

Appendix A

Sportshire Strategy 2016 - 2020

Staffordshire County Council (SCC) acknowledges the power that a strong sport and leisure offer has in generating visitors, jobs and prosperity within our county. In recognition of this and the well-documented health benefits of an active community, the County - in partnership with Sport across Staffordshire and Stoke-on-Trent (SASSOT) - began the development of a Sportshire agenda and in September 2013 recruited a Sportshire Coordinator to develop a supporting strategy and delivery plan.

The Sportshire agenda represents a new direction of travel in relation to the traditional top tier local authority sport and leisure role.

In its first 2 years, Sportshire has aimed to capitalise on the broader benefits of sport and particularly its contribution to a number of SCC corporate priorities, such as economic regeneration, improving health and wellbeing and raising the profile of Staffordshire.

In order to best drive the agenda, it was determined that the focus for Sportshire should be on the delivery strategic objectives that would contribute directly to the Staffordshire County Council priority outcomes of enabling residents to:

- Access more good jobs and feel the benefits of economic growth.
- Be healthier and more independent.
- Feel safer, happier and more supported in and by their communities.

And towards achieving SASSOT's mission statement of:

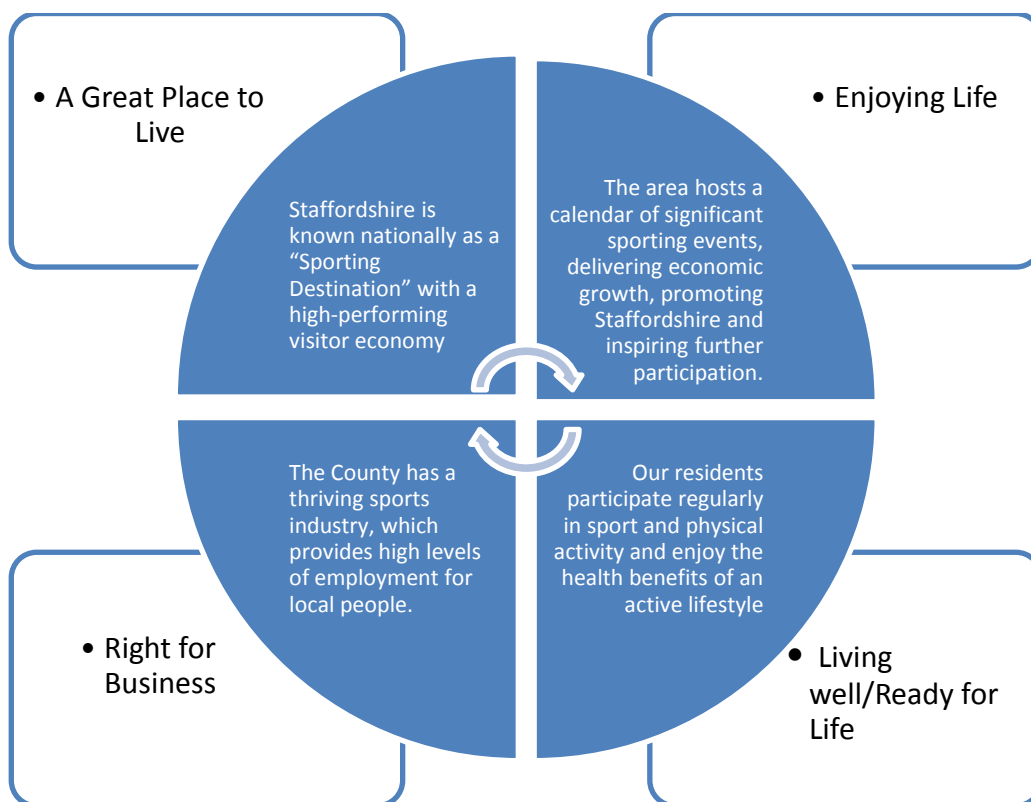
“Working together to champion participation, enjoyment and success through sport, physical education and physical activity”

With this in mind four Sportshire strategic objectives were developed:

- Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy.
- The area hosts a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.
- The County has a thriving sports industry, which provides high levels of employment to local people.
- Our residents participate regularly in sport and physical activity and enjoy the health benefits of an active lifestyle. Supporting the Public Health outcomes in relation to Active Staffordshire

Staffordshire County Councils Vision

- Access more good jobs and feel the benefits of economic growth.
- Be healthier and more independent.
- Feel safer, happier and more supported in and by their communities.



1. Sportshire strategic objectives in the context of SCCs Vision Statement and Commissioning Priorities

During the first 24 months of delivery significant progress has been made towards the attainment of our strategic objectives, evidencing that the Sportshire concept has merit.

This refreshed strategy, refocuses the agenda, responding to new corporate priorities and the current sporting, economic and health landscapes.

Sportshire Vision Statements

1. The County has a thriving sports industry, which provides high levels of employment for local people

Why is this important?

Over the last decade, a number of studies have been commissioned to examine the economic value of sport at a national, regional and county level. Most recently, Sport England published a report which illustrated that 'sport' has been a valuable and resilient sector both nationally and within the county*¹.

- In 2010, sport and sport related activity generated Gross Value Added (GVA) of £20.3 billion (1.9% of the England total GVA)
- Sport is within the top 15 industry sectors in England, (according to GVA) ranking above motor vehicles, telecoms services, legal services, accounting, publishing, advertising and the utilities.
- In 2010 the number of people with sport-related jobs was estimated at over 400,000 (2.3% of all employment in England).
- Sports-related volunteering is estimated at a value of £2.7 billion annually.

Sport England estimated that the GVA of sport in Staffordshire is £212.6 million. Consequently, sport employment remains a crucial component of the West Midlands and Staffordshire economy.

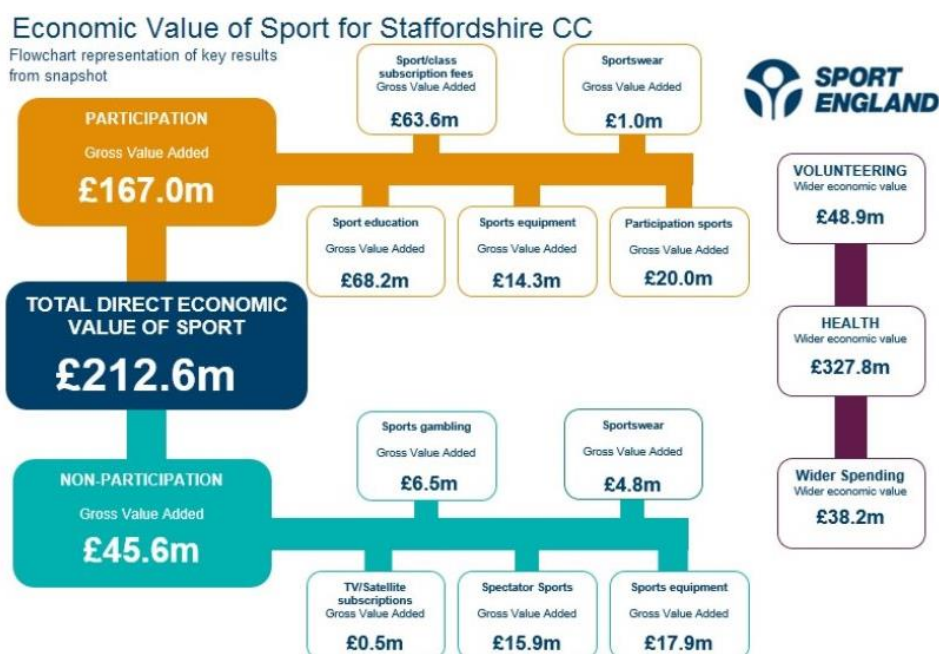


Diagram 1 Economic Value of Sport in Staffordshire – Sport England

¹ The Economic Value of Sport in England. Sport England 2010

The sector provides a good mix of employment contracts. Opportunities range from minimum wage to senior executive positions and often include casual, part-time and flexible working options. Over 5000 people are employed by sport in Staffordshire, however our sporting economy is not as robust as regional neighbours. At present the Stoke and Staffordshire Local Enterprise Partnership area has below average numbers of sports businesses and subsequently lower employment rates within sport. Between 2008 and 2011 there were only 10 new Sports businesses across this area. The number of business deaths is also high in this sector. Figures from the Inter-Departmental Business Register show that while nationally the number of sport businesses increased after 2011, the figures in Staffordshire show a decline.

However, the role of sport and physical activity extends beyond job creation. Evidence suggests that individuals who are active have an increased capacity for learning and higher levels of productivity compared to those who are inactive. Promoting physical activity therefore means influencing educational attainment, employment prospects and earning potential.

It appears there are three significant factors in sport's contribution to professional development. In the first instance, as a result of improved health and wellbeing, active individuals experience greater levels productivity; secondly, they accrue social capital through networks formed by group participation; finally, they are likely to perform well in their jobs, demonstrating to employers that they are healthy and motivated.

Secondary analysis of the Sport England Active People 6 dataset (155,853 responses) revealed that individuals who participated in sport (participation, volunteering, leading activities, and coaching) at school, college or university have a higher household income than those who don't. For university graduates this premium was found to be £6,344 per annum. These findings were backed by European research (Lechner, 2009) which concluded that over a 16 year period, regular active participation in sport and recreation (at least once a month) increased earnings by 5% to 10% – the equivalent of an additional year in education.

Public Health England produced a report in 2014^{*2} which demonstrated participation in sport and physical activity had a demonstrable impact on GCSE performance in school aged children.

- The amount of moderate to vigorous physical activity pupils engaged with at age 11 had an effect on academic performance across English, maths and science at age 11, 13 and final GCSE exam results.
- The percentage of time girls spent in moderate to vigorous physical activity at age 11 predicted increased science scores at 11 and 16 years.
- Pupils engaging in self-development activities (including sport, physical activity) achieved 10-20% higher GCSEs.

Of course, sport volunteering also plays a significant role in the development of business skills and competencies. In fact 87% of employers believe that volunteering can have a positive effect on employability and career progression – this was particularly pertinent in entry level positions or first time employment.

² [The link between pupil health and wellbeing and attainment](#) Public Health England produced a report in 2014^{*2}

Both in terms of economic impact and broader economic value it is evident that sport makes a very substantial contribution to the Staffordshire economy and to the prosperity of our residents. That said more should be done to develop the sporting economy locally. Sportshire needs to focus on firstly increasing the number of sporting businesses within the sub-region and secondly, on ensuring people have the knowledge, skills and qualification to meet the needs of our economy

How we will we achieve this?

1. Working with partners map the leisure sectors requirements in relation to staff, skills and qualifications. Work with partners to facilitate a supply chain of appropriately trained and experienced personnel.
2. Ensure those commissioned to deliver career guidance services are providing accurate information and advice regarding the opportunities for sporting careers.
3. Deliver persuasive and consistent communications to the LEP regarding the valuable contribution that sport can make to the local economy. Ensure that sport and leisure is reflected in their plans for the future.
4. Working with partners, create an environment within Staffordshire which is attractive to the sporting industry, increasing the number of businesses and job opportunities within the sector.
5. Support projects that provide high quality volunteering and training opportunities to residents, boosting skills and strengthening pathways to employment.

2. Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy

Why is this important?

Staffordshire’s centrality as well as its numerous visitor attractions means that we perform well in the day-visitors market. However the number of overnight stays and subsequent visitor spend are low in comparison to our West Midlands counterparts. The low level of dwell time impacts on consequent employment both within the sector and supporting supply chain. However Sportshire has demonstrated sport tourism can be used as an effective tool to extend visitor stays.

We have a unique proposition in terms of our natural environment, a motivating factor to out of area visitors. A National Park, Areas of Outstanding Natural Beauty (AONB), 600 acres of country parks, expanses of open water, rock-climbing and specialist mountain-biking facilities can all be found within our borders. One of our most popular outdoor venues is Cannock Chase ANOB. In their most recent visitor survey it was estimated that over 2.3 million people visited the area in a 12 month period, with the most popular activities being walking, cycling and horse-riding.

The Destination Staffordshire team have used this outdoor offer as a cornerstone for their 2015 campaigns – “Thrill Seekers” aimed at families and “Active Leisure” targeting older adults. As yet there have been no campaigns specifically focusing on sports tourism. Moving forward we need to identify platforms from which to market Staffordshire’s sporting identity.

The 2009-2014 The SASSOT Sub-Regional Sport Facilities Framework identified a provision gap in built facilities in some areas of the County. Sport England figures showed a relatively low level of customer satisfaction and a number of facilities were in need of replacement or refurbishment. The Framework was used to secure external investment into a number of local facilities and has improved the quality of our facility stock greatly. The most notable investment has occurred in the refurbishment of Chase Leisure, Meadowside and Uttoxeter leisure centres and the newly built Jubilee 2. The Framework has been recently updated to provide strategic evidence for sport facility development across Staffordshire up to 2023.

Staffordshire is also home to facilities of international significance. Saint Georges Park, a £105m facility is the base for England's 24 national football teams. With 12 outdoor pitches (including a replica of the Wembley surface), a full-size indoor 3G pitch, a rehabilitation suite, sports science areas, and an indoor Futsal sports hall, St. George's provides world-class facilities for all England teams ahead of international fixtures. In 2014, facilitated by SCC, Team England used Saint George as the venue for their 2014 Commonwealth Games preparation camp.

Furthermore, in an attempt to help boost sales and build global awareness of its brand, JCB has announced a new wave of investment in Staffordshire with plans for a £30 million golf course next to its World HQ. The proposals for an 18-hole, 7,150 yards, par 72 championship golf course centre will be developed on 240 acres near its Rocester headquarters. When completed in 2018, it is expected that up to 100 people will be employed in ground care and hospitality roles. The course will be designed by European Golf Design: the golf course design company of IMG and the European Tour and best known for the 2010 course at Celtic Manor in Wales, host of the 2010 Ryder Cup. It will be built to tour-quality standard and could potentially host a major tour event, attracting competitors and spectators from all over the world.

In the north of the county, Stoke City has just be announced as the European City of Sport in 2016, as a result the area will benefit from 3.5 million pounds worth of investment into its sporting infrastructure and events portfolio, raising the profile of the sub-region as a whole.

We can demonstrate that a compelling sporting offer not only boosts our visitor economy, but it also increases the attractiveness of the county as a place to live, work and do business. While Staffordshire has a strong outdoor recreation offer, we have work to do if we are to become a sporting destination of choice. A focus needs to be given to developing an infrastructure which supports our event aspirations and encourages residents to be more active. We also need to develop the narrative we use when promoting the County across a variety of platforms.

How are we going to achieve this?

1. Support the delivery of the recommendations within the SASSOT Sub-Regional Sport Facilities Framework 2013-2023. Provide enhanced support to facility developments which have regional and national significance.
2. Embed sports tourism within the corporate strategy for place marketing.
3. Support schemes which develop emerging sporting talent and ensure we celebrate local successes.
4. Provide quality information and training to the hospitality sector, empowering them to capitalise on the commercial opportunities presented by sports tourism.

3. Our residents participate regularly in sport and active recreation and enjoy the health benefits of an active lifestyle.

Why is this important?

Whilst delivering on economy, skills and healthier lifestyles Sportshire is also a key pillar of our Public Health responsibilities, particularly are the outcomes as defined by the emerging Active Staffordshire strategy.

The associated benefits of regular participation in sport and active recreation on health are universal. Activity reduces the risk of many preventable diseases, from cancer to diabetes, and conditions like obesity, dementia and depression. Being active also increases your chances of staying independent in later life – Dr Nick Cavill was famously quoted as saying “If exercise were a pill, it would be one of the most cost-effective drugs ever invented”.

Despite this, the national landscape in relation to physical inactivity and sport participation is concerning, with poor lifestyle behaviours generating huge costs for local government and health partners.

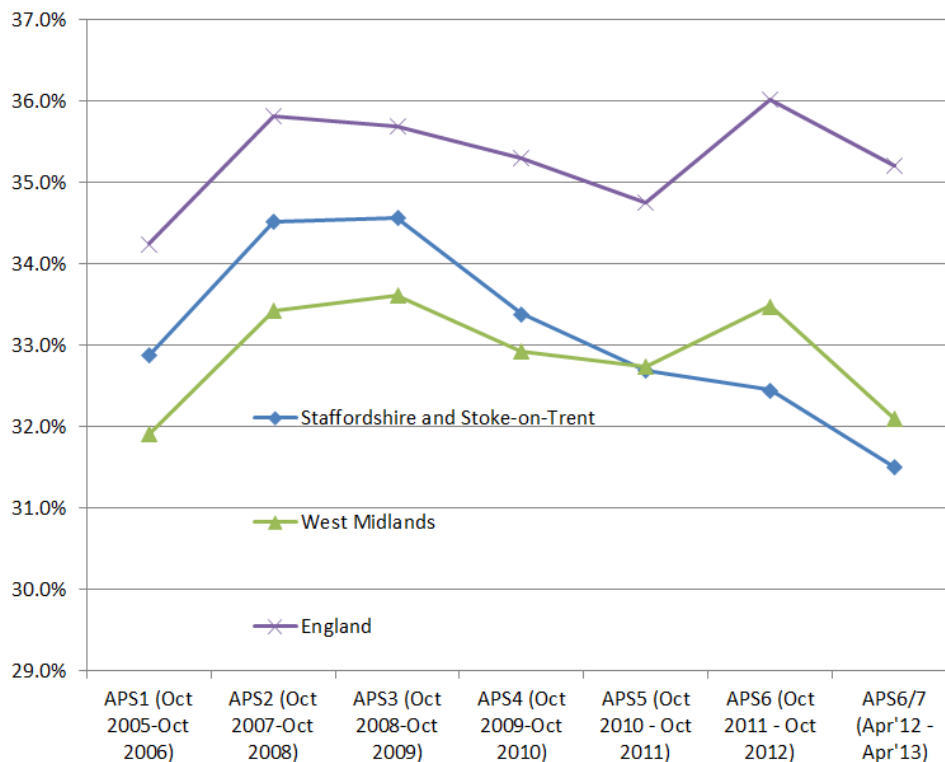
The figures below demonstrate the scale of the problem amongst all age groups:

- Only 21% of boys and 16% of girls aged 5 -15 in England take the physical activity necessary for good development.
- 33% of men and 45% of women in England are not active enough for good health.
- Only 25.3% of 55-65 year olds and 18.6% of 65+ year olds achieves 1x30mins participation in sport or physical activity.
- There are 12.5 million adults classed as physically inactive in England.
- Physical inactivity is the fourth largest cause of disease and disability in the UK, costing an estimated £7.4 billion a year (greater than the cost of smoking).

The local picture is equally as troubling. Sport England’s APS measures the percentage of people aged 14 years or over playing sport and participating in active recreation nationally. Analysis of APS demonstrates that, in a number of measures, Staffordshire has some of the least active population groups, not only within the region but anywhere in England. In fact, in Staffordshire nearly a third of adults do no physical activity and

one in two women and a third of men are damaging their health as a result. UK Active estimated that the cost to the County Council is over 19 million pounds per 100,000 residents per year.

The sub-region has shown limited progression in terms of participation levels since the initiation of APS in 2007. More recently, a steady pattern of decline has emerged. Staffordshire's results have been consistently below national averages and frequently below regional averages.



- Adults in SASSOT area are taking part, on average, less than those in the West Midlands and the rest of England.
- 31.5% of adults in Staffordshire & Stoke-on-Trent are taking part once per week. In comparison to West Midlands, 32.1% and England 35.2%.
- SASSOT is ranked 39/45 CSP areas.

There is a considerable body of evidence regarding the positive impact of physical activity on promoting mental wellbeing. A recent study found that those exercising at least three times a week can reduce their risk of experiencing depression by up to 20%. However we know that having a mental health problem can reduce the desire to be physically active, feelings of low confidence, low self-esteem and body consciousness contribute to sedentary behaviors. Staffordshire needs to do more to ensure our sport and physical activity offer is designed to address some of these barriers and support those people experiencing mental health issues into mainstream sport.

The Director of Public Health's 2014/15 annual report focused on healthy aging in Staffordshire (<https://www.staffordshire.gov.uk/health/PublicHealth/Annual-Public-Health-Report-2014.pdf>). The report highlighted the importance of physical activity in lowering rates of all-cause mortality, improving mental health and reducing social isolation in older adults. Evidence suggests increased muscular strength and endurance exercise

reduces the risk of falls and also helps retain the ability to carry out daily tasks such as climbing stairs and cooking. This amounts to a much better quality of life for residents but implementing behaviour change with this population group is likely to return the largest savings in health and social care budgets going forward.

Local Government is the largest public sector investor in sports and physical activity; spending £1.4 billion per annum (excluding capital spend). Consequently, the majority of sports participation in Staffordshire occurs in local authority owned or managed assets (county or district) such as leisure centres, parks and open spaces. Alongside the 2013 transfer of Public Health from the NHS to local government, these factors mean that as a county council we are not only well placed to drive a change in participation behaviours, but we have a responsibility to do so.

However, a reduction in leisure, recreation and Public Health budgets has led to a decline in spending on the delivery of subsidised physical activity/sports interventions, with an increased reliance on third and private sector providers. There are a number of health and local government partners commissioning activities in this area but this activity is often fragmented, duplicated and small in scale.

To effect real and lasting change we need to adopt a long-term, evidence-based approach. SCC needs to work in partnership to mobilise district authorities, NGBs, local communities, voluntary, education, health and private sector partners to agree a Staffordshire solution: one which involves unblocking barriers to participation and creating a cohesive, compelling leisure offer which gets Staffordshire moving.

How are we going to achieve this?

1. Act as the strategic lead for the physical activity agenda in Staffordshire – mobilising partner agencies, pooling expertise and stimulating co-production.
2. In partnership with SASSOT & District councils develop a sporting offer which moved our residents into regular participants.
3. Embed active recreation and sport in SCC prevention strategies, supporting our Public Health outcomes around life-limiting illness and long term conditions.
4. Amass a body of research, insight and best practice around active recreation and sport, which drives evidence-based commissioning locally.
5. Identify external funding sources to support interventions which target our most inactive population groups.
6. Provide residents with clear information and advice regarding the benefits of an active lifestyle and direct them to high quality activities locally.

4. **The area hosts to a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.**

Why is this important?

Sports tourism is one of the fastest growing sectors not only within the leisure sector but also the global travel industry. The Olympic, Paralympic and Commonwealth Games stimulated the sector and last year over £1.1 billion was spent by live sport visitors in the UK. However, industry experts report the fastest growing trend is amongst tourists that travel to participate in sporting events. Increasingly, people are booking holidays around participation in an event or competition. These tourists are often high-spending and

accompanied by non-participating friends or relatives, increasing the economic benefit to the destination. Sports tourism therefore represents the greatest opportunity for Staffordshire's visitor economy. This evidence formed the basis of the strategy to bid for and host international, mass participation sporting events within the county.

The theory that the hosting of major sports events can be positive for an area has been widely proven. 'Sport In The City: The Role of Sport in Economic and Social Regeneration', examined five common themes to support this theory; economic impact from the spending of visitors, increased community visibility, enhanced community image, stimulation of other investment and psychic income (civic pride or collective morale of the residents).

Looking outside the area, large metropolitan councils such as Manchester, Sheffield and, of course, London, have successfully implemented events as part of broader economic or destination marketing strategies. Since the 2012 Games there is emerging trend of smaller authorities, such as Lincolnshire and Derbyshire, hosting national and international events with great success.

Staffordshire's sports club network delivers a healthy number of small to medium size third sector events, with sports such as orienteering, running and cycling providing a good number of competitive opportunities for local residents. However in 2013, there was a complete absence of high-profile, elite and mass participation competitions, crucial in the attainment of our strategic objectives.

In 2014, we successfully tendered for two major sporting events: Ironman Staffordshire 70.3 (three year contract) and the 2015 UK Corporate Games. These events attracted an estimated 16,000 visitors into the area, creating an economic impact of 5.4 million pounds, engaging over 1000 volunteers.

In order to ensure events continue to deliver against our corporate priorities, four overarching principles have been developed. When assessing the merits of tendering for a particular event, that event must fulfil a minimum of three of the four criteria below:

Criteria	Description	SCC Commissioning Priority
Improves residents health & wellbeing	The event promotes physical activity and sports participation by providing competition opportunities to a range of demographics including older adults, families, young people, those with disabilities and disadvantaged groups.	Living Well Ready for Life Enjoying Life
Creates a positive economic impact	The event generates a substantial economic impact via visitor spend, inward investment or the supply chain. With a ROI of no less than 5%.	Right for Business
Social impact and civic pride	The event stimulates community cohesion in host localities, enhancing resident's pride in the area in which they lives. Opportunities are provided to support and promote volunteering. There are links to other cultural activities.	Great Place to Live Resilient Communities Ready for Life
Builds reputation	Significant media coverage is associated with hosting the event. This coverage	Right for Business

and profile	provides a mechanism to enhance Staffordshire's appeal as a destination to visit, live and do business.	Enjoying life
--------------------	---	---------------

It is clear hosting major sporting events within Staffordshire delivers a number of benefits; economic growth, enhancing our global reputation through position and profile and promoting destination tourism. Moving forward, we need to further leverage some of the broader social benefits of these events such as increasing participation, promoting community cohesion and boosting volunteering.

Staffordshire's events portfolio cannot exist without investment. At a time when the Council is under significant financial pressure, we need to identify creative ways to fund the growth and maintenance of the programme.

How are we going to achieve this?

1. Secure, grow and sustain a strong sporting events portfolio.
2. Galvanise the local events industry, stimulating the sector to deliver high quality sporting competition.
3. Work with private, third sectors and other public sector partners to create a package of support and investment into Staffordshire events.
4. Ensure events achieve a social legacy of volunteering, civic pride and community engagement.
5. Utilise events as a platform to promote Staffordshire PLC, regionally, nationally and globally.

Conclusion

The Sportshire strategy represents a new direction of travel for sport in Staffordshire. By creating a critical mass of facilities and experiences we can drive the development of jobs in the sports sector, stimulate our visitor economy, contribute to private sector investment and increase participation figures. As a result we can achieve a multi-agenda impact which will drive prosperity and improve the health for our residents.

Staffordshire is a leading sporting destination with a booming sporting economy, our residents enjoy the health benefits of an active lifestyle

Why are we doing this?	What are we going to do?	How are we going to measure it?
<p>Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy.</p>	<p>Support the delivery of recommendations of the Sub-Regional Facilities Framework, with a focus on developments which have regional and national significance.</p> <p>Supports schemes which develop emerging sporting talent and ensure we celebrate local success.</p> <p>Embed sports tourism within the corporate strategy for place marketing.</p> <p>Provide quality information, guidance and training to the hospitality sector to empower them to capitalise on the commercial opportunities presented by sports tourism.</p>	<p>Amount & quality of media coverage</p> <p>Net additional spend in the host economy</p> <p>Annual Staffordshire tourism sector, economic impact assessment.</p> <p>Sector feedback</p>
<p>The area hosts to a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.</p>	<p>Secure, grow and sustain a strong sporting events portfolio.</p> <p>Establish a framework of sustained support and investment in events and from private, third sectors and other public sector partners.</p> <p>Galvanise the local events industry to stimulate the sector to deliver high quality sporting competition.</p> <p>Ensure events achieve a social legacy of volunteering, civic pride and community engagement.</p> <p>Utilise events as a platform to promote Staffordshire PLC, regionally, nationally and globally.</p>	<p>Net additional spend in the host economy</p> <p>Volunteer numbers and experience</p> <p>Host area feedback</p> <p>Amount & quality of media coverage</p> <p>Annual Staffordshire tourism sector, economic impact assessment.</p>

<p>The County has a thriving sports industry, which provides high levels of employment to local people.</p>	<p>Working with partners map the leisure sectors requirements in relation to staff, skills and qualifications. Work with partners to facilitate a supply chain of appropriately trained and experienced personnel.</p> <p>Ensure those commissioned to deliver career guidance services are providing accurate information and advice regarding the opportunities for sporting careers.</p> <p>Deliver persuasive and consistent communications to the LEP regarding the valuable contribution sport can make to the local economy. Ensure that sport and leisure is reflected in their plans for the future.</p> <p>Working with partners, create a corporate environment within Staffordshire in which the sporting industry can thrive.</p> <p>Support projects that provide high quality volunteering and training opportunities to residents boosting skills and strengthen pathways to employment.</p>	<p>Net additional spend in the host economy</p> <p>Gross Value Added</p> <p>Number of jobs created/sustained</p>
<p>Our residents participate regularly in sport and physical activity and enjoy the health benefits of an active lifestyle.</p>	<p>Act as the strategic lead on the physical activity agenda in Staffordshire – mobilising partner agencies, pooling expertise and stimulating co-production.</p> <p>Embed physical activity and sport in SCC prevention strategies, supporting our public health outcomes around life-limiting illness and long term conditions.</p> <p>Amass a body of research, insight and best practice around physical activity and sport, which drives evidence-based commissioning locally.</p> <p>Identify external funding sources to support interventions which target our most inactive population groups.</p> <p>Provide residents with clear information and advice regarding the benefits of an active lifestyle directing them to activities locally.</p>	<p>Active People Survey</p> <p>Physical Activity framework</p> <p>Published research</p> <p>CCG data</p>

- **This will underpinned with an annual Sportshire delivery plan.**