
- Best Value
- Cultural Strategies
- The development of Local Strategic Partnerships and the production of Community Plans

The implementation of the above initiatives has led to a significant cultural change within Local Authorities and Education Services which is subsequently reflected in the way sport and recreation is delivered at a local level, such changes include:

- A greater emphasis on how sport can assist with meeting non-sporting agendas, such as crime prevention, health, regeneration and social inclusion
- A strong focus on cost, quality and value for money when providing facilities and services
- Greater joined up thinking across wider boundaries at a strategic and delivery level

This change in direction will therefore compliment the objectives outlined within this strategy.

Target Groups

Throughout the consultation process the option of focusing upon target groups as a framework for the strategy was discussed. It was agreed that target groups would not be valuable at a strategic level instead they will be defined on a project specific basis.



Consultation Process

The draft Nsport Partnership Strategy has been developed from the following consultative methods. Within the table below you will note the proposed consultation that will take place with the draft strategy up to the completion of the final document.

Method of Consultation	Outcomes	Timescales
Consultation stage 1		
<ul style="list-style-type: none"> Partnership meeting 	<ul style="list-style-type: none"> Identification of key issues and themes 	December 2001
<ul style="list-style-type: none"> Nsport Conference 	<ul style="list-style-type: none"> Key issues and long-term aspirations for the partnership were identified 	February- April 2002
<ul style="list-style-type: none"> Three focus group meetings took place with representation from: LA's, Education, Governing Bodies, Volunteer sector, Disability Sport, Health, Police, Business and Facilities. 	<ul style="list-style-type: none"> Ratification of themes, target groups, long-term objectives, purpose of the strategy and process for implementation 	June-July 2002
<ul style="list-style-type: none"> Desk Research (see Appendix 2) 	<ul style="list-style-type: none"> National, regional and local policies and strategies for sport, recreation and physical activity 	January-July 2002
Consultation Stage 2		
<ul style="list-style-type: none"> The NSport Partnership Strategy will be distributed to all NSport partners and key stakeholders (see Appendix 9) 	<ul style="list-style-type: none"> Gain feedback on the draft strategy 	Mid October 2002
<ul style="list-style-type: none"> Completion of the strategy, incorporating views from stage 2 of the consultation process 	<ul style="list-style-type: none"> Revisions made to the final strategy 	End of October 2002
<ul style="list-style-type: none"> Gain final approval of the strategy at the NSport Partnership meeting in December and launch the strategy at the NSport conference in February 2003 	<ul style="list-style-type: none"> Gain approval for the final version Launch the strategy at the NSport Conference 	December 12 th 2002 February 12 th 2003

To provide your comments and thoughts on this draft strategy please complete the attached form at the end of the document and return it by the deadline stated.

Vision into Reality

The following action plans will provide the NSport Partnership with a rationale to prioritise its work. The objectives within the plans have been derived through a process of consultation, review of existing provision and delivery mechanisms, whilst also taking into consideration the wider national and regional context.

The action plans are designed in such a way to allow easy recognition of the lead agency involved in implementing tasks with measurable outcomes attached where appropriate and possible. This will not preclude any organisation from pursuing locally determined priorities in addition to the core work of the NSport Partnership.

To ensure a robust framework for action a co-ordinated and integrated approach will be required. However all organisations within the Partnership have differing areas of expertise and interest which will influence the respective roles and responsibilities of each partner.

Organisation(s)	Roles and Responsibilities
<ul style="list-style-type: none"> • NSport Partnership 	<ul style="list-style-type: none"> • Provide an overarching, co-ordinating role across a range of projects/initiatives and funding bids – with specific reference to Active Sports • Enable and advocate good practice • Effectively represent and promote sport, recreation and physical activity within Northamptonshire and the East Midlands region • Gain strategic recognition of the value of sport across wider social agendas • Provide a clear framework and leadership • To bid for external funding to benefit county wide initiatives at a strategic level
<ul style="list-style-type: none"> • District and Borough Councils, Northamptonshire County Council and NIAS 	<ul style="list-style-type: none"> • To inform and implement the Partnership strategy at a local/community level • To work in partnership with Nsport staff to deliver against joint objectives • To assist with the production of action plans within the delivery sub-groups • To encourage appropriate local delivery of the Partnership's policy through capacity building and adopting an enabling approach • To financially support the Partnership as agreed in the Memorandum of Understanding • To support the implementation of the Active Sports Programme
<ul style="list-style-type: none"> • Voluntary Sports sector, Local Governing Bodies of Sport, Regional Representatives such as SportsCoach UK, EFDS and YST 	<ul style="list-style-type: none"> • To support the implementation of the Active Sports Programme • Ensure the voluntary sector is effectively represented within decision making processes • Implementation of NGB and Sport England initiatives to compliment the Partnership's Policy
<ul style="list-style-type: none"> • Organisations with wider social agendas, e.g the Police, PCTs and Age Concern 	<ul style="list-style-type: none"> • To advocate the role sport can play in meeting wider social objectives and secure inclusion at a strategic level • Encourage local delivery of pilot projects within this area • Ensure strategic cohesion across all sectors

PE & School Sport

Northamptonshire Sport recognises the integral role that sport and PE within an educational environment play in shaping young people's perceptions and enjoyment of a range of activities. As stated in the Government's Plan for Sport,

"For most of us, school is where we first get the chance to play sport and catch the sporting habit. Taking part in school sport helps to make young people healthier, teaches them self-discipline and team work skills, develops their leadership potential and introduces them to activities they may enjoy and derive health benefits from for a lifetime" (A Sporting Future for All, March 2001, pg. 11).

Northamptonshire Sport believes that we should not underestimate the importance of ensuring that sport and PE within schools is a positive, inclusive, well delivered and diverse experience. It is also equally important that clear pathways are available for all young people to progress into community sport based opportunities.

The objectives set within the action plans highlight the need for substantial support at an operational level to ensure that sports development initiatives with an educational focus are implemented effectively and link with community based programmes. Without a PE & Sport Development Officer in place a large percentage of the actions may be at jeopardy.



- **Sport & PE in Education**

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
1. Establish and forge stronger links between curriculum provision and community based sporting opportunities	Implement the Tops2 Programme & Top Sport Mini Soccer	Education Services	Schools LAs NGBs Clubs YST NFDS	Support the link between curriculum & community based opportunities	2003 onwards	Continue to improve the delivery of PE within Primary Schools	Improved links between PE & Community sport
	Increase the number of qualified adults to meet the demand for after school activities	Education services	Schools LAs NGBs Clubs ScUK PESSC Age Concern	Link the NSport Coach Ed programme with other training opportunities	2003-2007	Increase in the number of qualified adults, with CPD opportunities provided	A more co-ordinated recruitment process & an increase in attendance on coach ed. Courses
	Implement and extend the School Sport Co-ordinators programme	Education Services	Schools YST NGBs Clubs Coaches	Support the link between curriculum & community based opportunities	2003-2007	Increased extra curricula activities and a culture of continuous improvement adopted	Improved co-ordination and communication between deliverers
	Increase the number of schools achieving Sportsmark	Education Services	Schools Sport England Clubs NGBs LAs	-	2003 – 21 2004 – 26 (As detailed in the 2002-2007 EDP)	Continue to improve curriculum delivery and extra curricula activities	-

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
2. Continue to implement where appropriate Sport England, Dfes and other national initiatives to improve the quantity and quality of curricular & extra curricula activities	Support the appointment of a PE & School Sport Development Officer to support the local delivery of the National PE & Sport Strategy	Education Services	NSport Staff Sport England YST PESSC	Lobby and support at a strategic level for the post to be permanently established	2003-2007	A range of vital programmes within education will be delivered	The necessary link between education and community based programmes and cohesive strategic planning maintained
	Support the development of PESSC to allow the group to deliver effectively, advocate good practice and provide a range of representatives for consultation purposes	Education Services	PESSC NSport Staff Sport England YST	Use the PESSC as an representative forum to improve the delivery of programmes through consultation with key deliverers	2003-2007	Improved strategic planning across agencies Increase in delivery & reduction of duplication	Effective lines of communication maintained, increase in numbers of young people attending NSport initiatives & events
3. Develop greater support networks and resources for schools in tackling identified barriers for disabled young people	Apply for funding for a Disability Sports Officer to work at a strategic level with Education Services	NFDS	Education Services EFDS NSport Staff Sport England Schools NGBs	Submission of a funding application in partnership with EFDS & NFDS	Jan/Feb 2003	Improved access for disabled young people to gain opportunities within curricula and extra curricula activities	Attainment of an Officer to work on influencing existing mainstream delivery structures to ensure equity in service provision

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
4. Improve the quality of personnel involved in the delivery of physical education and school sport	Co-ordinate and develop extra-curricular opportunities for young disabled people in both special and mainstream settings	Education Services	NGBs Schools (mainstream & special) NFDS EFDS YST Clubs	-	2004-2007	Increased extra curricula opportunities made available	-
	Continue and extend the existing support programme for teachers, AOTTs and coaches	Education Services	NSport Staff Sport England ScUK NGBs	Assist with marketing and where appropriate co-ordination of courses planned for teachers, AOTTs and coaches	2003-2007	Increase the quality of delivery within PE and school sport	Improved co-ordination and an increase in the number of personnel attending courses to improve their delivery skills
	Extend the NSport database to include all AOTTs to ensure quality delivery, the provision of CPD opportunities and a mechanism to monitor the implementation of the AOTTs guidance	NSport	Schools Education Services LAs	To co-ordinate data input and ensure CPD opportunities are provided and advertised	End of 2004	Improved support and professional development opportunities provided for AOTTS	Central NSport database to hold information on all qualified AOTTs across the county

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
5. Ensure adequate facilities for all pupils to participate in PE and School sports activities	Access funding programmes to develop new facilities and improve existing sites	Education Services	Sport England NSport Staff NCC LAs NGBs EFDS	Commenting on bids to provide community cohesion	2003-2007	Establishment of more school sport facilities & an improvement of existing sites	Strategic links made between community and education provision
6. Support existing and developing Specialist Sports Colleges to ensure effective delivery and links to wider sports development networks	Encourage a network to develop between the Colleges and forge strong links with community sports programmes and deliverers	Education Services	YST Colleges NGBs LAs PESSC Sport England	Ensure the SSC are included within the NSport networks	Establishment of 2 further colleges by the end of 2003	Strategic lead provided by colleges supported through the PESSC network	Joined up planning and programming achieved
7. Work in partnership with FE and HE colleges and Universities to develop shared objectives	Ascertain the feasibility of developing a sports foundation degree in partnership with UCN	UCN	NSport Staff Education Services	In partnership with UCN develop the concept if deemed viable	End of 2004	Increase in the number of adults wishing to enter a career in sport and pt/ft coaching roles	If agreed as a joint objective, NSport to become the main employment provider

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
	Host the NSport Bi-annual PE & Sport Conference at UCN to raise the profile of the Partnership & disseminate information for all partners	NSport	UCN Education Services LAs NGBs	Organise and market the NSport Conference	Bi-annual event held in February each year	Raise the profile of the partnership & UCN Disseminate information to all partners and gain feedback	Provides an opportunity for high profile partners to recognise the achievements of the partnership & foster new partnerships
	In partnership with UCN develop research projects to assist with the evaluation of programmes implemented within the NSport Partnership	UCN	NSport Staff NGBs Schools	Provide UCN with viable projects and support the development of any research projects proposed	2003-2007	A more comprehensive evaluation and monitoring process implemented to inform future provision	The collation of data to support future funding bids and provide clear outcomes for partners of NSport

Sports Development

Sports Development is concerned with ensuring that pathways and structures are in place to enable and encourage people to learn basic skills, participate in sports of their choice, develop their competence and performance and, if their ability allows reach high levels of excellence. The key principles that underpin all sports development work are sports equity, sustainability, the sports continuum (see Appendix 6) and the provision of appropriate facilities.

The club and coaching network within Northamptonshire plays a major role in developing clear pathways for people to develop. Northamptonshire Sport will work with a number of clubs and coaches to try and help them improve their facilities, coaching and activity programmes.

Although the majority of sports development is delivered at a local level it is important to recognise the influence of national directives. A key partner within Northamptonshire Sport is Sport England who will assist and work with the Partnership to ensure that through working partnerships, effective communication, good understanding and strong networks all Nsport partners work together to provide a comprehensive sports development service.

The Mission, Vision and Values of Sport England:

Mission:

“To foster a healthier, more successful nation through increased investment in sport and active recreation”

Vision:

To be recognized as the leading agency for developing sport and active recreation in England and a world leader in our field.

Values:

Service:	we want the needs of our customers to be fully met
Passion:	we want to be the best in everything we do
Outcome focused:	we will work with each other to achieve results
Respect:	we respect the diversity of the people we work for and with
Teamwork:	our people and how we work together are vital for our success

The Long Term Athlete Development (LTAD) concept is also gaining increasing acceptance and as a result, the Partnership will review the feasibility of how the concept can be used to develop a more cohesive sports development system.

- **Sports Development**

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
1. Increase the quality and quantity of community based sport and recreation facilities	Recognise the opportunities to provide sport and recreation facilities under section 106 of the Town &Country Planning Act (1990)	LAs	NSport Staff Sport England Facility DG NSport Ex.Board	To liaise and work with Planning Officers group to ensure adequate sport & recreation facilities are provided	2003-2007	The full development potential under section 106 agreements is used to benefit sport and recreation	Any facility deficits highlighted within the NSport Playing Pitch Strategy or County Facility Strategy are met
	Encourage LAs to adopt the key findings from the NSport Playing Pitch Strategy within their Local Plans	LAs	Sport England NSport Staff Facility DG	Advisory and support role	In line with Local Plan reviews within each LA	Strategic support within a planning context to ensure the recommendations within the NSport playing pitch strategy are implemented	Encouragement of joined up working across planning and leisure sectors
	Provide advice, information and training on the effective management & operation of facilities for clubs	NSport	Sport England Facility DG LAs NGBs Clubs	Develop guidelines and examples of good practice to share within community sports networks	2003-2007	An increase in the number of community based clubs that are cost effective, sustainable and kept a high standard	Advice Guide produced for all partners to foster an enabling approach to sports development work

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
2. Implement and review the plans produced for the Active Sports Programme	Increase the levels of community use and quality of provision of school sports facilities	Education Services	NSport Staff NCC Sport England Schools LAs	Working in partnership with Education Services develop pilot projects	2003-2007	Reducing facility deficits across the county, improving facilities & access to them	Develop examples of good practice to be replicated across the county
	Implement five year development plans for the following sports: 1. Basketball 2. Girls Football 3. Rugby 4. Cricket 5. Swimming 6. Hockey 7. Tennis 8. Athletics 9. Netball	NSport Staff	LAs Clubs NGBs/LGBs Schools Education Service ScUK EFDS SAGs Sport England	To co-ordinate and implement the programme in partnership with the other key deliverers listed	2003-2007	A wide range of sporting opportunities provided for 8-16 yr olds across the focus sports	Programme implemented as outlined within the plans submitted for the Lottery funding
						Improved network of clubs and coaches within Northants	Improved partnership working across diverse work areas
						Infrastructure of assessment & sub-county development quads	Co-ordinated consistent pathway for talented young people
					Support to young people to further their involvement	All young people supported to develop	

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
3. Ensure appropriate sport and recreation opportunities are available for specific target groups through the provision of affordable and accessible facilities and programmes	Develop a strategically led community sports sub group	NSport Staff	Police PCTs & VOICE DAT & LAs Community Safety DRGs Age Concern YOT Connexions	To establish the group and to define and shape its role	End of 2003	Strategic cohesion between wider social agenda and sport strategies	Reduction in duplication, improved co-ordination and communication
	Develop pilot projects across a range of target areas and groups, e.g. Jump Ball and 'Playing outside the Goalposts'. If successful encourage local providers to take on the delivery role	NSport Staff	All Partners * (This will vary depending on the projects developed)	To facilitate the development of pilot projects but not as a direct deliverer	2003-2007	Good practice case studies developed to encourage local delivery and establish local needs across a range of target groups	Targeted activity through AS Countywide pricing policy A greater understanding of target group needs and cultural differences
4. Ensure the development of sports facilities across Northamptonshire are in line with a strategic framework	Encourage the development and implementation of facility strategies at a county and District/Borough level	Facility DG	LAs NCC NGBs SE	To ensure that all facility development within the county is planned against strategic need and justification	County Strategy in place by end of 2003 District & Borough Strategies in place by end of 2005	Increase the number of successful Lottery, PFI & Sec 106 funded projects to support capital build	To improve access to facilities, the standard and quality of facilities and meet sports specific needs as detailed in national NGB frameworks

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
5. Empower and enable the voluntary sports sector in relation to club and coach development	Implement the Active Sports Partnership Services Plan	NSport Staff	LAs & EFDS NGBs & SE Clubs Education Services ScUK Club & Coach DG SAGs	To co-ordinate the implementation and review of the Partnership Services plan	2003-2007 (see Appendix 10 for a copy of the plan)	Increase the quality of clubs and coaches Improved management practices within child protection & equity	The work areas within the Partnership plan to become mainstreamed into partners work programmes where appropriate
	Raise the profile of the VIP initiative to acknowledge the achievements and commitment of NSport volunteers	SE	NSport Staff LAs Clubs NGBs Age Concern SAGs	Assist with the marketing of the VIP initiative	2004	Deliver NSport website Improvement of the morale of local volunteers and coaches	Improved communication To sustain volunteers within a sports setting and recruit more people into such roles
	Support the development of the Sport & Regeneration Compact in Corby as a pilot project	Corby Sports Compact	Corby BC NGBs SE Clubs Catalyst Corby School Sport Coordinator Programme NSport staff	To provide limited support to assist with the structural set up of the Compact	End of 2003	Improved co-ordination and delivery within the area of Corby	An improved and more sustainable delivery network within Corby to implement local & NSport objectives

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
6. Host high profile events to provide competitive opportunities and information sharing	Host the NSport Northants Youth Games on an annual basis	NSport Staff	LAs & SE NGBs Clubs Schools Education Services	To co-ordinate the organisation and hosting of the event	Held on an annual basis between 2003-2007	Major sporting competition hosted for young people across the county	Raise the profile of NSport & provide an event that links into existing sports development programmes
	Host the Nsport PE & Sport Conference on a bi-annual basis	NSport Staff	LAs & SE NGBS Education Services Ex. Board	To co-ordinate the organisation and hosting of the event	Held on a bi-annual basis between 2003-2007	High profile event to allow partners to gain national and regional updates and network with new and existing partners	Raise the profile of NSport & provide an event that facilitates joined up working across all the partners within NSport
7. Through volunteer and coach development ensure high standards of training, development and support for key workers	Improve coach development opportunities for the voluntary sector through Partnership Services	NSport Staff	ScUK NGBs LAs Clubs Schools Education Services Age Concern	Co-ordinate the implementation of the Partnership Services Plan	2003-2007 (See Appendix 10 for specific detail)	Increase in the quality & quantity of coaches and officiates supporting the delivery of sport	Plan implemented by the deadlines set

Nsport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome	
8. Increase the number of opportunities for people with a disability to participate in sport, recreation & physical activity via the activities of the NFDS	Improve the dissemination of appropriate sporting information to coaches and volunteers	NSport Staff	All partners *	To strategically plan the marketing of any NSport activities and provide examples of good practice for partners	2003-2007	Improved communication lines with the voluntary sports sector and the professional sector	Annual Marketing & PR Strategy produced and implemented	
	Address any identified barriers to participation in a proactive and positive manner	NFDS	All partners *	Support where possible with addressing the barriers identified	2003-2007	Improved access to opportunities, plus additional access through the NSport web site	Improved access to opportunities	
	Through the appointment of an ACDF Officer facilitate locally based pilot projects to encourage long-term sustainable programmes delivered locally	NFDS	EFDS SE Clubs NGBs Special Schools Locally determined partners dependent on the project	-	-	2003-2007	Increase the diversity, quality and access to a wide range of activities for disabled adults and young people	-
	Increase the involvement of disabled people in NYG	NSport Staff	NFDS LAs	Co-ordinate the hosting and organizing of the event	2003-2007	A wider range of competition available for disabled people	Improved access and better links with NFDS	

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
9. Recognise the importance of providing both informal and formal sport and recreational opportunities	Advocate the importance of both formal & informal opportunities at a strategic level to ensure partners recognise and value both types of provision	NSport Staff	All partners *	Advocate to all partners at a strategic level, the value of both types of provision Develop pilot projects to justify the strategic argument	2003-2007	A range of activities are provided to ensure that all young people and adults have a diverse choice	All partners including both areas of service within their strategic plans Case studies developed to share good practice
10. Support the infrastructure for performance & excellence levels of participation	Ensure talent Identification recruitment methods and performance pathways are consistent and joined up across a range of agencies	NGBs	SE EFDS ScUK LAs Schools Education Services SAGs NSport Staff	To facilitate appropriate networks to ensure the key agencies involved in talent ID work together effectively	2003-2007	A 'player centred' approach adopted in line with the LTAD approach to ensure the player is supported	Networks in place and maintained to ensure continued communication and joint planning
11. Support and maintain the sports development network within Local Authorities & NGBs	Increase the political commitment to understanding of the value of sport, recreation and physical activity	NSport Staff	LAs SE NGBs NSport Ex. Board NSport Partnership Group	To liaise with borough/district and county councilors to ensure they are informed and aware of the importance of the work undertaken by NSport and its partners	2003-2007	A minimum of one SDO per local authority in place, with the aim to increase the number of NGB officers by 10%	A layer of operational support in place across the county at a local level to be able to deliver their authorities objectives and joint NSport objectives

Developing Communities

“Sport has the power to unite people in a way that little else can. Sport can create hope where there was once only despair. It breaks down racial barriers. It laughs in the face of all kinds of discrimination. Sport speaks to people in a language they can understand”. (Nelson Mandela).

At national, regional and local levels, sport is often at the heart of complex, inter-agency initiatives and we need to ensure that advocacy for sport is clear and coherent. In particular there is an emphasis through the Local Government Modernising agenda on working in partnership across sectors and encouraging Local Authorities to respond to the needs of local communities, more effectively.

Northamptonshire Sport fully appreciates the positive outcomes that sport, recreation and physical activity could have within wider social agendas, and is subsequently an advocate of such an approach. Through liaising with Local Strategic Partnerships, the Northamptonshire Sub-Regional Strategic Partnership, Community Safety Partnerships and Drug Reference Groups to mention just a few, it is essential that Northamptonshire Sport looks at how we can pull the local strands together.

If sport is to play its full part in addressing issues relating to community safety, health and regeneration the following points will need to be taken into consideration:

- More targeted intervention at a local level
- Improve integration between health, community safety, regeneration and sports development strategies
- Clearly define the roles and responsibilities of the NSport Partnership and its members in relation to implementation and co-ordination



- **Developing Communities**

NSport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
1. Ensure that the value of sport, recreation and physical recreation is recognised within non-sporting agendas	Ensure that within each LSP sport, recreation and physical activity are recognised as powerful tools to meet the wider LSP agenda	LAs	NSport Staff NGBs Ex.Board NACOG SE LSP	To ensure that each LSP has an appropriate sport representative to advocate appropriately	By the end of 2004	All community plans to encompass sport, recreation and physical activity objectives	NSport objectives are advocated and clearly represented within LSPs
	Develop effective links with the Northants SSP	NSport Staff	SSP Ex. Board NACOG SE	Working through the Ex.Board develop strong links and identify shared delivery objectives	By the end of 2004	A stronger link forged between sport & the business sector, with the possibility of attracting additional funds	A positive working relationship developed between NSport and the SSP
	Working in partnership with Health professionals ensure strategic cohesion and the development of local pilot projects	NSport Staff	PCTs LAs Age Concern	To facilitate the development of local projects and advocate the value of sport at a strategic level	2003-2007	Improved joint working between the health and sport sectors	Development of pilot projects to be developed further by other local agencies

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
2. Support the NFDS and other disability networks in developing discrete and integrated sport, physical activity and recreation opportunities	Host the proposed ACDF officer to provide the necessary support required to develop integrated opportunities whilst also recognising the need for discrete activities	NSport Staff	NFDS EFDS LAs NGBs Clubs Schools Youth Assoc	Provide line management support for the ACDF officer and ensure links are made with mainstream delivery networks	2003-2007	Mainstream delivery networks positively influenced to provide opportunities for disabled people	Through effective capacity building ensure the long-term development of discrete & integrated opportunities
	Encourage other agencies to develop local projects based on identified need	NFDS	LAs & Clubs PCTs & LSPs EFDS NGBs Education Services Age Concern	-	2003-2007	A range of sustainable activities provided across the county	-
3. Promote physical activity as an effective intervention	Encourage local agencies to develop projects such as Green Gyms, Health walks and GP Referrals	NSport Staff	PCTs LAs Schools Education Services Age Concern LLL Area teams	Advocate to the partners listing the benefits of setting such projects up	2003-2007	A range of physical activity projects provided locally across the county	Sustainable projects being run, which are linked in with other sports development initiatives

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
4. Work with and develop appropriate activities to reduce offending behaviour/ anti social behaviour	Ensure all coaches, volunteers & clubs respond professionally and sensitively to the specific needs of disengaged young people	Club & Coach DG	ScUK Youth Assoc SE DAT DRGs NSport Staff	To co-ordinate any training needs	2003-2007	All partners within NSport to have access to suitable training for staff and volunteers	Appropriate training developed for NSport staff
	Develop locally based pilot projects to redirect young people who have offended or are at risk of offending, which will eventually be mainstreamed to ensure sustainability	NSport Staff	Police YOT DAT DRGs Youth Assoc. PCTs LLL Area teams	To initiate projects and where possible gain additional funds	2003-2007	Through joint monitoring with key agencies such as the Police ascertain the impact of the projects to justify further projects taking place	A range of pilot projects developed to gauge how sport can effectively reduce anti-social behaviour and to be extended by partners locally
	Via the Connexions programme provide disengaged young people with work experience, coach education and mentoring opportunities	Connexions	NSport Staff SE Schools NGBs Clubs LLL Area teams	To work in partnership with Connexions	2005 and onwards	Provision of opportunities for young people that may otherwise not gain access	A clear pathway developed through the Connexions programme into activities developed by NSport and its partners

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
5. Working in Partnership with the Connexions programme ensure the value of sport, recreation and physical activity is an integral element of the initiative	Where appropriate provide training opportunities for Personal Advisors	NSport Staff	ScUK Youth Assoc. Connexions LAs	Training designed and provided	End of 2004 onwards	PA's are informed on local sporting networks	An improved link made between Connexions & the sports community
	Work towards the Nsport Partnership gaining the Racial Equality Preliminary Standard	NSport Staff	All partners *	To co-ordinate the work required to achieve & maintain the preliminary level	By end of 2004	A commitment to addressing and working towards racial equality in all the services provided under the NSport Partnership	All delivery networks to adhere to equity principles outlined in the Preliminary Standard & address barriers
6. Positively address racial barriers to participation	Assist with the development of a BEM Focus Group	VOICE	NSport Staff BEM Reps SE LAs & NGBs	To assist VOICE with the establishment of the group	End of 2003 onwards	A strategic voice for BEM with improved co-ordination	Strategic direction better informed by BEM reps
	Influence the strategic planning of key deliverers within this sector to ensure the value of physical activity is recognised	Age Concern	NSport Staff PCTs LAs Social Services	Advocate the inclusion of physical activity in any strategic planning for older people	2003-2007	An increase in the number of activities provided for older people across Northamptonshire	The value of physical activity recognised by key agencies working with older people

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
7. Assist agencies across the county to provide physical activity opportunities for wider participation for older people	Work towards the establishment of Community Sports Development Officers based in each geographic authority boundary alongside existing Sports Development Officers	NSport	All partners *	Lobby and advocate the need for such posts to achieve the objectives set within the strategy	By the end of 2007	7 Community Sports Dev Officers in place across the county	A network of officers in place to effectively work at a local level with LSPs, PCTs, the SSP, DRGs, & Community Safety Partnerships
8. Advocate the role that sport can play in regeneration schemes in terms of economic, social and inclusion benefits	Investigate further the role business can play in developing sporting opportunities	NSport Staff	SSP Chamber of Commerce Business Link	To develop relations with the business sector	2004 onwards	Positive relations forged between the two sectors	In the long-term development of pilot projects across the two sectors
	In line with the County Cultural Strategy support the development of a county leisure pass scheme	NACOG	LAs	-	TBC	Improved access to facilities for all individuals irrespective of their financial situation	Supporting the principles outlined in the NSport Equity policy
	Ascertain different funding streams at a strategic level to develop and give support to the non-Active Sports	NSport Staff	All partners *	To maintain an awareness of possible funding streams	2003-2007	Developmental support given to non-Active Sports	Different funding streams gained to develop additional support

NSport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
9. Where appropriate & feasible work in partnership with Non-Active Sports to assist with their development	Ensure that the Partnership Services Plan provides support where possible to non-Active Sports through limited provision	NSport Staff	NGBs Schools LAs Education Services SE EFDS ScUK	To ensure where possible opportunities are provided for non-Active Sports	2003-2007	All sports that wish to work in partnership with NSport are given the opportunity to do so	Equity in the support given when providing services within the NSport partnership

• Quality Assurance

A great deal is being said and written about 'quality'. The Government has made 'quality' a central plank of its policy and is demanding greater accountability from public services, through mechanisms such as Best Value and Comprehensive Performance Assessments.

A quality service is one, which meets customer's expectations consistently, is providing Best Value and demonstrating continuous improvement. Through the application of *Quest for Sports Development* the NSport Partnership is committed to a culture of continuous improvement and quality assurance. To ensure levels of quality the Partnership takes on a number of roles including:

- **Advocate** – where the NSport staff may develop specific policies or examples of good practice that can be shared and used by other partners
- **Enabler** – capacity building partners and local communities where appropriate
- **Provider** – in some circumstances it will be appropriate for the Partnership to provide a service directly for example the NSport web site
- **The Co-ordinator** – providing strategic frameworks, a good example being the possible development of cross county bench marking network to assist with meeting Best Value PIs

Northamptonshire Sport believes that by developing a culture of continuous improvement the following benefits will be accrued:

- Continually improving services
- Gain a better understanding of customer needs
- Better quality management of people
- Continuing professional development of staff, coaches and volunteers
- Enhanced recognition, support for and development of partners
- Assist with Best Value Reviews
- An accredited service



- **Quality Assurance**

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
1. Co-ordinate the marketing & PR opportunities linked to all activities run by the NSport Partnership	Write and implement an annual Marketing & PR strategy for Nsport	NSport Staff	-	To write, implement & review the annual strategy	Annual (Jan-Dec)	Co-ordinated Marketing & PR approach and overall profile of NSport raised	Common strategic objectives developed within a cohesive approach
	Advocate good practice to ensure all marketing is accessible to relevant groups	NSport Staff	All Partners *	Develop good practice guidelines for: Mediums used Appropriate terminology Planning Process Monitoring & Evaluation	End of 2003	All partners able to access guidelines & improve where necessary internal procedures & practices	Guidelines written by the deadline set & implemented within all NSport practices
2. Raise the profile of the NSport Partnership at a local, regional & national level	Continue to develop the Nsport website	NSport Staff	LAs PESSC, SE NGBs, YST ScUK, EFDS Facility DG Club/Coach DG AS DG	To maintain and keep the website up to date To develop the quality and quantity of information held To ensure where possible the site is accessible to all	2003-2007	Comprehensive and interactive website developed, which is relevant, up to date and accessible	Improve communication with partners, increase participation on NSport activities & improve regional /national profile

NSport Partnership Objective	NSport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
	Encourage Regional/National events to be hosted in Northamptonshire	NSport Ex.Board	SSP SCUK EFDS SE YST, VOICE		2003-2007	To host a minimum of one sports related event, seminar or Conference in Northants per year	
3. Ensure all NSport activities are adequately monitored and evaluated	Develop appropriate mechanisms to monitor & evaluate all NSport activities	NSport Ex.Board	All partners *	Collate and analyse all data and advocate good practice to other partners	Standard mechanisms in place and active by 2004	The outcomes of all NSport activities can be measured, good practice shared and improvements made	Central collation of data to allow trends analysis and future improvements Records kept to inform future funding bids
4. Development of appropriate policies to ensure safe practice, equity and a commitment to continuous improvement	Implement the NSport Child Protection Policy, Equity Policy, Marketing/PR Strategy and Active Sports Minimum Operating Standards (MOS)	NSport Staff	All partners *	Ensure all policy guidelines are adhered to at all times Advocate good practice to partners	2003-2007	Encourage individual partners to develop similar policies or adhere to NSport guidelines	All NSport activities are safe, equitable and adhere to MOS

NSport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
5. Maintain & develop effective delivery structures and a culture of corporate governance	NSport Partnership to gain Quest SD accreditation and use the model to develop a culture of continuous improvement	NSport Staff	All Partners*	Produce an Improvement plan against the Quest criteria Gain accreditation Continue to maintain and improve upon standards of service and management	External Assessment March 2003, once gained the process is on-going	Improved management processes in place across a range of service areas – to improve efficiency, effectiveness and quality or delivery Good practice developed to be shared with partners	Internal improvements to management processes to aid implementation of the NSport Partnership objectives
	Ensure that all delivery groups (DGs) have a terms of reference and 12 monthly work plans in line with objectives set in this strategy	Delivery Groups	PESSC Facility DG Club/Coach DG Active Sports DG NFDS	Support the DGs through the development process of their 12 monthly work programmes	By end of 2003	Clearer understanding of the DGs roles and responsibilities in line with the NSport Strategic Objectives	Defined roles between NSport staff, delivery groups and wider partners
	Using the Performance Indicators developed by Sport England and local PIs develop a network for benchmarking	NSport Ex Board	LAs NGBs NSport Staff Education Schools Clubs	To facilitate a benchmarking network	End of 2005	Comparative data derived to provide a means to analyse the success of the Partnership	Quantifiable PIs in place to illustrate the work being carried out

NSport Partnership Objective	Nsport Partnership Actions	Lead Agency	Partners involved	NSport staff role	Timescale	NSport Partnership Outcome	NSport staff Outcome
6. Develop an enabling and facilitating culture within the Partnership	Across a range of locally based projects encourage and enable a capacity building approach	LAs	NSport Staff	Distribute information on good practice and where appropriate develop locally based pilot projects	2003-2007	Increase the skill base of volunteers within Northants Promote a culture of sustainability and independence within the sporting community	A collection of case study information that can shared with partners The development of innovative projects to implement new concepts and ideas
	Disseminate information on national initiatives and funding streams that can be delivered at a local level via workshops and other mediums	Delivery Groups	PESSC Facility DG Club/Coach DG Active Sports DG NFDS	To inform and pass information on to the delivery groups	2003-2007	The local voluntary sporting community are informed and aware of the support they can gain	Improved lines of communication and effective mechanisms in place to ensure information is disseminated to the right people
				Include relevant information on the NSport web site	2003-2007		

The action plans detailed within this strategy will challenge current provision and will facilitate the need to change and reflect if the NSport partnership wishes to improve the way we deliver sport, recreation and physical activity. On there own the action plans will achieve nothing, to make this strategy work a commitment from all partners is required and this will be achieved through the development of partnership service agreements developed with key partners.

Abbreviations Appendix

- CSP: Community Safety Partnership
- EYP: Early Years Partnership
- EDP: Education Development Plan
- CA: Countryside Agency
- NPFA : National Playing Fields Association
- YST : Youth Sport Trust
- ES : Education Services
- NIAS : Northamptonshire Inspection & Advisory Service
- CVS : Council for Voluntary Services
- DAT : Drug Action Team
- DRGs : Drug Reference Groups
- SDOs : Sports Development Officers
- SSDOs : Sports Specific Development Officers
- ASM : Active Sports Managers
- NGBs : National Governing Bodies of Sport
- LA's : Local Authorities
- PCTs : Primary Care Trusts
- NCF : National Coaching Foundation, now renamed SportsCoach UK
- YOT : Youth Offending Teams
- SE : Sport England, formerly known as the Sports Council
- NOF : New Opportunities Fund (Stream of Lottery Funding)
- NSSF : Northamptonshire School Sports Federation
- EFDS : English Federation of Disability Sport
- NACOG : Northamptonshire Authorities Cultural Officers Group
- UCN : University College Northampton
- NYG: Northamptonshire Youth Games
- SAGs : Sport Action Groups – linked to the Active Sports Programme
- EMSB : East Midlands Sports Board
- EMDA : East Midlands Development Agency
- EMRA : East Midlands Regional Assembly
- DCMS : Department of Culture, Media and Sport
- EMCC : East Midlands Cultural Consortium
- LSF : Lottery Sports Fund
- DfES : Department of Education and Skills
- CCPR : Central Council of Physical Recreation
- NAYC : Northamptonshire Association of Youth Clubs
- SSCo : School Sport Co-ordinator Programme
- SpSpCo: Specialist Sports Colleges
- LSPs: Local Strategic Partnerships
- SSP: Sub-Regional Strategic Partnership
- LSC : Learning & Skills Council
- LGBs : Local Governing Bodies of Sport
- SELF : Sport England Lottery Fund
- A4A : Awards for All

Abbreviations Appendix

- FPM : Facilities Planning Model
- SPED : Sport and Physical Education Development
- NSDOF: Northamptonshire Sports Development Officers Forum
- NPESSC: Northamptonshire Physical Education and School Sport Council
- FF: Football Foundation
- FSA: Foundation for the Sports and the Arts
- NFDS: Northamptonshire Federation of Disability Sport
- SCUUK: Sports Coach UK (previously National Coaching Foundation)
- CfT: Coaching for Teachers Programme
- CPD: Continuous Professional Development
- VIP: Volunteer Investment Programme
- AOTTs: Adults Other Than Teachers

Appendix 2 – National, Regional and Local Context

Local

- Local Authority facility and sports development strategies
- Local Strategic Partnership Community Plans
- Community Safety Partnership Plans
- Drug Reference Strategic Plans
- Sports specific Active Sports Development Plans
- Active Sports Partnership Services Plan
- Local Authority Local Plans
- Catalyst Corby Strategy

Countywide

- Educational Development Plan 2002-2007 (EDP)
- Northamptonshire's Cultural Strategy (Draft 2002)
- Northamptonshire's Prevention Strategy (2002-2005)
- Health Improvement Plans
- Northamptonshire's Age Concern Strategy
- Northamptonshire's Sub-Regional Strategic Partnership Plan
- Northamptonshire Police Youth Strategy
- Northamptonshire Sport Playing Pitch Strategy 2002

Regional

- EMDA's Regional Strategy
- Regional Cultural Strategy – 'Time for Culture'
- Regional Assembly Priorities

National

- A Sporting Future for All – Governments plan for sport
- Policy Action Team 10 (PAT 10)
- National Service Frameworks – Mental Health, Coronary Heart Disease & Older People
- National Governing Bodies of Sport – Facility and Developmental Frameworks
- English Federation of Disability Sport National Framework
- 'Creating Opportunities' DCMA Guidance on Cultural Strategies
- 'Playlink' – Play and Cultural Strategy
- 'Investing in our future' Sport Englands Lottery Fund Strategy
- NPFA National Framework
- Achieving Racial Equality – A standard for sport
- Countryside Agency National directives
- DETR – Local Government Act 1999 – Best Value
- England, the sporting nation, A Strategy (1997)
- Sport England – Active Programmes (1998)
- Stephen Lawrence Inquiry: Macpherson Report (CM4262-1, MNSO 1999)
- Department of the Environment, Planning Policy Guidance 17 (PPG17), Sport and Recreation (1991)
- The Town and Country Planning (Playing Fields) (England) Direction 1998
- School Standards and Framework Act 1998

In relation to the local context within Northamptonshire the STEP analysis has been adopted to ensure all local external factors are considered.

- Social** within this section the strategy has taken into account recent demographic changes, household composition, national participation trends and barriers to taking part (see Appendix 7 for local demographics).
- Technology** access to communication advances, the development of the NSport website and the potential of e-learning opportunities for volunteers and coaches will be considered. The further development of databases and links to national collation of data through Active Sports will also be included.
- Economic** A number of significant partnerships and organisations have formed at a regional and sub-regional level that will have a significant impact on the way sport, recreation and physical activity is delivered across Northamptonshire. The most influential agencies within our county and region is the Sub-Regional Strategic Partnership, the East Midlands Development Agency, the Regional Assembly and Catalyst Corby.
- Political** Significant changes within government policy and legislation is affecting the service delivery provided at local government level. The statutory requirement to adhere to Best Value and with the production of a number of documents such as Cultural and Community Strategies will impact upon sport and recreation service delivery.

Appendix 3: Glossary

Council of Europe definition of sport:

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”.

Physical inactivity

“Those not achieving the recommended levels of physical activity for health gains, i.e 5 x 30 minutes of moderate intensity physical activity per week”

Physical Education (EM School Sport and PE Group, May 2002)

Physical Education is a process enabling young people to understand their body and its movement, and to practice and improve their physical and creative skills. The process enables young people to understand the relationship between activity, fitness and health, and to develop their inter-personal skills, personal attributes, and thinking skills.

The principles of Physical Education, include that it:

- Is led by teachers
- Is delivered in curriculum time
- Includes a wide variety of activities
- Enables practice and improvement in order to make good progress
- Is carried out in a safe environment
- Is an entitlement for all young people at school
- Puts young people in a better position to make life choices about physical activity

School Sport (EM School Sport and PE Group, May 2002)

School sport provides a framework for the organisation of physical activities. All young people of school age can choose to participate, utilising the skills and attributes developed within Physical Education.

The principles of School Sport are that it:

- Is led by a range of people, including teachers, coaches, AOTTS and parents
- Is organised by groups and agencies at local, county, regional and national level
- Is delivered outside planned curriculum time, before and after school, at weekends and in holiday periods
- Is for all young people to choose to take part, and in which activities to participate are organised, and has a structure which enables young people to recognise the next steps
- Is/can be competitive – tactical and strategic
- Is/can be challenging – performance, participation and leadership
- Is/can be creative – compositional

- Is/bound by laws, rules and themes, created by an outside organisation
- Includes activities carried out individually, in groups or teams, indoors or outdoors, with or without equipment
- Helps young people to prepare for community participation and/or performance sport

Primary Care Trust

Agencies dealing with medical conditions before intervention within the community, e.g. GP practice nurse.

Sport England Lottery Fund

Provides grant aid for schemes of both a capital and revenue nature, aimed at improving sport and providing equality of opportunity for everyone, whatever their circumstances to take part in sport; and helping those with talent develop to levels of excellence.

Sportsmatch

Government fund which matches business sponsorship to assist with developing grass roots sports events and activities

Volunteer Investment Programme

Co-ordinated by Sport England this programme aims to raise the profile of volunteers working in sport.

Active Sports Programme

‘Active Sports will change forever the way we provide sport for young people, through better coaching, better clubs and better competition’ (Sport England, 2001)

Active Sports is a five year development programme initially targeting nine sports. Building on existing good practice, the programme’s main aim is to help young people between the ages of 8 – 16 get more from their involvement with sport. Northamptonshire Sport is one of 45 partnerships across England delivering Active Sports.

Over the next five years, £1.6 million will be provided by the Sport England Lottery Fund, and partnership funding from the local district/ borough councils of Northamptonshire and National Governing Bodies of sport for the development of the programme.

The programmes main aims are to:

- enhance the skill development of young people in the Active Sports sports
- provide support to sports coaches within Northamptonshire
- provide support to sports clubs within Northamptonshire

There are 45 partnership areas around England incorporating up to nine of the sports popular with young people. The nine sports chosen are:

Athletics	Netball	Basketball	Cricket
Girls Football	Hockey	Rugby Union	Swimming
Tennis			

Each sports partnership is in charge of the local delivery of the Active Sports Programme, overseen by Gary Sheppard, Northamptonshire's Active Sports Manager.

Active Schools Programme -

Active Schools is a development programme aimed at providing every young person with the opportunity to learn foundation skills and participate in the sport or physical activity of their choice.

Whatever their level of commitment, young people in schools will be offered an increased range of sporting opportunities through the support resources, new development programmes and new information channels that Active Schools will be providing.

Active Communities

The Active Communities framework is designed to increase and sustain lifelong participation in sport and recreation and to promote continuous improvement in the delivery of sporting opportunities and services at a local level for all the community. It builds on the well-known slogan of the former Sports Council, 'Sport for All'.

By targeting resources where they are really needed, Active Communities will offer the chance for some of the most deprived and disadvantaged communities and community groups to attain some of the benefits of being involved in sport.

Sport England is committed to promoting sports equity targets and to combating social exclusion and the Active Communities programme will be the major contributor to these twin goals.

Sport England will be establishing measurable sports equity targets in all of its Active Community programmes, to ensure that girls and young women; black, Asian and other ethnic minority communities, disabled people; and people from deprived communities do not miss out.

Active Communities will make a significant contribution to several of the strategic targets set for English Sport. It will help to:

- Increase the numbers of adults taking part in sport
- Reduce the current level of sporting drop-out as people in our communities grow older
- Maintain the percentage of adults in the professional and employers socio-economic groups who participate in sport and are members of a sports club

Appendix 4 – Summary of the Memorandum of Understanding

1. Introduction

- 1.1 In 1998, all 8 local authorities in Northamptonshire formally adopted the joint strategy for leisure and recreation, produced by the Northamptonshire authorities' leisure/recreation committees. This document provided a strategic framework for the delivery of leisure and recreation, including sports development and working in partnership across the county.
- 1.2 In order to pursue a vision for the provision of sport and recreation in Northamptonshire, a partnership called Northamptonshire Sport has been formed by various organisations within the county who are involved in the delivery and provision of sport and recreation, including local authorities, sports governing bodies and other providers.
- 1.3 This Memorandum of Understanding sets out the relationship between the local authorities, sports governing bodies and other key organisations which have chosen to work together to meet the mission, aims and objectives identified below. It will also identify the agreed responsibilities and commitments of all the partners and those of the host authority.

2. Foreword

- 2.1 Northamptonshire Sport, in the first instance, will include:
 - Corby Borough Council
 - Daventry District Council
 - East Northamptonshire Council
 - Kettering Borough Council
 - Northampton Borough Council
 - Northamptonshire County Council
 - South Northamptonshire Council
 - Borough Council of Wellingborough
 - Northamptonshire Archery Association
 - English Federation of Disability Sport
 - Badminton Association of England – Northamptonshire
 - Northamptonshire Basketball Association
 - England and Wales Cricket Board – Northamptonshire
 - Amateur Athletics Association - Northamptonshire
 - Northamptonshire Hockey Association
 - East Midlands Rugby Football Union
 - Amateur Swimming Association – Northamptonshire
 - Northamptonshire Police
 - Sport England
- 2.2 However, this list is not exhaustive and new partners will be actively sought that aspire to the mission, aims and objectives detailed in this Memorandum of Understanding.
- 2.3 Northamptonshire Sport has been established to work towards the achievement of the following **mission statement**:
“Northamptonshire Sport will create, develop, co-ordinate and promote opportunities for all the community to participate in sport, physical activity and recreation”.

3. Aims and objectives of Northamptonshire Sport

3.1 The aims of Northamptonshire Sport are:

- to establish and ensure the implementation of a co-ordinated long term strategic plan for sport, physical activity and recreation in Northamptonshire
- to bring together all agencies and organisations interested in sport, physical activity and recreation to co-ordinate their provision and development
- to be the voice of sport, physical activity and recreation in Northamptonshire
- to raise the profile of sport, physical activity and recreation within the county
- to attract other sources of funding to support the work of Northamptonshire Sport

3.2 The key objectives of Northamptonshire Sport are:

- to promote the role of sport, physical activity and recreation within non – sporting agendas such as crime prevention, community safety, regeneration, social inclusion and health
- to improve the quality and quantity of the personnel involved in the delivery of sport, physical activity and recreation e.g. Sports Development Officers/coaches/referee's/volunteers etc. across public, private and voluntary sectors through:
 - providing a range of continuing professional development opportunities
 - developing and implementing a policy for the recruitment and retention of coaches/referee's/volunteers etc.
 - monitoring the population of coaches/referee's/volunteers etc to move towards appropriate representation from all groups
- ◆ To increase the quality and quantity of provision, for example by:
 - increasing access to opportunities across all age groups
 - ensuring equality of access for identified target groups
 - ensuring the consistency of provision
 - providing opportunities for individuals to progress through the different levels of sport
 - providing easily accessible, locally based sport, physical activity and recreational opportunities
 - developing adult and junior sports clubs
 - monitoring the uptake by groups and taking appropriate action
 - maximising the use of existing facilities and developing new facilities
- to co-ordinate the delivery of national, regional and county programmes/ initiatives within Northamptonshire where these programmes/initiatives meet the mission, aims and objectives of Northamptonshire Sport, for example, the Active Sports programme
- to ensure that sport, physical activity and recreation are included in all relevant county wide strategies
- to be a source of expertise, advice and resources for sport, physical activity and recreation in Northamptonshire, both statutory and non – statutory organisations
- to monitor and evaluate the work of Northamptonshire Sport

- to develop an organisational structure and processes, procedures and systems to enable the effective and efficient delivery of the mission, aims and objectives of Northamptonshire Sport e.g. a communication/marketing plan

4. Guiding Principles

4.1 The work of Northamptonshire Sport will be directed by the following principles:

- the opportunity for the active participation of all the community
- the voluntary sport sector is supported to play an equitable role in the partnership
- sustainable development
- needs led development in consultation with partners and the community

5. Northamptonshire Sport

5.1 Members of Northamptonshire Sport agree to:

- work in partnership to achieve the agreed aims and objectives
- provide resources, both human (time, expertise etc) and financial, as agreed within Appendix Four of this Memorandum of Understanding
- maintain and adhere to standards of behaviour and conduct as laid down by their respective organisations
- work towards the provision of opportunities that are free from discrimination

6. The role of Northamptonshire County Council

6.1 Members of Northamptonshire Sport have agreed that Northamptonshire County Council will take on the following responsibilities on behalf of Northamptonshire Sport:

- statutory responsibilities as the direct employer of the Director of Northamptonshire Sport and any other additional staff employed through the programme
- provision of human resources for the recruitment of the Director of Northamptonshire Sport and any other staff employed on behalf of Northamptonshire Sport
- provision of administrative support for the Director of Northamptonshire Sport and Northamptonshire Sport in general. This is to include telephone, Information technology licences, photocopying and printing services.
- ensure appropriate accommodation and office equipment for the Director of Northamptonshire Sport and any other additional staff employed by Northamptonshire Sport. The number of staff involved in Northamptonshire Sport will vary depending upon the initiatives and projects undertaken by Northamptonshire Sport.
- overall financial responsibility for the receipt of any funds for use by Northamptonshire Sport and specifically:
 - the establishment of financial monitoring systems
 - the compilation and maintenance of an asset register
 - the production of an audited annual financial report
 - periodic financial reports
 - appropriate audit trails and systems

6.2 A Heads of Agreement will be drawn up between Northamptonshire County Council and Northamptonshire Sport that will identify the services to be provided, the available budget and how it will be spent.

7. Northamptonshire Sport post holders

- 7.1 A post holders structure has been put into place to ensure that Northamptonshire Sport is managed in the most effective and efficient way. This may increase and change over time as Northamptonshire Sport develops.
- 7.2 Northamptonshire County Council will employ an Active Sports Manager who will work as part of Northamptonshire Sport. Line management will be provided by the Director of the NSport Partnership. Northamptonshire County Council will employ and line manage the Director of Northamptonshire Sport.
- 7.3 The work of the Director of Northamptonshire Sport will be supported by the Executive Board.

8. Financial probity

- 8.1 All financial arrangements will comply with the appropriate partners financial regulations and standing orders.
- 8.2 Specific grant aided programmes will be subject to separate Heads of Agreement setting out the aims, objectives and financial management of each individual programme.
- 8.3 Appendix Four identifies the agreed resources to be provided by each of the partners in year one. The Appendix will be updated annually by agreement of the partners of Northamptonshire Sport.
- 8.4 In the event of any long term illness, maternity leave or other unforeseen circumstance affecting an employee, members of Northamptonshire Sport will provide additional resources, both human and/or financial, to ensure the aims and objectives of Northamptonshire Sport are met.

9. Delivery structures

- 9.1 The following elements of delivery structures and management systems are proposed:

Northamptonshire Sport Partnership
Northamptonshire Sport Executive Board
Northamptonshire Sport working groups
Northamptonshire Sport sports specific action groups
Patrons of Northamptonshire Sport
Northamptonshire Sport annual conference

The organisational structure is represented in appendix 2.

10. Northamptonshire Sport Partnership

- 10.1 This group establishes the strategic direction for Northamptonshire Sport.
- 10.2 The role of Northamptonshire Sport Partnership is to:
- determine policies and principles
 - have overall responsibility for setting the partnership's priority areas of work
 - determine the strategic allocation of funding
 - appoint the Northamptonshire Sport Executive Board
 - elect a representative to the Regional Sports Board

- receive regular reports including:
 - a Northamptonshire Sport annual report
 - financial statements
 - monitoring and evaluation
 - management and administration
- review the structure and membership of Northamptonshire Sport as required

10.3 Membership

Representatives from partners as outlined below:

Member	Nominated
Full voting member	
Elected Local authority member representatives X 8	To be determined
Elected local governing body representatives X 8	To be determined
Representative of school sport X 1	Via the Education and Sport working group
Representative of coaches X 1	Via Northamptonshire Coaches Association
Professional clubs representatives	Via the professional clubs
Northamptonshire Association of Youth Clubs X 1	Via NAYC
Representative of Northamptonshire Representative of a Primary Care Trust X 1	Via appropriate PCT
Representative of Northamptonshire Police X 1	Via Northamptonshire Police
Representative of disability sport X 1	To be determined
Representative of Local Education Authority	Via Northamptonshire County Council
Representatives from voluntary sector organisations	Nominated by the organisations
Co-opted organisation	To be identified
Non Voting Members	
Local Authority Leisure Officers X 8 *	Via NALOG/local authorities
Director of Northamptonshire Sport X 1	
Sport England X 1	County Liaison Officer
Representative of Northamptonshire planning officers group X 1	Nominated by the Northamptonshire Planning Officers Group

* Local Authority Leisure Officers will be able to vote in the absence of their elected local authority member, for a period of one year. After the one year period, the local authority vote will be for the elected local authority member.

10.4 Each voting member of Northamptonshire Sport will be elected by a member organisation and is authorised to act on behalf of that member organisation.

10.5 A constitution for Northamptonshire Sport will be produced within three months of the appointment of the Director of Northamptonshire Sport.

10.6 Northamptonshire Sport Partnership will meet a minimum of 3 times a year.

11. Northamptonshire Sport Executive Board

11.1 This group will work to ensure the implementation of Northamptonshire Sports Partnership's policy and principles.

11.2 The role of Northamptonshire Sport Executive Board is to:

- ensure the policies and principles of Northamptonshire Sport are upheld
- oversee the production and implementation of a Northamptonshire Sport strategic plan
- set annual objectives to meet the strategic priorities established by Northamptonshire Sport partnership
- allocate resources
- ensure the preparation and production of reports as required
- ensure the monitoring and evaluation of the work of Northamptonshire Sport

11.3 Membership

Members	Nominated By
Director of Northamptonshire Sport X 1	Northamptonshire Sport Partnership
Local Authority elected member X 1	Northamptonshire Sport Partnership
Local Authority Leisure Officer X 1	Northamptonshire Sport Partnership
Line Manager of the Director Of Northamptonshire Sport/Active Sports Manager	Northamptonshire County Council
Local Governing Body representative X 1	Northamptonshire Sport Partnership
Others as elected up to a maximum of 5	Northamptonshire Sport Partnership
Co-opted members to deal with certain specific issues	Northamptonshire Sport Partnership

11.4 This group will meet a minimum of 4 times a year.

12. Northamptonshire Sport working groups

12.1 The working groups will devise action plans to meet the objectives of Northamptonshire Sport and ensure their implementation.

12.2 The working groups will be established for individual issues/areas of Northamptonshire Sport's work. Working group duties and responsibilities will be agreed by each group but in general working groups will:

- ◆ co-ordinate an area of work/project or initiative e.g. Active Sports, Northamptonshire Youth Games, Sport and Crime, Active lifestyles for older people, Social regeneration and Health Improvement schemes
- ◆ agree annual objectives and devise an action plan identifying clear targets
- ◆ ensure that all plans are developed in accordance with the guiding principles of Northamptonshire Sport
- ◆ manage operational budgets in accordance with Northamptonshire Sport financial regulations
- ◆ identify and secure additional sources of funding for their areas of work

12.3 Membership

Working group membership will vary depending on the particular working group but in general they will consist of representation from key groups such as:

Member	Nominated By
Northamptonshire Association of Cultural Officer Group	Via NACOG
Northamptonshire Sports Development Officer Forum	Via NSDOF
Governing Body of Sport/voluntary sector representatives	To be determined
Representative of Local Education Authority	Via Northamptonshire County Council
National/regional sports organisations e.g. National Coaching Foundation, Regional Sports Specific Development Officers, Sport England	Via their structures
Co-opted members (as and when required)	To be identified

12.4 An example of the Active Sports working group is included in appendix 3.

12.5 The working groups will appoint a lead officer and provide secretariat for each group, ensuring communication with relevant existing structures.

12.6 Each working group will agree the frequency of its meetings with a minimum of four times a year.

13. Patrons of Northamptonshire Sport

13.1 Patrons of Northamptonshire Sport will be encouraged to:

- provide representatives at events, presentations and meeting as appropriate

- support the annual conference as guest speakers, facilitators and presenters
- provide a representative to Northamptonshire Sports Executive Board
- act as advocates for Northamptonshire Sport
- be briefed about current issues relating to sport in Northamptonshire

13.2 Patrons of Northamptonshire Sport will be:

- sportsmen and sportswomen performing at a high level including the professional sports clubs
- leading business figures with an interest and commitment to sport
- political figures including local MP's, chairs of leisure and leaders of council's
- leading figures from other partner agencies such as the Health Authority and the police

14. Northamptonshire Sport annual conference

- 14.1 An annual conference will be held to provide information, act as a profile raiser, exchange examples of good practice and to receive feedback/input from the many different partners involved in Northamptonshire Sport.

15 Other programme specific groups

15.1 Sports specific focus groups

These groups are central to the work of Northamptonshire Sport. Their core role is to ensure the delivery and co-ordination of county-wide programmes to meet the needs of local community.

15.2 The sports specific focus groups will:

- identify the needs of the sport, agree annual objectives and devise an action plan identifying clear targets
- ensure all plans are developed in accordance with the guiding principles of Northamptonshire Sport
- bring together local authority providers with the local governing body of sport representative to develop and co-ordinate the sport
- work within the guiding principles of Northamptonshire Sport
- help secure funds to support the implementation of the action plan
- assist in the production of reports as required

15.3 Membership

This will reflect the local structure for sport, but will include representation from key groups including:

Members	Nominated by
Leisure services/district council's leisure section	Via Local Authority and or NSDOF
Representative of Local Education Authority	Via Northamptonshire County Council
Local school sports association	Via Northamptonshire Schools Sport Federation
Local clubs	Via clubs
Local governing body representative	Via local governing body
Regional/county development officer	Via national governing body
Regional/county governing body	Via national governing body
Local sports council	Via local sports council

15.4 The secretariat will be provided by the Sports Specific Development Officer, Local Authority Sports Development Officer, or other locally agreed personnel. The secretariat will provide a link with the appropriate working group(s) and the Governing Body representative will feed information back into the sports own structures. The appropriate Working Group(s) will support these sports specific focus groups.

15.5 The sports specific focus groups will meet a minimum of four times per year.

16. Northamptonshire Sport membership review

16.1 Periodically, the structure and membership of Northamptonshire Sport will need to be reviewed.

16.2 The Northamptonshire Sport Executive Board will take the lead role in conducting the review. Following the completion of the review process, should it be decided that a member organisation should no longer be included in Northamptonshire Sport, the Director of Northamptonshire Sport (on behalf of the Executive Board) must notify the organisation immediately by letter, detailing the reason(s) for the decision and a timeframe for their cessation in Northamptonshire Sport.

16.3 The organisation will be provided with the opportunity to appeal against such a decision, Northamptonshire Sport will convene a select panel, containing members of Northamptonshire Sport, to hear the appeal.

16.4 In the event of a partner wishing to withdraw from Northamptonshire Sport, the organisation must inform the Director of Northamptonshire Sport in writing at least 6 months before the intended date of their withdrawal. The Director of Northamptonshire Sport will then notify the Northamptonshire Sport Executive Board at the next available meeting of this group. In the meantime, the Director of Northamptonshire Sport will work with the organisation to discuss alternatives to their withdrawal and draw up an action plan to address the reason(s) for their decision. Northamptonshire Sport Executive Board will report any such intention to the Northamptonshire Sport Partnership at the next available meeting of the partnership.

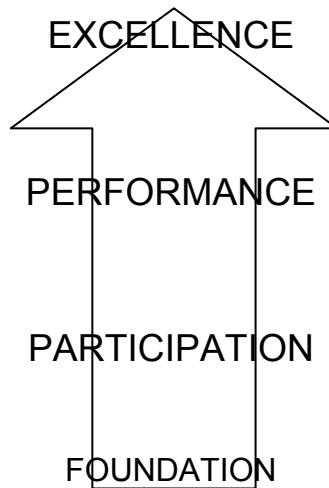
- 16.5 If agreement between Northamptonshire Sport and the organisation cannot be reached after the implementation of this plan of action, then the organisation will leave the partnership and not benefit further from any of Northamptonshire Sport's programmes, products or services.
- 16.6 An organisation that became a partner of Northamptonshire Sport based upon their involvement in a particular project will cease to be a member of Northamptonshire Sport on completion of that particular project's life span, unless it is deemed appropriate that their involvement should continue

Appendix 5 – List of Partnership Members

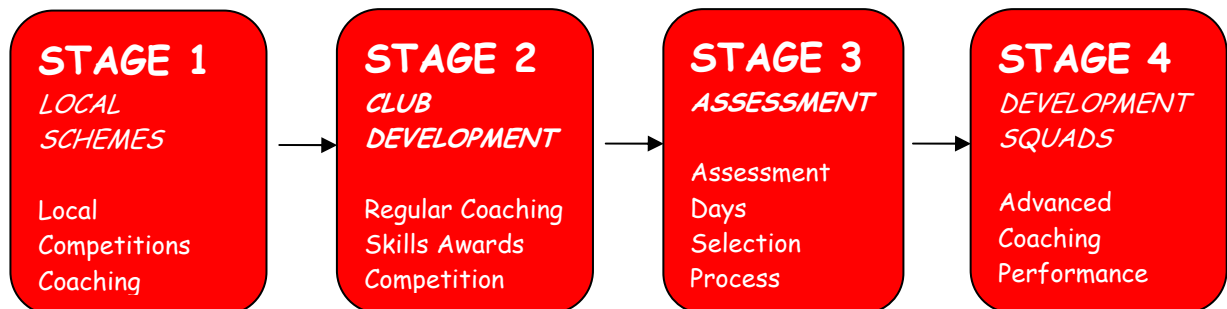
Northamptonshire County Netball Association	Northants Coaches Association
Daventry District Council	Hockey Association
Northamptonshire Primary Care Trust	Sport England
British Canoe Union	East Midlands Rugby Union
Northamptonshire Association of Youth Clubs	Kettering Borough Council
Northants Badminton Association	Corby Borough Council
Members of Parliament	Wellingborough Borough Council
Northants County Cricket Board	MENCAP
Northampton Borough Council	
Clubs for Young People	
Northamptonshire County Council	
Wellingborough Borough Council	
Northamptonshire Police	
South Northamptonshire District Council	
Northamptonshire County Council	
Education Services, NIAS	
Northants Archery Association	
Kettering Borough Council	
East Northamptonshire Council	
Northamptonshire Football Association	MENCAP

Appendix 6

The Sports Development Continuum



Active Sports Performance Pathway



Appendix 7

Local Demographic data

In analysing the need and opportunities in the context of the objectives set within the NSport Partnership Strategy it is important to assess the size and composition of the local demographics, facility provision and participation. Two sources of population data have been analysed, Northamptonshire County Structure Plan 1996-2016 and 1991 Census information.

Population The total population of Northamptonshire at the time of the 1991 census was 551,732 (source: Mapping the Future). The mid 2000 population of circa 625,000 and further growth (11%) is forecasted. By 2016, there will be 691,853 people living in the County. This rising population points to an increasing demand for new sports facilities and increased opportunities.

Age Structure The proportion of people below the age of 20 is above the national average (26.8% in Northamptonshire compared to 25.4% nationally). The proportion of people over the age of 50 is lower than the national average.

Ethnic Background Northamptonshire has an above-average proportion of white people 96.5% compared with 94.5% nationally

Economic Activity The proportion of residents in full and part time employment is significantly above the national average (53.3% compared to 47.3% nationally). The proportion of people who are not currently working (e.g. unemployed, waiting to start a job/ on a government scheme) is below the national average. 45.8% of the population have skilled or partly skilled manual occupations.

Socio-Economic Deprivation Despite the above, there are pockets of deprivation throughout the County. Corby is the highest ranked local authority in the County in the DETR deprivation tables (82nd out of the 354 local authorities in England). 14 wards in Northamptonshire (out of 147) are in the top 20% of DETR Ward rankings (which Sport England use as the criteria for funding). These are listed below in Table 2.3

Mobility Car ownership is considerably above the national average. Only 27% of households do not have a car, compared with 33.3% of households nationally. However this still means that in excess of 60,337 households do not have access to a car. 28.4% of households within the County have two or more cars, compared with the 23.1% nationally.

The relevance of the above demographic characteristics are explored further in the table below:

Demographic Summary

Demographic Indicator	Relevance to NSport Partnership Strategy
Estimated population of 691,853 in 2016	Large potential user base
High proportion of young people in the County	Justifying the need to provide across all age ranges but focus a larger percentage of time working on objectives to benefit young people.
Ethnic Background, above average white	Programmes and a commitment to racial equality at a policy level within NSport could well prove to be an effective means of encouraging at a local level greater communication and understanding between small communities of varying backgrounds.
Above average numbers of people in full and part time employment	Employment generates income, and high levels of income are linked with an above average propensity to participate in sport.
Above average car ownership	Although mobility would appear to be generally good, over 60,000 households have no car. This highlights a need for some localised facilities and/or an effective public transport system. Transport needs of young people also needs to be given consideration.

NB. It should be noted that the above analysis deals with the population resident in Northamptonshire. The population that travel into Northamptonshire to play sport has not been accounted for.

The table below shows the total area within each Local Authority occupied by 14 Priority Area Initiatives (PAI) wards. As shown Northampton Borough has the highest overall percentage, closely followed by Corby and Wellingborough.

Local Authority	Total No. of wards	No. of PAI wards	% of wards designated as PAI	National Ranking
Northampton	21	6 (Castle, Dallington & Kings Heath, Lumbertubs, St Albans, St Cripsins & Thorplands)	29%	168
Corby	11	3 (Central, Hazelwood & Kingswood)	27%	82
Wellingborough	15	4 (Croyland, Queensway, Brickhill & Swanspool)	27%	182
Kettering	22	1 (Warkton)	5%	238
Daventry	26	0	0%	270
East Northants	20	0	0%	305
South Northants	32	0	0%	347

To ensure that opportunities provided by NSport are targeted to groups and geographic areas that are deemed a priority, a number of the locally developed programmes under the 'Developing Communities' theme will use the above data to direct their programming.

Appendix 8

Northamptonshire Sport is currently working towards producing a 5 year strategy that will outline what priority objectives need to be achieved within Northamptonshire. To make sure we get it right,

we want your views and opinions.

The strategy will be split into five key themes including:

- Sport in the Community
- Sport & PE in Education
- Sport as a diverting tool – e.g. working with health, community safety
- Performance Development & Excellence
- Supporting Services – e.g. Child protection, coach education

Using the above key themes we would like you to answer the following questions.

1. What purpose/ultimate aim do you feel the strategy should have?

2. What are the key issues that you feel need to be addressed over the next five years within the following areas?

• Sport in the Community _____

• Sport & PE in Education _____

• Sport as a diverting tool _____

• Performance Development & Excellence _____

-
- Support Services _____
-
-
-
-

To ensure the successful implementation of the strategy we need to make sure that our aims and objectives can be easily measured. In relation to your own specific interests or profession please detail below four measurable outcomes that you would like to see achieved by 2007.

An example might be: 'To increase the number of young people involved in extra-curricular activities'.

1. _____

2. _____

3. _____

4. _____

The completion of this section is optional:

Name _____
 Address _____
 _____ Post Code _____
 Tel No (Inc STD Code) _____
 E-mail address _____
 Specific area of interest _____
 Profession and/or voluntary position _____

**Please return this form to: Jenny Kempster, Director of Northamptonshire Sport,
 C/o Northamptonshire County Council, Lifelong Learning, John Dryden House,
 8-10 The Lakes, Northampton, NN4 7DD. (01604 236976)**

THANK YOU FOR COMPLETING THIS FORM

Appendix 9

- **Consultation Groups to include for the strategy production:**

- Local, County and National NGB's
- Professional sports clubs
- All local authorities & elected members
- NSport sub groups
- NSport Partnership Group
- NSport Executive Board
- SDO forum
- NACOG
- Sport England
- SportsCoach UK
- EFDS
- YST
- NAYC
- Police
- Health Authority
- Drug Action Team
- Community safety countywide group
- Sub-Regional partnership
- Disability networks - NFDS
- 20.East Midlands Sports Board
- Learning Partnership
- Education Services
- HE & FE Colleges
- Northamptonshire Police
- Drug Reference Groups
- Voluntary Sports sector
- Local Strategic Partnerships
- Northamptonshire Coaches Association

A number of the above agencies will also disseminate the strategy and discuss the main objectives with other key partners.

Appendix 10

Summary elements of the Nsport Partnership Services Plan:

If you require a summary copy version please contact Gary Sheppard on 01604 236257.