



Business, Economy and Enterprise Scrutiny Board (3)

Time and Date

2.00 pm on Wednesday, 28th January 2015

Place

AT7 Centre, Bell Green, Coventry CV6 7GP

Public Business**1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes** (Pages 3 - 6)

(a) To agree the Minutes of the meeting held on 17th December 2014

(b) Matters arising

4. Coventry Sports Strategy 2014-2024 - Progress Review (Pages 7 - 68)

To receive a briefing and supporting presentation providing a progress review on the Coventry Sports Strategy 2014-2024 and the links between physical activity and health.

Briefing Note of the Executive Director of Place

5. Outstanding Issues

There are no outstanding issues

6. Work Programme 2014/2015 (Pages 69 - 72)

Report of the Scrutiny Co-ordinator

7. Any other items of business which the Chair decides to take as matters of urgency because of the special circumstances involved**Private Business**

Nil

Chris West, Executive Director of Resources, Council House, Coventry

Tuesday, 20 January 2015

Note: The person to contact about the agenda and documents for this meeting is Michelle Salmon, Governance Services, Tel: 024 7683 3065, Email: michelle.salmon@coventry.gov.uk

Membership: Councillors R Bailey, L Bigham, J Birdi, G Duggins (Chair), K Mulhall, T Skipper, H Sweet, S Walsh and D Welsh

By invitation: Councillor A Khan (Cabinet Member for Culture, Leisure, Sports and Parks), Councillor K Maton (Cabinet Member for Business, Enterprise and Employment), Councillor McNicholas (Deputy Cabinet Member for Business, Enterprise and Employment)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting OR if you would like this information in another format or language please contact us.

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Coventry City Council
Minutes of the Meeting of Business, Economy and Enterprise Scrutiny Board (3)
held at 2.00 pm on Wednesday, 17 December 2014

Present:

Members: Councillor G Duggins (Chair)
Councillor R Bailey
Councillor L Bigham
Councillor J Birdi
Councillor K Mulhall
Councillor T Skipper
Councillor H Sweet
Councillor S Walsh
Councillor D Welsh

By Invitation: Councillor K Maton
(Cabinet Member for Business, Economy and Employment)

Employees (by Directorate):

Place D Cockcroft, R Young

Resources G Holmes, G Paddan

Apologies: There were no apologies

Public Business

25. Declarations of Interest

There were no declarations of interest.

26. Minutes

The minutes of the meeting held on 12 November 2014 were agreed and signed as a true record.

Further to minute 13 headed 'Carbon Management Plan', the Board was advised that the letter had been sent to the Department of Energy and Climate Change regarding the inclusion of schools in the Carbon Reduction Commitment.

The Board was advised that the consultation on the Local Plan had been extended until Christmas 2014 to include additional Ward Forums. There were no other issues emerging from the additional consultation. A report would be submitted to the meeting of the Council in March 2015.

27. **Exclusion of Press and Public**

RESOLVED that the Scrutiny Board agrees to exclude the press and public under Section 100(A)(4) of the Local Government Act 1972 for consideration of the private matter in Minute 33 below headed 'Progress with Occupiers for City Centre South and Friargate', on the grounds that the item involves the likely disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information) as defined in Paragraph 3 of Schedule 12A of the Act, and that in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

28. **Delivering the Jobs and Growth Strategy - Half Year Progress (April 2014- September 2014)**

The Scrutiny Board considered a report of the Executive Director of Place on the Jobs and Growth Strategy for Coventry, which was endorsed by the Council in May 2014. The Strategy supported the vision and priorities of the Council's Plan Coventry Open for Business; globally connected and locally committed. The report summarised the progress made to deliver the strategy in the past six months from 1 April to 30 September 2014. The news was positive with many performance measures being on track to meet or exceed the readjusted higher target set for the year.

The report noted the key achievements and raised and discussed points, which included:

- Council's service had directly contributed to creating 1206 new jobs within Coventry against a target of 1270 set for the year.
- Over £48.9 million pounds of business investment had been secured for the benefits of the City.
- The number of people engaging with the Council's Employment Team was far exceeding targets set in the past six months with 4618 people having accessed employment support. 1011 people who had engaged with the services provided and had progressed into work.
- Referring to a table contained in the report, Members questioned officers about jobs in the City and on the unemployed and Job Seekers Allowance claimants.
- Job Shop users and their experience of getting the right staff with the right skills.
- The grouped jobs being broken down into job/employment categories to provide a better picture of the type of jobs available and skills required.

RESOLVED that the Business, Economy and Enterprise Scrutiny Board (3) notes the contents of the report.

29. **Progress with Occupiers for City Centre South and Friargate**

The Board received a briefing note of the Assistant Director of City Centre and Development Services, for which a private briefing note detailing the confidential matters of the proposals was also submitted to this meeting for consideration (minute 33 below refers), on the progress being made with occupiers for the City Centre South Scheme and the Friargate Scheme.

RESOLVED that the Business, Economy and Enterprise Scrutiny Board (3) notes the briefing note.

30. **Outstanding Issues**

Outstanding issues were included in the Board's Work Programme.

31. **Work Programme 2014/2015**

RESOLVED that the Business, Economy and Enterprise Scrutiny Board (3) noted the Work Programme 2014/2015 and agreed that as there had been a change to the Climate Change Strategy to Home Energy Conservation Act an additional item on this matter be placed on the Programme for the March 2015 meeting of the Board.

32. **Any other items of public business which the Chair decides to take as matters of urgency because of the special circumstances involved**

There were no other items of public business.

33. **Progress with Occupiers for City Centre South and Friargate**

Further to minute 29 above, the Board received a briefing note of the Assistant Director of City Centre and Development Services, which contained confidential aspects of the proposals for the City Centre South Scheme and the Friargate Scheme, providing an overview of negotiations with occupiers.

The Friargate Scheme and the City Centre South Scheme were important in securing a paradigm shift in the economy of the City. The Board were advised that both Schemes were by their nature ambitious and of regional and national importance. The Friargate Scheme had outline permission for three million sqft of office led development and would complement the City Centre South Scheme which had outline permission for 560,000 sqft of retail led development.

The Board discussed the details of the proposals for marketing together with enquiries received from a hotel operator to provide a 150 bed hotel adjacent to Coventry Rail Station; there had also been interest from retailers, restaurants and a possible cinema. The Board raised questions in respect of the anchor store proposed for Friargate, car parking facilities and timescales.

RESOLVED that the Business, Economy and Enterprise Scrutiny Board (3):

1) Notes the briefing note.

2) Agrees that further regular briefing notes be submitted to the Board on the progress made with occupiers for City Centre South, Friargate and Sports Centre.

34. **Any other items of private business which the Chair decides to take as matters of urgency because of the special circumstances involved**

There were no other items of private business.

(Meeting closed at 3.45 pm)



To: Business, Economy and Enterprise Scrutiny Board (3)

28 January 2015

Subject: Coventry Sports Strategy 2014-2024 – Progress Review

1 Purpose of the Note

- 1.1 On 5 August 2014, Cabinet approved the Coventry Sports Strategy 2014-2024. On 9 September 2014, Council unanimously endorsed the Strategy. In line with Strategy recommendations regarding future public leisure provision, Council further approved investment of £36.7m in a City Centre destination sports and leisure facility and agreed to work with the City of Coventry Swimming Club and other partners to explore the feasibility of keeping a 50m pool within the City, if it could be technically possible and deliverable within the available financial resource.
- 1.2 This briefing note provides the background to a presentation and discussion for the meeting of the Business, Economy and Enterprise Scrutiny Board (3), which will consider the City's progress in implementing the Strategy over the four months since its endorsement in September 2014.

2 Recommendations

It is recommended that the Business, Economy and Enterprise Scrutiny Board (3):

Review progress on implementing the partnership Coventry Sports Strategy 2014-2024 since its approval by Cabinet in August 2014 endorsement by Council in September 2014.

- (i) Recommend to Cabinet Member for Culture, Leisure, Parks, Sports and Events key opportunities, considerations and priorities where the Council may support and enhance delivery of the Strategy across 2015 and in future years.

3 Information/Background

- 3.1 The mission of the Coventry Sports Strategy 2014-2024 is "To develop a more active, inclusive and vibrant Coventry through positive experiences in sport".
- 3.2 The Strategy is structured around eight Vision Aims and 37 Strategic Objectives. Included within these are objectives concerned with increasing and widening participation in sport; increasing the number of people receiving sports coaching; increasing the number of people volunteering in sport; establishing and embedding early specialist support services for talented athletes; developing City Centre sports facilities that are accessible, high quality, sustainable and of significance to the Midlands (proposed by switching long-term resources from Coventry Sports and Leisure Centre to investing in a new City Centre

destination facility); attracting high profile sporting events to the City; establishing a Coventry Sports Network; and harnessing the power of sport to promote community cohesion and address public health inequalities in the City.

3.3 The Strategy is influenced and supported by the Coventry Playing Pitch Strategy 2014-2024, the Coventry Indoor Facilities Strategy 2014-2024 and the Coventry Aquatics Strategy 2014-2024.

3.4 For the purposes of brevity, the 37 strategic objectives are not individually reviewed below, but key Strategy updates are provided under the heading of each of the Eight Vision Aims (VAs) within the Strategy. The full report can be found at Appendix A

4 VA1 - To inspire more people in the city to take up and regularly take part in sport

4.1 #Ucan project

In 2014, Coventry City Council secured grant of £214,779 from Sport England Community Activation Fund (the first grant award directly linked to the development of the new Sports Strategy) to deliver a three-year programme in the heart of two of the city's most deprived wards (Foleshill and Henley), through a partnership approach between Coventry City Council, Coventry Sports Foundation, Positive Youth Foundation and Sky Blues in the Community. The programme prioritises work with those who do not currently participate in sport, with three distinct priority groups: 14-19 year olds, those aged 40+ and females.

The #Ucan project was established as part of a partnership commitment to continue to offer a range of high quality sporting activities in Foleshill, from around the time of the Foleshill Sports and Leisure Centre closing. Under the banner of the #Ucan project, activities are delivered in the heart of Foleshill and Henley, using local parks and open spaces, schools and community centres – with the aim of feeding into sustainable sports centre activity or local sports clubs.

4.2 Sport England Active Universities Funding

In 2014, both Coventry University and the University of Warwick have received Sport England "University Sport Activation Fund" awards to develop new programmes to support more people being physically active. Totalling £372,895, these programmes will help to create a more active city and help to deliver a number of the Strategy's objectives.

4.3 Sport England Active People Survey Results

Sport England Active People Survey results are usually published annually in December, for the preceding October to October year of surveys. However, the publication of the Sport England Active People Survey results for October 2013 to October 2014 has been delayed and the latest figures are therefore not available at the time of this briefing. Once the results of this annual survey have been released, local analysis will investigate trends and patterns in participation, updating the pool of survey data utilised in developing the Coventry Sports Strategy. This historical survey data showed that over half of the Coventry population do not take part in sport or active recreation; that age plays a key role in determining levels of activity; that regular female activity is under half that of the corresponding male rate; and more positively, that regular participation in sport and active recreation (National Indicator measure) has increased from 18.8% to 26.0% (by a statistically significant level) from the period of the survey being conducted for Active People Survey 1 (2005/6) to the period of Active People Survey 7 (2012/13).

4.4 Coventry Public Leisure Participation Data

Across all Coventry public leisure centre sites (i.e. those operated by both the Coventry Sports Foundation and Coventry Sports Trust), there were 2,315,056 participant visits between 1st April 2014 and 31st December 2014. This compares with 2,047,669 visits for the equivalent period in 2013 and 2,050,377 visits for the equivalent period in 2012.

5 VA2 - To provide a wide range of high quality and exciting sporting opportunities and experiences

5.1 National Governing Body Planning

Throughout the development and early implementation of the Coventry Sports Strategy, the City Council and partners have been holding strategic meetings with a selection of National Governing Bodies of Sport (NGBs) to establish if they would be well positioned to be 'key sports' / 'development sports' for Coventry. A key consideration for each 'key sport' is the development and agreement of a strategic, holistic Sports Implementation Plan for the sport in the City.

In November 2014, it was agreed by the Coventry Sports Network that Tennis would be its first 'key sport. The Lawn Tennis Association (LTA) had successfully developed and articulated a comprehensive, strategic Sports Implementation Plan (SIP) for Coventry, which the CSN endorsed and has commenced working on in partnership with the LTA.

5.2 The 'Engage!' Project

The 'Engage!' Project is a prime example of new sports programme work being developed through, and driven by, the Coventry Sports Strategy.

'Engage!' is a unique rugby programme for Coventry. The ultimate aim of 'Engage!' is to use rugby and its values as a means of social and educational enrichment. Supported by the Millerchip Family Fund, the programme aims to promote the sport and its values as a way of developing healthy, well-rounded, confident young people who have greater access to opportunities and a real sense of belonging within their local communities.

The first 'Engage!' tournament was held at the Alan Higgs Centre in November 2014, with the finalists - pupils from Wyken Croft Primary School and Willenhall Primary School – securing the opportunity to play in the final at the Ricoh Arena during Wasps first home game at the stadium on 21st December 2014, in front of 28,000 people.

The 'Engage!' project is currently recruiting a manager to help to develop the programme in Coventry and the project is currently undertaking a number of pilot programmes in local primary schools.

6 VA3 - To inspire more people to volunteer, coach and be facilitators of sport

6.1 EnV

With regard to supporting plans for volunteer development, the CSN partnership is working closely with the new social enterprise 'EnV', which was created as a legacy from the London 2012 Olympic Games in Coventry, due to the success of the Coventry Ambassadors. The social enterprise is looking at developing sports events and volunteers both within the City and the sub-region.

Coventry Sports Network is working with EnV to look at options to develop and provide sustained support to VA3. The CSN have also supported EnV to attend 'meet and greet' events for Wasps season ticket holders coming to the City and the Arena for the first time, and to negotiate a contract with Wasps to be present at their opening fixtures – where the Ambassadors will provide a welcoming, orientation service to supporters new to the City.

EnV have further supported delivery of the Coventry Solihull and Warwickshire Sport Sainsbury's School Games Festival programme across 2014, with further School Games Festivals planned for March 2015 and July 2015.

7 VA4 - To identify and support talented athletes to reach their sporting potential

7.1 Support to Succeed

Coventry Sports Network has actively supported the 'Support to Succeed' initiative. 'Support to Succeed' is a sub-regional talented athlete's bursary programme, delivered by CSW Sport. The scheme has recently funded a number of young, talented Coventry athletes with bursaries. These successfully young athletes were awarded their bursaries at the CSW Sports Awards in November 2014.

7.2 Coventry University Science and Health Building

In 2014, Coventry University announced plans for a new flagship Science and Health Building in Much Park Street. Spread over five floors, the new building will become home to a number of departments, including sports science and psychology. The new facilities, described by some as a "super lab", will include state-of-the-art health simulation facilities, a laboratory for teaching and research in biological and analytic sciences, a strength and conditioning room, with a running track, sports therapy clinic and facilities for food and environmental sciences also on site. Archaeological excavation work is underway on site, with completion of the building scheduled for 2017.

8 VA5 - To provide a range of modern, accessible and high quality sports facilities in the city

8.1 Centre AT7

In August 2014, the new Aquatic and community facilities extension to Centre AT7 (including delivery of a new 25m x 6 lane swimming pool, learner pool and racing slides) was formally opened, with a public open day on 30th August. The £8m development opened on time and circa £250,000 under budget, representing the first phase of re-provisioning of public aquatic facilities in the city. A seamless transition was managed with the closure of Foleshill Sports and Leisure Centre (which closed in August 2014). Foleshill Sports and Leisure Centre was opened in 1937 and was situated less than a mile away from the significantly more modern facilities now accommodated within Centre AT7.

Since opening the new aquatics facilities in August 2014, Centre AT7 has seen a 74% increase in memberships and a 250% rise in schools accessing public swimming facilities in the north of the city.

Between August 2014 and November 2014 (i.e. the first three months of its opening), the aquatic extension to Centre AT7 has delivered the following levels of participation, which represent significant increases over previous participation levels at Foleshill Sports and Leisure Centre for 2013/14.

- Participation (swimming facilities only) = 63,546
- Education Swimming Lessons = 25 Schools (averaging 1315 pupils per week)
- Private Instruction Programme = (circa 1,000 pupils per week)
- Memberships = 575 additional members (74% increase)

8.2 Destination Water Park

The development of a new Destination Water and Leisure Facility in Coventry represents the second phase of the strategy of the re-provisioning of public leisure facilities. The Council's key vision for the development is to provide an exciting, iconic, high quality facility that is accessible to everyone, draws people to Coventry, contributes to the delivery of the Coventry Sports Strategy 2014 – 2024, acts as a catalyst for the regeneration of the City Centre, increases footfall and contributes to the Council's healthy living objectives.

The Council is currently procuring Project Management, Cost Consultancy and Construction (Design and Management) Consultancy services for the development, to include the demolition of existing Council buildings, with demolition due to commence on site in 2017 and a projected opening date for the new facility in 2019. The preferred consultancy team will be appointed in March 2015.

8.3 50m Pool Feasibility

On 9 September 2014, whilst approving investment of £36.7m in the above City Centre destination sports and leisure facility, the Council further agreed to work with the City of Coventry Swimming Club and other partners to explore the feasibility of keeping a 50m pool within the City, if it could be technically possible and deliverable within the available financial resource.

The Amateur Swimming Association (ASA), as National Governing Body for swimming, was invited to, and agreed to, lead this further feasibility work. Four initial scoping meetings were held with the ASA and Coventry City Council officers in 2014. As requested, Council officers have provided a range of technical and financial baseline information to the ASA and supported the ASA and Sport England with facilities planning modelling for swimming pools. The ASA have additionally met with wider stakeholders such as the City of Coventry Swimming Club.

The ASA were scheduled to share an initial feasibility report with Council officers on 19th December. However due to the local and regional strategic and technical complexity of the work, the ASA were unable to meet the December deadline and this has now been extended with the agreement of partners.

8.4 President Kennedy School

Council and Sport England officers have been working to support President Kennedy School in further modelling work designed to retain and/or improve sports facilities accessible to the community at the school. The School has articulated an ambition to create a high quality neighbourhood sports hub, run as a community trust, which enriches sport and physical education for students who attend President Kennedy School and which raises participation in sport and promotes healthy lifestyles within the Holbrooks community. An external consultant has now been appointed to work with school to prepare a development plan for proposed new facilities.

8.5 Badminton England, England Squash and Racketball and the Sport England Inspired Facilities Fund

Development of the Coventry Sports Strategy has enabled the Council to strategically support external funding applications to Badminton England, England Squash and Racketball and Sport England to improve the changing facilities squash courts and sports hall at St Augustine's Sports Centre. This has secured £125,000 in external funding for capital improvements at the above facilities, with work currently underway and due for completion in March 2015.

9 **VA6 - To attract high profile sporting events to the city and to celebrate sporting achievement**

9.1 Ricoh Arena

Events are a key part of the development and implementation of the Coventry Sports Strategy and the arrival in Coventry of Wasps and the return of Coventry City FC to the Ricoh Arena will no doubt help deliver this Aim of the Strategy. The Coventry Sports Network has worked closely with Wasps to support the successful delivery of their opening fixtures at the stadium and will continue to support the development of sports events at the stadium, as a key showcase venue for the City. Since the endorsement of the Strategy in 2014, the Ricoh has already hosted a number of key sports events (e.g. School Games Organisers' National Summit; 'Lock, Stock and Three Smoking Arrows' Darts Tournament; GymFusion; Champions of Champions Snooker). Highlighting the continuing diversity of its programming, in addition to hosting both professional Rugby Union and Football games, in February 2015 the Ricoh Arena will host both SPATEX 2015 (UK pool and spa trade exhibition) and the inaugural British Ethnic Diversity Sports Awards.

9.2 Rugby World Cup 2015

As the Rugby World Cup is to be hosted in the UK during 2015, the city will plan to capitalise on the growth of rugby and establish local events that will help to showcase the sport. The CSN partners are working with the Warwickshire RFU, local clubs, the 'Engage!' project and sub-regional partners to secure a range of opportunities and events for both local people and Rugby World Cup tourists who may visit the city over the period of the tournament.

9.3 Ice Hockey

Following the successful hosting of the first GB Ice Hockey International fixture in the city in 2014, the city has been successful in securing its second full international fixture. In April 2015, the Great Britain Ice Hockey team will take on Poland at the Skydome Arena. The CSN will be working with the event organisers to ensure the success of the event and capitalise on opportunities for the City.

9.4 Wider Events

In November 2014 the National Touch Tennis event took place in Coventry and for the first time in the Midlands. The event supports an elite UK calendar, which was successfully aligned with the launch of a community programme to be delivered by Coventry Sports Foundation and local clubs, to encourage more people to play tennis through the shorter version "Touch tennis".

10 VA7 – To grow and promote sport in the city through effective partnerships

10.1 Coventry Sports Network

One of the first milestones for the Coventry Sports Strategy was to establish the group that will be responsible for delivering and managing the Sports Strategy across the city. The Coventry Sports Network (CSN) was established via an initial executive group, with founding members from Coventry City Council, Coventry University, the University of Warwick, Coventry Sports Foundation, Coventry Sports Trust and CSW Sport.

The CSN was formally launched in November 2014 and partners are now working on prioritising the Vision Aims and strategy objectives to develop an initial 2015 CSN partnership implementation plan for the Coventry Sports Strategy.

10.2 Coventry, Solihull and Warwickshire Sport (CSW Sport)

Coventry City Council is the host agency for CSW Sport, the County Sports Partnership (CSP) for Coventry, Solihull and Warwickshire. CSP's represent a collection of organisations working together to provide opportunities for people to participate in sport and physical activity within a defined geographical area.

Sport England invests Core Funding into CSP's to provide a consistent set of services for National Governing Bodies and for Sport England. This investment seeks to increase the number of people aged 14 plus playing sport each week across England, and the CSP acts as an interface between national plans for sport and local stakeholders.

Whilst 'hosted' by the Council, the CSP team operates from premises at the University of Warwick. The CSP is key to successful delivery of national and sub-regional initiatives that will support the Strategic Objectives of the Coventry Sports Strategy – such as the Satellite Clubs initiative (connecting schools and sports clubs); the 'Support to Succeed' talented athletes scheme; the Sainsbury's School Games Programme; and coach education courses and workshops.

10.3 Public Health

The Strategy recognises and references the significant contribution that sport and active recreation can make to improving health outcomes across the city. Recently published research (e.g. University of Cambridge, 2015) identifies the significant risks to health that inactivity can present, highlighting also the health benefits that exercise can deliver for people of any weight. Sport and active recreation both have a role to play in supporting and encouraging activity, and meetings have been held since the publication of the Strategy between Sport England, Public Health officers and Sports/Leisure officers to further review and consider future links between sport and public health partners in the City.

11 VA8 – For sport to make Coventry a better place to live, work and visit

- 11.1 At only four months into delivery of a 10-year strategy, it may be appropriate to be cautious around claims that the Strategy is already making the city a better place to live, work and visit. However, with the recent sporting successes of a number of the City's local professional teams, the return of regular, professional sport to the Ricoh Arena, the investment attracted to the City from external funders (directly linked to the Strategy) and the commencement of procurement/site processes for both new sports and sports science facilities in the city, the initial signs are considered encouraging that sport, and the Strategy itself, will play a very positive role in the city for years ahead.

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COVENTRY – INSPIRING A SPORTING CITY

SPORTS STRATEGY 2014-2024

JULY 2014

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COVENTRY – INSPIRING A SPORTING CITY

SPORTS STRATEGY 2014 - 2024

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INTRODUCTION

This is Coventry's 10-year Sports Strategy for 2014-2024. It outlines the vision and the strategic rationale for continued investment in sport within the city. It reflects the views of, and has benefitted from the input of, a range of key partners whose input has stemmed both from direct consultation and their involvement in a multi-partner Steering Group which has supported the development of the Strategy. Partners have also been involved through a wider consultation processes facilitated at key stages of the Strategy's development.

Defining 'Sport'

An established, but probably still the best definition of sport and active recreation is that provided by the Council of Europe, European Sports Charter in 1993. This describes sport as *'all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels.'* Although this strategy is branded primarily as a Sports Strategy, it also fully recognises the wider benefits that sport and physical activity bring to individuals and communities and as such the health related benefits that can be derived from this. Therefore, sport is not considered purely in the competitive and performance sense, it is also recognised that it has wider social and health benefits that participation in sport can engender.

In a large city, it is now customary to expect sport to lead or support delivery of a wide range of targeted impacts. In Coventry, sport in all its various guises (including both directly participating in sport and through watching/attending sporting events) is expected to contribute to a wide range of social outcomes. These include economic and social regeneration; enhancing academic attainment; supporting greater community cohesion and; improving the health and wellbeing of city residents. Where applicable, such 'supplementary' benefits of sport in Coventry are referenced in the Strategy.

Developing Sport

The framework for the development of sport is set within the context of Coventry City Council's overarching strategic priorities and also reflects the aims and ambitions of key partners across the city. Although the City Council will be central to the delivery of the Strategy and will be a key investor in sport (as well as the primary monitor and evaluator of progress on implementing the Strategy), it is just one of a number of partners that will, collectively, be responsible for its development and implementation. Wider partners also central to its success include community and professional sports clubs, community organisations, schools, academies, colleges, universities, private and public leisure providers, strategic and funding partners, and the individual 'facilitators of sport' – volunteers, administrators, coaches and officials.

Therefore, this is a strategy for the city of Coventry, not just the City Council. It is complemented by concurrent strategic reviews of Coventry's indoor sports facilities, its sports pitches and outdoor facilities, its public leisure management operation and its aquatics provision. Therefore, it is about confirming collective direction, making choices and determining priorities. These relate to statistically evident need as well as issues and aspirations raised via consultation. It will help to target investment and provide certainty with regard to areas for targeted support, future programmes and partnerships. The Strategy has a particular focus on getting residents more active, fitter and healthier.

Despite the challenges faced, the objectives outlined will only be achieved by developing and maintaining effective partnerships and strong relationships with all those with the ability to affect change. The Strategy has not been developed and nor can it be delivered by one organisation. It requires collaboration, commitment and communication between the partners involved in its implementation.

Strong leadership and effective coordination, plus investment centred around shared goals, will help the city ensure sport is led and championed. If the agencies key to delivery of the Strategy work effectively together, alongside the many clubs and community organisations that deliver sports opportunities in the city's neighbourhoods, the Strategy will be successful in achieving its aims. As a primary example, if links and partnerships between health and social care practitioners and sport and leisure providers are at the heart of delivering the Strategy, the significant contribution sport can make to the health and wellbeing of the many people who live and work in Coventry will be fully realised.

It will be necessary to raise awareness of the Strategy and create contact between key agencies and partners, enabling on-going dialogue to attract and retain participants and to ensure that provider agencies are, via improved performance measurement, best informed about what to provide, where, why and for whom; to optimise the outcomes of their investment.

EXECUTIVE SUMMARY

Introduction

This Strategy is envisaged as the first in a series of steps that will, in the longer term (10 years) fundamentally affect the quality of life of people in the city. At the same time, cuts in public sector spending are leading to a fundamental review and remodelling of public services. In the future, services will be more user-led and delivered. The very substantial shifts, in recent years, in roles and resources across the sporting and wider public services landscape requires a strategic and at times more radical change in approach, and the seeking of new solutions and partnerships.

Whilst this is a Sports Strategy for the city and not just the City Council, it is clear that the Council is best placed to orchestrate, oversee and lead the partnership charged with its delivery. However, the historical role of the local authority as key deliverer and funder is inevitably shifting. Its new role must encompass that of strategic shaper, enabler and evaluator: acting as 'first amongst equals' in driving a wider whole-city partnership approach.

It is anticipated that the increasing range of interspersed, high-profile sports events the city is attracting to the Ricoh Arena, Planet Ice, the two universities, city centre spaces, public leisure centres and other indoor and outdoor venues - dovetailed with a wide range of high-profile cultural events - will engage and inspire Coventry residents to take up and take part in sporting activity. This will work only if the systems that surround this, and that underpin the various forms of community engagement, are geared to maximising the wider community benefit of such events.

In addition, the economic impact of sport and sports events will in the future be promoted and more precisely gauged, so that key decision-makers fully recognise not only the role that sport is playing both in making Coventry an improving place in which to live and invest, but also the key supply chains and economic drivers of growth that arise from sports industries, activities and events.

Mission Statement

The overarching mission statement for the Strategy is identified as follows:

Mission:

To develop a more active, inclusive and vibrant Coventry through positive experiences in sport

Vision Aims

To deliver the Mission, the following eight vision aims have been developed in partnership with a range of key stakeholders. These will be supplemented with a range of strategic objectives, which identify how each vision aim is to be delivered:

1. To inspire more people within the city to take up and regularly take part in sport
2. To provide a wide range of high quality and exciting sporting opportunities and experiences
3. To inspire more people to volunteer, coach and be facilitators of sport
4. To identify and support talented athletes to reach their sporting potential
5. To provide a range of modern, accessible and high quality sports facilities in the city
6. To attract high profile sporting events to the city and to celebrate sporting achievement
7. To grow and promote sport in the city through effective partnerships
8. For sport to make Coventry a better place to live, work and visit

As the eighth vision aim identifies, sport in Coventry has a very significant contribution to make to the future of the city's health and wellbeing; culture and identity; inclusivity and sense of cohesion; social and economic regeneration, and profile regionally, nationally and internationally.

Delivering the Strategy

The Strategy aims will be delivered only if Coventry:

- ◀ Establishes a viable and innovative mix of sporting and physical activity opportunities to enable sport to flourish in a radically changing economic and social landscape
- ◀ Uses the power of sport to contribute to Coventry's continued renaissance by helping to build a healthier, happier population and growing sense of community
- ◀ Harnesses the energy and enthusiasm of Coventry and its people (for sport) to revive, restore/remodel and revitalise the city's sporting traditions.
- ◀ Re-establishes a strong identity for sport in Coventry in order to: restore pride in representing the city; inspire people to take up or return to sport through events, local programmes and sporting personalities; stimulate and sustain healthy competition in striving for excellence; keep local, regional and national stakeholders informed about and engaged in sport in the city.
- ◀ Builds capacity by restructuring, reinvigorating and ensuring the mutual benefit of the partnerships it chooses to retain at local, regional and national level.
- ◀ At a time when it is most needed, creates a strong, mutually supportive, coherent and united community of sports representatives, administrators and organisers with a shared vision and renewed sense of purpose.

Communicating the Strategy

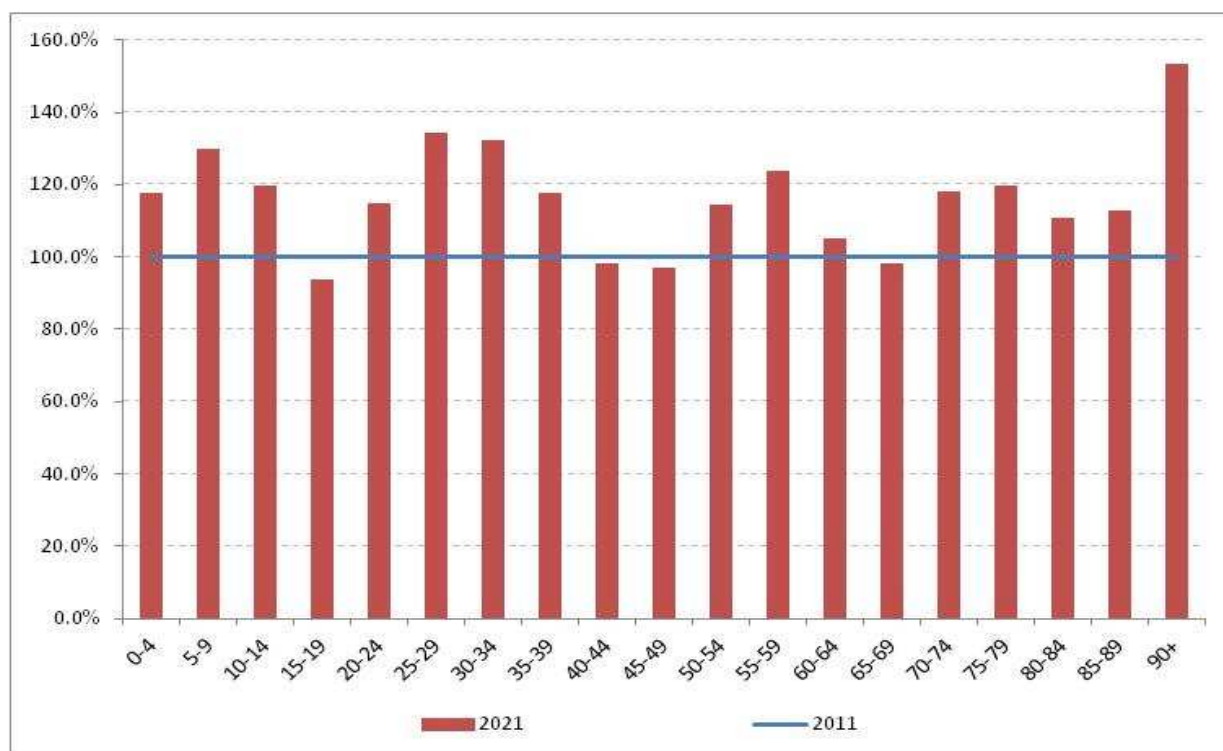
A communications and marketing plan will be implemented (by the Coventry Sports Network – CSN) to ensure the key strategy objectives and actions connect with the right people, partners and stakeholders using the right media.

The sporting offers within Coventry must – whether to be delivered by clubs, community organisations, professional agencies or wider partners – be tailored for local audiences and connect with residents across the city's neighbourhoods and communities.

COVENTRY LOCAL BACKGROUND AND SPORTING CONTEXT

Coventry is the 10th largest city in England and has a population of around 323,100 people (2013 mid-year estimate based on ONS population data for cities). It sits at the centre of a sub-region serving half a million people and to the east of the West Midlands region which has a total population of circa 5.6 million. It is anticipated that the population will continue to grow through to 2021 and that the profile of the age groups within the city will change significantly. The following chart identifies the changes in specific age bands:

Figure 1: Age specific projections 2021 compared to an index of 100 for 2011: Coventry



Source: Derived from ONS 2011 based projections

The Coventry City Council area covers approximately 9,833 hectares and is of a predominantly urban character. Its urban development line is tightly constrained, being almost entirely bordered by the West Midlands and Warwickshire Green Belts.

It has a younger population than the average for England; the average age of a Coventry resident is 34 years of age compared to 39 nationally. The high proportion of 18-24 year olds reflects the fact that the city has two successful universities; Coventry University and the University of Warwick. The percentage of Coventry's population that is over 65 is 15%, lower than the national average. Life expectancy in Coventry is increasing and the city currently has about 6,900 people aged over 85, a group that is expected to grow further.

The city is ethnically diverse; some 33% of Coventry's inhabitants come from black and minority ethnic communities compared to 21% for England as a whole. Asian and Asian British communities together make up 16.3% of the city's population and, of these, 9% have an Indian background. The next largest minority group (at 7.2%) comprises people with a 'White Other ethnicity' background. Coventry's population with a Black African background has grown to 5.6% - almost double the English average (3.5%).

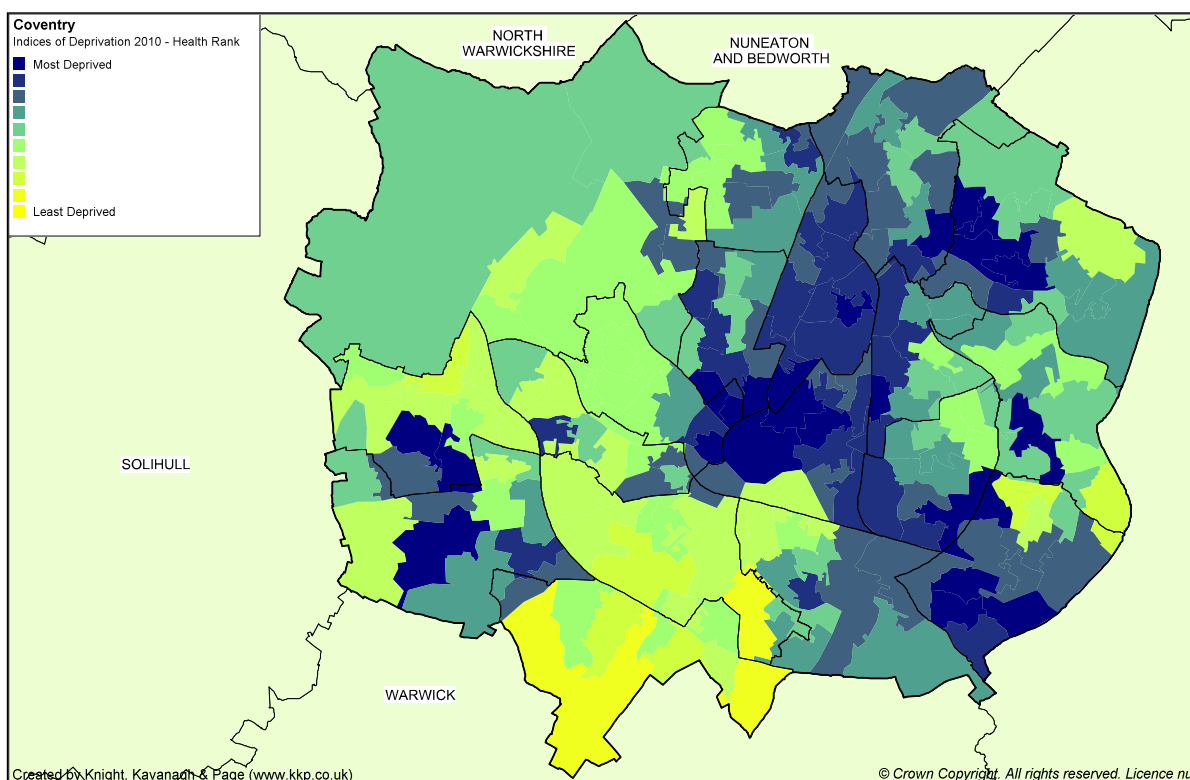
Many different communities have settled in Coventry in recent years. The largest numbers include representatives from Polish, Nigerian, Somalian, Cameroonian, Chinese and Roma communities. Over 100 languages are spoken in Coventry. 9% of households in Coventry do not have any person resident with English as their first language - twice the figure for England (4.4%).

The city is also host to a variety of faith communities. These include 54% of residents who identify themselves as Christian, 7.5% as Muslim and 5% as Sikh. Over 23% of Coventry's population say that they follow no religion.

Health

26.8% of Coventry's population live in areas with the highest levels of health deprivation compared to 19.7% nationally. The following map identifies the key communities facing health deprivation issues. It is also important to note that the areas with the largest numbers of people are often those which experience the highest levels of deprivation

Figure2: Indices of Deprivation 2010 – Health Rank



Obesity

Department of Health (DoH) data indicates that one in four (25.6%) of the city's adults is obese; this is slightly higher than the national average of 24.2%. Similarly, data on children indicates one in five (20.6%) to be obese; this is again above the national rate of 19.2%.

Life Expectancy

DoH data for life expectancy in years indicates that both male (78.1 years) and female (82.1 years) rates are below the respective national comparators of 79.2 and 83 years.

Health Cost of Inactivity

The DoH's report 'Be Active, Be Healthy'¹ (2006/07) reported the health cost of inactivity for each PCT in the country; Coventry's cost was determined to be £3.62 million per annum. This equates to a cost per person of £11.31 compared to a national average of £15.31. This lower than average cost is thought to reflect the City's relatively young age structure.

Sports Participation

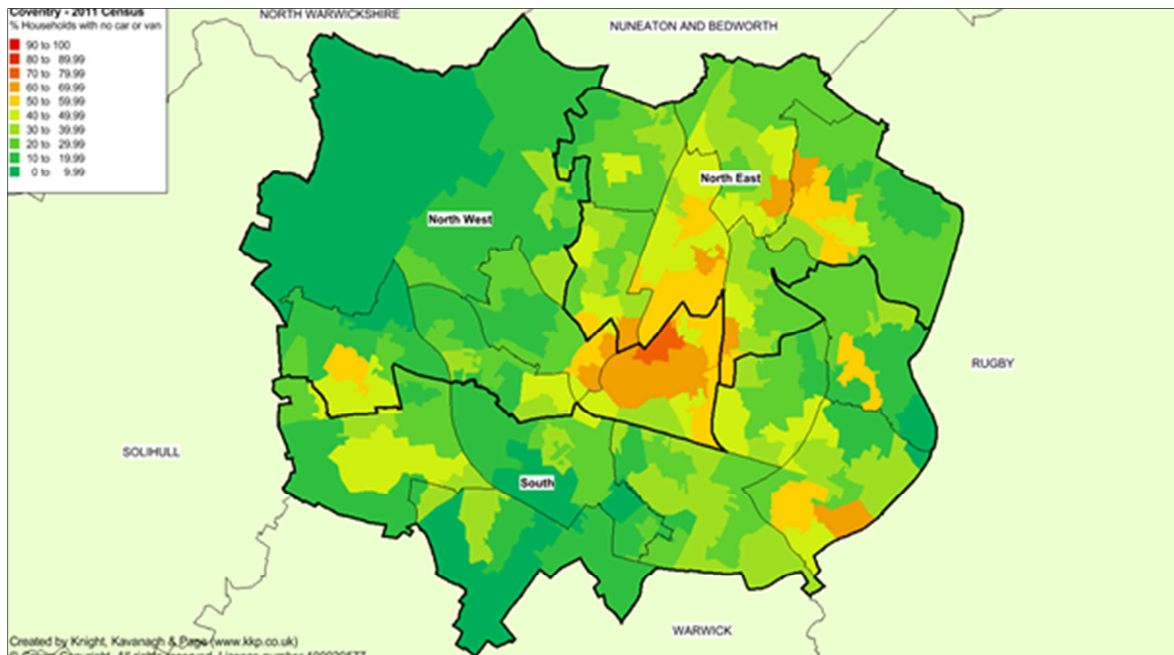
The following information has been identified from a detailed analysis of the participation information which is available for Coventry; namely Sport England's Active People Survey (Active People Survey 6). The main findings of this are as follows:

- ◀ 53.2% of the adult population do not do take part in any sport or physical activity lasting for 30 minutes or longer; this level of inactivity is above the national and regional equivalents and female inactivity (61.3%) is significantly higher than the equivalent male rate (45.0%).
- ◀ Age clearly plays a role; inactivity rates are highest amongst those aged 55+ (67.9%) and lowest for young adults aged 16-25 (43.3%).
- ◀ Regular female activity (15.2%) is under half the corresponding male rate (31.3%). This is, however, better than national (25.2%) and regional (23.8%) equivalents.
- ◀ The impact of age is most significant for regular participation. Rates of regular participation amongst 16-25 year olds (32.2%) are noticeably higher than for other age groups (35-54 years = 23.5%, 55+ years = 14.7%).
- ◀ 6.3% of the city's adults are sports volunteers for at least one hour a week; 23.6% are members of a sports club; 15.5% receive sports tuition or coaching and 13.8% take part in organised sports competition(s).
- ◀ The top five sports in which people participate in Coventry are gym and keep fit, football, swimming, athletics and cycling.
- ◀ Based on Sport England's segmentation model the participation structure for each of these sports indicates that (a summary of segments is provided in Appendix 1):
 - ◀ 8.5% of Coventry's adults are Jamies - they represent 11.1% of its gym and fitness participants, 33.8% of footballers 17.5% of athletes and 11.4% of cyclists;
 - ◀ 8.7% are Kevs - they represent 14.9% of footballers and 11.0% of cyclists;
 - ◀ 5.7% are Jackies - they represent 8.9% of swimmers; and
 - ◀ 9.3% are Elsie & Arnolds - they represent 4.8% of swimmers and 5.4% doing keep fit.

A significant issue that affects the future planning of sports facilities, their location and accessibility is the degree of car ownership. In Coventry 32.2% of households do not have access to a car. The following map identifies local variations in the degree of car ownership across the city.

¹ Research undertaken by Oxford University on behalf of the British Heart Foundation; it relates specifically to five diseases defined by the World Health Organisation as having a relationship to physical inactivity.

Figure 3: Percentage of Households with no car or van (Census 2011)



The above is based on the 2011 Census data and highlights particularly low levels of access to a car in some of the more deprived communities. The North East analysis area as a whole has the lowest levels of car access, although there are significant pockets in the city centre. In many of the city's key communities it is important to consider provision which is accessible on foot.

National Sporting Context

As a main city and in a central location it is essential that the Strategy adopted in Coventry reflects the aims and ambitions of key national plans and strategies. The strategies and the key links between them and the city's Strategy are outlined below.

Table 1: National Sporting Context

Strategy	Key issues	Links to Coventry Strategy
Sport England Strategy (2011/12-2014/15)	<p>The vision is for England to be a world leading sporting nation where many more people choose to play sport. There are five strategic themes including:</p> <ul style="list-style-type: none"> • Maximise value from current NGB investment • Places, People, Play • Strategic direction and market intelligence • Set criteria & support system for NGB 2013-17 investment • Market development 	Coventry shares all these. The core aim is to increase levels of participation in sport and, in so doing, to reach a wider market. It is keen to develop and make the most of key NGB relationships and to ensure that, moving forward, all investment and work is underpinned by high quality, contemporary market intelligence.
Sport England: Creating a Sporting Habit for Life – A new Youth and Community Sport Strategy (2012)	<p>The Strategy is seeking a consistent increase in the proportion of people regularly playing sport particularly through raising the proportion of 14-25 year olds who play sport and to establish a lasting network of links between schools and sports clubs in local communities to keep young people playing sport up to and beyond the age of 25. This is to be delivered by:</p> <ul style="list-style-type: none"> • Building a lasting legacy of competitive sport in schools • Improving links between schools & community sports clubs • Working with the NGBs: focusing on youth • Investing in facilities • Communities and the voluntary sector 	<p>Coventry will build on the strength of current / prior programmes and activity taking place in schools and the community to achieve the aims of the new youth and community sport strategy.</p> <p>Its work with a core set of NGBs will be geared to creating competitive opportunity underpinned by school-club links while investment in a viable set of school and community sports facilities is a core component.</p>
Department of Health: Healthy Lives, Healthy People (2010)	<p>This White Paper sets out a radical new approach that will empower local communities. It is intended to reach 'across and out', addressing the root causes of poor health & wellbeing, to the individuals & families who need the most support and be:</p> <ul style="list-style-type: none"> • Responsive: owned by communities and shaped by their needs; • Resourced: ring-fenced funding/incentives to improve; • Rigorous: professionally-led, focused on evidence, efficient and effective; and • Resilient: strengthening protection against current and future threats to health. 	<p>The city's strategy matches the Government's long-term vision for the future of public health in England recognising in particular the need to empower local people.</p> <p>The nature of the Strategy consultation process exemplified the multi-agency, multi-partner basis of the ambitions set out by the city.</p>
Department of Health: Active Travel Strategy (2010)	<p>Cycling and walking offer health and accessibility benefits. Through this strategy the aim is to:</p> <ul style="list-style-type: none"> • Promote better public health & well-being by increasing levels of physical activity; • Increase accessibility and reduce congestion; • Improve air quality and reduce carbon emissions. 	Building participation into everyday habits via active travel is a key way to get more people active. Although not specifically addressed in this strategy a key outcome will be delivery of informal options to participate.

Strategy	Key issues	Links to Coventry Strategy
Department of Health: Let's Get Moving (2009)	A key focus is promoting active lifestyles as an answer to many of today's big health challenges. It notes potential to improve health, reduce all-cause mortality and improve life expectancy, by promoting physical activity to ease the burden of chronic disease on the acute sector and public services.	Getting more people physically active reduces the health burden. This philosophy underpins the partnership between Coventry sports partnership providers and Public Health in the city
Department of Health: Let's Get Moving - Introducing a New Physical Activity Care Pathway (2010)	The new Let's Get Moving (LGM) physical activity care pathway is based on the principles of the NICE public health guidance 2006: <i>Four Commonly Used Methods to Promote Physical Activity</i> . This endorses the delivery of brief interventions for physical activity in primary care as both clinically and cost effective in the long term.	A key expectation will be the signposting of people into exercise by GPs and all forms of health and community practitioners on a referral and recommendation basis.
Department of Health: Healthy Weight, Healthy Lives: One Year On (2011)	This outlines the ambition to be the first major nation to reverse the rising tide of obesity and overweight in the population by ensuring that everyone can achieve and maintain a healthy weight. The initial focus is on children: by 2020, we aim to reduce the proportion of overweight and obese children to 2000 levels. One Year On sets out progress to date but also the areas to focus on together over the next year.	A key focus for the Strategy is to tackle obesity across the city via the mechanism of the take up of exercise. It is also anticipated that the increased levels of inter-personal communication that will result from strategy implementation will allow the dissemination of related messages to do with diet and nutrition and, for example, building energy utilising habits into people's daily lives.

COVENTRY – MAIN CHALLENGES

In addition to the demographic and car ownership issues identified above; consultation with a range of agencies identified the following challenges and barriers:

- ◀ *Building and maintaining trust:* The changes to funding, investment and subsequent impact on staff resources are a challenge to delivering the Strategy. Communities are aware of this, the changes being made and possible loss of local amenities or services. Unless managed in a positive manner and communicated as an opportunity, there is the potential to alienate engaged members of the public into activity, or to lose those who have already engaged.
- ◀ *Sport and physical activity:* The city has fully bought into the concept of physical activity being as important as sport. This is especially important for currently non or minimally active citizens. Non-participation may be due to a range of factors such as lack of interest, low confidence and fear of injury. It is also important to recognise that, for some, the barrier to participation in sport is the fact that it is sport! Account must be taken of this in planning services, programmes and marketing, and in action plan delivery.
- ◀ *Links to other agendas:* Coventry sports providers must work closely with the Clinical Commissioning Group (CCG), Public Health, adult and social care services. In an age of austerity, Coventry must showcase the benefits of sport and active recreation, to improve resource targeting and demonstrate economies of scale. The importance of measurement and evaluation linking back and relating to partner agendas cannot be underestimated.
- ◀ *Driving new participation:* This is best achieved if/when there is a positive connection with non-participants in the general population. It entails working through different departments within the City Council plus a wide range of clubs and other organisations (which provide a highly diverse range of activities) who are already engaged with and delivering with communities and harder to reach groups of the population.
- ◀ *Maintaining current participation levels:* In the face of significant and sustained financial cuts to public services, alternative and improved use of current facilities needs to be considered. Pathways from schools to clubs need to be improved and sports clubs/community groups that offer sport must be supported to retain greater numbers of members and, where feasible, increase the scale and quality of the sporting offer in the city. Engaging with different population segments to develop and improve the offer is also key to success.
- ◀ *Facilities:* Participation is not all about buildings. However, appropriately invested capital, good management and effective programming can significantly drive increased participation. The primary task is to get more from current stock and, where needed, to make difficult rationalisation choices.
- ◀ *The Community:* Interventions from statutory organisations, leisure professionals and third sector organisations are vital to driving increased participation. However, the community must be supported to work in a new service landscape and in very different ways. It is important to ensure that thought and assistance is given to enabling and empowering community agencies to sustain initiatives started via intervention and not to be over-dependent on outside organisations for continued funding or support. The aim must be to move away from reliance on external funding to support initiatives to allow sport to be built into daily routines – regardless of displacement within the community.

- ◀ *Clubs and voluntary sector representatives:* are keen to ensure that their specific roles are recognised and that direction (and investment focus) is clear so that they can identify where their time and resources are best applied. Sustainability and, even in the light of the short-term financial pressures, a focus on stability is considered essential, linked to this associated clarity about expectations.
- ◀ *Community ownership:* encouraging local sporting partners to recognise their importance in being part of the Strategy will be critical to its success. They are a valuable and essential element to sport in Coventry and they need to be fully recognised in order that they can take ownership of the implementation of the Strategy.

Sport England's key outcome is to increase participation rates in sport, where more people aged 14+ years play at least once a week for 30 minutes. The Sports Strategy must therefore be designed to drive improvement and develop a viable sporting offer, enabling more people in the city to play regularly - long term.

Coventry SWOT

The current economic climate is tough. The table overleaf identifies strategic and operational challenges that have emerged from consultation, in the form of a brief SWOT analysis

COVENTRY – INSPIRING A SPORTING CITY SPORTS STRATEGY 2014 - 2024

Table 2: SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> ◀ Perceived importance and profile of sport in Coventry ◀ Large, central sports facility ◀ Political support for sport and a strong investment model based on the repatriation of operational savings to invest in new facilities and refurbishment ◀ High quality clubs in key sports (e.g. swimming, football, gymnastics, ice hockey). ◀ Strong pathway options in certain sports including some of the above ◀ Interest from numerous NGBs in investing/supporting sports development in Coventry ◀ A recognition by senior managers and Members in CCC that sport will contribute to a range of agendas including health, crime, the local economy and regeneration ◀ Events attracted to Coventry because of its facilities and track record of delivery ◀ Political support for events that contribute to regeneration and the local economy ◀ Collaboration from a range of agencies (many of these Sports Strategy consultees). ◀ Resolution of the operational management arrangements across the city's main public leisure facilities ◀ Two universities keen to support students to become more active; with potential for further investment in facilities ◀ Links to CSW Sport to assist clubs/volunteers to access Sport England programmes 	<p>Weaknesses</p> <ul style="list-style-type: none"> ◀ The poor quality and associated high running costs of Coventry Sports and Leisure Centre. ◀ Poor quality of a number of other facilities in the city ◀ Spread of sports facilities (especially swimming pools) in the north of the city. ◀ Some facilities not operating to their full potential ◀ Lack of programme coordination across a range of public leisure operators. ◀ Generally low participation by females/disabled people in the city ◀ Limited capacity of clubs in key sports in specific areas ◀ Marketing & promotion (i.e. absence of customer relationship management systems/limited use of social media) ◀ Low participation levels across some of the most deprived communities. ◀ At times, tendencies in key agencies for 'silo' thinking. ◀ Community use of school sports facilities not coordinated: no driving mechanism ◀ School-club links and partner relationships – based on personal relationships rather than strategic planning ◀ Limited performance measurement and related lack of strong evidence base
<p>Opportunities:</p> <ul style="list-style-type: none"> ◀ Collective ambition and leadership within City Council and stakeholders ◀ Investment in new / improved facilities across the city; aligned to city centre regeneration ◀ Implementation of a co-ordinated communications plan to deliver this strategy ◀ Influence the new school facilities build programme, leading to increased participation ◀ Development of a city wide strategy regarding access to school sports facilities ◀ Development of a unified strategy coordinating investment and resources across the city ◀ Take advantage of NGB investment and be flexible about key products/programmes ◀ Build on links between CCC and NGBs creating effective development programmes ◀ Build strong, cohesive, outcome based relationships with health partners ◀ Improve development focus of leisure centre programming and coordination ◀ Target specific groups to drive measurable beneficial lifestyle change ◀ Develop a holistic approach to the programming of school facilities 	<p>Threats</p> <ul style="list-style-type: none"> ◀ On-going funding pressures – further budget pressures and cuts ◀ Austerity measures being implemented especially on non-statutory services ◀ Absence of clear coordinated direction in relation to sport across all partners ◀ Reliance on buy-in from key NGBs in order to deliver the strategy ◀ Growing rates of inactivity and obesity ◀ Need to consider financial viability over social objectives; re facility location. ◀ The ability and desire to embrace change ◀ Perceptions related to the potential loss of a 50m pool in the city ◀ Clinical Commissioning Group could be seen as panacea to obtain funding to increase participation, but may not consider sport a priority for sustained investment moving forward

COVENTRY – INSPIRING A SPORTING CITY

SPORTS STRATEGY 2014 - 2024

STRATEGY GOVERNANCE: COVENTRY SPORTS NETWORK

This Strategy is not ‘another Council initiative’ the delivery of which is wholly reliant upon the City Council. It is a strategy for the city and as such the partners and stakeholders involved in its development are part of the implementation solution. It will be adopted and owned by the Coventry Sports Network (CSN) as an independent body comprising key stakeholders and local sport sector decision makers. A high level of commitment is needed from stakeholders involved in the CSN and there is a need to strike a balance between:

- ◀ Getting the right influential and decision-making organisations around the table and;
- ◀ Guarding against such organisations attending on a self-interest basis and failing to discharge their wider advocacy roles.
- ◀ Allowing the CSN to become too large and unwieldy and;
- ◀ Over-delegation of tasks to officers and key individuals who may not have the necessary decision-making authority.

Sport, physical activity and leisure is a key facet of the city offer moving forward and Coventry must guard against making the right moves but ending up with the wrong outcomes. This requires a clear commitment to getting the key people from appropriate organisations around the table on a regular basis to drive the Strategy and Action Plan. Therefore, it is envisaged that the initial make-up of the new, emergent CSN will include:

- ◀ Coventry City Council
- ◀ University of Warwick
- ◀ Public Health
- ◀ CSW Sport
- ◀ Coventry Sports Foundation
- ◀ Coventry University
- ◀ Selected NGB's
- ◀ Coventry Sports Trust

In addition to the above initial CSN ‘executive’, it is anticipated that a range of working partnerships will be established to drive specific Strategy aims. These will include:

- ◀ Task and finish groups designed to take forward key elements of the Strategy over a fixed period of time within the duration of the Strategy period.
- ◀ Focus events – such as themed club forums, partner engagement events etc.

It is not anticipated these groups will take the form of a single working group per vision aim, but it is recognised that in order to achieve all the stated objectives, there may be specific need to establish time limited groups to deliver specific objectives due to (for example) their complexity, specific funding requirements or related priorities. Where appropriate, such groups will be created for a clearly defined purpose and disbanded when the output or outcome is achieved.

The proposed ‘short-term’ groups must involve the right organisations, again at the right level, to deliver what is required. It is envisaged that they will comprise of key organisations operating at local level (such as NGBs) plus intrinsically local organisations (such as individual sports clubs, specific schools or colleges) and wider stakeholders so that they strike the right balance between meeting the specific requirements of any given initiative or locality while maintaining a strategic focus in respect of its contribution to taking the wider strategy forward. It is critical to have the flexibility to get the right people with the requisite level of drive and determination to work together to achieve the required outcome.

All working groups and task and finish groups will feed back to the CSN to enable progress to be monitored and to ensure appropriate evaluation of outcomes achieved.

Executive Function

The CSN will require an executive function so that the strategy is driven and key objectives achieved throughout its proposed time line. This must be at 'strategic lead' level to ensure that its influence extends across the leaders of the key organisations outlined in the CSN 'executive group'. Although this may be funded by the City Council (and/or other partners) it should be seen solely as a CSN lead rather than a City Council sports lead. This is to ensure that the role is (and is viewed as) clearly focussed on driving the Strategy rather than delivering administration functions for City Council sports services, although, in some instances, these two roles will clearly overlap.

The CSN executive function will therefore be responsible for (but not limited to) the following core functions in delivering the Strategy:

- ◀ The executive function for the CSN executive group.
- ◀ Establishing specific task and finish groups.
- ◀ Action planning for the executive group.
- ◀ Leading a series of focus forums/events.
- ◀ Setting the objectives for and supporting key task and finish groups as appropriate.
- ◀ Maintaining key relationships across sport and associated partners in Coventry.
- ◀ Maintaining relationships with key funding agencies such as Sport England.
- ◀ Maintaining relationships with key NGBs integral to the delivery of the Strategy.
- ◀ Maintaining relationships with Coventry City Council and private sector events organisations.
- ◀ Monitoring and evaluation; assessing wider Strategy progress against the action plan.

The CSN Strategic Lead will be managed by and report to the CSN executive group and be responsible for ensuring that it works effectively and drives the Strategy at a strategic level across the city and its partners and stakeholders.

VISION AIMS AND STRATEGIC OBJECTIVES

The overarching mission statement for the Strategy is identified as follows:

Mission:

To develop a more active, inclusive and vibrant Coventry through positive experiences in sport

This will be delivered via implementation of the following eight Vision Aims. These are underpinned by more detailed objectives which identify how they will be delivered. They are:

- ◀ To inspire more people within the city to take up and regularly take part in sport
- ◀ To provide a wide range of high quality and exciting sporting opportunities and experiences
- ◀ To inspire more people to volunteer, coach and be facilitators of sport
- ◀ To identify and support talented athletes to reach their sporting potential
- ◀ To provide a range of modern, accessible and high quality sports facilities in the city
- ◀ To attract high profile sporting events to the city and to celebrate sporting achievement
- ◀ To grow and promote sport in the city through effective partnerships
- ◀ For sport to make Coventry a better place to live, work and visit

A communications plan and process will be implemented to ensure the objectives and actions are delivered to the right people, partners and stakeholders using the right media.

VISION AIM 1: PARTICIPATION

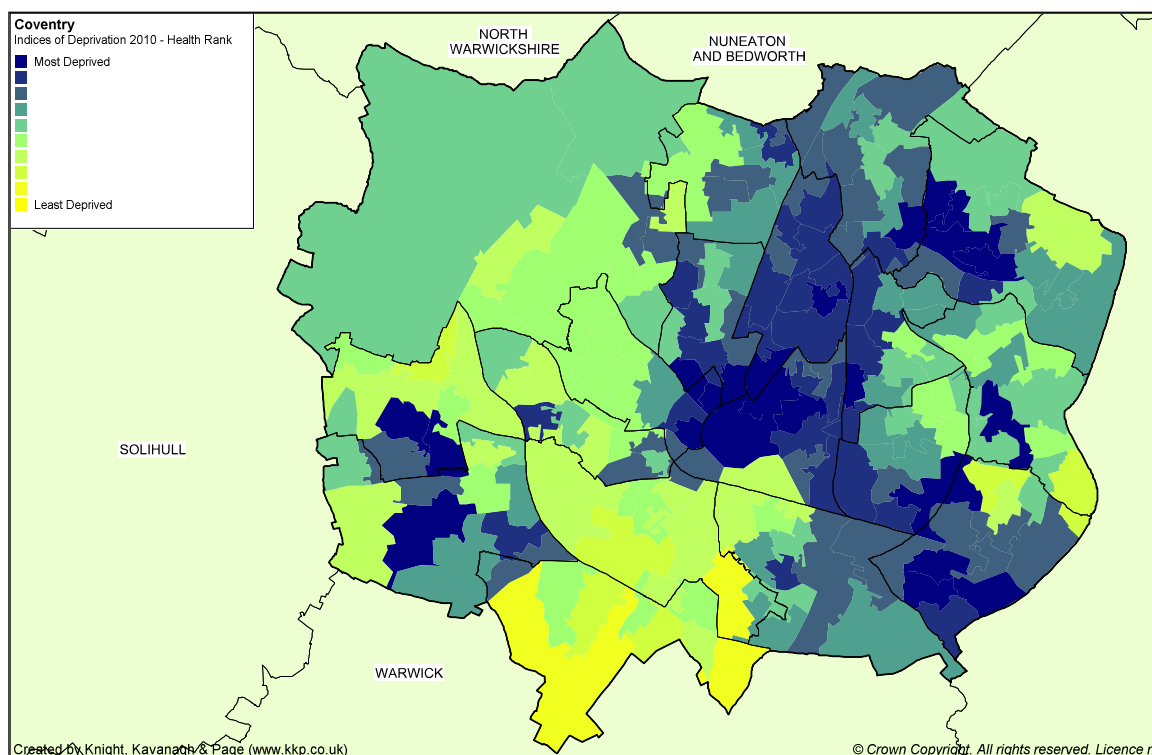
To inspire more people within the city to take up and regularly take part in sport

Coventry has a real challenge to get more people participating in sport. A higher than average proportion of the city population is inactive, even for the minimum times commonly measured (i.e. 30 minutes of moderate intensity activity per week – Sport England Active People KPI). The most active residents by age group are 16 to 25 year olds, and it should be recognised that the city has a higher proportion of people of this age than the national profile as a result of its two universities. On this basis it can be confidently asserted that, overall, Coventry faces high levels of resident inactivity and it is likely that, of those that are most active (and who lower the statistic with regard to said levels) a substantial proportion is almost certainly the transient student population who reside in the city for a 3 to 5 year period.

In addition, women's participation in sport in the city is half that of men's. On the assumption that the already high levels of inactivity are enhanced by relatively high levels of participation among the female student population base in the city, the city clearly faces some major challenges to get women, outside the 16 to 25 year old age group, more physically active.

Limiting long term illness (LLTI) has a marked impact on inactivity rates. It includes people who are ill, unwell and unable to participate in sport coupled with those in older age groups who are developing LLTI's as a result of ageing and inactivity combined. The challenge is to provide access to appropriate physical activity interventions (and complementary services) for key communities where lifestyle choices are resulting in poor health.

Figure 4: Health Deprivation in Coventry



COVENTRY – INSPIRING A SPORTING CITY SPORTS STRATEGY 2014 - 2024

It is statistically clear that a number of key Coventry communities are affected by noticeable health inequalities. Therefore, it is essential that sport works with and alongside other key partners (such as health and social services) to ensure that effective interventions are targeted at these specific areas to maximise the benefit of being physically active. In a similar vein it is vital that sport is used to elongate older people's physical activity levels so that they can live independently, and with better quality of life, for longer. This is of particular relevance to key sports and activities which are more attractive to older residents and provide a social as well as sporting environment.

Poor health and inactivity in Coventry is not restricted to adults and the older generations. Lifestyle change is often influenced by changing attitudes and habits among young people, which in turn results in positive choices about being physically active and can influence wider family choices and habits. One in four of Coventry's adults and one in five of the city's children is obese, with both statistics being above national averages. Therefore, there is a need for sport to demonstrate the contribution it can make to the physical activity and health improvement agendas and ensure that its offer is appropriate to those user groups.

In delivering the above, sport will develop outcome based partnerships with the local CCG and wider health partners. Key representatives from sport need to be represented on appropriate health forums where preventative care is discussed, while health partners also need to be represented on sport forums in order to assist with the shaping of the contribution that sport makes to the outcomes being sought by health professionals.

Example: Nottingham City Council/ Nottingham City Homes Market Development Project

The target of this programme is to generate an increase the number of people resident in social housing in the city who become regular participants, proportionately fewer of whom presently take part in sport and physical activity (based upon the 1 x 30 benchmark). It involves applying an 'inside-out', community led approach, identifying and training local activators (through NCH run tenant academies) to lead local sport and physical activity sessions and/or to take them to existing community and sports facilities. Locally-based 'community champions' will facilitate, advocate and support this work. Decisions about what to provide and where will be made in conjunction with local community groups who will also, for example, choose the types of activity and the most appropriate locations, looking to ensure ongoing affordability by making the most of the City's range of low or no cost amenities; community centres, parks and open spaces.

Coventry will build on established and new relationships with key NGBs to identify where it can improve on what it does and get more people participating in sport. The city has identified the following as potential Coventry 'key sports' and 'development sports' with which it may particularly work with to drive up participation. This is not to say that other sports will not be supported, but it is proposed that it will be from these sports that 'key' and 'development sports' will emerge to be the sports with which closer relationships are developed and events and initiatives planned:

- ◀ Athletics
- ◀ Badminton
- ◀ Bowls
- ◀ Cricket
- ◀ Cycling
- ◀ Football
- ◀ Golf
- ◀ Gymnastics
- ◀ Handball
- ◀ Ice Hockey
- ◀ Netball
- ◀ Rugby Football League
- ◀ Rugby Football Union
- ◀ Squash and Racketball
- ◀ Swimming
- ◀ Tennis
- ◀ Volleyball

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There will also be a focus on health and fitness across the city, especially in relation to the public leisure facility stock and as a mechanism for financially underpinning other activities. The health and fitness offer will be instrumental in delivering wider health related initiatives such as GP referral programmes and lifestyle related initiatives.

To deliver Vision Aim 1 the following Strategic Objectives have been identified:

1. To increase the number of children and young people that regularly participate in sport.
2. To increase regular adult participation in sport to a level higher than national and regional averages.
3. To increase regular participation in sport by disabled people to a level higher than national and regional averages.
4. To increase regular participation in sport by females to a level higher than national and regional averages.
5. To increase regular participation in sport by those on lower incomes to a level higher than national and regional averages.
6. To increase participation in Coventry's key sports to levels higher than national and regional averages for each of these sports.

These Strategic Objectives will be measured in the following ways, :

- 1 Primary school PE and school sport funding data. Number of children participating in School Games competitions at Level 2 (Inter-School) & Level 3 (County Competition). Key Stage 2, 3 & 4 children (7 to 16yrs).
- 2 Percentage of people playing sport and active recreation at least three times a week. Percentage of people playing sport and active recreation at least once a week. Percentage of adults achieving at least 150 minutes of physical activity per week in accordance with UK Chief Medical Officer recommended guidelines on physical activity (Active People Survey).
- 3 Percentage of people with a long term limiting illness or disability playing sport and active recreation at least once a week (Active People Survey).
- 4 Percentage of Females playing sport and active recreation at least once a week (Active People Survey).
- 5 Percentage of people from socio-economic groups 5-8 playing sport and active reactive once a week (Active People Survey).
- 6 Number of people taking part in Coventry's key sports (Active People Survey).

VISION AIM 2: SPORTING OPPORTUNITY AND EXPERIENCES

To provide a wide range of high quality and exciting sporting opportunities and experiences

Aligned to Vision Aim 1, which is focused on inspiring more people within the city to take up and regularly take part in sport, it is recognised that to achieve this people need quality and excitement from their chosen activity to stimulate them to make different lifestyle choices. This is fundamental in ensuring that sport and physical activity positions itself as a valued part of everyday life for individuals and provides a viable alternative to other activities or inactivity among residents.

It is important that the high quality and exciting opportunities and experiences extend to all aspects of the sport and physical activity network, including:

Schools and Academies

It is essential that schools and academies in the city develop closer communication and good working relationships with community sports clubs and coaches to enable delivery of high quality opportunities for school aged children. This must encompass:

- ◀ Delivery of coaching in key sports during curricular PE sessions.
- ◀ Development of (in situ and off-site) after school sport and physical activity programmes for young people.
- ◀ Schools working with clubs to facilitate access to their facilities (e.g. use of indoor sports spaces, courts or pitches).
- ◀ The development of clear, easily found exit routes for pupils into sports clubs (school-club links) both offering young people access to extended participation opportunities and assisting clubs to thrive and grow.

This model does operate successfully in small pockets across the city and the aspiration within the Strategy is to increase the number of schools that form and successfully sustain such partnerships – incorporating all four aspects.

Accredited clubs

As of December 2013, Coventry had 49 Clubmark accredited (described under the various NGB brands) sports clubs plus 18 others 'working towards' such accreditation. Whilst this is positive, it actually represents a fall in the number when compared to September 2013 when the total was 62 accredited clubs with 10 others 'working towards' accreditation. Therefore, a key challenge is to ensure that clubs both gain the accreditation and are also supported to maintain it.

More than 14,000 clubs throughout England have achieved the standard and have demonstrated that the key benefits are:

- ◀ Accreditation actively encourages clubs to be better organised
- ◀ Clubmark accreditation helps clubs attract new members
- ◀ The volunteer codes of conduct have helped many clubs to better understand who does what, how to more sensibly allocate tasks and to recognise the contribution made by key individuals to club operation
- ◀ Many funding bodies actively look for Clubmark accreditation or require clubs to be working towards it before they consider offering funding

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- ◀ The city could, as a number of other local authorities have, wish to offer priority booking times or discounted facility hire rates for accredited clubs at specific facilities
- ◀ By addressing issues like safeguarding/child protection and equity, key people and agencies (schools, parents etc.) have increased confidence when considering which club to encourage young people (and adults) to join
- ◀ A key facet of the accreditation process is to encourage school club links so that Clubmark accredited clubs are known to be receptive to taking in young people
- ◀ Many schools that have embraced the concept of school-club links already encourage young people to look to Clubmark accredited clubs as their first port of call.

There is a need for more clubs to achieve and retain their accreditation and for the infrastructure that continues to mould sporting opportunities and pathways for young people to be better equipped to offer high quality sporting opportunities and experiences. The following is a draft commitment to Clubmark which the CSN could opt to use as a basis for ensuring a baseline of quality for sports clubs.

Figure 5: Draft Example - Coventry Sports Network: Clubmark Commitment

Coventry Sports Network

...is committed to supporting the delivery of high quality sporting opportunities for young people and adults. It offers specific benefits and services to Clubmark clubs.

We offer Clubmark accredited clubs...

- ✓ Priority access to facilities: first choice when allocating booking slots.
- ✓ Preferential rates in both peak and off-peak facility hire.
- ✓ Free/low cost access during school holidays to run additional activities/sessions.
- ✓ Priority access to local grants and linked funding.
- ✓ Subsidies, discounts and/or free places on:
 - ✓ NGB and/or Sports Coach UK coach education courses.
 - ✓ Volunteer development and training; programmes/courses/events.
 - ✓ Match/event official development and training; programmes/courses/events.
 - ✓ Other courses (e.g., volunteer training, First Aid etc.).
 - ✓ Funding and advice clinics supporting them to apply for external grant aid.
- ✓ **...other recognition, support and services including:**
 - ✓ Assisting 'working towards' clubs to gain accreditation and re-accreditation.
 - ✓ Displaying Clubmark certificates (and branding) on notice boards in leisure centres.
 - ✓ 'Headline' billing in local authority hard copy/online clubs database/sports directory.

Clubmark clubs give back...

- ✓ Quality assured, safe, accessible, child-friendly environments for young people (and adults)
- ✓ Accredited competition and coaching opportunities for all.
- ✓ High quality school-club links in which teachers and parents have confidence.
- ✓ Well managed clubs to assist the CSN to grow and sustain participation.

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Sports Specific Planning

Coventry recognises the need for clubs to work collaboratively and in a complementary way to enable improved sporting opportunity for all residents. There will be a need for sports governing bodies and their respective clubs to work together to improve the offer. This will require a degree of strategic planning, specific support and agreement of implementation plans for a number of sports across the city.

It is also appreciated that sports are at different levels of development across the city and that the implementation plans developed will vary depending on the sophistication and complexity of the respective sporting infrastructures. In some instances this will almost certainly include the creation and maintenance of satellite clubs at different venues across the city, while in others it may be that clubs define their specific role in the athlete pathway and agree to pass talented athletes on at specific stages of development. A further alternative is the introduction of a Coventry-wide competition structure.

It is clear that there will be greater development potential from a joined up approach than can be achieved from the sum of a disparate network of sport specific clubs.

Good practice example: Swimming in Coventry

The historical change in the swimming club infrastructure across the city exemplifies this. The City of Coventry Swimming Club was established following a merger of the three competitive clubs in the city (Coventry, Godiva Ladies and Three Spires). This created a single club that has consistently produced high performance swimmers as well as delivering a range of regional and (previously) national swimming events in the city.

This has resulted in a recognised swimming club brand across the city - one which all swimmers that enter the pathway recognise and with which they identify. It is straightforward for them to assess their position on the pathway and the various levels they need to achieve in order to maximise their talent.

High quality coaching and tuition are instrumental to the delivery of increased participation among all sections of the community but especially women and girls. The sports sector has increasingly recognised the importance of face to face interaction with participants as a mechanism for retaining people for longer within their chosen activity. This not only applies to health and fitness programmes but also in sports clubs where the importance of coaching and tuition should not be underestimated. All too often the retirement or relocation of a coach causes teams to disband or lose players. Similarly, fitness class numbers often decline as a consequence of an instructor leaving or even just going on holiday.

It is, therefore, important that the city develops and retains high quality coaches and instructors to deliver an expanded programme and wider range of coaching and tuition for a greater proportion of Coventrians.

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In relation to the potential impact on women and girls, research undertaken by the Women’s Sport and Fitness Foundation involved analysis of Active People results for England’s North West and provides some insight into participation preferences that enable operators to consider how they engage with women and girls. This is of particular significance in Coventry given the low participation levels by this group. At a local level consideration also needs to be given to the nature of programmes and the cultural impact on women and girls’ participation and the need to consider how issues such as female only sessions, female only staffing and clothing impact on participation by some groups. The WSFF research showed that compared to men, women and girls in general:

Prefer more than men

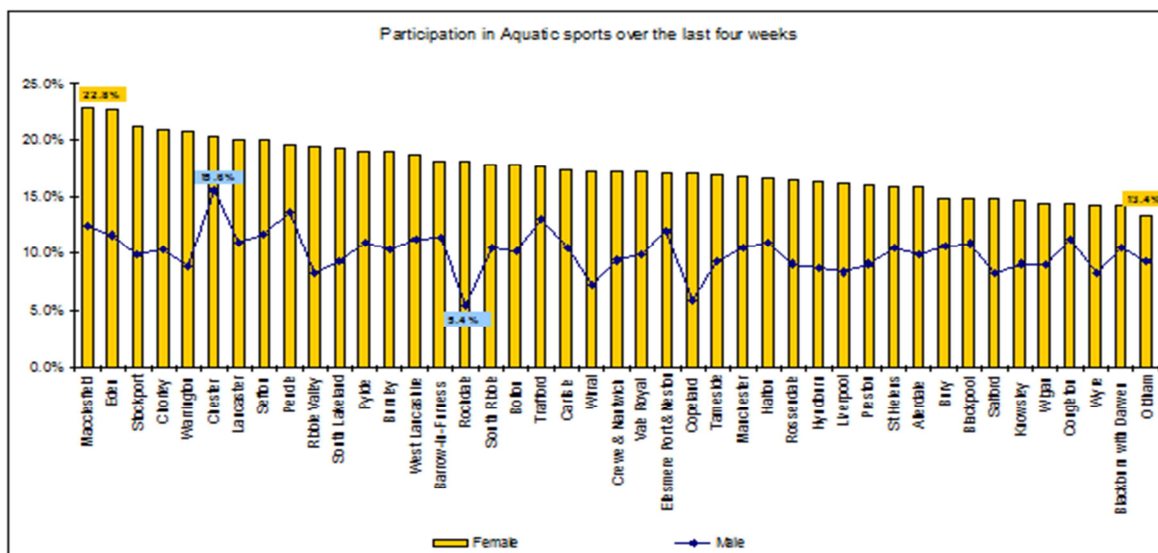
- ◀ Instructed activity
- ◀ Keep fit and gymnastic activities
- ◀ Aquatic sports

Prefer less than men

- ◀ Team games
- ◀ Organised competitive sport
- ◀ Cycling

The tables compared, by borough in the region, the relative participation rates of men (line chart) and women (bar chart) firstly in aquatic sports and secondly in team games.

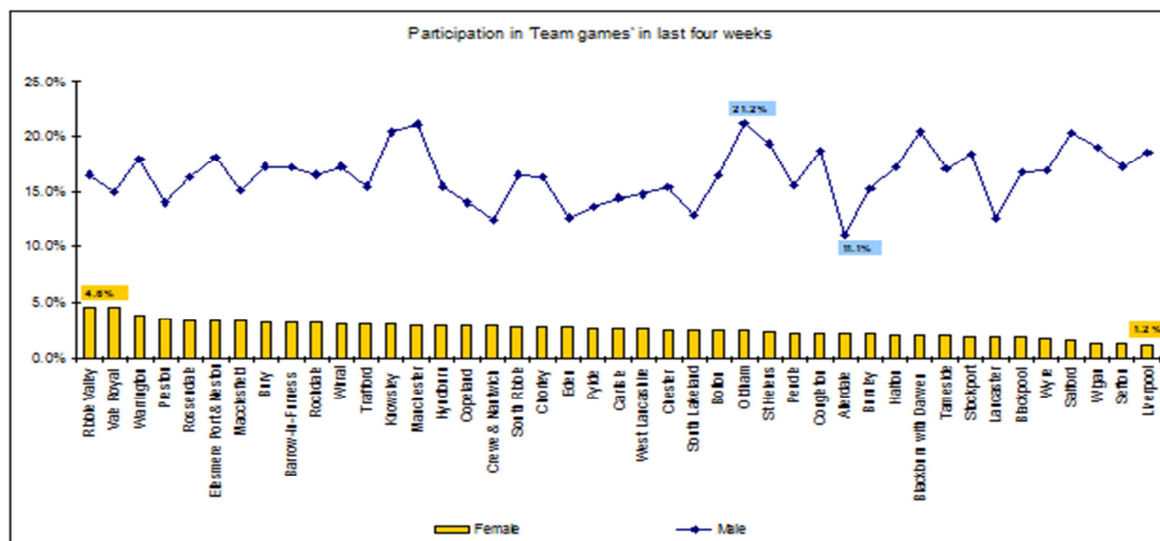
Figure 6: Male and Female Aquatics Participation Comparison



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Figure 7: Male and Female Team Games Participation Comparison



Facility Provision

The city recognises that facilities and the participation setting are important factors in delivering high quality, exciting sporting opportunities and experiences. The city has seen a decline in customer satisfaction levels in its local sports facility provision over recent years. In the latest Sport England Active People survey (APS6), 65.8% of Coventry’s adult population expressed their satisfaction with local sports provision, a rate slightly lower than England (69.0%) and the West Midlands (67.3%). More significantly, Coventry’s rate has fallen by around four percentage points (in the period between APS2 and APS6), while during the same period regional and national rates have both increased by two percentage points.

Therefore, the City Council is looking to work with partners to improve the quality of public leisure and sports facilities, to make them more attractive for residents to play in and to contribute to widening and increasing participation through offering a more positive sporting experience. The key focus is to both upgrade and improve the quality of public leisure and sports venues and to deliver efficiencies. This is discussed in detail in the Sports Facilities Strategy document and Vision Aim 5.

To deliver Vision Aim 2 the following Strategic Objectives have been identified:

1. To increase the number of people receiving structured sports coaching or tuition to a level higher than national and regional averages.¹
2. To have 120 National Governing Body accredited sports clubs, associations and organisations committed to the Coventry Sports Charter²
3. To form delivery partnerships between a range of community sports clubs and forty-five schools throughout the city.³
4. To have ten sports implementing local strategic Sports Implementation Plans within the city.⁴

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These Strategic Objectives will be measured in the following ways:

- 1 Percentage of people that received tuition / coaching in the last 12 months (Active People Survey)
- 2 Number of Clubmark/Charter Status accredited clubs (Sport England and National Governing Body data),
- 3 Number of Sports Clubs formally committed to the key principles of the Coventry Sports Charter (Coventry Sports Partnership
- 4 Number of Satellite Sports Clubs established in schools
- 5 Number of strategic sports development plans implemented (Coventry Sports Network)

VISION AIM 3: COACHES AND VOLUNTEERS

To inspire more people to volunteer, coach and be facilitators of sport

Coaches and volunteers are the life blood of sport and it is widely acknowledged that without them many introductory, recreational and development sports and activities would just not be available to a significant proportion of the population. A person's propensity to volunteer is often linked to stages in the lifecycle with parents of young participants and ex-players being the most likely to volunteer. The contribution of volunteers to the staging of events was brought to the fore in 2012 by the major role that volunteers played in the hosting and smooth running of the London 2012 Olympic and Paralympic Games.

6.3% of Coventry's adult population assist sport by volunteering for at least one hour a week, which is lower than the rates for England (7.2%) and the West Midlands (7.4%). The Strategy will seek to reverse Coventry's relative position in comparison to national and regional rates by inspiring more people to volunteer, coach and be facilitators in sport. It shall seek to do this by:

- ◀ Working with NGBs and clubs to channel funding into coach and volunteer development opportunities across the city, seeking not only to increase coach numbers, but also the skills and capacity of existing coaches and volunteers.
- ◀ Working with key partners such as the CVS, CSW Sport and NGBs to create a volunteer network across the city. This may include a virtual city-wide coach and volunteer exchange to provide guidance and support for coaches and volunteers across a wide range of issues and contribute to their continuous professional development.
- ◀ Creating opportunities for young participants to become coaches, volunteers and facilitators. This will be part of a wider exit route for athletes into other disciplines within their sport (e.g. coaching, refereeing, officiating, etc.). It is also recognised that an important longer term measure of success will be the proportion of young volunteers that continue to coach and officiate as they become adults.
- ◀ Recognising the role that sports volunteering and coaching can play in helping to up-skill people and enable them to return to the employment market.

To deliver Vision Aim 3 the following Strategic Objectives have been identified:

1. To establish a funding and investment programme to encourage and develop new and existing volunteers, coaches and facilitators of sport.
2. To increase the number of adults volunteering in sport for at least one hour per week to a level higher than national and regional averages.
3. To deliver initiatives that support and develop children and young people as volunteers, coaches and facilitators of sport.
4. To create and be actively operating a sports volunteering network within the city.
5. To create a comprehensive club, volunteer and coach education programme that includes pathways to employment.

These Strategic Objectives will be measured in the following ways:

- ¹ Number of volunteers signed up to the sports volunteer programme.
- ² Percentage of adults volunteering in sport (Active People Survey).
- ³ Number of children and young people as volunteers, coaches and supporters of sport (Coventry Sport Network).

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- 4 Number of sports clubs and organisations publishing volunteering opportunities and supporting volunteers using the 'Shared System' (Coventry Sports Network) [Note: Shared System is an opportunity to promote and search for high quality sports volunteering opportunities]
- 5 Number of Coventry coaches, volunteers and supporters of sport attending workshops and events

VISION AIM 4: SUPPORTING TALENTED PLAYERS/ATHLETES

To identify and support talented athletes to reach their sporting potential

Coventry will seek to build on its local sporting heritage by continuing to provide pathways for talented athletes to reach their sporting potential. It is recognised that sporting potential is inclusive of all athletes including those across the range of disability sports and 'special' disciplines.

The identification of talented athletes will be developed through NGB talent programmes and initiatives, club development sessions and the city-wide sport specific implementation plans. The city will also co-ordinate resources so as to ensure that these athletes are provided with early support and have the best chance of progressing to compete at high performance and elite levels within their chosen field.

The city will look to create the Coventry Institute of Sport (CIS) - a partnership between the two universities, key stakeholders and key clubs to create a support structure for talented athletes to complement the specific technical coaching and guidance that they receive from their respective coaches and clubs.

It is envisaged that the CIS will provide early support to talented athletes in a range of generic and cross cutting areas of their development such as:

- ◀ Strength and conditioning advice / coaching and facilities
- ◀ Sports science support
- ◀ Physiotherapy and rehabilitation support
- ◀ Physiology support
- ◀ Psychology support
- ◀ Performance nutrition
- ◀ Performance analysis
- ◀ Lifestyle / learning and development.

The CIS will also create a 'knowledge network' that coaches and athletes can access. This will encompass a range of coaching forums where knowledge and learning is transferred not only within specific sports but across sports.

Given the city's prominence, the presence of the two universities and its central location within England, it will build on the development of the CIS by seeking to attract NGB regional performance hubs to the city. These will be an integral part of the CIS but will also offer sport specific performance outlets in a range of key sports supported by the relevant NGBs.

To deliver Vision Aim 4 the following Strategic Objectives have been identified:

1. To establish and embed a Coventry Institute of Sport that provides early specialist support services for the benefit of talented athletes.
2. To establish local talent identification programmes that are fully integrated into all strategic Sport Implementation Plans.
3. To establish talent identification and development programmes across ten sports that support disabled athletes to reach their sporting potential.
4. To work in partnership with National Governing Bodies of sport to establish four Midlands-based development hubs in Coventry.

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These Strategic Objectives will be measured in the following ways:

- 1 Amount of sponsorship funding secured by the Coventry Institute of Sport to support talent initiatives.
Amount of funding distributed to talented athletes supported by the Coventry Institute of Sport bursary scheme.
- 2 Number of talented athletes receiving services from the Coventry Institute of Sport.
Number of NGB and local talent identification programmes integrated into strategic sports plans.
- 3 Number of sports supporting talented disabled athletes through talent identification and support programmes in the city.
- 4 Number of regional development sport hubs supported by Coventry

VISION AIM 5: FACILITIES

To provide a range of modern, accessible and high quality sports facilities in the city

The specific detail in relation to sports facilities is dealt with in two separate appendices to this Strategy - the Playing Pitch Strategy and the Indoor Facilities Strategy. This reflects the city's commitment to drive up participation and address the below average satisfaction with local sports provision as recognised in the Active People Survey. This is recognised as a strategically significant issue which the city is prepared to deal with in order to deliver increased participation in sport and physical activity and the wider associated health benefits derived from this.

A significant aspect of this is the need to address the future of Coventry Sports and Leisure Centre and the impact this has on the wider community sports facility provision - especially swimming pools. A detailed options analysis has been developed for the facility, which has identified that it would be cost prohibitive to retain and / or refurbish it, such that alternative city centre provision is required. Within this context, consideration also needs to be given to the wider aspirations of both the city's universities as their sports facilities are an integral part of the student experience for a key segment of the city's current participants in sport.

Both the Playing Pitch and the Indoor Facilities Strategies consider the need to develop a hierarchy of provision across the city for their respective sports facility types. This enables each facility type to be categorised as having a particular role/function in turn enabling the city partners and stakeholders to consider a range of subsequent issues such as:

- ◀ Investment requirements
- ◀ Programming
- ◀ Public Health related function
- ◀ Maintenance requirements
- ◀ Performance standard
- ◀ Regeneration impact
- ◀ Financial subsidy or surplus generation
- ◀ Reinforcing Coventry's brand
- ◀ Events – sporting and non-sporting

An example of the hierarchy approach for the Indoor Facilities Strategy is set out overleaf:

Figure 8: Facility Hierarchy – Core Principles



To deliver Vision Aim 5 the following Strategic Objectives have been identified:

1. To develop city centre sports and leisure facilities that are accessible, high quality, sustainable and of significance to the Midlands.
2. To invest in the development of sports and leisure facilities where justified by demand, strategic programming needs and financial sustainability.
3. To provide accessible and high quality outdoor sports, leisure and ancillary facilities across the city.
4. To support sports clubs, venues and schools to secure a total of £4m of investment into their community sports facilities.
5. To partner with National Governing Bodies and funding agencies to support the development of facilities for Coventry's key sports.

These Strategic Objectives will be measured in the following ways:

- 1 User surveys assessing accessibility, quality and customer satisfaction of city centre sports and leisure facilities
- 2 Investment and development in sports and leisure facilities, and utilisation of sport and leisure facilities aligned to strategic citywide need
- 3 User surveys assessing accessibility, quality and customer satisfaction of outdoor sports and leisure facilities
- 4 The amount of financial investment secured for facilities for community use in community sports clubs, venues and schools
- 5 Facility developments for Coventry's key sports

VISION AIM 6: EVENTS

To attract high profile sporting events to the city and to celebrate sporting achievement

Coventry's ambition is to be recognised as a dynamic city, committed to improved health and well-being, regeneration and enhanced employment opportunities and a city that attracts a high quality events programme. This programme will be accessible to all residents and be designed to complement, stimulate and support increased participation in sport and physical activity across the city. Raising the profile of sport across Coventry will be synonymous with the delivery of well-managed, quality sporting events.

The city has hosted a number of high profile 'performance' and community participation events in recent years. These events have been largely focused around the Ricoh Arena and a range of multi-sports venues, and include, for example:

- ◀ Olympic Football (London 2012 Games)
- ◀ GB Ice Hockey
- ◀ Champion of Champions Snooker
- ◀ TAGB World Tae Kwon-Do Championships
- ◀ Davis Cup by BNP Paribas
- ◀ International netball
- ◀ Heineken Cup rugby
- ◀ U21 European football
- ◀ International Children's Games
- ◀ UK School Games.
- ◀ UK Corporate Games
- ◀ UK Transplant Games

It is already, and will become more, important to make the economic impact case for events (cultural and sporting). A clear link will need to be made between the investment in the resource needed to organise events, the overall quality of life and the attractiveness of the city as a place in which to invest.

UK Sport and Sport England both have funds to invest in events. The focus of national investment has shifted away from pre-Games preparation, test events and improving NGB capacity and ambition prior to 2012. Attention is now being directed more at events that meet a range of set criteria which relate to the relative World level of a competition, the scale of the audience (both attendance and via the media), the associated development programme and the economic impact.

UK Sport's post-Games vision (2013-2019) states that it wishes to: '*use London 2012 and Glasgow 2014 to establish the UK as the leading host of major international sporting events*'. Its Gold series events will be designed and organised to:

- ◀ Support and profile high performance success.
- ◀ Create high profile opportunities for people to engage with sport.
- ◀ Drive positive economic and social impacts to the UK.
- ◀ Use and demonstrate the Legacy of London 2012 and Glasgow 2014.

Although there is an explicit, criteria based bias to supporting London and Glasgow opportunities to secure and stage events, consultation clearly indicates that Coventry's

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credentials will need to be improved relative to competitor cities (e.g. Liverpool, Manchester, Sheffield, Birmingham, Nottingham, etc.).

There is also a need to ensure that, when events of whatever format are run, all partners are in concert with regard to the occasion itself, opportunities to take advantage of the raised profile are fully exploited and they are utilised across, and at all levels of, the sport, physical activity and community networks in the city.

Those sports being targeted for the hosting of major events in the city are largely consistent with the potential 'key' and 'development' sports, being:

- | | | |
|-------------|-------------------------|-------------------------|
| ◀ Athletics | ◀ Golf | ◀ Rugby Football Union |
| ◀ Badminton | ◀ Gymnastics | ◀ Squash and Racketball |
| ◀ Bowls | ◀ Handball | ◀ Swimming |
| ◀ Cricket | ◀ Ice Hockey | ◀ Tennis |
| ◀ Cycling | ◀ Netball | ◀ Volleyball |
| ◀ Football | ◀ Rugby Football League | |

However, there is also a need for the city to consider the following challenges:

- ◀ The need to sell itself better to those (in international NGBs and UK/England agencies) who plan, organise and/or fund/influence where events might be staged.
- ◀ Coventry's 'Unique Selling Point' – its central location and excellent road, rail and air links. It also has a range of hotels, exhibition space, willingness and expertise.
- ◀ Its flexible hotel base from 2* to 5* making it attractive to smaller NGB's with limited budgets.
- ◀ The opportunities to work collaboratively with Birmingham (or Nottingham or Leicester) i.e. one bid, two cities.
- ◀ The cohesive partnered approach that can be offered by the city, based upon engagement and mutually beneficial relationships with local tourism and sports partners to deliver events.
- ◀ The potential for the Coventry Sports Network to be part of the process, galvanising its clubs to ensure that events 'reach all parts' of the city and its sporting infrastructures.
- ◀ The option to build on (and link more effectively to) the strong cultural events base within the city and to make a strong case for the link between events, inward investment and tourism.
- ◀ To raise the profile of Coventry nationally and internationally leading to inward investment and economic benefit for the city.

Events are an important aspect of driving sport and physical activity across the city and often increase participation in the immediate aftermath. However, there is some concern regarding levels of local promotion and that community space and options are not connected to events or promoted as well as they could be. When planning for events it is essential that engagement with sports clubs is meaningful so that they can use the opportunities to grow as the cultural and sporting events timetable continues to expand.

It will, therefore, be necessary to run a judicious balance of high profile national (major) and community events designed to enhance the city's national image and status and to raise local profile – all contributing to the city's drive to attract investment and make it business and enterprise friendly. This, in effect will lead to:

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- ◀ New events and opportunities for residents and visitors.
- ◀ An improved and rising profile of the city.
- ◀ Attracting inward investment.
- ◀ Building sponsorship and delivery partnerships with the private sector and other public bodies.

To deliver Vision Aim 6 the following Strategic Objectives have been identified:

1. To create a strategic events and tourism partnership that will bid for and host fifteen major sporting events in the city.
2. To develop a regular events programme within the city for each of Coventry's key sports.
3. To develop and support high-profile events which celebrate local sporting achievement, volunteering and coaching.

These Strategic Objectives will be measured in the following ways:

- ¹ Establishment of the Coventry sports events and tourism partnership.
The number of international and national sport events hosted in Coventry and how many are Coventry key sports.
The number of regional or county level sports events hosted in Coventry and how many are for Coventry key sports.
- ² Each Coventry key sport has a defined events programme within the city.
- ³ The number of events supported celebrating local sporting achievement, and the number of volunteers, coaches and supporters recognised for their contribution to sport (Coventry Sport Network)

VISION AIM 7: PARTNERSHIPS

To grow and promote sport in the city through effective partnerships

It is clear that while Coventry City Council may be the main driving force behind the development of the Strategy, delivery must be underpinned and driven by meaningful partnership based work and relationships.

City Council departments with a responsibility for sport, public health agencies, Trust operators, schools, CSW Sport, NGBs, the city's universities and colleges, sports clubs and the private sector must all consider and adopt the Strategy. In so doing they are, in effect, committing to delivering 'slices' of work or activity to which they will need to contribute to make the whole more than the sum of the parts and to collectively achieve stated outcomes.

There is a need for better partnership-based and collaborative work between different partners and stakeholders in the city. The improved direction of travel in this regard was borne out by the positive commitment evidenced during the Strategy consultation process, but the real commitment will need to be demonstrated in implementing it.

The key focus for this is the development of the Coventry Sports Network and the need to ensure that this umbrella organisation is the driving force for Strategy delivery. It is also important that appropriate governance arrangements are in place for the CSN and that ongoing commitment is given to this throughout the period of time covered. The CSN will need to be fully informed about the progress being made and the performance of all partners in delivering the strategy, such that transparency will be an important factor for success.

As an example, genuine partnership-orientated links and commitments between sport and Public Health providers need to be developed. Moving forward, there is a need for Health-led investment in sport and physical activity facilities and programmes that are cohesively dovetailed and outcome focused.

Similarly, there must be commitment at the highest level within stakeholder organisations to ensure that key decision makers are driving the Strategy and that this is not delegated to lower levels of the organisation. Furthermore, where opportunities are identified for inward investment into the city, consideration needs to be given to over-arching strategic need as well as the opportunistic approach of individual organisations.

This Strategy is an early statement reinforcing the collectively confirmed importance of sport to the way the city lives and that there is a clear understanding and acceptance across all partners of the value of the contribution they can make to the health, wellbeing and life-chances of the citizens of Coventry.

Collaboration is essential with regard to the sporting infrastructure into which participants will be invited. There is a need to ensure that work with sports clubs and community agencies that can assist the delivery of the Strategy is supported, particularly with regard to capacity, governance and assisting clubs to either develop their own premises or to secure access to venues into which they can grow.

Looking outwardly, the city also needs to be represented on key regional and sub-regional decision making and influencing partnership bodies. This is vital to demonstrating its commitment to sport and to attracting events, investment, initiatives and programmes.

COVENTRY – INSPIRING A SPORTING CITY SPORTS STRATEGY 2014 - 2024

To deliver Vision Aim 7 the following Strategic Objectives have been identified:

1. To establish a strategic Coventry Sports Network that comprises key decision makers from the organisations that influence sport across the city.
2. To secure £10m of investment in sport through a strategic Coventry Sports Network.
3. To ensure that all sports providers in the city have access to a network of support through a strategic Coventry Sports Network.
4. To ensure that Coventry is represented within all relevant partnerships that clearly contribute to the achievement of the city's sporting objectives.

These Strategic Objectives will be measured in the following ways:

- ¹ Establishment, level of engagement and progress in implementing the Coventry Sports Strategy.
- ² The amount of investment secured through the strategic Coventry Sports Network
- ³ Quality and quantity of support offered to sports providers.
- ⁴ Outcomes attained by representing Coventry sport in regional and sub-regional partnership bodies or forums.

COVENTRY – INSPIRING A SPORTING CITY

SPORTS STRATEGY 2014 - 2024

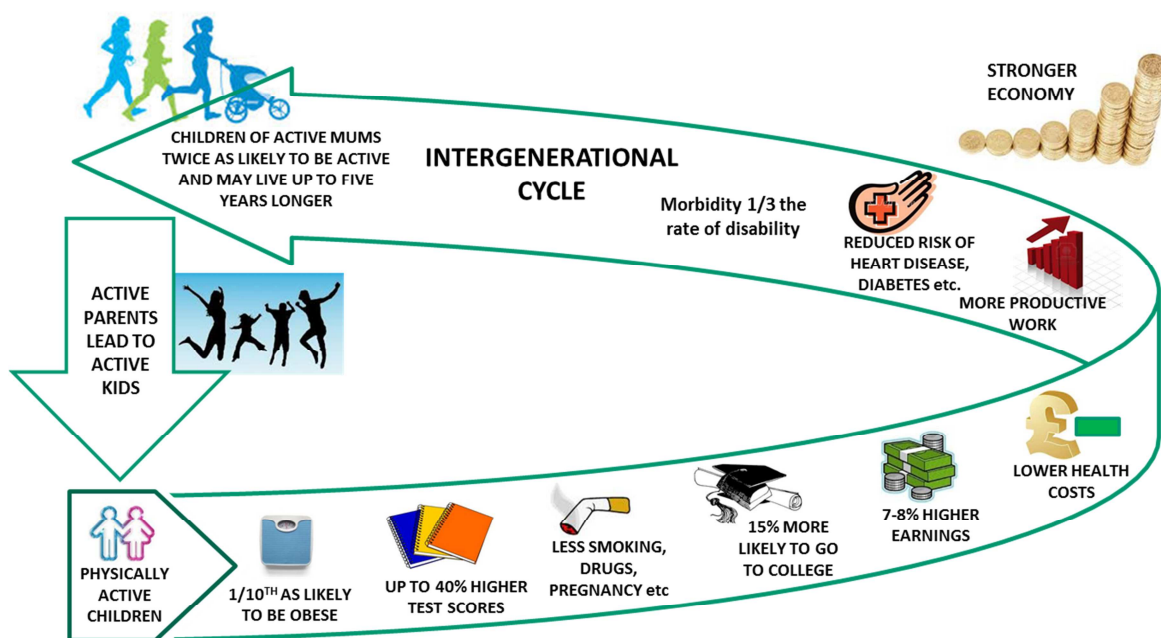
VISION AIM 8: MAKING COVENTRY A BETTER PLACE

For sport to make Coventry a better place to live, work and visit

Sport is viewed as an integral component (with education, employment, regeneration, etc.) of the process of making Coventry a better place to live, work and visit. The wider benefits of more residents participating in sport and being increasingly physically active go way beyond the creation of a sports performance pathway that serves to improve participant's chances of becoming an elite athlete.

The wider benefits derived of having a more active population are highlighted in the following intergenerational flow which shows the impact beyond the sports field:

Figure 9: Intergenerational Cycle



Based on 'Designed to move' © Nike Inc.

As such, it is clear that as sport contributes to an increasingly active population, it also contributes to:

- ✦ Reducing obesity levels in young people.
- ✦ Enabling students to achieve higher academic results.
- ✦ Reducing the number of people who smoke.
- ✦ Reducing the number of teenage pregnancies.
- ✦ Improving young people's chances of progressing to college and university which has an impact on their ability to achieve higher earnings.
- ✦ Improving productivity in the workplace as a result of improved attendance.
- ✦ Reducing the risk of heart disease and diabetes which results in lower health care costs.
- ✦ Increased life expectancy.

Achieving all of this will make Coventry a better place to live, with a more active population who contribute more to the city's quality of life.

COVENTRY – INSPIRING A SPORTING CITY SPORTS STRATEGY 2014 - 2024

In addition to this, Coventry is looking to use sport as a key regeneration tool and to enhance the positive branding of the city. As such, the development of improved facilities and opportunities to participate in sport and physical activity, aligned with a healthy events programme, will seek to instil civic pride and attract more visitors to the city.

These benefits need to be measured in the longer term and as such the key focus for the CSN will be to ensure that partners sign up to the Strategy and commit to delivering their respective objectives and initiatives.

To deliver Vision Aim 8 the following Strategic Objectives have been identified:

















1. To actively demonstrate the positive impact that regular sports participation has in addressing public health inequalities in the city.
2. To harness the power of sport to promote and encourage social inclusion and community cohesion within the city.
3. To connect sport to the city's cultural, heritage, events and tourism offers.
4. To increase visitor numbers and secure economic benefit from hosting high-profile sporting events.
5. To ensure that all proposed regeneration schemes within the city consider the potential for incorporating sustainable sporting provision.
6. To increase training and employment within the city as a consequence of investment in sport.

These Strategic Objectives will be measured in the following ways:

- ¹ Number of people playing sport at least once a week in the most deprived wards.
- ² Number of community outreach programmes, neighbourhood games or initiatives delivering measured social outcomes in Coventry.
- ³ Perception of the city's cultural vibrancy and heritage measured by the Coventry Household Survey.
- ⁴ Number of visitors to Coventry during international and national sporting events.
- ⁵ Number of major regeneration schemes which reflect the needs and provision of sport.
- ⁶ Number of jobs and training opportunities created through investment and engagement in sport.



















COVENTRY – INSPIRING A SPORTING CITY SPORTS STRATEGY 2014 - 2024

APPENDIX 1 – SPORT ENGLAND MARKET SEGMENTATION





Segment name and description	Segment characteristics	Main age band	Socio econ	1x30	% Eng Pop	Media and Communications	Key brands	Top Sports (played at least once a month) and sporting behaviour
				3x30				
 Ben Competitive Male Urbanites	Male, recent graduates, with a 'work-hard, play-hard' attitude Graduate professional, single	18-25	ABC1	69%	4.9%	Ben is a heavy internet user, using it for sports news, personal emails, social networking and buying films, games and tickets. He is highly responsive to internet advertising.		Ben is a very active type and takes part in sport on a regular basis. He is the sportiest of the 19 segments. Ben's top sports are football (33%), keep fit/ gym (24%), cycling (18%), athletics including running (15%) and swimming (13%)
 Jamie Sports Team Lads	Young blokes enjoying football, pints and pool Vocational student, single	18-25	C2DE	59%	5.4%	Jamie is a prolific mobile phone user and as uses this as a primary source of information. He likes to text rather than talk, and uses 3G for sports results and sms text information services.		Jamie is a very active type that takes part in sport on a regular basis. Jamies top sports are football (28%), keep fit and gym (22%), athletics including running (12%), cycling (12%) and swimming (10%)
 Chloe Fitness Class Friends	Young image-conscious females keeping fit and trim Graduate professional, single	18-25	ABC1	56%	4.7%	Chloe is a heavy internet and mobile phone user. She uses her mobile to keep in contact with friends and family, preferring this to her landline. Chloe has a new 3G phone which provides internet access but is still likely to use text as her first source of information.		Chloe is an active type that takes part in sport on a regular basis. Chloe's top sports are keep fit/ gym (28%), swimming (24%), athletics including running (14%), cycling (11%) and equestrian (5%)
 Leanne Supportive Singles	Young busy mums and their supportive college mates Student or PT vocational, Likely to have children	18-25	C2DE	42%	4.3%	Leanne is a light internet user and a heavy mobile phone user, using this instead of a landline to contact friends. She uses sms text services and also entertainment features on her mobile. Leanne's mobile is likely to be pay-as-you-go and she responds to text adverts.		Leanne is the least active segment of her age group. Leanne's top sports are keep fit/ gym (23%), swimming (18%), athletics including running (9%), cycling (6%) and football (4%)
 Helena Career Focused Female	Single professional women, enjoying life in the fast lane Full time professional, single	26-45	ABC1	53%	4.6%	Helena always has her mobile and PDA on hand so that she is contactable for work and social calls. She is a heavy internet user, but mainly from home, and uses this as her primary source of information.		Helena is a fairly active type that takes part in sport on a regular basis. Helena's top sports are keep fit/ gym (26%), swimming (22%), cycling (11%), athletics including running (9%), and equestrian (3%).
 Tim Settling Down Males	Sporty male professionals, buying a house and settling down with partner Professional, may have children, married or single	26-45	ABC1	62%	8.8%	Tim's main source of information is the internet - he uses this for information on property, sports and managing his finances. He is a heavy mobile phone user and likes to access information 24/7. Tim will often buy things online and is relatively likely to use sms text alerts and 3G services.		Tim is an active type that takes part in sport on a regular basis. Tim's top sports are cycling (21%), keep fit/ gym (20%), swimming (15%), football (13%) and golf (7%)
 Alison Stay at Home Mums	Mums with a comfortable, but busy, lifestyle Stay-at-home mum, children, married	36-45	ABC1	55%	4.4%	Alison is a medium TV viewer and may have a digital package, but is unlikely to respond to TV advertising. She is a medium internet user and is unlikely to respond to internet advertising, but will use it as a source of information to aid her decision-making. She has a pay-as-you-go mobile for emergencies, but prefers to use her landline.		Alison is a fairly active segment with above average levels of participation in sport. Alison's top sports are: keep fit/ gym (27%), swimming (25%), cycling (12%), athletics including running (11%), and equestrian (3%)
 Jackie Middle England Mums	Mums juggling work, family and finance Vocational job, may have children, married or single	36-45	C1C2D	47%	4.9%	Jackie is a medium TV viewer, enjoying soaps, chat shows and dramas, and has Freeview digital channels. She is a light and cautious internet user, but has been encouraged by her children's prolific usage and is becoming more confident herself.		Jackie has above average participation levels in sport, but is less active than other segments in her age group. Jackie's top sports are keep fit/ gym (22%), swimming (20%), cycling (9%), athletics including running (6%), and badminton (2%).

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	Kev Pub League Team Mates	Blokes who enjoy pub league games and watching live sport. Vocational job, may have children, married or single	36-45	DE	43%	5.9%	Kev is a heavy TV viewer, likely to have a digital or cable package for extra sports coverage. He is a heavy radio listener and is likely to favour local commercial stations. Kev uses his mobile phone for social reasons but will not respond to text adverts.		Kev has above average levels of participation in sport. Kev's top sports are keep fit/ gym (14%), football (12%), cycling (11%), swimming (10%) and athletics including running (6%)
	Paula Stretched Single Mums	Single mums with financial pressures, childcare issues and little time for pleasure Job seeker or part time low skilled worker, children, single	26-45	DE	36%	3.7%	Paula is a heavy TV viewer, enjoying quiz and chat shows, reality TV and soaps. She is likely to have a digital or cable package. Paula does not have internet access at home, and is a heavy mobile phone user, although this is likely to be pay-as-you-go.		Paula is not a very active type and her participation is lower than that of the general adult population. Paula's top sports are keep fit/ gym (18%), swimming (17%), cycling (5%), athletics including running (4%) and football (3%)
	Philip Comfortable Mid-Life Males	Mid-life professional, sporty males with older children and more time for themselves Full-time job and owner-occupier, children, married	46-55	ABC1	51%	8.7%	Philip is a medium TV viewer, likely to have digital and use interactive services for sports and business news. He is a heavy radio listener. Philip is comfortable purchasing over the phone and internet, but is unlikely to respond to sms text alerts.		Philip's sporting activity levels are above the national average. Philip's top sports are cycling (16%), keep fit/ gym (15%), swimming (12%), football (9%), and golf (8%)
	Elaine Empty Nest Career Ladies	Mid-life professionals who have more time for themselves since their children left home Full-time job and owner-occupier, married	46-55	ABC1	43%	6.1%	Elaine is a light TV viewer, loyal to mainstream terrestrial channels. Elaine is a moderate and increasing internet user, and is more internet-savvy than her peers. She appreciates the value of more sources of information and will browse news and lifestyle sites.		Elaine's sporting activity levels are similar to the national average. Elaine's top sports are keep fit/ gym (21%), swimming (18%), cycling (7%), athletics including running (3%) and tennis (2%)
	Roger & Joy Early Retirement Couples	Free-time couples nearing the end of their careers Full-time job or retired, married	56-65	ABC1	38%	6.8%	Roger and Joy are medium TV viewers and heavy radio listeners. They regularly read the Times of Daily Telegraph, and a local paper. They have increased their use of the internet and may now have access to it at home.		Roger and Joy are slightly less active than the general population. Roger and Joy's top sports are keep fit/ gym (13%), swimming (13%), cycling (8%), golf (6%), and angling (2%)
	Brenda Older Working Women	Middle aged ladies, working to make ends meet Part-time job, married	46-65	C2DE	29%	4.9%	Brenda is a heavy TV viewer and is likely to respond to TV advertising. She is a medium radio listener, preferring local commercial stations. Brenda rarely has access to the internet, and is an infrequent mobile user. She enjoys reading the Mirror or the Sun.		Brenda is generally less active than the average adult. Brenda's top sports are keep fit/ gym (15%), swimming (13%), cycling (4%), athletics including running (2%) and badminton (1%)
	Terry Local 'Old Boys'	Generally inactive older men, low income, little provision for retirement Job Seeker, married or single	56-65	DE	26%	3.7%	Terry is a high TV viewer, both at home and in the pub, particularly enjoying live sports coverage. He reads the tabloids on a daily basis. Terry does not use the internet, and does not feel he is missing out. He is unlikely to have a mobile phone.		Terry is generally less active than the average adult. Terry's top sports are keep fit/ gym (8%), swimming (6%), cycling (6%), angling (4%), and golf (4%)
	Norma Late Life Ladies	Older ladies, recently retired with a basic income to enjoy their lifestyles Job seeker or retired, single	56-65	DE	23%	2.1%	Norma is a high TV viewer, enjoying quiz shows, chat shows, soaps and religious programmes. Most new technology has passed her by, having no internet access or mobile phone, but she uses her landline to call her family.		Norma is generally less active than the average adult. Norma's top sports are keep fit/ gym (12%), swimming (10%), cycling (2%), bowls (1%) and martial arts/ combat (1%)
	Ralph & Phyllis Comfortable Retired Couples	Retired couples, enjoying active and comfortable lifestyles Retired, married or single	66+	ABC1	28%	4.2%	Ralph and Phyllis are medium to light TV viewers, preferring to be out and about instead. They are unlikely to have access to the internet, although it is something they are considering. They read the newspaper daily: either the Daily Telegraph or Times		Ralph and Phyllis are less active than the average adult, but sportier than other segments of the same age group. Ralph and Phyllis' top sports are keep fit/ gym (10%), swimming (9%), golf (7%), bowls (4%), and cycling (4%)

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	Frank Twilight Years Gent	Retired men with some pension provision and limited exercise opportunities	66+	C1C2D	21%	4.0%	Frank is a heavy TV viewer and enjoys watching live sport and notices TV advertising, which he is influenced by. He does not use the internet and is nervous of computers. Frank reads a newspaper most days, either the Daily Mail or Express. He does not have a mobile phone.		Frank is generally much less active than the average adult.
		Retired, married or single			9%				Frank's top sports are golf (7%), keep fit/ gym (6%), bowls (6%), swimming (6%) and cycling (4%).
	Elsie & Arnold Retirement Home Singles	Retired singles or widowers, predominantly female, living in sheltered accommodation	66+	DE	17%	8.0%	Elsie and Arnold are heavy TV viewers, enjoying quiz shows, religious programmes and old films. They generally do not have access to the internet or use a mobile phone, and only use their landline to call family.		Elsie and Arnold are much less active than the average adult.
		Retired, widowed			5%				Their top sports are keep fit/ gym (10%), swimming (7%), bowls (3%), golf (1%) and cycling (1%).

Inspiring a sporting city...



Coventry Sports Strategy

2014 – 2024





“We will all know when Coventry looks and feels like a successful sporting city...”

The city was a proud host venue for the London 2012 Olympic Games and we will continue to build upon the success and momentum that it created within all of our communities. Successful sport in our city will start in the playground with active, healthy children and move through all levels and ages to include talented individuals and teams, identified and nurtured locally, achieving success at the highest national and international levels.

Coventry as a successful sports city will have many thousands of people whose lives are being enhanced by their involvement in sport and physical activity. We will have schools that value this, thereby allowing young people to discover and develop their talent and interest. Our clubs will be inclusive, welcoming and ambitious, sitting at the heart of their communities and being led by a team of volunteers who feel valued and truly proud of their contribution and the results of their efforts.

Coventry will be an active city for all ages and in all communities, and sport and physical activity will be embedded in all aspects of city life, playing a central role in making Coventry a wonderful place to live, work and visit”



David Moorcroft OBE
Former 5,000m
World Record Holder
Coventry



Introduction

Work to develop the Coventry Sports Strategy 2014 - 2024 started with a detailed review of current sporting provision in the city. The findings of this review were then considered, taking into account various local, regional and national strategies.

In 2012, local people were asked to take part in the Coventry Sports and Leisure Survey. The survey attracted 1,532 responses and provided valuable insight into which sports are enjoyed by people in Coventry, where they take part and their satisfaction with local facilities.

Assessments of the city’s indoor sports facilities and outdoor playing pitches were also carried out. These assessments provided a detailed picture of current indoor and outdoor sports provision in Coventry, showing the number, location, quality and use of the city’s indoor facilities and pitches.

Discussions with key stakeholders and partners further informed and shaped the Strategy, until eight Vision Aims and 37 supporting Strategic Objectives emerged. The Vision Aims will remain constant, whilst the Strategic Objectives should continue to evolve in response to changes in the local, regional and national context. A Coventry Sports Network will manage and monitor the implementation of the Strategy and will work with sporting partners, clubs and organisations to develop and deliver specific action plans.

Coventry is looking to build upon the significant investment that it has made in sport over the last 10 years. This Strategy will ensure that the city continues to grow and improve its sporting structures and the opportunities and experiences they offer, ensuring that the benefits of sport are seen across all aspects of city life.

Share your views, please see back cover >>>

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Key Findings

A detailed review of current sporting provision in Coventry has been carried out and the findings considered, taking into account various local, regional and national strategies. The Coventry Sports and Leisure Survey has also provided valuable insight into which sports are enjoyed by people, where they take part and their satisfaction with local facilities.

Detailed assessments of Coventry's indoor sports facilities and outdoor playing pitches have also provided a picture of the number, location, quality and current use of the city's facilities and pitches. The Key Findings that have emerged from these studies are summarised below (full versions of the reports can be viewed at www.covsport.org.uk).

Indoor Facilities Assessment Report

- The quality of indoor facilities varies greatly - from those that are of 'very poor' quality to those that are 'very good' quality
- Many of the city's indoor facilities are located within schools, which offer varying levels of community use
- Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are both no longer 'fit for purpose'
- Funding currently being used to support these ageing public sports facilities could be used to invest in new, modern facilities
- Swimming pool provision across the city will need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre

Playing Pitch Assessment Report

- The city wide use of playing pitches should be coordinated and managed more effectively
- Future investment in pitches will be required to meet the expected growth in Coventry's population
- The development of larger clubs should be encouraged so that more play can be effectively managed on fewer sites
- Pitches at education sites should be managed in ways that make them easier for the community to access
- Some community club house / changing facilities need improving to encourage more juniors and females to take part
- Some clubs have concerns over the long-term future of their sports facilities and pitches

Coventry Sports and Leisure Survey and Associated Research

- In Coventry, the proportion of women regularly taking part in sport is less than half that of men
- The proportion of disabled people taking part in sport in the city is less than both national and regional averages
- The sports that people most take part in are keep fit / gym; football; swimming; athletics; and cycling
- Swimming and keep fit / gym are the sports that attract the most people from all backgrounds
- Swimming is the activity most likely to encourage new participation
- The Xcel Leisure Centre and Alan Higgs Centre are the public sports centres that draw the highest levels of satisfaction
- Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre are the public sports centres that draw the lowest levels of satisfaction

Investing in Public Sports and Leisure

Over the last ten years, more than £28 million has been invested in improving sports and leisure facilities in the city, including the opening of the Alan Higgs Centre, the Moat House Leisure and Neighbourhood Centre and the Xcel Leisure Centre. Improvements in parks and open spaces, including the tennis courts at the War Memorial Park and in

pitch and changing provision at both the War Memorial Park and Holbrooks Park, represent a further £1.2 million worth of investment.

The Coventry Sports and Leisure Survey showed that local people want modern, clean and accessible sports facilities. In order to deliver this expectation, it is

clear that a new and innovative funding model is needed. The new swimming pool and community facilities at Centre AT7 provide a good example of how money previously used to subsidise an ageing facility such as Foleshill Sports and Leisure Centre can be better used to build new and more sustainable facilities such as those being developed at Centre AT7.

This funding model means that no additional money will be required to build the £8 million of extended facilities at Centre AT7 that are due to open in the summer of 2014.



A New Destination..

The Coventry Sports Strategy clearly identifies that, like Foleshill Sports and Leisure Centre, the existing facilities at Coventry Sports and Leisure Centre are no longer 'fit for purpose'.

There is a clear need to improve public sports and leisure provision in the city centre.

This Strategy therefore proposes the building of a new 'destination' city centre facility that local people will enjoy and be proud of and that will attract visitors from across the region.



This new sports and leisure centre will include a recreational swimming pool, a large and exciting leisure water park and a range of health, fitness and activity areas.

This new facility will be funded in the same way that the extension to Centre AT7 is being funded – by making better use of the money currently being used to subsidise the running of Coventry

Sports and Leisure Centre, which would be closed upon the opening of the new facility.

It is also recognised that the closure of Coventry Sports and Leisure Centre might require some of the existing facilities within the Centre to be relocated into other areas of the city and this would be considered wherever it is possible and affordable.

Mission and Vision Aims

To develop a more active, inclusive and vibrant Coventry through positive experiences in sport.'



1



To inspire more people in the city to take up and regularly take part in sport

Picture courtesy of Coventry Telegraph

2



To provide a wide range of high quality and exciting sporting opportunities and experiences

3



To inspire more people to volunteer, coach and be facilitators of sport

4



To identify and support talented athletes to reach their sporting potential

5



To provide a range of modern, accessible, and high quality sports facilities

6



To attract high profile sporting events to the city and to celebrate sporting achievement

7



To grow and promote sport in the city through effective partnerships

8



For sport to make Coventry a better place to live, work and visit

Vision Aim 1

Vision Aim 2



To inspire more people within the city to take up and regularly take part in sport

Coventry faces a real challenge to inspire more people to take up and regularly take part in sport. In Coventry, there is a higher than average number of people that never take part in sport and this is particularly true for females, disabled people and people with a long term limiting illness. Currently, 16 – 25

year olds are those most actively involved in sport. Coventry has a particularly young population (partly as a result of having two universities). The levels of sporting activity amongst this group influence, more than usual, the wider measures for people taking part in sport across the city as a whole.



Sport England welcomes the new Coventry Sports Strategy.

It will drive growth in participation across the city amongst all sections of the population and contribute to wider social, economic and health outcomes.



Mike Diaper
Executive Director
Community Sport
Sport England

Strategic Objectives

- 1 To increase the number of children and young people that regularly participate in sport.
- 2 To increase regular adult participation in sport to a level higher than national and regional averages.
- 3 To increase regular participation in sport by disabled people to a level higher than national and regional averages.
- 4 To increase regular participation in sport by females to a level higher than national and regional averages.
- 5 To increase regular participation in sport by those on lower incomes to a level higher than national and regional averages.
- 6 To increase participation in Coventry's key sports to levels higher than national and regional averages for each of these sports.

To provide a wide range of high quality and exciting sporting opportunities and experiences

People are more likely to regularly take part in and enjoy sport if they have good first time experiences of sport and then receive quality tuition and coaching in their preferred or chosen sport. In Coventry, the number of people receiving high quality sports coaching and tuition is lower than both the national and regional averages and is seen to be declining. Females are less likely than males to become involved in structured or competitive sport in the city. The number of Clubmark accredited sports clubs in

Coventry is also declining, at a time when national strategies support a clear need for clubs to play a more active role in working with schools and community partners to improve the quality of local sports provision. Through the launch of the Coventry Sports Strategy, the city has a unique opportunity to introduce a new Sports Charter, highlighting how local sports clubs and organisations will work together to offer high quality sporting opportunities and experiences across all communities and neighbourhoods.



Coundon Court Football club have proudly achieved the FA Charter Standard Community Club status.

The process of becoming accredited has positively influenced both club and the way we that we deliver community sport.



Richard Seedhouse
Chairman
Coundon Court Football Club

Strategic Objectives

- 1 To increase the number of people receiving structured sports coaching or tuition to a level higher than national and regional averages.
- 2 To have 120 National Governing Body accredited sports clubs, associations and organisations committed to the Coventry Sports Charter.
- 3 To form delivery partnerships between a range of community sports clubs and forty-five schools throughout the city.
- 4 To have ten sports implementing local strategic Sports Implementation Plans within the city.

Vision Aim 3



To inspire more people to volunteer, coach and be facilitators of sport

Volunteers, coaches and officials (e.g. referees) are the life blood of sport and without them, taking part, improving and competing in sport would not be possible for many people. The proportion of adults in Coventry now volunteering in sport is lower than the national and regional averages. Volunteers are vital for leagues to run smoothly and clubs to survive and thrive in their local communities. There is a need to increase the levels of investment

and support offered to those adults who are prepared and able to give their time to be volunteers, coaches and facilitators of sport, along with a need for improved structures to coordinate their efforts. There is also a need for initiatives and structures that will inspire and support the next generation of young people to become the future volunteers, coaches and facilitators of sport.

“ As a London 2012 Coventry Ambassador, I was so delighted at being chosen to volunteer and be part of an Olympic Games that I have continued to volunteer at other sporting events.

I would always encourage others to volunteer in sport - it is an amazing experience!



Sheila Grainger
Team Leader
Coventry Ambassador

Strategic Objectives

- 1 To establish a funding and investment programme to encourage and develop new and existing volunteers, coaches and facilitators of sport.
- 2 To increase the number of adults volunteering in sport for at least one hour per week to a level higher than national and regional averages.
- 3 To deliver initiatives that support and develop children and young people as volunteers, coaches and facilitators of sport.
- 4 To create and be actively operating a sports volunteering network within the city.
- 5 To create a comprehensive club, volunteer and coach education programme that includes pathways to employment.

Vision Aim 4

To identify and support talented athletes to reach their sporting potential

Coventry has a very proud sporting heritage, as recently demonstrated by Coventry athletes representing Team GB at the London 2012 Olympic and Paralympic Games. To build on these levels of success, schools, sports clubs, coaches and partner organisations must work together to identify and support emerging talented athletes in the city. Using expertise held within Coventry's sports clubs, the universities and partner organisations, the city must bring together and coordinate the services needed by talented athletes, to

enable them to fully progress in their field and to achieve their sporting potential. A particular focus must be given to widening and developing talent pathways within disability sport, where (with some notable exceptions) support for talented athletes within the local club network is often more difficult to access. Coventry's central location means the city is also ideally placed to attract the development of key regional sports hubs to act as a focus for talent development and for the achievement of excellence.



“ I have been fortunate to be supported throughout my athletics career so far.

I am really excited that a Coventry Institute of Sport will be developed through the Coventry Sports Strategy to support other local talented sports people.



Rowena Cole
800 / 1,500m Athlete
Coventry Godiva Harriers & Great Britain

Strategic Objectives

- 1 To establish and embed a Coventry Institute of Sport that provides early specialist support services for the benefit of talented athletes.
- 2 To establish local talent identification programmes which are fully integrated into all strategic Sport Implementation Plans.
- 3 To establish talent identification and development programmes across ten sports that support disabled people to reach their sporting potential.
- 4 To work in partnership with National Governing Bodies of sport to establish four Midlands-based development hubs in Coventry.

Vision Aim 5



To provide a range of modern, accessible and high quality sports facilities in the city

“ Building on the success of the last ten years, the continued development of public sports facilities in the city is essential.

We need to ensure that people from all over the city can access, afford and enjoy sporting activities in a modern and high quality environment.



Coventry has made significant investment in its public sports and leisure facilities over the last ten years, but the city still has some facilities that require improvement or replacement. Foleshill Sports and Leisure Centre and Coventry Sports and Leisure Centre are no longer fit for purpose. Foleshill Sports and Leisure Centre is due to close in August 2014 upon the opening of new facilities at Centre AT7, but there is still a

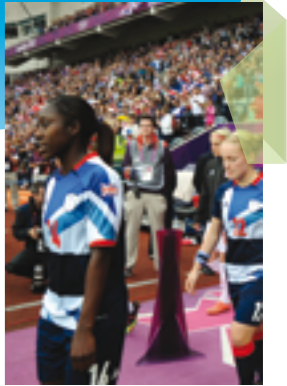
clear need to invest in public sports and leisure facilities in the city centre. There is an opportunity to use the money currently used to support the running of Coventry Sports and Leisure Centre to build a new and more modern city centre facility. Investment in outdoor sports facilities must be focused towards education sites that are accessible to local communities and towards larger club and community 'hub' playing pitch sites.

Strategic Objectives

- 1 To develop city centre sports and leisure facilities that are accessible, high quality, sustainable and of significance to the Midlands.
- 2 To invest in the development of sports and leisure facilities where justified by demand, strategic programming needs and financial sustainability.
- 3 To provide accessible and high quality outdoor sports, leisure and ancillary facilities across the city.
- 4 To support sports clubs, venues and schools to secure a total of £4m of investment into their community sports facilities.
- 5 To partner with National Governing Bodies and funding agencies to support the development of facilities for Coventry's key sports.

Vision Aim 6

To attract high profile sporting events to the city and to celebrate sporting achievement



“ The city has a proud heritage of hosting major sporting events. Coventry University is delighted to have been involved in so many of these events including London 2012.

Coventry has a proud history of attracting and hosting high profile and successful sporting events, including Olympic Football, the Women's FA Cup Final, the British Transplant Games, the UK Corporate Games, the International Children's Games and Davis Cup Tennis.

coaching initiatives. The challenge for sport in Coventry is to work strategically with National Governing Bodies of Sport and a wide range of local events, sports and tourism partners to grow local and regional sporting events and to develop a strong city offer when bidding to attract major sports events.

Coventry's ambition is to be recognised as a dynamic city, as a visitor destination and as a centre for events. Linked to these ambitions, the city is striving to deliver a range of high quality sporting events, a number of which will be closely connected to the city through local sports club and

Having secured the hosting of these major events, the challenge within the city will then be to bring these events to life, not only at the events venues, but also within the communities from where the spectators will inevitably be drawn.

Strategic Objectives

- 1 To create a strategic events and tourism partnership that will bid for and host fifteen major sporting events in the city.
- 2 To develop a regular events programme within the city for each of Coventry's key sports.
- 3 To develop and support high-profile events which celebrate local sporting achievement, volunteering and coaching.

The Coventry Sports Strategy will help to attract other national and international sporting events to be held in the city.





To grow and promote sport in the city through effective partnerships

“ We are keenly aware that initiatives to increase physical activity must interlink with those which promote active recreation and sports participation.

The Coventry Sports Strategy will be invaluable and we recognise the important role that sport can play in supporting public health improvements.



Professor Jane Moore
 Director of Public Health
 Coventry City Council

Effective partnerships are essential to growing and promoting sporting opportunities in Coventry. It is important from the outset that partners from business, education, public services and sport are drawn together by the spirit, mission and aims of this Strategy. The development and agreement of action plans to deliver the Strategy will be dependent on collaboration between partners. The formation of a new Coventry Sports Network (CSN) will be crucial in shaping and developing these relationships. This umbrella

organisation will be the driving force for the delivery of the Strategy, and the ongoing commitment of partners to the Network will be central to the Strategy's success. The CSN will need to be fully informed about the progress being made and the performance of all partners in delivering the Strategy. The CSN will also play a central role in advocating for sport in Coventry, by presenting a coherent, coordinated and efficient structure for delivering sport across the city to national and regional partners and investors.

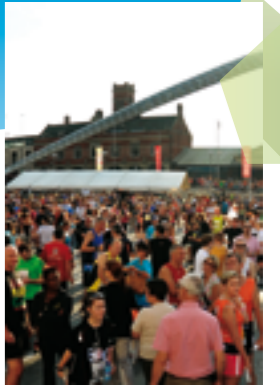
Strategic Objectives

- 1 To establish a strategic Coventry Sports Network that comprises key decision makers from the organisations that influence sport across the city.
- 2 To secure £10m of investment in sport through a strategic Coventry Sports Network.
- 3 To ensure that all sports providers in the city have access to a network of support through a strategic Coventry Sports Network.
- 4 To ensure that Coventry is represented within all relevant partnerships that clearly contribute to the achievement of the city's sporting objectives.

For sport to make Coventry a better place to live, work and visit

Taking part in sport has clear health benefits, but also provides opportunities to improve social inclusion and cohesion within and between communities. Sport has a major part to play in raising Coventry's profile nationally and internationally, by attracting major events to the city, and is also at the heart of the city's

cultural, tourism and heritage offers – all of which increase visitor numbers and bring economic benefit to the city. Finally, sport is a driver for regeneration - both in reshaping and redefining the physical landscape of the city; and in helping to provide training and employment opportunities for local people.



“ Sport is important in tackling Coventry's health inequalities by promoting a more social and physical lifestyle.

Attracting high profile sporting events to our city also forms part of our ambition to kickstart the economy and create a place where people are proud to live and work.



Councillor Ed Ruane
 Cabinet Member
 Coventry City Council

Strategic Objectives

- 1 To actively demonstrate the positive impact that regular sports participation has in addressing public health inequalities in the city.
- 2 To harness the power of sport to promote and encourage social inclusion and community cohesion within the city.
- 3 To connect sport to the city's cultural, heritage, events and tourism offers.
- 4 To increase visitor numbers and secure economic benefit from hosting high-profile sporting events.
- 5 To ensure that all proposed regeneration schemes within the city consider the potential for incorporating sustainable sporting provision.
- 6 To increase training and employment within the city as a consequence of investment in sport.

Measuring Progress

A lot can change over ten years and although the Strategy will guide sport in the city, it should not constrain development where further change is needed to ensure that Coventry is a city where sport has an important part to play in everyday life. Over the lifetime of the Strategy, the Coventry Sports Network will regularly assess progress and align action plans to any changes in local, regional or national policies. To monitor and measure progress in delivering the Strategy, a wide range of data sources will be used.

The sources of data that have currently been included within the Strategy to monitor the delivery of the Strategic Objectives include the following:

- Sport England (including the Active People Survey)
- National Governing Bodies of Sport (Whole Sport Plan data)
- Coventry Sports Network
- Coventry Primary School PE & School Sport Funding
- Annual School Sports Surveys
- Public Sports and Leisure Operators – Coventry Sports Foundation / Coventry Sports Trust
- Coventry University
- University of Warwick
- Coventry Sports User Surveys
- Coventry Household Surveys

Share Your Views

We want to know what you think in response to the Coventry Sports Strategy.

Please share your views by completing the online questionnaire* at:

www.covsport.org.uk

**Questionnaires must be completed by
Monday 24th March 2014**

If you need any further information or would like this document in another format, please contact:

Jonathan Hunt

*Development Manager,
Sports and Arts Team - Coventry City Council*

Email: jonathan.hunt@coventry.gov.uk

Call: 024 7683 2637

**This survey is being carried out by Coventry City Council, in line with the Data Protection Act 1998. The data controller is Coventry City Council. The information collected in this survey will be used by Coventry City Council for the purposes of the Coventry Sports Strategy 2014 - 2024. We will share the results of the survey with Coventry Sports Network for the purposes of the Coventry Sports Strategy 2014-2024. All information produced will be anonymised. Information will be stored on servers in the United States of America and SurveyMonkey gives an undertaking never to disclose the survey questions or your response to others without permission.*



Coventry Sports Strategy

2014 – 2024

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Business, Economy and Enterprise Scrutiny Board (3)

Work Programme 2014/15

For more details on items, please see pages 2 onwards

Meeting Date

16th July 2014

Jobs Strategy Update 2011-14

10th September 2014

Meeting cancelled – items rescheduled

18th September (Joint meeting with SB2)

Young People not in Education, Employment or Training (NEETs)

8th October 2014

MIPIM outcomes

Carbon Management Plan

City Deal/Coventry and Warwickshire Strategic Economic Plan

12th November 2014

Core Strategy/ Coventry Development Plan

Strategic Housing Land Availability Assessment

17th December 2014

Job Strategy half yearly results

City Centre Developments and Friargate

28th January 2015

Sports Strategy

25th February 2015

Public Transport

4th March 2014 – joint meeting with SB2

Progress on NEETS

11th March 2015

Skills Strategy Update

Home Energy Conservation Act

1st April 2015

Homelessness Service

Coventry Homefinder Choice Based Lettings Policy

Date to be identified

Climate Change Strategy

Task & Finish group recommendations - private rented sector

Business, Economy and Enterprise Scrutiny Board (3) Work Programme 2014/15

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Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
16 th July 2014	Jobs Strategy Update 2011-14	Rebecca Young	To look at the progress of the action plan in the Jobs Strategy for the previous year	Meeting 18/11/13
10 th September 2014	Meeting cancelled – items rescheduled			
18 th September (Joint meeting with SB2)	Young People not in Education, Employment or Training (NEETs)	Rebecca Young	Approaches being taken to tackle NEETs with emphasis on the older cohort of NEETs. To include review of issues underpinning a reduction in performance outlined in the Council Plan 2013/14 Performance Report. Joint meeting with Education and Children’s Services Scrutiny Board (2). Invite Cabinet Member for Education and Cabinet Member for Business, Enterprise and Employment.	SB3 meeting 16/04/14
8 th October 2014	MIPIM outcomes	Deidre Fitzhugh	A conference report to be presented for MIPIM 2014 and Board requested an update briefing note on the outcomes and progress made on the follow ups from the MIPIM 2013 conference. – David Cockroft to add progress info	Meeting 5/11/13
	Carbon Management Plan	John Kyffin Hughes	Revision of plan, reporting on progress against targets from last 5 years	SB4 June 2013
	City Deal/Coventry and Warwickshire Strategic Economic Plan	Martin Yardley/Paula Deas	To be taken as one item	15/01/14
12 th November 2014	Core Strategy/ Coventry Development Plan	Jim Newton	As part of the new core strategy, the links with Social Housing need to be considered, including links with other policies.- October as going to Cabinet in Sept	All Members briefing 26/6/13
	Strategic Housing Land Availability Assessment	Jim Newton	Initial Feedback to public consultation	SB3 meeting 16/04/14
17 th December 2014	Job Strategy half yearly results	Rebecca Young	To report on the first six months performance data of the new Jobs Strategy including the gender employment gap as highlighted in the Equality Strategy Progress Report.	Meeting 18/11/13 and Scrucro 3/9/14

Business, Economy and Enterprise Scrutiny Board (3) Work Programme 2014/15

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
	City Centre Developments and Friargate	David Cockroft	The Board are interested in businesses in the city centre – including City Centre South. To look at the marketing of Friargate beyond the Council as tenants and the business involvement side.	SB3 meeting 16/04/14
28 th January 2015	Sports Strategy	David Nuttall	The relocation of the Sports Centre and consultation associated with the new facilities and how this is supporting the Councils health priorities. If possible to hold the meeting at Centre AT7	
25 th February 2015	Public Transport	Mike Waters Cllr McNicholas	How public transport in the city is supporting the local economic agenda. Also how public transport can contribute to air quality. Centro to attend.	8/10/14
4 th March 2014 – joint meeting with SB2	Progress on NEETS		Further information on progress being made to address the issue of NEETS, including up to date data, information from employers and colleges.	Joint SB2/SB3 meeting 18/9/14
11 th March 2015	Skills Strategy Update	Martin Yardley/Paula Deas	A year on from the launch of the Skills Strategy a report on Progress	15/01/14
	Home Energy Conservation Act	Michael Checkley	The Council is required every two years to produce a report on action it is taking to promote home energy conservation. The Cabinet Member will be considering this on 23 rd March and this provides an opportunity for Scrutiny to review progress and make any recommendations.	
1 st April 2015	Homelessness Service	Ayaz Maqsood	Report back on the performance of the new service implemented in April 2014 run by the Salvation Army	
	Coventry Homefinder Choice Based Lettings Policy	Ayaz Maqsood	Report back on the impacts of the policy, following on from the first full year implementation.	19th March 2014
Date to be identified	Climate Change Strategy	Michael Checkley	Update on the strategy	
	Task & Finish group recommendations -	Craig Hickin	Cllrs Welsh, Walsh, Bigham, Bailey to look at the quality of private sector housing (what implications are there from the rise	19/06/14

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
	private rented sector		in the private sector – Discretionary Licensing) and identify recommendations to the Cabinet Member	