



wesport

INSPIRING ACTIVE LIVES

Wesport Strategy 2016 - 2020:
Improving Lives

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foreword

Wesport Strategy 2016 - 2020: Improving Lives

A lot can happen in ten years, and Wesport has developed tremendously since its inception in 2006, remaining dedicated to championing sport and physical activity in the West of England.

This new strategy - Improving Lives, will guide Wesport's development and actions over the next four years, as sport and physical activity moves toward the centre ground as a key tool, impacting on the nations' health and wellbeing.

The Department of Culture Media and Sport (DCMS) strategy 'A Sporting Future for All', and the Sport England strategy 'Towards an Active Nation', set a framework for organisations in the sector to identify their contribution to the nations', wellbeing, to education, personal, social and economic development.

There are many challenges and opportunities ahead, including enabling more inactive people to become physically active, ensuring participation in sport and physical activity reflects the communities where it is taking place, and maintaining and growing regular participation in sport and physical activity.

Collaboration with the wide network of organisations Wesport has connected to in recent years, will be a key tool in achieving the vision and mission outlined in Improving Lives. Wesport will play a principal role in ensuring the West of England is a leading light in the provision of sport and physical activity, responding to the needs of customers, providing sport and physical activity opportunities that exceed expectations.

As Chair and CEO, on behalf of all Wesport staff and trustees, we look forward to working towards achieving a bright, exciting sporting and active future for the West of England.



Andrea Arlidge
Chair of Trustees



Steve Nelson
Chief Executive Officer





introduction

This strategy sets out the West of England Sport Trust's (Wesport) direction for 2016 - 2020. It summarises what Wesport will do to fulfil its ambitions in the next four years.

Wesport was established as a sports charity in 2006. It champions active lives in local communities by creating inspirational and innovative opportunities for more people to experience the benefits of sport and physical activity. Wesport has also successfully delivered national programmes as part of the County Sports Partnership National Network on behalf of Sport England and other partners.

Wesport covers the four unitary authorities - Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire - that together constitute the West of England area. Its main activities include:

- Working with a wide variety of local partners, enabling the delivery (directly and indirectly) of nationally-funded sports programmes,
- Providing leadership, expertise and resources to improve the variety and accessibility of sporting opportunities for local people by actively developing clubs, coaching and volunteering,
- Supporting sporting activities in educational establishments, schools, colleges and universities,
- Connecting with community organisations, such as disability, black and minority ethnic, women and girls groups, social housing and community health organisations to get more people involved in sport and physical activity.

Wesport has an excellent track record in its ten year history, changing perceptions, enabling delivery and bringing additional resources (over £9m) for sport and physical activity into the West of England. This track record will stand Wesport in good stead as it starts on the next ambitious stage of its growth and development.



West of England Area Map Outline

a 2020 vision and a focused mission

2020 Vision

Wesport will contribute to Improving Lives in the West of England' through championing, developing and delivering sport and physical activity

Wesport Strategic Priorities

Key priorities for 2016 - 2020; Wesport will:

- Be integral to, and embedded within, the local delivery landscape of sport and physical activity
- Impact on long term behavioural change to increase regular participation in sport and physical activity
- Continue to win the right to manage and deliver national programmes, effectively and efficiently
- Diversify and increase funding to reinvest in achieving Wesport's charitable purpose
- Increase Wesport's visibility, influence and profile

A Focused Mission

To achieve this vision, the Wesport Mission will set out to:

Create, Inspire and Empower through Sport and Physical Activity

Wesport aims to build additional local, regional and national collaborations that will enable more, and better, sport and physical activity. Wesport will embed high quality sport and physical activity within the fabric of the West of England, enabling more opportunities, to be delivered where and when sport / physical activity customers want it.

Wesport's **Team Values** will remain central to actions and decision making - namely:

Passion, Respect, Integrity, Diversity, Excellence

Strategic Enablers

Underpinning and driving this mission are a number of Strategic Enablers, which will ensure that the structures, capacity and direction to achieve the vision to Improve Lives are in place. These are:

- A Marketing and Communications Plan - Wesport's voice in championing sport and physical activity
- Financial Planning and targets to diversify funding through business growth
- A strong staff team and structure in place, with the skills and support needed for success
- Robust governance, performance measurement, evaluation and data capture systems



wesport mission - create

In order to increase participation in sport, and impact on long term behaviour change, Wesport will continue to deliver national programmes and develop local ones. Programme design will reflect insight into current and potential consumers of sport / physical activity. Performance measurement will focus on the behaviour change of participants. The focus will be on whether the participant has continued to take part in sport and physical activity rather than the attendance figure at an event or programme.

Creating Opportunities – Programmes

- **Current National:** Wesport currently delivers a range of national programmes locally to achieve agreed outcomes. These programmes include Sportivate, Satellite Clubs, School Games and Dame Kelly Holmes' Get on Track.
- **New National:** Wesport will align itself to proactively respond to National partner campaigns, programmes and products ensuring that delivery matches local demographics and need. It will work to continue to win the right to manage and deliver new national programmes, effectively and efficiently
- **Local:** Local programmes will be developed in collaboration with partners, their design being insight driven. Programmes will aim to identify barriers to participation and use methods to alleviate these in order to affect behaviour change. Wesport will look to secure sustainable funding to support the delivery of these programmes.
- **Health:** Sport and physical activity is now clearly recognised as a key resource for tackling health priorities. Nationally, and locally, there is a strong evidence base to support their role in addressing health issues. Wesport will work to establish where it can develop new initiatives and support existing providers who recognise the role of sport and physical activity in addressing a range of health issues, including engaging older people in activity.

Creating Opportunities – Pathways

- In 2016, Wesport will be one of 5 CSPs supporting a Sport England pilot to improve local pathways for potentially talented young people to engage in NGB performance pathways. Alongside other support for talent (e.g. coach bursaries), Wesport will apply any lessons from this pilot work to improve performance pathways in specific sports.
- Pathways to regular participation are essential if a sustained change in behaviour is to be achieved. Wesport will ensure all programmes offer routes to ongoing participation in the same activity, complimentary or alternative ones. This will be relevant for programmes targeted at both young people and older people.





GR6

FIBA
OFFICIAL
CATEGORY 6

wesport mission - create

Creating Opportunities – Environments for Participation

Wesport will work specifically to increase sport / physical activity participation in a range of environments.


These environments will include:-

- **Education:** A positive experience of sport at an early age can contribute to lifelong participation.
 - **Primary Schools** - Wesport will develop a delivery offer, enhancing what is currently available to Primary schools, focusing on high quality provision and whole school impact.
 - **Secondary Schools** - Wesport will continue to provide competitive opportunities for schools to take part in. As the School Games programme develops, the offer and opportunities will match the target audience and outcomes. The transition for a young person between primary and secondary school, and when leaving school, represent key stages in their lives where interventions need to be in place in order to avoid the potential drop off in participation.
 - **Higher Education / Further Education** - Within both of these sectors, Wesport will aim to engage with the organisation and the students to enthuse them into taking part in a programme or activity that will create and/or sustain a behaviour change leading to regular participation.
- **Workplaces:** Wesport will encourage employers to help their staff become more active; Wesport will engage with local workplaces to offer guidance, support and opportunities. In so doing, the benefits for the organisation and staff will be:-
 - Improved Health and Well Being
 - Increased Productivity
 - Sustainability through active travel
 - Improved corporate social responsibility



wesport mission - inspire



A group of children, mostly boys, are gathered around a tablet computer. They are all wearing green t-shirts. The scene is brightly lit, and the children appear to be engaged in a collaborative activity or learning exercise. The background is slightly blurred, focusing attention on the children and the tablet.

Wesport's visibility, influence and profile are an essential part of achieving its purpose. Wesport will focus on two areas to inspire people to take part in sport and physical activity:

Inspiring Communications

Wesport will ensure the interface with public, professional and voluntary networks is of the highest quality. This will include:

- **Website:** Upgrading Wesport's website to meet the changing demands of web users. A modern website is needed that is mobile friendly, increasing access to the support and services available through Wesport.
- **Social Media:** Evolving our social media presence, to increase interactions with customers (public, professional and volunteers), which will allow us to promote, celebrate and share the benefits of sport and physical activity.
- **Campaigns:** Continuing to support national physical activity and sport campaigns, and where appropriate run / support local campaigns that engage and enthuse specific underrepresented groups and communities into sport and physical activity.

Inspiring Events

- **School Competition:** In the last 10 years, Wesport has directly enabled more than 65,000 young people to take part in school competitions. In addition, the wider support for school sport has helped enable several more times this number of opportunities to be developed across the West of England. Wesport will continue to support national school competition programmes and work to build the local sustainability of school competition.
- **Community Events:** The value of local communities being supported to deliver sporting events has been proven through programmes like Community Games. Wesport will collaborate with organisations embedded in communities to aid their access to sport and physical activity events.
- **Mass Participation Events:** In recent years, mass participation events have been used to inspire and engage the public in sport. They can be used both as a target, as training ahead of events, and can provide an opportunity to signpost to ongoing activity following events. Wesport will collaborate with local partners to support current, and enable additional, mass participation events in the West of England.

wesport mission - empower

Wesport aims to be integral to, and embedded within, the local delivery landscape of sport and/ physical activity. To aid this, Wesport will empower people and organisations that impact on regular participation in sport and physical activity, providing guidance, motivation and expertise in order to increase the quality and quantity of sport and physical activity opportunities.

Empowering People

The people that impact on participation in sport and physical activity include volunteers, coaches and people in professional / paid roles. Wesport will work with each of these networks:

- **Volunteers:** Wesport will ensure that appropriate approaches to recruiting, retaining and rewarding volunteers is in place. Wesport will ensure that the volunteers recruited will reflect the population they will be working within.
- **Coaches:** The coaching workforce should also reflect the community they are engaged with. Wesport will work to develop the coaching workforce, with the skills to meet and implement the changing needs of participants and potential participants.
- **Professional Network Staff:** Wesport will provide training, support, networking opportunities and build collaborative approaches to achieve local, regional and national priorities for sport and physical activity.
- **Under-represented Individuals:** Across all programmes and activities, Wesport will enable the inclusion of individuals who are under-represented in sport / physical activity participation. Wesport will actively seek to ensure sport participation in the West of England reflects the population and communities of the region.

SCHOOL
GAMES
MAKERS





wesport mission - empower

Empowering Organisations

Empowering organisations will continue to be a core part of Wesport's role well into the future. It is through this role that the widest impact can be felt by working with a broad range of organisations, helping them to improve the quality and quantity of sport / physical activity opportunities. Wesport will continue to support organisations to access funding, including collaborating on joint funding bids and promotion of Wesport services, which include coach education, support for volunteering, funding support, developing facilities guidance and partnership working. The organisations Wesport will work with include:

- **Community Organisations:** Wesport will empower community organisations that recognise how sport / physical activity can support their aims to work with people of all ages, connecting them to Wesport's networks, programmes and service offer.
- **Clubs:** Wesport will continue to work with, and empower, the club network to ensure that they are able to sustain existing activity and grow in appropriate areas.
- **Education – Schools, Further and Higher Education:** Wesport will respond to national direction / programmes for school sport (under review until summer 2016), while being mindful of what support is required locally.
- **Leisure Centre Operators, Parks and Playing Pitches:** Wesport will engage directly with leisure operators to support improved quality and provide additional opportunities.
- **Local Government:** Wesport works to understand this complex network and explore where, and how, it can champion sport / physical activity to achieve positive strategic outcomes for sport through embedding it in local policy making. This includes:
 - Local Enterprise Partnership (LEP): The West of England LEP leads on behalf of local business and local government plans related to growth, job creation and transport.
 - Understanding the role of Clinical Commissioning Groups, which are established in each unitary authority to procure NHS drugs and services.
 - Public Health: Public health responsibilities now sit within local government – Wesport will work to understand their priorities, contributing to Physical Activity Strategies and working to embed sport and physical activity as a solution to public health objectives.
 - Facilities: Wesport will stay up to date with the latest guidance on facilities and playing pitches, in order to provide a strategic input to unitary authority strategies, and to support sporting, community and voluntary organisations with specific guidance in developing sporting facilities and applying for capital funding.

Wesport will continue to provide a range of training opportunities through workshops, conferences and networking events, bringing together local government / related roles with the wider network.

- **National Governing Bodies of Sport (NGBs):** Wesport has supported NGBs through a core offer funded by Sport England. This will evolve as Sport England develop their new strategy, and Wesport aims to build on the core support to identify additional support for NGBs keen to work in the West of England, or of particular relevance to West of England sport.

strategic context for action

Wesport's strategy will be influenced by national priorities for sport, and the changing local landscape for sport and physical activity delivery.

Key influences include:

- Department for Culture, Media and Sport (DCMS) strategy for sport: A Sporting Future for All.
- Sport England Strategy: Towards an Active Nation 2016 - 2021
- Aligning to the outcome / recommendations of the appraisal of CSPs (due to report in summer 2016)
- Continuing changes in local government
- The evolving network of local organisations delivering sport / physical activity
- The requirement to continue to diversify and increase funding to reinvest in achieving its charitable purpose
- Devolution of central government funding to local government

This Wesport Strategy, 'Improving Lives' will impact on national priorities, whilst continuing to evolve local networks, providing a relevant role that is responsive to the unique circumstances of the West of England.

Impacting on National Priorities

The DCMS Strategy: A Sporting Future for All, identifies five key strategic outcomes that will demonstrate the impact of sport on England's people and communities:

- Physical Wellbeing
- Mental Wellbeing
- Individual Development
- Social and Community Development
- Economic Development

The Sport England Active People Survey (9) has shown that 74% of people took part in sport in the last year (2014), but only 35% are regularly active at least once a week for 30 minutes (38% in the West of England). Getting more of those occasionally doing sport to make it a regular activity, while also moving some of the 26% who do nothing, to doing something will have a significant impact on the five outcomes identified above.

A Sporting Future for All also prioritises the need to ensure that sport reflects the wider society, highlighting the need to engage under-represented groups in sport, including people with disabilities, black and minority ethnic communities and people in the lowest socio economic groups.

Through the lifetime of 'Improving Lives', Wesport will track and monitor engagement in programmes to ensure it reflects the communities of the West of England.





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strategic context for action

A Locally Relevant Role

To be effective, the Wesport strategy must articulate the role sport can play in addressing key strategic issues in the West of England. The Economic Impact of Sport report, carried out by University of the West of England (UWE) Business School recognises that sport and physical activity:

- Impacts positively on the economy, both directly (employment, finance and productivity) and indirectly (supply chain, spectator and employee spending)
- Improves mental and physical health, and quality of life
- Helps strengthen communities through volunteering, leadership and participation
- In addition, every £1m invested in Sport and Physical Activity, leads to a total benefit of £2.82m, the total contribution to the West of England being £876.7m per year.

This provides direct local evidence of the impact of sport, and is reflected in the strategic outcomes of the DCMS strategy.

People Focus

Insight into how people want to consume sport / physical activity highlights that it is essential for the offer for sport participation to evolve to meet the needs of customers and potential customers.

Wesport aims to continue to build its network and work collaboratively to ensure customers of all ages have a clear understanding of Wesport's role and aims. This will be achieved initially through focusing on working more closely with clubs, workplaces, and community organisations, with a revised focus on health, linking to health organisations.

To better understand and continually improve customer relationships, Wesport will monitor interactions more closely and frequently. This regular feedback will ensure Wesport is capturing what the network requires and will allow Wesport to provide necessary support to improve the customer journey.

In turn this will improve the way Wesport is perceived and accessed by customers and further improve Wesport's contribution to sport and physical activity in the West of England.

**improving lives - a vision
and mission for success**





Wesport is committed to the successful achievement of the priorities outlined in this strategy, 'Improving Lives' 2016 – 2020. A track record of success, the ability to learn, adapt and evolve have proven fundamental skills in the last ten years, and will likely be required in the next ten years.

What has been a constant has been the ability to build strong collaborative relationships, finding 'win – wins' and mutual benefit in working with other organisations locally, regionally and nationally. Wesport is a proud member of the County Sports Partnership (CSP) Network, constantly looking to collaborate with regional and national neighbours.

This will continue during the life of this strategy, with the ultimate aim that Wesport can and will make a significant contribution to increasing and sustaining participation in sport and physical activity across the West of England.

Wesport looks forward to working with you to achieve this outcome.



wesport

INSPIRING ACTIVE LIVES

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