



INVESTING IN 'SIGN UP FOR SPORT' IN THE WEST MIDLANDS

AN INVESTMENT STRATEGY FOR 2005-2009

SPORT ENGLAND WEST MIDLANDS



AUGUST 2005



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Section 1: Introduction

- 1.1 This Investment Strategy relates to and should be read in conjunction with ‘Sign Up for Sport’ A Regional Plan for Sport in the West Midlands 2004-2008. The Regional Plan calls for change and investment to facilitate increased participation in sport and physical activity throughout the region, and this Investment Strategy aims to:

To optimise the investment in sport in the West Midlands in line with the outcomes and targets within the Regional Plan for Sport (RPS) 2004-2008.

- 1.2 In particular, the investment strategy for the West Midlands will:
- Identify where sport may contribute to the aims and objectives of other partner regional agencies and how they as potential funders of sport can be encouraged to commit resources in line with the RPS
 - Identify existing funding sources and illustrate how they relate to RPS
 - Provide a framework against which the Regional Sports Board (RSB) can make its funding decisions
- 1.3 No single agency has the resources to achieve the seven main outcomes of the RPS. However, by working together, it will be possible to release the resources to meet the targets and achieve the outcomes of the plan. This can only be achieved through continued partnership working and as we succeed in achieving these targets and producing more evidence about the benefits of sport, extra resources should become available. Sport England West Midlands is providing the strategic leadership to manage the implementation of this Investment Strategy.
- 1.4 In line with the RPS, this document applies the Council of Europe Sports Charter 1993 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 competitions at all levels”

Section 2: Background – The Opportunities

- 2.1 In order to determine investment priorities to deliver the RPS it is essential to establish opportunities for partnership development which exist and then to consider how resources can potentially be maximised. These are listed below, and then examined in detail in paras 2.2 to 2.15:
- Alignment with other key regional strategies
 - The current funding streams available
 - The opportunities and constraints inherent with the legislation for distributing lottery and exchequer monies
 - The deliverables within the RPS
 - The budgets available to the RSB.
- 2.2 **Alignment with key regional strategies**

This investment strategy is designed to facilitate the delivery of the RPS. To achieve this it is important to highlight the positive contribution that sport can make to the delivery of other key regional strategies and how sport can deliver against the aims and objectives of key regional partners. Key elements are detailed in Table 1.

Table 1: How sport can deliver against the aims and objectives of key regional strategies

Regionally significant strategies	How Sport can deliver the key objectives	Potential for Added Value
Regional Economic Strategy: <i>Advantage West Midlands</i> <i>Delivering Advantage 2004-2010</i> www.advantagewm.co.uk/regional-strategies-and-publications.htm	<ul style="list-style-type: none"> • Foster international engagement and investment through world class events • Development of flagship sports infrastructure as a catalyst to regeneration schemes. • Train and develop the workforce by addressing skills gaps in a growing sports employment sector • Building capacity of our communities in providing trained coaches, volunteers and community leaders through CSPs. 	High

Regionally significant strategies	How Sport can deliver the key objectives	Potential for Added Value
<p>Regional Spatial Strategy: <i>Regional Assembly West Midlands @ 2021</i></p> <p>www.go-wm.gov.uk</p>	<ul style="list-style-type: none"> Utilising sport to deliver a prosperous economy and creating sustainable communities and environments. Developing a network of sport, open space and playing field strategies across the Region Encourage good design which builds in physical activity to contribute to improved environments, safety and the improvement of rural accessibility 	<p align="center">High</p>
<p>Regional Cultural Strategy <i>West Midlands Life Cultural Life in the West Midlands 2001-2006</i></p> <p>www.westmidlandslife.org.uk</p>	<ul style="list-style-type: none"> Promoting sport within cultural activities as a means to address health and well being Promoting cultural tourism within the West Midlands through the development of a Regional Events Strategy Encourage good quality design within cultural facilities to provide access to the widest audience 	<p align="center">Medium</p>
<p><i>Regional Skills Partnership: Action Plan</i></p> <p>http://www.advantagewm.co.uk/rsp-action-plan-update-as-of-11th-march.doc</p>	<ul style="list-style-type: none"> Taking forward the key actions of the West Midlands Sports Employment Research (2004) Production of workforce development plans in conjunction with Regional Governing Bodies of Sport Identification of training and skills gaps in the public and commercial sports sector 	<p align="center">High</p>
<p><i>West Midlands Visitor Economy Strategy</i></p> <p>www.advantagewm.co.uk/overview-of-west-midlands-visitor-economy-strategy.pdf</p>	<ul style="list-style-type: none"> Promoting cultural tourism within the West Midlands through the development of a Regional Events Strategy Support the Regional Tourism and Leisure Skills group to ensure skills development reflect sector needs. 	<p align="center">Medium</p>

N.B. There is a potential to link sport to other significant regional and national strategies (eg West Midlands Regional Forestry Framework and Choosing activity: a physical activity action plan ,etc). These linkages will emerge over the lifecycle of this Investment Strategy.

2.3 Funding streams available for sport and physical activity projects

There are a number of funding streams which deliver sport in the West Midlands that Sport England either directly controls or influences at the regional or national level. In addition, there are a number of partner organisations who invest in the region’s sporting/ physical activity infrastructure, both capital (ie buildings) and revenue (ie people).

2.4 Each of the funding streams identified in Figure 1 is summarised in Appendix A. A full list of abbreviations can be found in Appendix D.

Figure 1 – Key funding streams available for sport in the West Midlands

Sport England National Board Influence	Sport England West Midlands		Existing Partners Significant Funding Partners
	RSB Controls/ Holds Budget	RSB Endorse	
Community Athletic Refurbishment Programme	Community Investment Fund	Step into Sport	Regional Agencies
Community Club Development Programme	County Sports Partnerships	Community Sports Coaches Scheme	LAs/ LEAs/ LSPs (LAAs, BSF, Planning Gain, etc)
Sport for Sport and the Arts	Active England	Health White Paper	Big Lottery Fund
Sportsmatch	Active Sports		Other funders (eg Europe, Change Up, Positive Futures, etc)
Whole Sport / One Stop Plans	Community Capital Prog legacy projects		National Governing Bodies for Sport
English Institute of Sport	Active Communities Development Fund		Chamber of Commerce/ Job Centre +
Inclusive Fitness Initiative	Infrastructure (Exchequer)		Department for Education & Skills (PESSCL, etc)
Football Foundation			Private Finance Initiative
Awards for All			Voluntary Sector/ Faith Groups
			Higher/Further Education

2.5 Local Authorities (including Local Education Authorities) are the single most significant investors in the sporting infrastructure within the West Midlands. Due to the gradual reductions in public funding and the non-statutory nature of most leisure provision the investment is gradually being eroded. The introduction of the Cultural Block under the Comprehensive Performance Assessment Process will have a marked impact and will require a stronger strategic rationale to be developed for leisure service provision at local level. This may or may not increase resources, but will undoubtedly impact on provision unless a robust evidence base is available to defend the value of sport in serving the communities needs.

Lottery and Exchequer monies – opportunities and constraints

- 2.6 The RSB is responsible for distributing both lottery and exchequer monies. Before the strategies for distributing these monies is detailed, it is important to note the opportunities and constraints that are implicit within each stream. These are outlined in Appendix B.

Sign Up for Sport – the Regional Plan for Sport

- 2.7 Within the RPS there are at least 30 Actions, encompassing all seven outcomes, that will require investment in conjunction with key partners. These are detailed in full in Appendix C. Most of the actions within the RPS require evidence to be collected and collated to demonstrate the value of investing in sport.
- 2.8 At the regional level we are required to develop the “Single System for Sport”. A priority area for development within the single system is the establishment of 6 County Sports Partnerships (CSPs) in the region. The CSP’s potentially will contribute towards delivering 64 of the actions contained within the Regional Plan and for providing the strategic lead for projects placed within the single system for sport (such as a Community Sports Network, Activity Hub or Local Sports Organisations).
- 2.9 CSP’s are recognised by Government as being a critical delivery agent for sport: *“Part of the responsibilities of Sport England’s new Regional Boards will be to nurture and extend their CSPs and work effectively with other local agencies”* - Tessa Jowell MP, Secretary of State for Culture, Media and Sport.
- 2.10 In December 2002 *Game Plan*, a strategy for delivering Government's sport and physical activity objectives, was published by DCMS/the Strategy Unit. It referred to CSPs as *“existing structures which could take a lead in co-ordinating delivery at the local level...working in the context of the performance measurement framework, they could identify weaknesses in provision that needed to be addressed, identify key partnerships that needed to be developed and put in place appropriate delivery mechanisms”*.

2.11 It is clear that Government now acknowledges that County Sports Partnerships are major players in the future of the delivery of sport in England. Therefore, the RSB has been allocated £900,000 of lottery funding each year for 5 years which is specifically ring-fenced to set up, establish and implement six strong and well-resourced County Sports Partnerships (CSP's) committed to achieving some or all of the plan's outcomes. These partnerships will decide strategies for sport in their counties. We expect these partnerships to be committed to focusing on achieving the outcomes of this plan and applying the principles within it. This allocation (£4.5m in total) will be distributed as an award to the CSPs based on the development of clear governance, management and operating structures within a long term Business Plan for each partnership.

2.12 In order for CSP's to facilitate the delivery of the outcomes within the RPS, it will be essential to underpin CSP's appropriately to ensure sufficient staff infrastructure and resources are available to perform the function required under the Single System for Sport. It is clear that the current allocated resources are unlikely to be sufficient. LAs and LEAs will remain the focus of delivery and strategy at local level, supported by the CSPs.

2.13 Annual RSB Budgets

In addition to the CSP allocation, two additional streams provide the focus of this investment strategy (Community Investment Fund (open and targeted), and exchequer funding for programme delivery). These total just under £20 million up to April 2009. The remaining four streams were established through criteria developed nationally (prior to the current West Midlands RSB formation) and/or are revenue programmes coming to the end of their lifespan, with the RSB only having control over the release of the final few years of funding.

Table 2: RSB Budgets through to end of current lottery license (Apr 2009)

Budgets	2004/05 (£000s)	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	2008/09 (£000s)	TOTAL BUDGET
CSP	900	900	900	900	900	4500
CIF Open	450	450	450	450	395	2195
CIF Targeted	1050	5650	2950	2950	1771	14371
Programme delivery	90	100	100*	100*	100*	190
Active England (in partnership with BLF)	817	200	0	0	0	1017
Active Sports	1023	795	376	0	0	2194
Community Capital	0**	0	0	0	0	0**
ACDF	250	250	0	0	0	500
WSP	TBC	TBC	TBC	TBC	TBC	TBC
Awards for All (A4A)***	1200	1200	1200	1200	1200	6100
TOTAL RSB BUDGET	5780	9545	5376	5000	4445	30146

* Notional allocation – budgets reviewed and released annually

** Funding for projects deferred from old Community Capital Programme was allocated from 2004/05 CIF budget

*** A4A makes 1,500 small grants per year in the West Midlands, with sports projects receiving at least a fifth of the £6.1m regional budget.

- 2.13 As shown above, the total budget for RSB distribution is £24.15 million (Awards for All is managed by the Big Lottery Fund and sits outside of RSB control). With this budget, the RSB is tasked by the Department for Culture, Media and Sport with securing an additional £48.3 million of partnership funding into sports projects throughout the region (a 1:2 ratio).

Emerging priorities for Investment in the West Midlands through the RSB

- 2.14 In view of the funding opportunities outlined above, the available budgets and the requirements of the Regional Plan for Sport, it will be essential to concentrate on the following 2 elements for Regional Investment:
- To expand, support and provide direction to support the development of the “Single System for Sport” and underpin the work of CSPs
 - To enhance and develop regional networks and secure an overall 1:2 investment through alignment with the key deliverables of one or more of the key regional agencies.
- 2.15 Underpinning both elements is the need to provide a robust evidence base demonstrating the value of sport (at national, regional, sub-regional and local level) and increases in physical activity participation levels.

Section 3:

The Investment Strategy and Action Plans

- 3.1 The proposed strategies for addressing the above are outlined within this Section. The need to align with the objectives and programmes delivered by partner agencies is paramount. It is essential that available resources in sport build on existing or proposed partner commitments and add value. With this in mind, Sport England West Midlands will seek to target the limited resources in the following core areas:
A full list of abbreviations can be found in Appendix D.

Sub regional and local

- CSP's (Work with Governing Bodies of Sport; Club Support; Workforce Development/ Training/Coaches; Community Facility investment; EFDS/Equity; LAs/ LEAs; Pathways for Young People; health and education partnerships, commercial sector, LSPs)

National and Regional

- GOWM through LAAs (Connexions; PAYP; Positive Futures; New Deal; Neighbourhood Renewal; Rural/Countryside investment; Health; Change Up)
- AWM (Regeneration/Renewal (ZIP's); Workforce Development; Major project investment; Events & Festivals; Tourism; London 2012)
- Other Regional/National Agencies or Partners (NGBs; BLF; YST; FF; CLOA; sportscoachUK; SkillsActive; LEA's/LA; LSC's; Regional Cultural Forum; West Midlands Regional Assembly (WMRA); Commercial Sector Investment; Job Centre+).

The Investment Model for the West Midlands

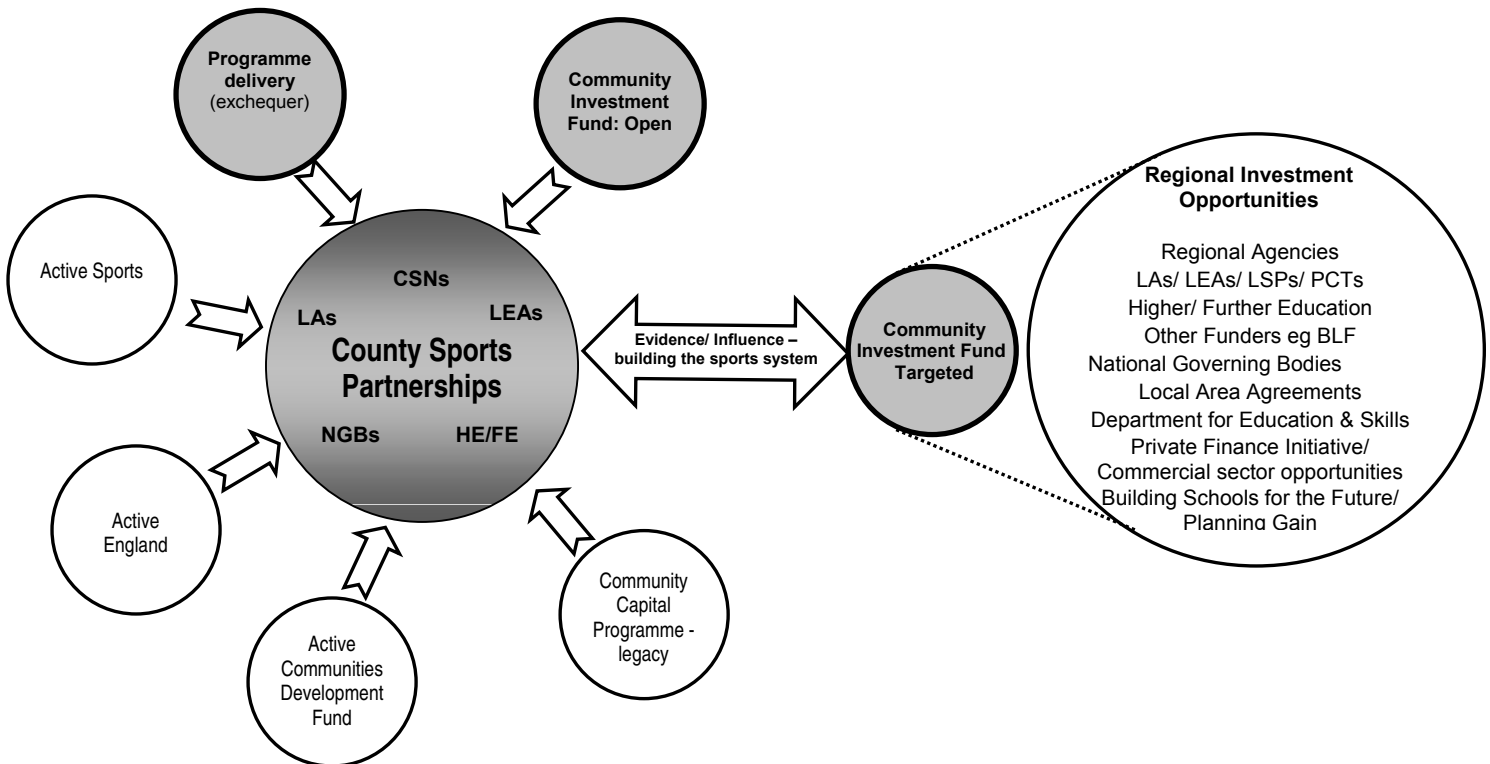
- 3.2 It is proposed, as illustrated in Figure 2 overleaf, that the majority of all funding streams that the RSB controls are channelled through the CSPs, as the sub regional agents working with local authority delivery partners building the Single System for Sport. This approach would result in the following benefits:
- Local knowledge would be fully utilised to ensure the right facility/ programmes are developed in the right areas and for the right reasons to meet the needs of existing and facilitate the development of new sports clubs
 - Development of a localised approach to increasing participation levels

- Increase the influence of CSP’s in local areas
- Enable CSP’s to prioritise projects that meet the needs of their delivery plans and the key actions of the Regional Plan that are important for, and reflective of, their geographical area
- A more strategic approach would be adopted allowing for cross boundary working between Local Authorities and National Governing Bodies.

3.3 As also illustrated in Figure 2, it is proposed the budget for CIF ‘targeted projects’ is allocated more strategically through partnerships with key regional agencies. The RSB have determined that the CSP’s will be instrumental in identifying and directing targeted funds to support the Single Sports System. This approach would result in the following benefits:

- Delivery of the Regional Plan for Sport would be ensured.
- The profile of Sport England West Midlands with key regional partners would be enhanced
- The potential to meet the 1:2 ratio for partnership funding would be strengthened by adding value to existing and future plans of partners.

Figure 2: Investment Model for Sport England and the RSB in the West Midlands



Delivering the Model

- 3.4 To deliver the above model there is a need to develop a methodology to address the emerging priorities, as list in paragraph 2.14.
- 3.5 The budgets available for addressing each aim, the indicative timelines and alignment to the Regional Plan for Sport are outlined in Tables 3 and 4 overleaf. As previously stated, the focus of this investment strategy will be the 3 streams (shaded within the model above) that are current and directly controlled by the RSB (CSP's, Community Investment Fund (open and targeted) and exchequer funding for programme delivery).
- 3.6 The Actions required are grouped in line with the seven outcomes of the Regional Plan for Sport.

Table 3: Action Plan to expand, support and provide direction to underpin the work of CSPs and the Single System for Sport

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB Budget	Timeline
Increasing levels of participation in club and community sport					
IP7: CSPs to develop from Active Sports Partnerships (plus elements of all 64 CSP Actions within Plan)	County Sports Partnerships: Regional investment in CSP infrastructure to be provided on completion of business review (approx £750k per partnership until April 09).	CSPs, LAs, LEAs, NGBs	CSP	£4.50m	On-going – Apr 09
IP10: Sports clubs supported to provide quality opportunities	Capacity Building: Regional investment to be directed to clubs and organisations within the single system for community sport working towards a quality accreditation award (clubmark, Quest, TAES).	NGBs, CSPs, LAs, LEAs, YST, scUK, HE/FE, Clubs	CIF - targeted	tbc	On-going – Apr 09
IP11: Multi-sports clubs developed	Capacity Building/Best Practice: Regional investment to be directed towards implementing the Single system for Sport (targeting Community Sports Networks, Activity Hubs and Local sports Organisations) .	NGBs, CSPs, LAs, YST, scUK, Clubs, commercial sector provision	CIF - targeted	tbc	On-going – Apr 09
IP16: Promotion of active recreation using natural resources (developed in partnership with key agencies)	Regional Network: Regional investment to be directed towards implementing the Single system for Sport (targeting Community Sports Networks, Activity Hubs and Local Sports Organisations).	SHAs, LAs, Forestry Commission, West Midlands Rural Affairs Forum, Natural England.	CIF – targeted	tbc	On-going – Apr 09

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB Budget	Timeline
IP17: Coaching Strategy Developed	Workforce Development: Strategy implementation resourced through Regional Investment, NGB Whole Sport Plan, TASS and CSCS. Commitment to specifically address the regions nationally recognised underperformance in this area.	ScUK, CSPs, LAs, LEAs, YST, HE, sports clubs	CIF – targeted	£200k	On-going – Apr 09
Improving levels of sports performance					
IPE5: Create more performance coaching positions (led by NGBs)	Workforce Development: Regional Investment to be matched with NGB Whole Sport Plan, TASS and CSCS funding (target to be level 3 and 4 coaches and above).	NGBs, HE/FE, EIS, LAs, CSPs, ScUK	CIF – targeted	See above (IP17)	On-going – Apr 09
IPE8: Facility and access for clubs, squads and performance athletes	Capacity Building: Regional Investment to be targeted in conjunction with NGB Whole Sport Plan resources to underpin the EIS network.	NGBs, HE/FE, EIS, LAs, CSPs, ScUK, commercial sector provision	CIF - targeted	tbc	On-going – Apr 09
Widening access to sport					
WA3: Develop and deliver plans to widen access to sport and physical activity to priority or disadvantaged groups.	Accessibility and Opportunity: Action Plans to be developed and investment directed to clubs and organisations within the single system for community sport working towards a recognised equity standards.	Sporting Equals, EMBRACE, EFDS, WSF, LSP's, LA's	CIF – targeted	tbc	On-going – Apr 09
WA8: Education and training Strategy developed and promoted	Workforce Development: Strategy to be developed and action plan resourced in partnership with national equity agencies and CSP's.	Sporting Equals, EMBRACE, EFDS, WSF, LAs, NGBs, scUK	CIF – targeted	tbc	On-going – Apr 09

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB Budget	Timeline
WA11: Accessible open spaces and facilities	Capacity Building: Investment directed to clubs and organisations within the single system for community sport working towards a recognised equity standards.	LAs, CSPs, LEAs, EFDS	CIF – open	tbc	On-going – Apr 09
WA12: Opportunities to improve sport and physical activity opportunities in rural areas	Accessibility and Opportunity: Regional investment to be directed towards implementing the Single system for Sport (targeting Community Sports Networks, Activity Hubs and Local sports Organisations) – see above.	CSPs, LAs, LEAs, Defra, GOWM, LSPs, West Midlands Rural Affairs Forum, Natural England, Forestry Commission, British Waterways	CIF – open	tbc	On-going – Apr 09
Creating stronger and safer communities					
SS7: Links created with Positive Futures Scheme, PAYP, etc	Regional Network: To utilise financial resources to work in partnership with Regional agencies to develop programmes/initiatives delivering shared outcomes.	Crime & Disorder Reduction Partnerships, PAYP, Positive Futures, LAs, LSPs, CSPs, NDCs, GOWM, Connexions	CIF – targeted	£500k	On-going – Apr 09
Improving education through PE and sport					
IE4: All new education sites suitable for community use	Accessibility and Opportunity: Design and development advice provided through SE Regional Office. Regional investment to be directed towards implementing the Single system for Sport (targeting Community Sports Networks, Activity Hubs and Local sports Organisations)	LEAs, Schools, LAs, HE/FE	CIF - targeted	tbc	On-going – Apr 09
Benefiting the economy through sport					
BE5: Increase rural access and diversification through sport	Accessibility and Opportunity: Regional investment to be directed towards implementing the Single system for Sport (targeting Community Sports Networks, Activity Hubs and Local sports Organisations) – also see WA12 above.	GOWM, WMRA, LAs, Forestry Commission, British Waterways, Natural England, West Midlands Rural Affairs Forum	CIF – open	tbc	On-going – Apr 09.

Table 4: Action Plan to enhance and develop regional networks and secure an overall 1:2 investment

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB budget	Timeline
Increasing levels of participation in club and community sport					
IP3: A regional marketing strategy to be developed to raise the profile of physical activity and encourage those who do not exercise into activity	Campaigning: In partnership with AWM and WMRA seek to ensure sport and physical activity is embedded into plans to market the region.	Regional Public Health Group, AWM, WMRA LAs, PCTs, media partners, NGBs	CIF Targeted / Programme delivery	£300k	By Apr 2006
IP15: Existing facility use to be maximised and dual use and facility access agreements promoted at local levels	Utilisation of the Planning Process: To secure a year on year investment of £2m plus investment through BSF in appropriate design and development of school facilities for community use - £30m investment by Dec 2007.	LAs, LEAs, NGBs, WMRA, SHAs, HDA, HE/FE, schools	N/A	Officer time	On-going – Apr 09.
Improving levels of sports performance					
IPE8: Partners to work together to plan adequate facilities and access for clubs, squads and performance athletes in the region	Major Project Investment: In partnership with Regional and sub-regional agencies develop and implement a regional strategy and action plan to identify specialist sports facilities and private/public partners to service the needs of performance sport.	NGBs, HE/FE, EIS, LAs, CSPs, ScUK, AWM, West Midlands Business Council, WMRA	CIF – targeted	£300k	On-going – Apr 09.
IPE11: The successes of performers in the region to be better promoted. Links to be made with West Midlands Marketing Strategy.	Campaigning: Everyday Sports Campaign to utilise performance athletes from the region to enhance the perception of West Midlands externally as a high performing region and promote achievement and health benefits within.	Regional Public Health Group, AWM, WMRA LAs, PCTs, media partners, NGBs	CIF Targeted / Programme delivery	£300k	By Apr 2006

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB budget	Timeline
IPE12: An event strategy to be developed	Events: Engage with key regional partners to ensure that sport is embedded within a co-ordinated events strategy for the region.	AWM, NGBs, West Midlands Life, LAs, WMLGA, WMRA	CIF – targeted	£300k	By Dec 2006
IPE13: The region will support the London 2012 Olympic bid and take advantage of opportunities to host countries, teams or performers in training camps in the run up to the games should the bid be successful	London 2012: Engage in regional debate led by West Midlands 2012 Task Group to secure regional benefits from London 2012.	AWM, NGBs, West Midlands Life, LAsAWM, West Midlands Life, GOWM, Regional Public Health Group, WMRA, LAs, WMLGA, commercial sector	CIF – targeted	£200k	On-going – Apr 09.
<i>Widening access to sport</i>					
WA4: The feasibility to be explored of appointing community link co-ordinators	Workforce Development: Investment resources to allocate through CSP's to further sports contribution to Zone Implementation Plans for Workforce Development/ Redeployment. Links to be sought with CSCS, PESSCL etc Partnership contribution to be sought through implementation plans To produce workforce development strategies for priority sports, engage with SkillsActive/generic sports training and development programme. Deliver recommendations contained within the jobs in sport research – to be matched with £500k from LSC's, Governing Body and public/commercial sector providers.	Regional Pulic Health Group, SHAs, HDA, PCTs, LAs, LSCs, PAYP, Positive Futures, LSPs, CSPs, NDCs, Skills Active, scUK	CIF – targeted	£800k	By Dec 2007

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB budget	Timeline
Improving the health and well-being of people through sport					
IH3: PCTs developing appropriate physical activity programmes	PCT/Health: Sport England funding will be available for Spearhead PCT's to ensure increased partnership working with CSP/CSNs and the adoption of clear physical activity objectives in LDP to incorporate work within health and education partnerships.	PCTs, SHAs, LSPs, LAs, West Midlands Public Health Group	CIF – targeted	£560 (ie £40k per spearhead PCT)	By Dec 2006
IH5: A co-ordinated regional marketing strategy, promotion and advocacy programme for physical activity to be developed and promoted	Campaigning: Everyday Sport to be utilised across the region to raise the profile of sport and physical activity in addressing the regions health issues. To be undertaken in consultation with regional agencies - See also IPE11above .	Regional Public Health Group, AWM, WMRA LAs, PCTs, media partners, NGBs	CIF Targeted / Programme delivery	£300k	By Apr 2006
IH8: The importance of physical activity opportunities are promoted within planning guidance, particularly encouraging active travel, including: cycle networks or paths, walkways and walk to school opportunities	Utilisation of the Planning Process: To influence the production of planning policy and individual site developments, frameworks and masterplans.	LAs, LEAs, NGBs, GOWM, WMRA, SHAs, HDA, HE/FE, schools	N/A	Officer time	On-going – Apr 09.
IH9: Plans to be established for the development of an appropriately trained workforce	Workforce Development: To deliver recommendations contained within the jobs in sport research and ensure integration within Health White paper initiatives. To work in partnership through PCT's and other health agencies.	AWM, LAs, Regional Pulic Health Group, SHAs, HDA, PCTs, LAs, LSCs, PAYP, Positive Futures, LSPs, CSPs, NDCs, WMLGA	CIF – targeted	£800k	By Dec 2007

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB budget	Timeline
Creating stronger and safer communities					
SS4: Training, development and mentoring programmes for paid and unpaid workers involved with disadvantaged communities	Workforce Development: To deliver recommendations contained within the jobs in sport research and ensure integration with work of LSC's and Sports Equity Organisations.	GOWM (Sport and Renewal Steering Group), SkillsActive, LAs, LSCs, PAYP, Positive Futures, LSPs, CSPs, NDCs, scUK	CIF – targeted	£800k	By Dec 2007
Improving education through PE and sport					
IE2: Facilities to be developed to meet the needs of education and the community through investment opportunities such as Building Schools for the future	Utilisation of the Planning Process: Design and development advice provided through SE Regional Office. Appropriate accessibility, management and development conditions and Community Use agreements to be secured where appropriate. Prioritised to deliver the Single System for Community Sport.	LAs, LEAs, NGBs, WMRA, SHAs, HDA, HE/FE, schools, Healthy Schools Partnerships	N/A	Officer time	On-going – Apr 09.
IE4: All new sports facilities on school, or higher and further education sites, to be built to at least Sport England technical specifications and made available for community use	Utilisation of the Planning Process: Design and development advice provided through SE Regional Office. Appropriate accessibility, management and development conditions and Community Use agreements to be secured where appropriate. Prioritised to deliver the Single System for Community Sport. See IE4 above.	LAs, LEAs, NGBs, WMRA, SHAs, HDA, HE/FE, schools, Healthy Schools Partnerships	N/A	Officer time	On-going – Apr 09.

Regional Plan Action	Specific Action Required	Partners required (see abbreviations list in Appendix D)	Potential RSB Fund	RSB budget	Timeline
<i>Benefiting the economy through sport</i>					
BE2: Establish a West Midlands events programme,	Events: Engage with key regional partners to ensure that sport is embedded within a co-ordinated events strategy for the region.	AWM, NGBs, West Midlands Life, LAs	CIF – targeted	See IPE12 above	By Dec 2006
BE6: Stronger links to be created between the commercial, voluntary and public sector organizations involved in sport to ensure the best use of existing resources to achieve targets within the regional plan for sport	Major Project Investment: Design and development advice provided through SE Regional Office. Community Use to be secured where appropriate in strategically significant Public Private Partnership development.	NGBs, HE/FE, EIS, LAs, CSPs, ScUK, AWM, West Midlands Business Council, WMRA	CIF – targeted	£300k	On-going – Apr 09.
BE7: Establish an improved system for attracting more sports sponsorship into the region	Events: Engage with key regional partners to ensure that sport is embedded within a co-ordinated events strategy for the region.	AWM, NGBs, West Midlands Life, LAs	CIF – targeted	See IPE12 & BE2 above	By Dec 2006

Measuring Success:

The action plans, budget requirements and partners will be reviewed on an annual basis in line with the Regional Plan for Sport and against identified milestones. As partner strategies are reviewed, specific actions may change to take into account emerging opportunities.

A-Z of investment streams **(Bold = RSB control)**

Active Communities Development Fund:	A Lottery-funded programme designed to increase sports participation among black and ethnic minority communities, people with disabilities, women and girls, people on low incomes. Part of the (old) Sport England Active Communities Programme.
Active England:	Joint lottery programme between Sport England and the Big Lottery Fund. The RSB allocated £10.17m in 2004 across 24 revenue and capital projects in the region. All projects will be operational by 31 Dec 2005.
Active Sports:	A nationwide development programme, funded from the Sport England Lottery Fund. County Sports Partnerships, consisting of local authorities and governing bodies of sport, are delivering the programme over five years from the introduction of the programme in 2000/01. The aim is to help young people with the ability and desire to improve their sporting skills, by means of a co-ordinated programme across England that will provide wider access to organised sport. The Active Sports programmes targeted ten sports: Athletics; Netball; Basketball; Rugby league; Cricket; Rugby union; Girls' football; Swimming; Hockey; and Tennis.
Awards for All	This fund is geared towards small groups with a community focus. Grants of £500-£5000 are available
Big Lottery Fund:	Big Lottery Fund is a new organisation that will hand out half the money for good causes from the National Lottery. It replaces the New Opportunities Fund and the Community Fund. Currently going through extensive consultation programme but has already launched the Young People's Fund. In recent years significant contributions have been made to sports projects via programmes such as School Sports Co-ordinators, Healthy Living Centres and PE and Sport in Schools.
Building Schools for the Future:	The Building Schools for the Future programme is a major Government initiative that will see £2.2bn allocated to education authorities in the UK for 2005-2006, with the promise of more to come in future years.
Community Athletic Refurbishment Programme:	£5 million from the Sport England Lottery Fund has been ring-fenced for an extensive refurbishment programme for athletics facilities in England. Grants of up to £200k are available
Community Capital Programme legacy projects:	Projects deferred by Sport England's National Board for RSB decision following the stocktake process in 2003. 9 projects were deferred, of which 7 were awarded funding from the RSB in 2004
Community Club Development Programme	The Community Club Development Programme is an innovative collaboration between government - the Department for Culture, Media and Sport, Sport England and 16 national governing bodies. Funding for the programme is £60 million - £20 million from the Government's Capital Modernisation Fund (CMF) and £40 million from the Comprehensive Spending Review (CSR) 2002 - and is intended to allow for a total around 250-300 projects.
Community Investment Fund:	Lottery money assigned to RSB for distribution. £7.5 million is available from May 2004 to April 2009. Both Open and Targeted application processes are being operated.
Community Sports Coaches Scheme:	The headline objective for the Community Sports Coach scheme is to establish 3,000 paid, qualified Community Sports Coaches working at local level to increase the number and range of coaching opportunities according to strategic and local need by 2006.
County Sports Partnerships:	County Sports Partnerships are major players in the future of the delivery of sport in England. The RSB has been allocated £900,000 of exchequer funding each year for 5 years which is specifically ring-fenced to set up and establish six strong and well-resourced County Sports Partnerships.
English Institute of Sport:	The English Institute of Sport is a network of centres and service providers whose aim is to provide the best high-performance training environment in the World, for World Class programme athletes.
Extended Schools Partnerships	Delivered on behalf of the DfES by ContinYou, the Extended Schools Support Service (TESSS) is available to schools, LEAs and others involved in providing extended services in schools across England.
Football Foundation:	Based on a partnership of the FA Premier League, the FA, Government and Sport England, financial help for football at all levels, from national stadia and FA Premier League clubs down to grass roots development.
Foundation for Sport and the Arts:	Set up by the football pools promoters, this body has around £60million annually to donate to sports and arts projects nationwide
Inclusive Fitness Initiative:	The IFI is open to all not for profit fitness facilities and offers grants to support developments for people with disabilities in four key areas: (Equipment; Training; Marketing; Sports Development)
Neighbourhood Management Pathfinders (NMP's):	The NMP programme is a process not a project and involves communities working with local agencies to improve services at neighbourhood level. Neighbourhood management aims to tackle quality of life issues in the community through: better management of the local environment, increasing community safety, improving housing stock, working with young people and encouraging employment

	opportunities. There are currently 4 pathfinder projects in the West Midlands receiving on average £200,000 per year for 7 years towards management and admin costs and funding upto £2.1M for interventions projects.
Neighbourhood Renewal Fund	The NRF aims to enable England's 88 most deprived authorities, in collaboration with their Local Strategic Partnership (LSP), to improve services, narrowing the gap between deprived areas and the rest of the country.
New Deal for Communities	New Deal for Communities (NDC) is a key programme in the Government's strategy to tackle multiple deprivation in the most deprived neighbourhoods in the country, giving some of our poorest communities the resources to tackle their problems in an intensive and co-ordinated way. The aim is to bridge the gap between these neighbourhoods and the rest of England.
Planning Gain:	Resources secured for sport to mitigate the impact of new development and / or the loss / rationalisation of sports infrastructure – circa £45m secured each year in the West Midlands region.
Positive Futures:	A national sports-based social inclusion programme managed within the Home Office Drug Strategy Directorate. There are 11 projects in the WM which are based around the provision of locally appropriate and culturally attuned sporting activities and other opportunities for engagement with young people, in deprived neighbourhoods, between the ages of 10 and 19.
Private Finance Initiative:	Finance for new public sector buildings in partnership with private consortiums. Consortiums are contracted to design, build and manage a new project (such as schools and hospitals) and lease back to a public authority.
Space for Sport:	"Spaces for Sports" initiative went live in September 2004. The scheme will provide funding for: Facility development, Kit & Equipment: The initiative is a collaboration between Barclays (main sponsor); the Football Foundation and Groundwork
Sport for Sport and the Arts:	Space for Sport and the Arts is a collaboration between the Department for Culture, Media and Sport, the Department for Education and Skills and three Lottery distributors - Sport England, The Arts Council England and The New Opportunities Fund.
Sportsmatch:	Government initiative which aims to improve the quality and quantity of business sponsorship at the grass roots level. Every pound put up by a new business sponsor will be matched on an equal basis.
Step into Sport:	Funded by the Department for Culture Media and Sport and the Home Office Active Communities Unit, it brings together the Sports Leaders UK, the Youth Sport Trust and Sport England to provide a structured path to attract people into rewarding sports volunteering and to deploy their experience and talents to enrich local community and school sport.
Whole Sport/ One Stop Plans:	WSPs (sometimes referred to as One Stop Plans) will provide a blueprint for each sport and should indicate how different stakeholders will work together to deliver agreed sporting outcomes. They will define the vision, strategic objectives, structure for delivery and intended sporting outcomes, will have an attached 'whole sport cost'

Exchequer and Lottery monies – opportunities and constraints

Opportunities		Constraints	
Exchequer	Lottery	Exchequer	Lottery
<p>1. Ability to utilise programme support budget to develop infrastructure delivering key outcomes of the regional plan</p>	<p>1. Funding available for medium-term projects (up to 5 years)</p> <p>2. Can fund capital and revenue projects (and a combination of the two)</p>	<p>1. Maximum length of award is 12 months</p> <p>2. Officer time required to support applicant</p> <p>3. Only revenue only projects can be supported (posts, research, etc)</p>	<p>1. Bound by Lottery Act legislation:</p> <ul style="list-style-type: none"> - public good / no private gain - target areas of economic and social deprivation - equal spread across the region - time limited projects only - promote activities for young people - availability of other funding - viability beyond the award period - funder of last resort - solicitation only to further Sport England's objectives <p>2. Officer time required to support applicant</p> <p>3. Sport England's lottery license expires in 2009 – uncertainty after this point</p>

Regional Plan actions requiring investment

Increasing Participation

- IP3 A regional marketing strategy to be developed to raise the profile of physical activity and encourage those who do not exercise into activity
- IP7 Strategic positioning of County Sports Partnerships
- IP10 Sports clubs supported to provide quality sports opportunities within their communities
- IP11 Several multi sports clubs/multi –activity clubs set up in the region and monitored as pilot projects
- IP15 Existing facility use to be maximised and dual use and facility access agreements promoted at local levels
- IP16 A joined up approach developed between the key agencies in the promotion of active recreation using the natural resources in the region
- IP17 A coaching strategy to be developed which provides coach development and deployment system which ensures that coaches are effective, encourages equity and which delivers the right coach to the right place at the right time

Improving Performance

- IPE5 Regional governing bodies to work with partners to improve the quantity and quality of high performance coaches in the region
- IPE8 Partners to work together to plan adequate facilities and access for clubs, squads and performance athletes in the region
- IPE11 The successes of performers in the region to be better promoted. Links to be made with West Midlands Marketing Strategy.
- IPE12 An event strategy to be developed with national governing bodies, as part of the Regional Visitor Economy Strategy, to attract more national and international events to the region
- IPE13 The region will support the London 2012 Olympic bid and take advantage of opportunities to host countries, teams or performers in training camps in the run up to the games should the bid be successful

Widening Access

- WA4 The feasibility to be explored of appointing community link co-ordinators
- WA8 A comprehensive education and training strategy to be developed and created
- WA11 Encourage the design and build of facilities and open spaces to be fully accessible to local people and priority groups
- WA12 Opportunities where sport and physical activity can be improved and made more accessible in rural areas will be identified and promoted

Improving Health

- IH3 PCTs developing appropriate physical activity programmes
- IH5 A co-ordinated regional marketing strategy, promotion and advocacy programme for physical activity to be developed and promoted

- IH8 The importance of physical activity opportunities are promoted within planning guidance, particularly encouraging active travel, including: cycle networks or paths, walkways and walk to school opportunities
- IH9 Plans to be established for the development of an appropriately trained workforce to meet the needs of emerging physical activity programmes and initiatives in the region

Safer and Stronger Communities

- SS4 Training, development and mentoring programmes for paid and unpaid workers involved with disadvantaged communities
- SS7 Links to be created between Positive Futures Schemes, Positive Activities for Young People programmes and county sports partnerships

Improving Education

- IE2 Facilities to be developed to meet the needs of education and the community through investment opportunities such as Building Schools for the future
- IE4 All new sports facilities on school, or higher and further education sites, to be built to at least Sport England technical specifications and made available for community use
- IE7 An appropriately trained workforce to be developed, to meet the needs of PE, school and community sport programmes
- IE9 New ideas which have a positive effect on sport in schools, such as the introduction of a flexible school day, to be encouraged and promoted

Benefiting the Economy

- BE2 The themed groups of Tourism West Midlands will explore the potential to establish a West Midlands events programme, to attract significant sporting events to the region
- BE5 A partnership to be established between those regional agencies concerned with rural issues, to increase rural access and diversification through sport
- BE6 Stronger links to be created between the commercial, voluntary and public sector organizations involved in sport to ensure the best use of existing resources to achieve targets within the regional plan for sport
- BE7 The potential to be explored to establish an improved system for attracting more sports sponsorship into the region

Abbreviations

ACDF Active Communities Development Fund
AWM Advantage West Midlands
BE Benefiting the economy
BLF Big Lottery Fund
BSF Building Schools for the Future
CARP Community Athletics Refurbishment Programme
CIF Community Investment Fund
CLOA Chief Leisure Officers Association
CSCS Community Sports Coaches Scheme
CSN Community Sports Networks
CSP County Sports Partnership
DCMS The Department for Culture, Media and Sport
DfES Department for Education and Skills
EFDS English Federation of Disability Sport
EIS English Institute of Sport
FE Further education
FF Football Foundation
FRESA Framework for Regional Employment and Skills Action
GOWM Government Office for the West Midlands
HDA Health Development Agency
HE Higher education
IE Improving education
IFI Inclusive Fitness Initiative
IH Improving health and well-being
IP Increasing participation
IPE Improving performance
LA Local authority
LAA Local area agreement
LEA Local education authority
LPSA Local public service agreements
LSC Learning and Skills Council
LSP Local strategic partnerships
NDC New Deal for Communities
NGB National governing bodies
PAYP Positive Activities for Young People
PCT Primary care trust
PE Physical education
PESSCL Physical education, school sport and club links
PFI Private Finance Initiative
PSA Public service agreement
RPS Regional Plan for Sport
RSB Regional Sports Board
SCUK Sports Coach UK
SHA Strategic Health Authority
SIS Step into Sport
SS Creating safer and stronger communities through sport
WA Widening access
WMLGA West Midlands Local Government Association
WMRA West Midlands Regional Assembly
WSP Whole Sport Plans
YST Youth Sport Trust
ZIP Zone Implementation Plan

