

SWINDON SPORTS PARTNERSHIP



SWINDON SPORTS STRATEGY 2014 – 2017



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FOREWORD

Swindon Sports Forum has lobbied for this strategy and is pleased with the results to date. Working with our partners, Wiltshire and Swindon Sport and Swindon Borough Council, we have a comprehensive document that has the potential to make a real difference to sporting outcomes in Swindon. This is the first time that the third sector has contributed in such a comprehensive way with local, regional and national agencies to coordinate their support for sport in Swindon. This document represents a significant investment of time, energy and intellectual rigour to the problems of austerity. It has forced the agencies involved to consider how they can work together better, for the benefit of all sports, whilst coping with the challenges of the time using change as a springboard for opportunity rather than decline. This is a true example of the Big Society in action and I therefore commend this strategy to you. I'm looking forward to working with you to enhance the sporting offer in Swindon in due course and to receiving comments on the document, which we will take into consideration before finalising. Participation drives success. All agencies are now participating so let us help you use the strategy to your advantage to reap the rewards.

Dave Bell, Swindon Sports Forum Chair

Wiltshire and Swindon Sport are pleased to have been involved in the development of this strategy to this stage. We are committed to ensuring it moves beyond the words and into actions that make a real difference to sport in Swindon. No single organisation, working in isolation, can achieve the ambitions of this strategy and only by engaging everyone who plays their part to make sport happen will we be successful. This strategy has identified how three of the key partners can contribute and I hope all those other organisations will use this strategy to help shape their role.

Steve Boocock CEO Wiltshire and Swindon Sport

Swindon Borough Council is pleased to be a partner in this driving this strategy. It recognises both the tough economic climate we find ourselves in and demonstrates the difference that coordinated action can make by working intelligently with scarce resources. The sporting landscape is largely coordinated on a national basis and so Swindon must compete for resources. With our partners we are well placed to facilitate the search for and securing of our full share of national funding opportunities for the benefit of local sport, which this strategy helps to achieve.

For our part we will work to connect the national, the regional and the local sporting organisations so that all communities have the opportunity to benefit. The third sector is becoming ever more important in our search for efficient providers of services and we are looking forward to maintaining our close working relationship with the Swindon Sports Forum as well as the Wiltshire and Swindon Sport in the years to come.

Keith Williams, Swindon Councillor and Lead Cabinet Member for Leisure

1.INTRODUCTION

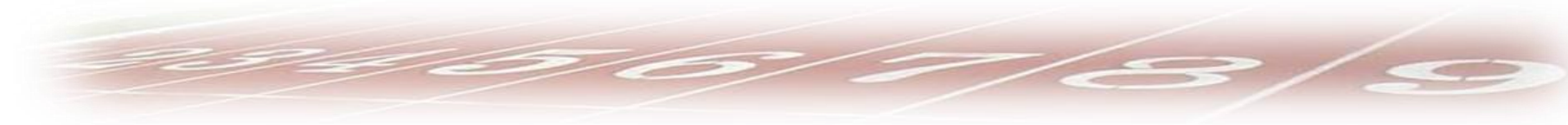
Over many years Swindon has deservedly earned the reputation as one of Britain's sporting pioneers. Through its development of innovative and groundbreaking facilities and the provision of welcoming and developmental community sports opportunities, the town has not only encouraged many thousands of people to take up sport, but has also provided a vibrant environment, enabling those with talent to fulfil their potential.

Whilst there are many contributory factors to this success, the real secret behind this proud sporting heritage is excellent team work. A combination of Swindon Borough Council (SBC), Wiltshire & Swindon Sports (WASP), the Swindon Sports Forum (SSF) and local sporting clubs, coaches and volunteers has ensured the delivery of a well structured and progressive pathway of opportunity – The Swindon Sports Partnership.

Using London 2012 as the inspirational catalyst, the Swindon Sports Partnership are committed to providing an enjoyable, exciting and challenging sporting legacy.

Within available resources, Swindon Sports Strategy, 2014 to 2017 is designed to:

- Link to the Sport England strategy (2012 -2017) and the One Swindon partner priorities
- Enhance the already strong sporting infrastructure, providing a progressive pathway of opportunity for all Swindon's residents and communities
- Break down barriers making sport welcoming, accessible and easy to begin and enjoy
- Provide much needed and deserved support and acknowledgement to Swindon's sports clubs, coaches, officials and volunteers
- Act as a catalyst to stimulate and secure external sports related investment ensuring that sport positively contributes to Swindon's economy
- Ensure Swindon remains a premier sporting destination for events and performers
- Grow the influence and reach of the Sport Forum in its role in supporting the voluntary sector sports clubs
- Strengthen the quality assurance of our sporting delivery
- Encourage sports clubs to work together to develop their sport



2. THE NATIONAL SPORTING LANDSCAPE

The London 2012 Olympic and Paralympic Games represented an extremely proud moment in British sporting history. Viewed by millions around the world it demonstrated the nation's ability to deliver probably the greatest ever Olympic Games.

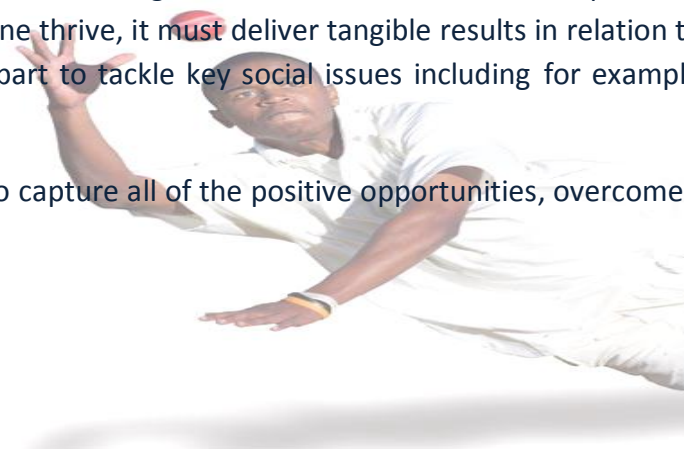
The world class achievements of British athletes will have undoubtedly inspired the next sporting generation of participants to either enjoy taking part or believe that they can emulate their heroes in years to come. Probably of greater significance, the Olympic "Games Makers" have demonstrated how much fun and how rewarding being involved in sport can be. Without doubt, London 2012 provides a sporting platform that must not be wasted.

Building on this success and excitement, Britain has got much to look forward to. The 2014 - Glasgow Commonwealth Games, the 2015 - Rugby World Cup and the 2015 - IAAF World Athletics Championships are just a few of the mouth watering spectacles on offer.

Whilst this elite sporting profile is vital, it must not overshadow the importance of localised sporting endeavours. The Government, Sport England and other key sporting partners have recently reaffirmed their commitment and investment in the provision of grass roots sporting opportunities. As part of the [Sport England Strategy \(2012-2017\)](#), 2013 has seen the National Governing Bodies (NGBs) of Sport embarking on the delivery of their new strategic whole sport plans. The details of each NGB plan can be found at [B2B NGB Engagement Tools](#) and [Sport England Local Sport Profile](#) for Swindon at Appendix 5.

Although this represents a very positive outlook for sport, the current economic climate cannot be ignored. More than ever before sport will need to show its worth and return on investment. For publicly funded sport provision to survive let alone thrive, it must deliver tangible results in relation to building local economic wealth, improving the health and wellbeing of communities and playing its part to tackle key social issues including for example, obesity, anti social behaviours and community cohesion.

The Swindon Sports Partnership welcomes these challenges and will make every effort to capture all of the positive opportunities, overcome challenges and develop and support a high quality and value for money localised sporting infrastructure.



3. OUR LOCAL CONTEXT and GOVERNANCE

Partners within the Swindon Sports Partnership include;

[Swindon Sport Forum \(SSF\)](#) is the voice of local sporting community. It has a steering group which meets regularly and works with Swindon Borough Council and strategic partners to make decisions based on experience, local knowledge and local need.

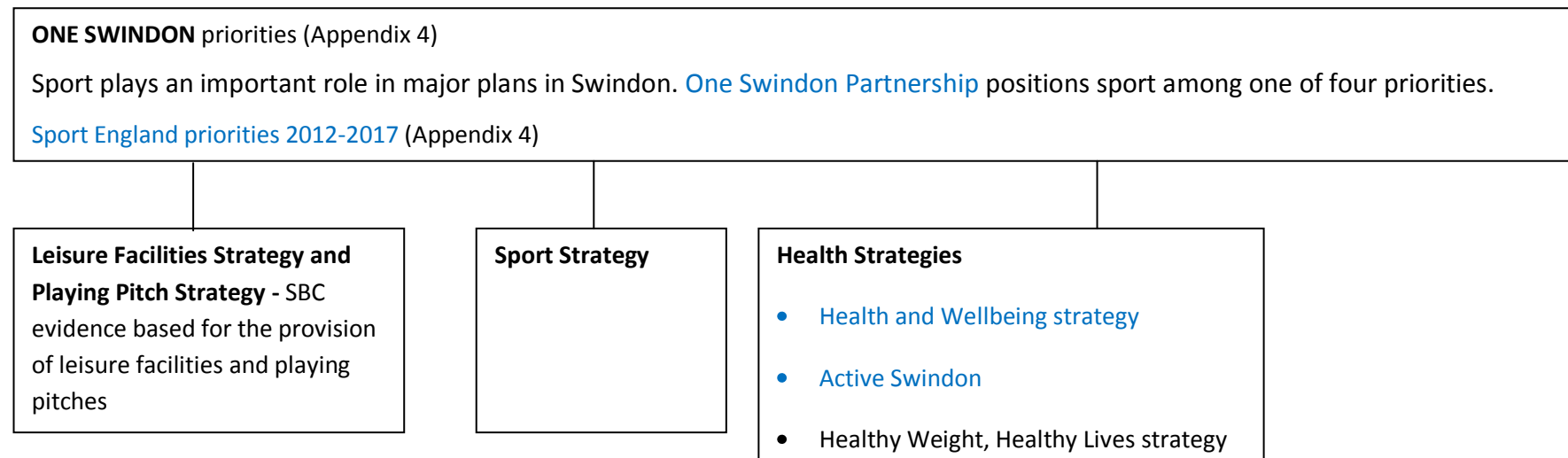
[Swindon Borough Council \(SBC\)](#) currently operates the Leisure Centres and has a Sports Participation and Health improvement team who focus on outreach sport and health projects. The Council, until now, have been responsible for the driving the partnership behind this strategy.

[Wiltshire and Swindon Sport \(CIC\)](#) provide support, training, development, participation opportunities and information to sports organisations, coaches and volunteers. WASP will be the lead partner in driving this strategy forward in the future.

Any future new provider of Leisure facilities will be invited to the Board.

The partnership will operate as a Board, which will meet quarterly as a minimum and will review the strategy as outlined on page 10.

Where the Sport Strategy fits in our priorities for Sport



4. SWINDON SPORTS PARTNERSHIP- Vision, Mission and Values

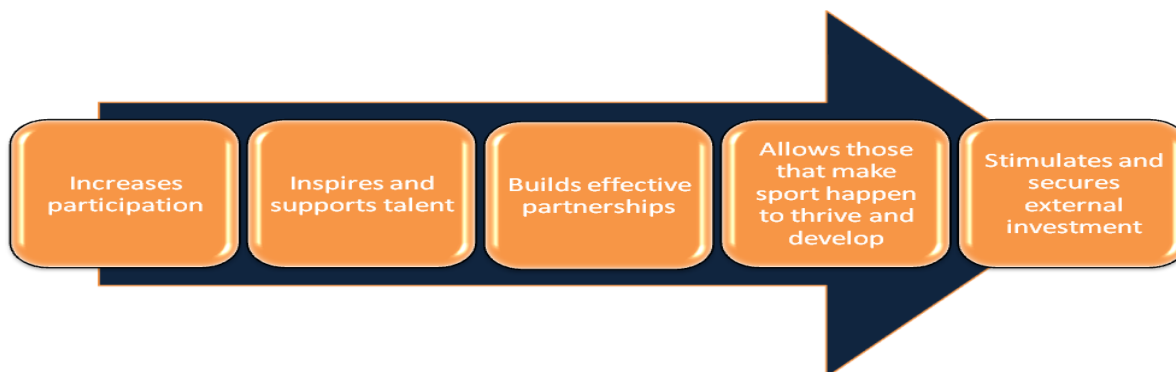
This sports strategy seeks to engender and embed a partnership approach to the development and delivery of sport within Swindon. Through this approach we hope people from all of the town's communities will either enjoy participating in the many opportunities it stimulates, or derive great satisfaction from volunteering in its delivery.

OUR VISION

Swindon's sporting partners will work together to improve our sporting reputation, increase participation in sport by building capacity of voluntary sports clubs and increase external revenue for sport.

OUR MISSION

To develop, support and promote a vibrant local sporting infrastructure which;



OUR VALUES

PASSIONATE

"We are passionate about our town and the communities we serve"

DEDICATED

"We are dedicated to ensuring everything we do makes a positive difference to people's lives"

WELCOMING

"We are committed to supporting all those who want to take part in sport and will ensure our programmes and activities reflect this"

INNOVATIVE

"We are determined to be forward-thinking, ambitious and courageous and to continually improve our performance and impact"

FUN

"We want Swindon and its people to share in our sense of enjoyment making sport a lifelong habit"

PARTNERSHIP

"We want to be part of a team approach and to continually achieve things through co-operation and partnership"



5. OUR FOCUSED APPROACH

The Swindon Sports Partnership is committed to helping sports and participants to both develop and enjoy a lifelong involvement in sport and physical activity. Working within its powers and resources the Swindon Sports Partnership will do all it can to build and develop the local sporting infrastructure ensuring that all communities irrespective of age, gender, ability or social background etc. have opportunities to enjoy, compete and succeed in sport. Inevitably, resources are limited and need to demonstrate an effective return on investment. The partnership will have to prioritise any resources to maximise the impact. As a result this strategy is about priorities and delivering a focused approach. This will mean that some sports receive greater assistance than others. It will also mean that some very worthwhile sporting projects do not gain as much support as they would like.

In developing this strategy the Swindon Sports Partnership sets out to identify and understand those sports that can deliver the most for Swindon and its communities during the next three years. To structure this prioritisation, six strategic themes were established and used to assess the current performance and future potential of over fifty sports. (Refer to Appendix 1 for methodology and scoring). Using the results of its assessment process, a prioritised approach was developed through which sports were put into the two categories of Core and Enhanced sports. Each category was then allocated a progressive level of service and support. The Core offer will ensure that the partnership maintains the current high level of support provided to all sports in Swindon by working with any sport that wishes to proactively develop by working within the framework of the strategy.

The Swindon Sports Partnership will continue to develop the assessment process and improve the evidence base for any future reviews.

The agreed review process will be;

- Each year, there will be a refresh of the strategy which could lead to a review if there are any significant developments that warrant it, or if not, it will be rolled on for another year.
- Every two years, or when a major change occurs e.g. the next NGB Whole Sport plans, there will be a review of the mechanism and assessment by the Board, so the next one will be no later than 2016. This process will be used to assess the development of each sport and potentially sports will be invited to progress through the categories with the partnership supporting a number of emerging sports who demonstrate potential. In addition sports, acting as a collective, can use this review period to present their case for progression through the system. Conversely those sports initially within the Enhanced category will be required to demonstrate continual and positive development in order to maintain this status.
- In 2017, the Board will decide whether the overall Strategy for 2014/17 is working effectively. If it is, it will be extended for a further period of time, if not, the three partners will decide on a different way forward.

Given the current economic climate allocation of any future resources is likely to be competitive. The Partnership is there to help develop sport through working with clubs and their NGBS as a collective to achieve their aspirations and to ensure all identified funding streams are spent in line with the wishes and aspirations of local sport. To aid this approach all specific sport/leisure related funding that becomes available will be used for the benefit of local sports who fully engage in the Swindon Sports Strategy.

It is envisaged that following consultation and finalising the document that the partners will develop an annual action plan which will be reviewed at partnership meetings to implement the strategy. During the development of the priority sport development plans Diversity Impact Assessments will be carried out to ensure the widening of participation.

STRATEGIC THEMES and ASSESSMENT CRITERIA

1. **Increasing participation** – With a particular emphasis on 14 to 25 year olds (reflecting Sport England Strategy), the assessment examined each sports ability and track record in relation to increasing sporting involvement. The assessment took into account the sports appeal and accessibility for different genders, social backgrounds and levels of ability.
2. **Talent development and progression** – To ensure Swindon is playing its part in developing Britain's next generation of sporting champions, the assessment examined the effectiveness of each sport in relation to the provision of progressive sporting opportunities. Ultimately the assessment was seeking to identify those sports that could locally support national and international performers.
3. **The local sporting infrastructure** – The success of sport is heavily dependent on the quality and scale of the local sporting infrastructure. The assessment therefore examined the ability of each sport to provide access to suitable facilities, high quality coaching, progressive competition and levels of volunteer support. It also focused on the sports ability to attract external funding support.
4. **Regeneration and economic impact** – Sport has a proven ability to stimulate and enhance the local economy. The assessment therefore set out to identify those sports that add significant local value. The assessment took into account, visitor impact, retail impact and each sports contribution to local employment. It also looked at the capacity of the sport to build the profile of Swindon within the regional and national media.
5. **Social and community impact** – Sport has the innate ability to deliver positive effects in relation to health and community development. Active people are less likely to be obese or suffer from other chronic illness. Sport is often used to reduce levels of anti social behaviour and to prevent crime. It is also used to develop strong communities and through this prevent people from becoming isolated. The assessment therefore looked to identify those that could deliver the greatest social impacts and improve health and well-being.
6. **Demographic relevance** – Different sports will appeal to different sectors of the population. Sometimes this is down to age, race, disability, sex, religion, sexual orientation, gender identity, maternity or marital status. Other times it is down to culture. The assessment of sports therefore set out to identify those that provide a real relevance to local communities. The assessments also highlighted those sports with a long and successful heritage within Swindon.

6. 2014 -2017 - SPORTS STRATEGY

Over the next three years Swindon Sports Partnership will work with its local, regional and national partners to deliver the maximum impact possible. In line with its six strategic themes it will use a mix of advocacy, advice and guidance and direct delivery to progressively enhance the provision and quality of sporting opportunities within Swindon. In delivering this approach it will strive to achieve a range of measurable outcomes and impacts. Whilst being focused in its efforts it will also remain flexible and agile taking advantage of unforeseen opportunities that emerge during the lifespan of the strategy. This strategic approach will be delivered through a prioritised approach from a core offer to all sports to an enhanced offer for fewer sports.

Core offer (all sports recognised by the Sport Forum)

All sports provide a valuable asset to Swindon and its local communities and therefore represent a welcome partner in the delivery of the 2014 - 2017 Sports Strategy. These sports have demonstrated an ability to deliver against some of the strategic themes, however this is likely to be limited and constrained by the sports size, resources and localised infrastructure. Although the partnership considers these sports to be important in broadening the sporting offer, the support they will receive will be less proactive and comprehensive as those receiving the enhanced offer. All sports will benefit from the following.

(√ = lead organisation were applicable)

OUR COMMITMENT	Swindon BC	Sports Forum	WASP
<ul style="list-style-type: none"> Access to the Sports Forum sports news circulars and marketing support through the Sport Forum Communication channels 		√	
<ul style="list-style-type: none"> Access to the Swindon Sport Forum Club Accreditation service 	√	√	
<ul style="list-style-type: none"> Swindon Sports Forum membership and access to its meetings and Annual General Meeting 		√	
<ul style="list-style-type: none"> Access to the following potential funding opportunities; <ul style="list-style-type: none"> Swindon Sport Forum annual small grants programme Sport England and Big Lottery Awards for all grant programme(to £10k value) 		√ √	√

<ul style="list-style-type: none"> ○ Grant funding for talented individuals through GLL Sport Foundation ○ Coaching bursaries 		√	√
<ul style="list-style-type: none"> ● Potential inclusion in any relevant future partner lead funding applications which aligns to any of the 6 strategic themes and which are relevant for that sport at the time. 	√		
<ul style="list-style-type: none"> ● Prioritised access to Sports facilities for talented individuals competing at County level or above 	√		
<ul style="list-style-type: none"> ● Support to achieve National Governing Body accreditation and Clubmark 			√
<ul style="list-style-type: none"> ● Access to generic Club and Sports coach education/ training programmes 			√
<ul style="list-style-type: none"> ● Signposting to support services including Swindon Volunteer Centre, Voluntary Action Swindon and other relevant organisations 	√	√	√
<ul style="list-style-type: none"> ● Reactive advice and guidance 	√	√	√

NB: In order to benefit from this support clubs must be registered to the sports forum and champion the forum to other clubs.

Enhanced offer to limited number of sports

Enhanced sports represent the pinnacle of the sports strategy and will therefore receive priority status in future development activity. Sports in the enhanced offer have been identified as key partners in the delivery of the 2014 -2017 Sports Strategy. These sports will have demonstrated the ability and potential to consistently deliver high quality outcomes against each of the strategic themes and therefore provide the greatest level of local benefit to Swindon. In addition to all of the benefits available in the core offer, those sports in the enhanced offer also receive proactive support:

OUR COMMITMENT	Swindon BC	Sports Forum	WASP
<ul style="list-style-type: none"> A named person from across the Partnership who will work with the sport to maximise its development potential through the development and implementation of a sports specific development plan. This will cover each of the strategic themes and be supported and delivered throughout the strategy period. Facilitation of local partnership meetings, helping sport clubs collectively to broker partnerships with NGBs, Funders, Swindon Borough Council departments in preparing the development plan and help to identify and access future opportunities, including funding, directly linked to the delivery of the development plan 	√	√	√
<ul style="list-style-type: none"> Preferential access to relevant sports facilities linked to the delivery of your sport specific action plan 	√		
<ul style="list-style-type: none"> Support and guidance in the development of larger targeted grant applications for your sport (over £10k) aligned to the development plan 	√	√	√
<ul style="list-style-type: none"> Enhanced investment in coach education and development through the available WASP grant programme 		√	√
<ul style="list-style-type: none"> To offer host facilities for NGB coach education and relevant regional, national and international events 	√		

NB. In return for our commitment we require the Sport clubs within sports in this category to;

- Be registered to the Sports Forum, attend each Sport Forum meeting and champion the Forum to other clubs
- Work with other clubs as a collective, representing your sport rather than the sole interests of your club
- Attend and participate in the relevant meetings related to developing the sport.

The first list of Enhanced Sports is listed in Appendix 3.

7. IMPACT and MEASURES OF SUCCESS

Through the delivery of the 2013 -2017 Sports strategy partnership aim to deliver the following:

Strategic theme	Measurable outcome	How measured	Reporting lead			
			SBC	SSF	WASP	NGB / Clubs
Theme 1 – Participation	<ul style="list-style-type: none"> Number of participants broken down by age, gender and disability etc. where data exists Levels of retention within clubs 	Active People Survey Local Sport Profile			√	√
Theme 2 – Talent development and progression	<ul style="list-style-type: none"> Number of athletes reaching Borough regional and national squads Number of performance competitions staged in Swindon Number of performance officials and coaches qualified/developed 	Report from NGB Number recorded Report from NGB	√			√ √
Theme 3 – The local sporting infrastructure	<ul style="list-style-type: none"> Growth in number and scale of clubs Levels of external investment Numbers of coaches and officials qualified/developed Number of volunteers supporting sport 	Report from NGB Amount recorded Records Records	√		√ √ √	√ √
Theme 4 - Regeneration and economic impact	<ul style="list-style-type: none"> Estimated numbers of spectators visiting the town Numbers of people employed through sport Scale of media coverage Retail sales associated with sport Scale of annual economic impact assessment 	Estimate – major events Local Sport profile Local Sport profile Local Sport profile	√ √ √ √			

Strategic theme	Measurable outcome	How measured	Reporting lead			
			SBC	SSF	WASP	NGB / Clubs
Theme 5 - Social and community impact	<ul style="list-style-type: none"> Numbers of people doing taking part in regular sports participation 	Active People Survey			√	
	<ul style="list-style-type: none"> Engagement with young disenfranchised communities Number of opportunities provided for specific target groups Reduction in anti social behaviour and crime 	Youth Sport Swindon project reports	√			
	<ul style="list-style-type: none"> Reduction in health related issues <ul style="list-style-type: none"> Obesity Smoking cessation Chronic disease 	Public Health data	√			
Theme 6 - Demographic relevance	<ul style="list-style-type: none"> Numbers of targeted communities taking part in regular sports participation <ul style="list-style-type: none"> Numbers of women involved Numbers of Ethnic minorities Numbers of disabled athletes 	Active People Survey			√	

NB Where relevant the partnership will consider the inclusion of specific targets during the development of the Sport specific action plans.

8. APPENDICES

Appendix 1 [Scoring methodology](#)

Appendix 2 [Scoring Charts against each Strategic theme](#)

Appendix 3 [List of Enhanced sports and Individual Sport scoring charts](#)

Appendix 4 **Strategic priorities for Sport and Leisure**

Swindon Borough Council and its partner's priorities

[One Swindon priorities](#)

Sport England Strategy 2012- 2017 priorities

[A sporting habit for Life 2012-2017](#)

Appendix 5 [Swindon Local Sport Profile \(April 2014\) from Sport England](#)

NB Throughout the document - hold the control key and click on blue hyperlinks to access the documents