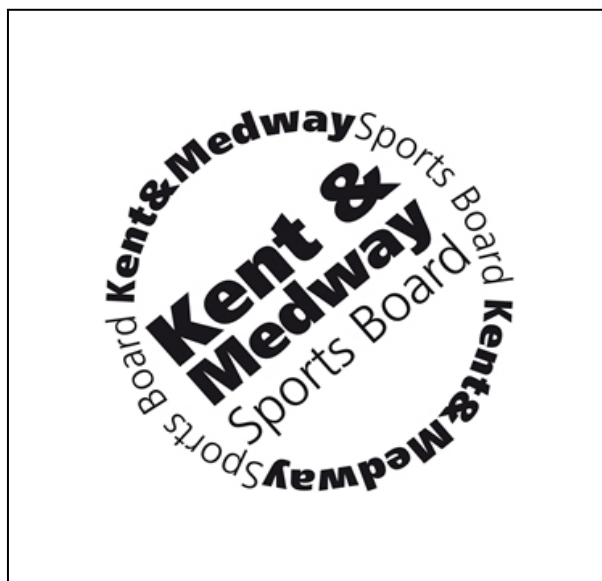


The Strategic Framework for Sport 2009 - 2013



October 2009

The Strategic Framework for Sport 2009 – 2013

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(i) Kent and Medway Sports Board

The Kent and Medway Sports Board was established in 2007 to oversee the work of the County Sports Partnership, funded by Sport England and to oversee the development and monitoring of the Strategic Framework for Sport. It acts in an advisory capacity with representation from various sectors and organisations with an interest in sport and an Independent Chairman.

Those sectors and organisations currently represented include:

- Kent County Council,
- Medway Council,
- County Governing Body of sport Forum (representing Governing Bodies of Sport & the voluntary sector)
- Kent Association of Leisure & Cultural Officers (representing district councils)
- Advisory Service Kent (representing PE & school sport)
- University of Kent (representing Higher Education)
- Kent Disability Advisory Group (representing disability sport)

Other sectors can be co-opted or invited onto the Kent & Medway Sports Board as deemed appropriate by the Board. Physical Activity & Health representation is made through a County Action Planning Group for the Local Area Agreement in relation to National Indicator 8.

(ii) Definitions and Delimitations

Definitions

The Strategic Framework takes the Council of Europe definition of 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.” The sports with which the Strategic Framework is concerned are those that are recognised officially by Sport England.

Delimitations

For the purposes of this document, the sporting county of Kent includes the local authority administrative areas covered by Kent County Council (and the 12 district/borough councils) and Medway Council. The governing body of sport county covers the aforementioned in addition to a number of London Boroughs (usually Bromley, Bexley, Lewisham and Greenwich). The “Kent” London Boroughs may produce their own Sports Strategies which will cover sport and recreation. Hence, this Strategic Framework concentrates primarily on the administrative areas of Kent and Medway, but many of the recommendations will be of relevance to the wider sporting county. Within this Strategic Framework, references to “Kent” or “the County” relate to both Kent County Council and Medway Council areas.

(iii) Executive Summary

The Strategic Framework for Sport 2009-2013 has been produced by the Kent Sport, Leisure and Olympics Service, which acts as the host for the County Sports Partnership, as well as co-ordinating and delivering services funded through Kent County Council. The document has been produced on behalf of the Kent and Medway Sports Board, which will oversee and monitor it.

It has been designed to build upon the original Strategic Framework for Sport 2003-2008, taking account of new structures, programmes and opportunities that have emerged over that period and following a further consultation exercise with a wide range of key partners and the public. This new Strategic Framework aligns itself to the new National Governing Body of Sport Whole Sport Plans 2009-13, and goes beyond the London 2012 Olympic and Paralympic Games, to denote the importance of gaining maximum benefit and legacy for sport from the Games.

The document aims to provide an over-arching countywide-view rather than a local perspective and is intended to complement, and be used to feed into, other local plans that partner organisations may produce.

The Strategic Framework provides some background information and a national, regional and local level context, including where it fits with and contributes to other key countywide strategic documents, such as the Vision for Kent, the Kent Partnership Community Strategy and the Local Area Agreements in Kent and Medway. It identifies the significance and complexity of sport, whilst also highlighting some key opportunities for sport in the next few years, including the London 2012 Olympic Games and Paralympic Games, Central Government's commitment to physical education and sport for all young people and a new strategic direction for Sport England, in its work to develop community sport. Much of this information is underpinned by some useful sports research data highlighted within the appendices.

The Strategic Framework provides a number of "Underpinning Principles" (Section 4), such as partnership working, maximising resources and opportunities for all, sport contributing to wider agendas as well as being worthy in its own right, aiming for quality provision and recognising the need to develop the sports workforce such as coaches, officials, volunteers and paid professionals. The "Vision for Sport in Kent" (Section 5), is primarily a directional and aspirational statement, intended to enable organisations and individuals to recognise the part they can play in developing sport within the county and ensuring that everyone is "heading in the same direction".

Strategic priorities are identified (Section 6) under a series of themed headings and within each heading, a list of issues have been identified followed by a series of recommendations. The Strategic Framework does not identify lead agencies for each recommendation on purpose, as it is recognised that so many different agencies contribute to so many of the recommendations. The key to progression will be partners across the county working together, taking responsibility for specific actions and communicating with each other.

Section 1 – Introduction and Context

(a) Aims and Purpose

The aim of this document is to provide a framework for sport in Kent to include the administrative area of Medway between mid 2009 and mid 2013. It outlines the strategic priorities for the county and presents a vision for sport.

The Strategic Framework does not purport to provide all the answers, but rather highlight some of the key issues identified by organisations involved in sport within the county and to make some strategic recommendations. The Vision for Sport in Kent is a directional and aspirational statement, which will enable organisations and individuals to play their part in ensuring they are all 'heading in the same direction'.

The purpose of the Strategic Framework is to ensure that Kent is the 'champion county' for all aspects of sport within the voluntary, public, commercial and educational sectors. A champion in sport requires drive, determination and support. Above all, to become a champion requires planning and a clear vision. This is what the Strategic Framework provides.

As this Strategic Framework for Sport in Kent has been produced for the county as a whole, it is hoped that it will be adopted and recognised by other organisations. The Framework is endorsed by Kent and Medway Sports Board, representing Kent Association of Leisure and Cultural Officers, Kent County Governing Body of Sport Forum, Kent County Council, Medway Council and the education sector (including schools, higher and further education). The Framework will be supported and monitored by Kent and Medway Sports Board. The intention is that the county-wide framework will 'fit' with and advise local strategies and those of bodies at Regional level such as the Regional Cultural Consortium.

(b) National and Regional Factors

The Strategic Framework has been produced within a changing scene at national and regional level. Key features include the following:

- An increasing recognition by central government of the role that sport can play in developing communities, in health, in enhancing community safety, in education and in urban renewal, but also more recently that sport for sport's sake is no bad thing.
- The London 2012 Olympic and Paralympic Games will provide a focus for inspiring and motivating Kent's people into sport and healthy lifestyles.
- Both Kent's and Medway's Local Area Agreements will provide a policy framework within which the county-wide work on Sport, 2012, health and volunteering will be promoted. This will require strong partnership working between Kent's districts, Medway Council, the County Council, Health partners, the private, commercial and voluntary sectors.
- A general recognition of the need to devolve decision-making from Whitehall to Counties and the local level.
- A national recognition of the need for sport and health to work together to address the growing obesity problem.
- The reduction in National Lottery funding that will be available for community level projects due to the increased cost of the London 2012 Games.
- A central government emphasis being placed on school sport and the links between schools and the community.
- Increasing recognition of the requirement to build capacity in community sport; primarily through the upskilling of volunteers, coaches, leaders and professional staff. This is resulting in national and regional initiatives to affect Kent, such as National Skills Academies and underpinned by national strategies such as the UK Coaching Framework.

- Increasing recognition by national sports bodies such as Sport England that the appropriate level for delivery of sports development initiatives is through county-wide partnerships involving strategic planning and co-ordination at county level and delivery at district / local level.
- A rapidly strengthening school sport network led by the Youth Sport Trust and incorporating School Sport Partnerships and Specialist Sport Colleges.
- An increasingly centralised approach to the support of elite performers, via UK Sport.
- The development of a sports network, comprising of County Sports Partnerships and local community sports networks at local level; aimed at providing local support for National Governing Bodies of Sport to operate effectively at a local level.
- The drive to develop talent and increase participation through the intention to fund National Governing Bodies of sport to deliver this work, through their Whole Sport Plans 2009-13.
- An increased profile of equalities issues in sport.

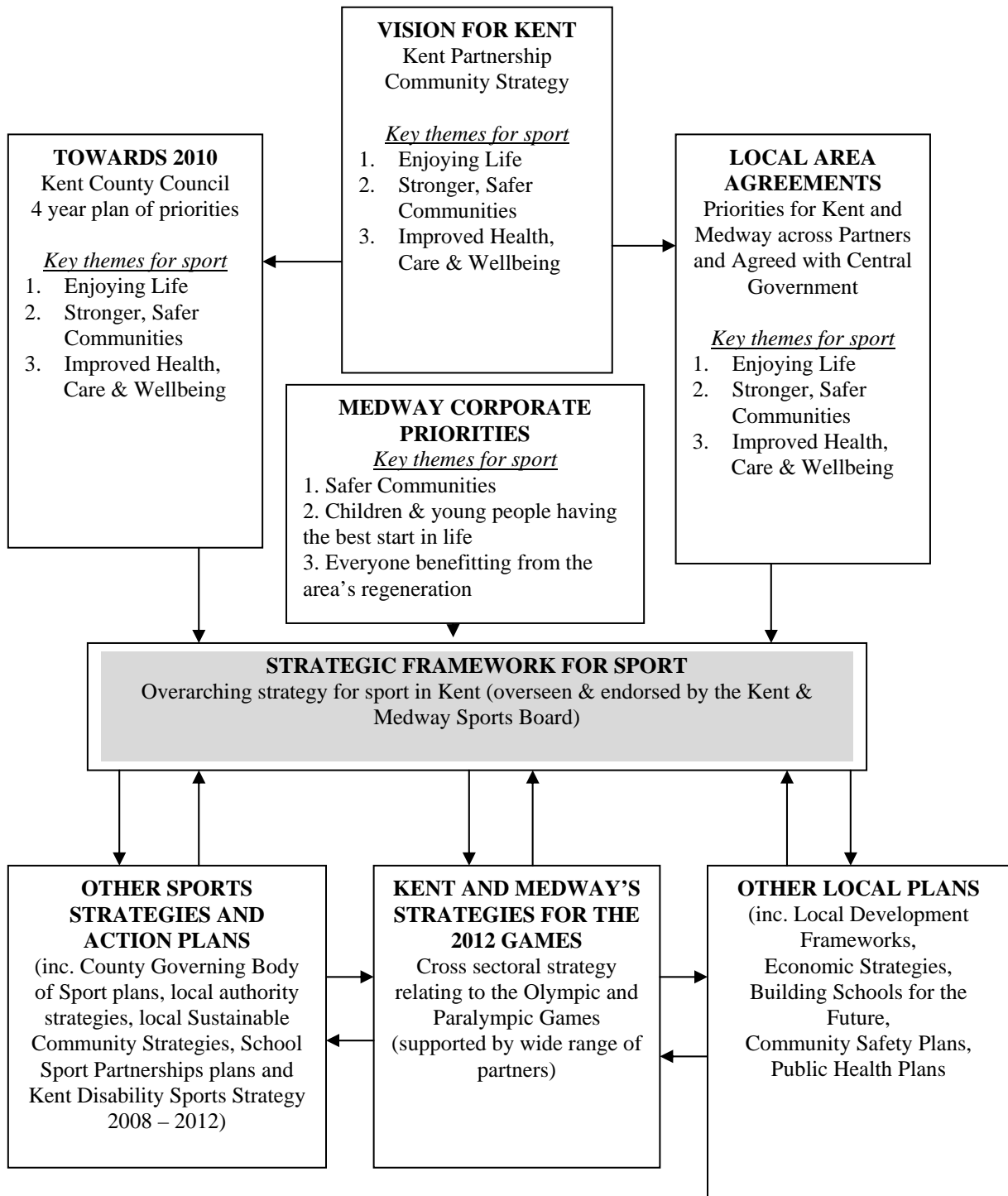
(c) National and Regional Strategic Context

The national and regional strategic context tends to change regularly. However, the production of the Strategic Framework for Sport in Kent has been influenced by a number of the policy documents from Sport England, Sports Coach UK and Central Government. The national and regional documents include Sport England's National Strategy 2008-11, Game Plan (Central Government), the UK Coaching Framework (Sports Coach UK), the Government Priorities for the 2012 Games and the Physical Education and Sport Strategy for Young People (Central Government and Youth Sport Trust).

The Strategic Framework for Sport has been produced in such a way as to fit with this changing scene and to enable the maximising of resources from national and regional agencies into sport in the county.

KEY STRATEGIC DOCUMENTS RELATING TO SPORT IN THE COUNTY

(see Appendix 1 for further detail)



(d) Kent and Medway's Geographical, Planning and Policy Context

The county is in a period of change, facing increased development, house building and regeneration. It intends to take the opportunity to revitalise its towns while ensuring that all new development is of the very highest quality, creating communities that are attractive, safe and friendly. It will also protect and enhance its county's heritage, its Garden of England countryside, coast and traditional villages and market towns. It will raise the quality of life for all, making Kent a county that people are proud of, where communities, families and individuals prosper and enjoy life, and where people really want to live.

So what makes the Kent and Medway area distinctive? There are major differences between the West and East of the county. The west of Kent has a reputation for being fairly affluent, but this masks pockets of deprivation and problems with affordability. There are also issues facing the West of the county in relation to high levels of commuting to London, the need to protect the green belt and relatively high numbers of retired and economically-inactive people. The North and East of Kent, on the other hand, has major areas in need of regeneration and significant pockets of deprivation but many assets in the form of the potential of coastal towns, a spectacular environment and a rich heritage. Proximity to London and Europe makes Kent unique whilst creating problems of congestion and high volumes of through traffic and freight. The county contains two of the government's major growth areas in Thames Gateway and Ashford and faces significant growth in the rest of the county. This provides opportunities to create new, sustainable communities and to attract investment, but brings challenges in terms of protecting the environment, integrating new and existing communities and providing the infrastructure to support growth.

In delivering this Framework we must remember the things that make Kent distinctive and diverse and build on them for future generations to enjoy. A few key facts and figures that give a snapshot of the county as it is today (information accurate as at 2008):

- The county comprises a County Council, 12 local authority districts and the unitary authority of Medway.
- Kent has 18 towns, one city, and more than 300 parishes.
- 71% of Kent people live in urban areas and towns and 29% in rural areas
- Kent is one of the largest counties in the UK with a population of 1.38 million
- Black and Minority Ethnic people make up 5.3% of Kent's population
- Only 18.5% of Kent's households fit the "traditional family" structure of a married couple with dependent children
- The population is rising by 0.7% a year – faster than the rest of the South East & England
- Kent has greater proportions of young people (5-14) and older people (50+) than the national average
- 75.9% of the working age population are employed, with relatively high proportions employed in agriculture, chemicals and pharmaceuticals, retailing and construction
- Average household income in Kent is lower than in the rest of the South East
- Kent is below the regional average for skills – 12.2% of the working population have no qualifications
- 17.3% of the population consider themselves to have a long-term limiting illness, but more than 30,000 disabled and older people are supported to continue living independently in their own homes
- Kent has two Areas of Outstanding Natural Beauty, 22 International Wildlife Sites, 102 Sites of Special Scientific Interest and 10 Special Landscape Areas. The county has 250 miles of spectacular coastline (Dartford to East Sussex border) and 85% of its land area is classified as rural
- Kent's cars together drive more than 16 million miles on a typical weekday, across the county's 5000 miles of roads.
- Kent is known as the "Gateway to Europe" and has the longest coastline of any English county.
- More than half the UK's goods pass through Dover.

Over forthcoming years, there will be a number of land use planning matters which will influence the development of sport.

The county will have to cope with developmental pressures and new housing, particularly around Ashford and Thames Gateway. High-speed domestic and international rail services will effectively 'move' the geography of London Eastwards into Kent. Residential, retail and office development will create the need for enhanced sports services and facilities, but will also provide opportunities through planning agreements and imaginative land deals being struck. There will be greater scope than ever before for Kent to attract major facilities and even accommodation for national sports bodies. However, the construction of major new sports facilities at

Stratford for the 2012 Games will have an impact on the viability of other major facilities that could be constructed in Kent (preferably in North West Kent). Kent & Medway will become a 'playground' not just for London but for mainland Europe. Hence coastal, urban and rural recreation facilities could be put under increased pressure. There will almost certainly be increased contact between the counties sports organisations and their counterparts in mainland Europe. Climate change will result in greater flooding risk and pressures to avoid constructing facilities on flood plains. The principles of environmental sustainability will encourage dual use, refurbishment and renewals rather than new build wherever practicable and the construction of facilities on brown rather than green field sites.

The work of the Sport Sectoral Task Group within the Kent Campaign for the 2012 Games, will become increasingly significant. See Appendix 1 for Key Performance Indicators relating to 2012.

Regional, County and Unitary Authority Economic Development Strategies and Area Investment Frameworks will increasingly assist in investment decisions, hence it will be important for sport to feature strongly in these. Kent's Community Plan for the next 10 to 20 years, entitled 'Vision for Kent' supports strongly the development of sport as does Kent County Council's 'Towards 2010' plan, Medway Council's Corporate Plan, the Local Area Agreements in Kent and Medway, individual district council Cultural Strategies, Sport and Recreation Strategies and, in most cases, local (land use) plans. It will become increasingly important that the case for sport is represented at local strategic partnership level, particularly within the local Sustainable Community Strategies.

Section 2 – Current Situation

(a) The Significance of Sport

Sport is significant economically, socially and culturally. It has a well documented benefit in economic regeneration, in enhancing health and developing social well-being. It can help to develop community spirit and the government is increasingly seeing sport as having a key role to play in enhancing community safety, developing community cohesion and in encouraging self-reliance rather than dependency.

The lessons of fair play, competition, co-operation and team spirit learnt through sport and physical education have long been recognised as being of educational value, but there is now an increasing body of evidence demonstrating a strong link between sports participation by young people and enhanced academic achievement.

Sport is big business in addition to being a local community activity, accounting for 4% of world trade. Its significance in Kent and Medway can be recognised from the following statistics, sourced primarily in 2007 and 2008:

- Sport accounts for 1.7% of Kent's Gross Domestic Product.
- 12,500 people are employed in sport or sport related activity.
- There are an estimated 15,000 sports clubs.
- There are an estimated 26,543 coaches, of which 13,271 are qualified (2006).
- 19.5% of the adult population of Kent and Medway take part in 30 minutes of moderate levels of sport and active recreation (Active People 2 Survey Dec 2008).
- Regular participation in sport and active recreation varies from 23.8% in Tonbridge & Malling to 14.1% in Medway (Active People 2 Survey Dec 2008).
- 88% of 5 to 16 year olds take part in at least two hours of high quality physical education and school sport (PESSYP 2007/08) and 48% of 5-16 year olds in Kent and 27% of 5-16 year olds in Medway take part in 3 hours of PE and school sport (PESSYP 2008/09).
- 24.7% of adults are members of a sports club (Active People 2 Survey Dec 2008).
- 18.6% of adults received coaching in the last year (Active People 2 Survey Dec 2008).
- 4.8% of adults volunteer in sport for at least one hour a week (Active People 2 Survey Dec 2008).

(b) The Complexity of Sport

From national level to the grass roots, the organisation of sport is complex. At the national level, policy and programmes are provided by UK Sport, Sport England, the CCPR, the Youth Sport Trust, the British Olympic Association, British Paralympic Association, English Federation of Disability Sport and the large number of governing bodies of sport; with all of these organisations working with the government and professional institutions to varying degrees on specific projects or programmes.

However, the majority of sport is organised at county level by county governing bodies of sport in conjunction with their affiliated clubs. In Kent, sports opportunities are provided through the interaction of a large number of organisations working in partnership. This 'mixed provision' could be classified as involving four major elements operating in Kent, with national agencies providing some of the programmes and funding:

- Voluntary sector (including Governing Bodies of Sport and their affiliated clubs; and Volunteering)
- Local government sector

- Education sector (higher and further education, school sport and physical education)
- Commercial and private sector.

There is a number of other sectors with whom the above four sectors work. Relationships between health and community safety, for example, have become increasingly important.

(c) Opportunities for Sport

Despite the complexities mentioned, there are significant opportunities for sport over the coming years. Many of these opportunities will require organisations and agencies to work together in order for sport to benefit. The key opportunities for sport which are included within the various headings within this Framework are:

- The London 2012 Olympic and Paralympic Games
- The Building Schools for the Future (BSF) Programme
- The Local Area Agreements, which feature increasing Adult Participation in Sport and Active Recreation; increasing Positive Activities for Young People and increasing Participation in Regular Volunteering, as well as health related targets, including childhood obesity and all-age, all cause mortality rates.
- Sport England's new strategic direction, with a further emphasis on sport for sport's sake and closer working with National Governing Bodies.
- The Government's support for school sport, particularly aiming to provide a "5 hour offer" for all young people to participate in PE and Sport.
- The UK Coaching Framework, aiming to develop the quality of coaching.

THE COMPLEXITY OF SPORT – AGENCIES

National and Regional Agencies

Sport England, Youth Sports Trust, sports coach UK, Sports Leaders UK, National Governing Bodies of Sport & Disability Sport Governing Bodies, Central Council for Physical Recreation, SkillsActive, UK Sport, British Olympic Association, British Paralympic Association, English Federation of Disability Sport, Women's Sport and Fitness Foundation, Sporting Equals, runningsports, London Organising Committee of the Olympic Games, the Fitness Industry Association, the Physical Activity Alliance and Central Government.

County Agencies and Contacts

Education Sector

Kent PE & School Sport Co-ordinating Group,
Medway PE & School Sport Group
School Sport Partnerships,
Specialist Sports Colleges,
School Sport Co-ordinators,
Primary Link Teachers,
Further Education Sports Co-ordinators,
Schools & PE Teachers,
Higher Education/ Universities,
Further Education/sixth Form Colleges,
Competition Managers,
Kent School Sports Council,
School Sports Associations

Commercial & Private Sector

Kent Alliance of Leisure Trusts,
Leisure Trusts,
External Facility Management Contractors,
Private sports clubs,
Private health & fitness facilities,
Professional sports clubs,
Private sports facilities

Kent Sport, Leisure & Olympics, (incorporating the County Sports Partnership for Kent), Kent & Medway Sports Board; with a supporting 'delivery' structure of local community sports networks.

Voluntary Sector

Kent County Governing Body of Sport Forum,
County Governing Bodies of Sport,
Clubs,
Coaches,
Officials and Volunteers,
County Playing Fields Association.

Local Government Sector

Kent Association of Leisure & Cultural Officers,
Kent Association of Sports Development Officers,
Local authorities (KCC, Medway, 12 district/boroughs),
Local authority owned sports facilities

(d) Trends

This Strategic Framework for Sport has been developed against a specific demographic context in which the county is facing an increase in the size of its population and an ageing population.

More than half of over 16 year olds do not take part in moderate intensity physical activity on a regular basis. Should this situation prevail, it will exacerbate the current position where 24% of adults are officially classed as 'obese'.

There appears to be an increasing interest in dangerous and challenging sports and in many instances, individual sports rather than team sports. Increasing governmental and Lottery support for school sport may shift resources away from community led and governing body of sport led activity; and also not address directly the district council problem of having an ageing facility stock. Clearly, increased dual use of educational establishments, the Building Schools for Future programme and the increasing emphasis in the 'extended schools' agenda, could go some way to providing a solution. However, the acknowledged squeeze on public finances in future years may have a negative impact upon this, unless creative and innovative partnerships and solutions can be developed.

Sport is increasingly being seen as a tool to address deprivation, health, community safety and community cohesion. There is a tension between those in sport who are keen to see sport used to achieve such aims, against those who believe that sport's limited resources should be used to address sporting need, in the understanding that its wider benefits will follow. However, should sport wish to benefit from some of the resources available within these sectors, it will need to articulate a compelling case for its contribution to these wider agendas.

Within sport, the issues of equality and diversity prevail. Disability sport is directed by the English Federation of Disability Sport (EFDS). In turn, EFDS is made up of the National Disability Sports Organisations. However, more recently disability sport has been strategically directed at county level by County Development Officers, although there is concern at the loss of some of these posts within the South East and it is not clear whether the new NGB Whole Sport Plans really address equality issues. There is continuing concern over child protection in sport, including the introduction of a new "Vetting & Barring " scheme, through the Independent Safeguarding Authority. There is increasing anecdotal evidence that the number of volunteers in sport is dwindling although some national agencies report increases in certain types of volunteering e.g. coaching and there is a trend towards litigation, which will require appropriate insurance, waivers and health and safety responses to be put in place.

There is an increasingly strong legislative framework impacting upon sport in areas such as equality, health and safety, data protection and human rights.

Section 3 – Methodology

(a) Approach

As the Strategic Framework for Sport is overseen by the Kent and Medway Sports Board the approach taken in producing this updated version of the document has been to involve the Board in its revision. This commenced in October 2007, where the Board's views were sought on the Vision for Sport outlined in Section 5. Kent Sports Development Unit staff were also asked to consider the most relevant strategic priorities and the key issues and recommendations associated with each priority, given their knowledge and work throughout the county. Once this work had been undertaken, an initial draft document was taken to the Kent and Medway Sports Board in January 2008 for further comment, before a wide consultation process was undertaken from mid February to the end of April 2008.

(b) Consultation

The consultation process involved a variety of different methods:

1. Kent and Medway Sports Board members were asked to seek the views of the sectors and agencies they represent using a short and simple consultation feedback form. This included the district councils, Medway Council, schools and education, disability sport, higher and further education, Governing Bodies of Sport and Kent County Council.
2. Kent Sport, Leisure & Olympics Service targeted specific agencies and partners not represented on the Kent and Medway Sports Board, inviting views on a draft Strategic Framework. These organisations included further regional and county governing body contacts, Sport England, the Youth Sport Trust, Sports Coach UK, Women's Sports and Fitness Foundation, Sports Leaders UK and other local agencies such as Community Sports Networks, health, youth, community safety and equality based organisations.
3. The Draft Framework and a consultation form were placed on the web-site www.kentsport.org for wider public consultation.
4. A short form seeking views on priorities for sport over the four year period and guiding people to the web-site was featured in the Kent Messenger group of newspapers across the County.

Where appropriate, amendments and comments suggested as a result of the consultation process were fed into the first draft Strategic Framework document in May 2008.

However, the production of the final document was delayed until 2009, in order to evaluate the potential impact upon it by the new Sport England Strategy, the introduction of the NGB's Whole Sport Plans 2009-2013 and the re-organisation and re-focussing of County Sports Partnerships.

Section 4 – Principles Underpinning the Strategy

The Strategic Framework for Sport was produced by Kent Sport, Leisure & Olympics Service on behalf of the Kent and Medway Sports Board, with the view that all partners involved in sport in the county would adopt it.

The construction of the Strategic Framework for Sport has been based on the following generally held principles:

- The development of sport can best be done through partnerships in order to ensure that best use is made of resources (staffing, funding and facilities / equipment).
- There should be efforts made to maximise sports opportunities and uptake by all people, irrespective of gender, race, disability, age, sexuality or religious belief.
- Sport is worthy of development in its own right, but equally it can benefit society in a variety of ways.
- The Strategic Framework should be flexible and adaptive and therefore there would need to be regular reviews and it should be a rolling plan.
- The Strategic Framework should be 'overarching' and not 'tread on the toes' of other county or local organisations strategies and plans.
- The Strategic Framework should be used to guide, and fit with, the strategies that may emerge from regional and national organisations, through it outlining the sporting needs and priorities of Kent and Medway.
- Organisations involved in the development of sport in Kent and Medway should place emphasis on the quality of their work, utilising existing quality standards and accreditation schemes where appropriate, such as Quest, Clubmark, Standard for Safeguarding & Protecting Children in Sport, and Equality Standard for Sport.
- The Strategic Framework is underpinned by the need to develop the sports workforce in the county, such as coaches, officials, volunteers, teachers, leaders and sports workers.

Section 5 – A Vision for Sport in Kent

The following Vision for Sport in Kent has come about as a direct result of the initial consultation on the Strategic Framework in 2003. It was reviewed by the Kent and Medway Sports Board in 2007/08.

The Vision is a directional and aspirational statement, which is intended to enable organisations and individuals to play their part in ensuring they are all 'heading in the same direction' for the benefit of sport and the people of Kent. All organisations in the County are encouraged to work together to achieve this vision.

In the medium to long term,

- There should be a **clear understanding of the priorities** for the county and a **common voice for sport** in Kent.
- There should be an understanding and recognition of the remit and strengths of all organisations involved in sport. There should be a **clarity over 'who does what'** and a recognised delineation of roles and responsibilities.
- There should be **seamless development structures** within sport, from foundation to elite levels.
- There should be sufficient, appropriately qualified and well recognised **paid and voluntary staff**.
- Sport should play an active role in enhancing **community safety and health**.
- Sport should play a positive role in **enhancing community cohesion** and positive community relations, by bringing together the diverse communities of Kent.
- There should be **well-resourced voluntary, public, educational, private and commercial sectors** in sport.
- There should be an **enhanced national reputation for the county as delivering high quality sport** for its residents.
- There should be **high quality school sport and physical education programmes**, with each school pupil taking part in sport on a regular basis outside school hours.
- There should be **high quality facility provision in both urban and rural areas**, accessible within a 15 minute travel time for every resident.
- Kent should regularly accommodate **major events of national and international significance**.
- There should be enhanced partnership working and **understanding between sport and physical education**, with physical education teachers recognising their role in sports development and primary schools having more specialist physical education trained teachers.
- The **best use should be made of resources** in sport (funding, staffing, facilities and equipment).
- **Kent should be allowed the flexibility to determine its needs** and have **agreements with national or regional funding bodies** to ensure that those needs are met.
- Kent and Medway should **maximise their strategic locations** such as the Channel Tunnel Rail Link, the proximity to London and mainland Europe and the extensive coastline, to secure events and facilities of significance.
- There should be **enhanced and equal opportunities** for every Kent resident to participate and progress within the sport of their choice irrespective of domicile, social and economic circumstances or disability; and in both competitive and recreational sport.
- The principles of **child protection, duty of care and equalities** should be embedded in all sporting provision.

- **Voluntary Sports Clubs** should be 'beacons' within their communities, being of appropriate scale and welcoming.
- Sports development professionals should engage in the **development of both individual and team sports** and encourage participation in sports where **lifetime interest** is possible.

Section 6 – Strategic Priorities

(a) Strategic Planning

Issues

- There is a need for Sport to be included in county and regional plans and strategies that are not specific to sport, such as regional and county economic development strategies, Area Investment Frameworks, Local Development Frameworks, work associated with the Local Area Agreements and 'Sustainable Community Strategies'.
- The London 2012 Olympic Games and Paralympic Games being held on the County's doorstep will provide unprecedented opportunities to promote Sport and will have a legacy of top class facilities nine minutes away from Ebbsfleet in North West Kent.
- There are enormous opportunities for sport to benefit through the Building Schools for the Future programme, especially related to rationalising the facility stock, and providing specialist facilities.
- The proposed new Planning Act will provide enhanced opportunities for Sport to benefit as part of community gain in planning agreements.
- There is a need for Planning guidance to be produced on a number of key issues such as floodlighting and the provision for noisy sports.
- There is a difficulty when Kent is asked to respond to changing national priorities, whilst agencies within the county attempt to remain focused on local sports priorities; yet may be dependent upon national funding.
- Planning for sports facilities and opportunities in Kent's Growth Areas of Ashford and Thames Gateway will gather momentum during the period of this Strategic Framework.

Recommendations

- Kent and Medway Sports Board should input into appropriate county and regional plans, with Community Sports Networks influencing local planning.
- All sports organisations in Kent to support the Kent 2012 Sport Sectoral targets (see Appendix 1).
- Kent County Council, Medway Council, districts and National Governing Bodies to work together to address the specific opportunities to be provided through the Building Schools for the Future programme, concentrating on rationalising and updating the facility stock and providing greater community use. (see section (d) Facilities)
- Governing Bodies of Sport to press for appropriate specialist facilities to be developed as part of the Building Schools for the Future programme.
- Kent to select the most appropriate national or regional programmes to meet its needs.
- All agencies in the county to work together to achieve the sports objectives as set out in the Vision for Kent.

(b) Communication, Co-ordination, Information Dissemination and Decision-making

Issues

- Due to the diversity of agencies delivering sport in the county, there is a difficulty in providing a single, coherent communication and information dissemination function.
- There is a growth in use of electronic communication (e.g. email and internet TV services), some of which may not reach all residents.
- There are enormous opportunities to develop sport services through using 'new media' such as DVDs, text messaging, e-newsletters and internet TV.
- Kent and Medway Sports Board has no decision-making powers over the allocation of national and regional sports funding.

Recommendations

- Each sector involved in Sport in the county (e.g. schools, health, commercial and private sector, local government, higher and further education, governing bodies of sport) to consider organising networking events with other sectors.
- The creation of a single database project to provide streamlined communication and information dissemination, should be investigated.
- All sports organisations should be aware of, and respond to, the need for a variety of communication methods to be used.
- Kent and Medway Sports Board to press for greater influence over the allocation of national and regional funding for Kent.

(c) Education (including PE, School Sport and Sport in Higher and Further Education)

Issues

- The national target for a “5 hour” offer of PE and Sport for all young people aged 5 -16 and 3 hours for 16-19 year olds in Further Education.
- The emerging School Sport network as a co-ordinating body for PE and School Sport in the county, including in Further Education.
- The national target for Higher Education to ensure 300,000 more students participate in sport;
- The opportunity to develop further links between community sport and Higher Education, in terms of research, sports science and sports medicine expertise, shared use of facilities and access to students undertaking coaching qualifications or wishing to volunteer.
- The opportunity to transform sports facilities on secondary school sites for the school and the community, through the Building Schools for the Future programme (see section (d) Facilities).
- The lack of opportunity for disabled young people, placed within mainstream education, to participate in PE and School Sport opportunities.
- The emphasis at national and local level on Competitive School Sport and the role of Competition Managers, including the impact this will have on existing School Sports Associations.
- Increasing reliance of schools on external coaches and the implication of this in terms of quality, liability, advice for schools and impact on the curriculum.

Recommendations

- The emerging school sport network should co-ordinate the views of Physical Education and School Sport across the county, in order that maximum benefit can be derived from national and local initiatives.
- Kent partners to work with the Youth Sport Trust, Sport England and Sports Coach UK to plan for and roll-out the “5 hour” offer of PE and Sport for all young people (3 hours for 16-19 year olds), including the Competition Managers Programme, Further Education Sport Co-ordinator Scheme and Sport Unlimited programme.
- All schools to be encouraged to offer a minimum of two hours of physical education per week within curriculum time, plus further opportunities outside the curriculum at breakfast, lunchtime and after school. (See “5 hour” offer)
- Develop teacher education in sport through coach education and in-service and ‘continuing professional development’ courses for teachers; particularly for Key Stages 1 and 2.
- Ensure that PE and Community Sports requirements are logged within the Building Schools for the Future programme, as it is rolled out across the county.
- Schools to be encouraged to allow flexibility within the school day to accommodate the training and competition needs of talented performers.
- Schools, Further Education Colleges and Higher Education Institutes to be encouraged to work and develop links with local voluntary sports clubs and facilities to enhance sports opportunities for pupils, students and the wider community.
- Universities in Kent and Medway to develop links with National Governing Bodies of Sport to support their programmes for coaching, hosting events, developing performance centres and Pre Games Training Camps and assisting talented performers with sports science and sports medicine support
- Schools to be encouraged to provide competitive opportunities in a range of sports and to participate in the local schools competitions arranged in the county (e.g. Kent School Games, Medway Mini Youth

Games) in the lead up to the London 2012 Olympic and Paralympic Games.

- Disabled young people in mainstream education to be provided with opportunities to participate in PE and School Sport programmes organised by their schools and to be encouraged to join community clubs through school – club link programmes.
- Universities in the county to provide further opportunities for their students to participate in sport, as part of the national target

(d) Facilities

Issues

- Ageing facility stock.
- Declining levels of National Lottery funding available for community sports facility development.
- Extensive provision of new facilities will be required for major development areas such as Ashford and Thames Gateway Kent.
- The Building Schools for the Future programme provides opportunities for new facility development to be sited on school sites, potentially incorporating district capital receipts.
- There are not sufficient facilities for single, specialist sports use and especially to accommodate high level training and events. Often, in order to meet the general sports needs of their local communities, local authorities are less able to provide funding for single-sport facilities of county, regional or national significance, preferring to fund multi-sport facilities for local use.
- There is no arena in Kent able to accommodate international sports events.
- There has been a decline in the quality of sports pitches.
- The quality of ancillary accommodation e.g. changing facilities are often poor, especially for facilities in rural areas and on the coast.
- Despite the statutory requirements under the Disability Discrimination Act 1995, many sports facilities remain inaccessible to disabled people.

Recommendations

- Full consideration should be given to rationalising sports facility assets in localities in relation to developing new and specialist provision on school sites through the Building Schools for the Future Programme, with high quality Management arrangements in place for shared community use. This could go some way towards resolving the issues of ageing facility stock; provision of more specialist, single sport facilities in the county, and general additions to the overall facility stock.
- Every opportunity should be taken to explore the merits of an arena being developed, which would accommodate multi-sport at all levels up to and including international competition.
- A system for auditing and monitoring the quality of playing pitches should be explored.
- Kent & Medway Sports Board should lobby appropriate national agencies to ensure that the provision of ancillary accommodation could, in certain circumstances, be as high a priority for their funding streams as the provision of new areas for sport.
- There should be a presumption towards sports facilities not being constructed on flood plains and all facilities being constructed to bear in mind environmental sustainability principles.
- The focus of 2012 Pre-Games Training Camps should be used to enable appropriate investment into strategically required facilities, particularly those for single sport use.
- Kent to press for some of the 2012 'relocatable' facilities and equipment to be relocated into the county.
- Sports facility operators to be made more aware of the requirements of the Disability Discrimination Act 1995 and supported to improve access to their facilities.

(e) Voluntary Sports Clubs and Volunteering

Issues

- Some clubs lack financial, legal, management and development skills and knowledge.
- Security of tenure. Many clubs lease their premises or use local authority sports facilities, therefore it is difficult for them to secure external funding.
- There are few clubs large enough to be 'family clubs', multi-sport, hire professional coaches and run

- The small size and parochialism of many clubs results in them having only a minor 'voice' within localities.
- Few clubs have formal links with schools.
- Clubs are increasingly being encouraged to undertake accreditation schemes to ensure that they meet identified standards.
- Levels of rate relief and grants for clubs offered by local authorities vary across the county.
- Recruitment and retention of volunteers.
- Training and development of volunteers is piecemeal and volunteers often cannot spare the time for education and training.
- Reward and recognition of clubs and volunteers is patchy.
- 'Professionalism' in sport raising expectations, legal liability matters, health and safety, child protection and training requirements being placed on volunteers is often onerous and off-putting.
- The number of volunteers required for the London 2012 Olympic and Paralympic Games and how the county can support this.
- Minority groups are under-represented in many sports clubs.

Recommendations

- Local authorities to consider offering high levels of rate relief to sports clubs, provision of grant aid and other benefits for clubs which support local community aims, develop links with schools and promote open access / membership. (see section (o) Resources)
- Simple information to be made available on charitable status and tax relief for sports clubs.
- In all sports development work with schools and clubs, the potential to strengthen links between the two should be explored.
- Clubs should be represented on local community sports networks, as they develop across the county to ensure that their voice is heard at a local level.
- Local authorities and National Governing Bodies should help promote the existence of voluntary sports clubs, promote funding sources and coach / official development opportunities to them and encourage clubs to share resources.
- A county-wide programme of courses should be organised and delivered locally, to give clubs help and up to date management knowledge.
- Clubs should be encouraged further to become accredited through "Clubmark" or their NGB accreditation scheme.
- Recruit and retain more volunteers (including young volunteers) for identified roles in sport.
- Volunteer centres in the county to promote opportunities to volunteer in sport and promote training opportunities to voluntary sector sports organisations.
- Sports agencies and organisations in the county to develop and promote schemes which recognise and reward volunteers and clubs.
- Respond to the Olympic and Paralympic Volunteer Strategy when it is produced to ensure that the county has the opportunity to provide volunteers for the Olympic and Paralympic Games.
- Clubs should make their services accessible and welcoming to all, including disabled volunteers and participants.
- Development of a countywide Event Team to provide one-off volunteering opportunities for sport, leisure and cultural events.

(f) Governing Bodies of Sport

Issues

- Most County Governing Bodies of sport are unincorporated associations and therefore the membership has liability.
- Few County Governing Bodies provide packages of benefits to their members and therefore most feel obliged to keep affiliation fees low.
- Few County Governing Bodies have strategies for their sports, although many are now beginning to recognise their need.
- There is an emerging forum for County Governing Bodies of Sport to co-ordinate their views and to feed into county, regional and national levels.
- Much nationally-determined funding for sport by-passes the County Governing Bodies and is often invested at either regional level or club level.

- New volunteers needed to help County Governing Bodies whose committees have often remained the same for a number of years.
- Short term funding for National Governing Body of Sport officers at Regional and County level.
- There is no single administrative county base for Governing Bodies, which would enable a sharing of resources and administrative arrangements.
- There are a few high profile well-resourced National Governing Body of Sport's but many others without adequate resources or media profile.
- In some newer street and extreme sports which are more attractive to younger people, there are no recognised Governing Bodies of the sports.
- Some Governing Bodies of Sports' administration structures are not representative of the communities they serve.

Recommendations

- All County Governing Bodies of sport to consider the merits of various forms of incorporation in order to limit liability.
- All County Governing Bodies of sport to provide access to training courses for coaches, volunteers and officials in areas such as risk assessment, child protection, equality and diversity, health and safety, funding and development planning.
- County Governing Bodies to promote their sport widely, using a range of communication methods and to develop services for members, enabling affiliation fees to be raised.
- County Governing Bodies to produce development plans or strategies.
- All avenues should be explored with National Governing Bodies through their Whole Sport Plans to create and sustain further Sport Specific Development Officer posts in the county.
- Governing Bodies to use the network of Volunteer Centres to recruit more volunteers and to recognise and reward volunteers in their sport and should encourage new volunteers onto their committee structures.
- Governing Bodies of Sport should join and support the emerging County Forum for Governing Bodies in order to ensure their views are co-ordinated and considered at local, regional and national level.
- Efforts should be made to ensure minority and "non-wealthy" sports receive a more equitable level of support from public and commercial agencies.
- Kent should lobby national agencies to recognise newer street and extreme sports and to support the development of an appropriate National Governing Body for these sports.
- Governing Bodies of Sport need to be supported to widen their representation of the community in their governing committees and workforce.

(g) Participation and Sports Contribution to Wider Agendas

Issues

- Social and economic deprivation in Kent has an impact upon sports participation.
- Participation in sport is not only being seen as a 'good thing' in its own right, but as having to have an end objective in terms of enhancing health and community safety.
- Adult (16+) participation rates in Kent are lower than any other county in the South East Region, however Kent has a high proportion of elderly people, which is a key determinant of inactivity.
- National information still indicates a 'high drop off' in sports participation when young people leave school.
- Even though there is an ageing population in Kent, much sports development work is still concentrating on youth rather than older people.
- There are few localised sports workers / coaches / leaders working at neighbourhood level to promote participation opportunities.
- There is limited financial investment in sport by police and Primary Care Trusts yet sport is being expected to contribute to community safety and health agendas as a way of providing positive activities for young people, reducing crime and improving health, such as reducing levels of obesity, through physical activity.
- Health and Community Safety partners funding is limited in terms of prevention work.
- Most funding streams available for community safety projects are short-term only.
- Health Services at local level have been restructured and funding appears to be limited for physical activity (including sport) programmes.
- By concentrating on health and community safety, sports development professionals may have to divert their attention from other work.
- There is little recognition of sports contribution to community cohesion.

Recommendations

- Current research available on Kent participation rates via the Active People Survey, Physical Education and Sport Strategy for Young People Survey (PESSYP) and Kent and Medway Lifestyle Survey should be used to target resources appropriately.
- Consideration should be given by all agencies within sports development in Kent to participation needs of older people, and other under-represented sections of the community.
- Participation schemes and opportunities should be developed with non-sport partners including health agencies, adult education, community safety and regeneration partners.
- More coaches, leaders and local neighbourhood sports workers are needed to increase opportunities for sports participation. (see Coaching and Leadership, section (i)).
- Information on community sports provision should be made available to all school leavers in the County.
- Participation should be encouraged in a wide range of formal and informal activities and not just restricted to 'traditional' sports opportunities.
- Health and community safety agencies should work in partnership with and invest in sport and leisure agencies.
- Community workers should receive coaching / leadership training.
- Coaches and leaders to receive wider training re: behavioural skills, low self-esteem etc.
- As local community sports networks develop, they should seek to involve partners from crime prevention, community safety, youth services, education and health in order to meet mutual objectives.
- All agencies involved in sport should promote sports contribution to community cohesion, particularly through clubs, events and volunteering.
- Through the 2012 agenda, continue to develop opportunities to link sport more closely with services such as libraries and tourism.
- A countywide Health & Leisure Strategy should be produced to support further partnership working between the two sectors.

(h) Performance and Excellence

Issues

- Most national level performers in Kent do not benefit from Lottery subsistence funding or World Class Programmes.
- Three Kent based universities (University of Kent, Canterbury Christchurch University and University of Greenwich) all provide sports science related courses and services which require co-ordination.
- Sport England's new focus to develop talent should provide greater opportunities for people to progress in their sport.
- The London 2012 Olympic & Paralympic Games provides a catalyst to support high level performers.
- Funding for Governing Bodies of Sport to support talented performers is determined at national level and based on performance at World and Olympic level rather than the potential for future performance.

Recommendations

- All agencies in the county to consider increased financial and other support for top performers, in the lead up to 2012 Olympic and Paralympic Games in London.
- Sources of funding for talented performers should be co-ordinated and promoted.
- Continue to develop services to FANS (Free Access for National Sportspeople Scheme) members and partners to consider support for County level performers.
- The three Kent based Universities to build upon existing collaboration to develop co-ordinated support, advice and services for performers, coaches and parents (including sport science) and to support the emerging Coaching System Support Network, in order to provide appropriate deployment opportunities with partners and ongoing development and support for coaches and leaders in the County.
- All agencies in the county should consider increased financial and other support for high level coaches.
- Funding should be sought to support Governing Bodies in their programmes to develop talented performers and coaches in the county.

(i) Coaching and Leadership

Issues

- Retention of active coaches, and the short term nature of funding for professional coaches.
- The development of high level coaches is often neglected in relation to the development of high level performers.
- Management, training and development of new and existing coaches and leaders (paid and voluntary) needs to be improved.
- The introduction of the UK Coaching Framework, to include the UK Coaching Certificate and the Coaching System Support Network, will have significant cost, information and management implications for Kent.
- Lack of baseline data and research locally on coaches and coaching.
- There are still very few sports specific disability coaching qualifications and many coaches lack an understanding of how to work with disabled athletes.
- There is an insufficient stock of qualified and experienced tutors and mentors for coach development.
- The introduction of more generalist, lower level coaching and leadership qualifications, rather than sport-specific courses.

Recommendations

- The coaching and leadership requirements to impact on increasing participation and levels of performance should be identified and fed into the county workforce development plan.
- Continuing Professional Development for coaches and leaders should include areas such as communication skills, dealing with behavioural problems, understanding various disabilities and dealing with low confidence / self-esteem, in order that coaches and leaders can work with a wider range of people to support their participation in sport.
- Community workers such as youth workers, community wardens, youth offending teams and health promotion officers should be encouraged to undertake coaching and leadership qualifications so that sport can be used as a tool to engage with wider groups.
- High level coaches should be supported as well as those working at participation levels (see section (h) Performance and Excellence).
- Guidelines for employment, deployment, management and development of coaches should be produced.
- Enhance the research and information function, to benefit coaches and their managers.
- Maximise opportunities for additional relevant Sports Coach UK training and development opportunities for coaches and leaders through the National Skills Academy and the Coaching System Support Network.
- Mentoring programmes to support coaches' development should be developed.

(j) Events

Issues

- There is a limited number of performance venues in Kent (Buckmore Park, University of Kent at Canterbury, Brands Hatch and some major events can be held at The Stour Centre, Ashford; Medway Park, Gillingham; Angel Centre, Tonbridge; Julie Rose Stadium (Athletics); Rebound Centre (Trampolining), Gillingham; Off Road Cycling, Penshurst; Beach Volleyball, Margate & Canterbury, International Cricket, Canterbury; and Hockey, Polo Farm, Canterbury). Certainly, there is no arena in Kent (see section (d) Facilities).
- With the profile of the county growing in relation to the 2012 Olympic Games and Paralympic Games, there is a great opportunity for further events of international significance to be attracted, should the facilities and financial resourcing be sufficient.
- Via the High Speed rail link, the county's proximity to the London spectator market and to London's major facilities to be constructed for the 2012 Games will be greatly enhanced, which may be both an opportunity and a threat to Kent's capacity to accommodate international events.
- Coastal events are held regularly, although the level of event is often limited by the waters being tidal.
- There is huge potential to accommodate a number of disability events at venues such as Fowlemead (at Betteshanger).
- There is no clarity on funding sources available for community sports events across the county.

Recommendations

- See Facilities section regarding addressing the need for facilities which could accommodate major events.
- Relationships with UK Sport, the British Paralympic Association and national governing bodies of sport should be developed to enable more major events to be attracted.
- Partners in the county should bid more frequently for international events for tourism, and promote market awareness and inward investment benefits that they generate; and have sufficient funding in place to secure and fund those events.
- Details of funding resources available to community event organisers should be compiled and made easily available via web and hard copy.

(k) Rural Sport and Recreation

Issues

- In rural policy, there is rarely recognition that rural sport and recreation can be categorised as 'village' and 'non-village'. Non-village / rural activity is primarily informal e.g. Cycling, Rambling, Horse riding; whilst village-focused activity is usually dependant upon the existence of facilities. Such categorisation would help sensible policy to be developed, as currently most initiatives concern the non-village type of activity rather than the village-focused which requires attention to be given to facility development.
- Transport to facilities.
- Poor quality facilities (including disability access).
- Policy in some local authority areas of centralising leisure provision to urban areas, resulting in many rural areas having little or no recreation provision.
- It is difficult to obtain planning approval for floodlighting in rural areas.
- Local authorities are reluctant to identify sites for 'noisy sports'.
- There is no county-wide plan for enhancing facilities in rural areas.
- A standardised design for rural recreation centres / halls is required.
- National funding bodies require village halls to be of certain height in order to secure funding, causing cost escalation and resulting in abortive projects.

Recommendations

- A Rural Sport and Recreation Strategy should be produced, which would address the above issues and make recommendations to include the following:
 - Standardised design for rural recreation centres / halls in the county
 - Identification of areas for noisy sports
 - Production of guidance for Planners on floodlighting in rural areas
 - Planning policies to recommend the clustering of facilities in rural villages (each with a pitch, hard play / courts area, bowling green and indoor hall).

(l) Water Sport and Recreation

Issues

- Many landing and launching facilities for small boats are in poor condition and many are privately owned with restricted public use.
- Most formal watersports activity is organised via sailing clubs, however, casual recreational use of the coast is difficult to 'control'. Hence, there can be some conflict with environmental concerns and other users.
- Kent's coastal waters are tidal.
- There is a lack of inland water facilities for sport and recreation (including sailing, rowing, canoeing and water skiing).

Recommendations

- Planning frameworks should encourage local agreements regarding zoning water use by time and space.
- There should be an audit of the quality, suitability and management of the landing and launching facilities around the Kent coast.
- Appropriate water space should be opened up, land based accommodation should be developed and there should be improved promotion of the opportunities available.

(m) Widening Opportunities for All and Equality Issues

Issues

- Kent is a diverse county with a range of community groups and areas of economic and social disadvantage as well as areas of relative affluence.
- The county has an ageing population.
- The duty on public bodies to comply with legislation in relation to race, gender and disability and to promote equality and diversity.
- Rural access and transport.
- Facility provision in different areas of the county varies in terms of number, type and quality.
- A high proportion of the external funding for sport is targeted to economically and socially deprived areas and not necessarily to areas which may be deprived of good sports facilities or opportunities.
- The barriers to participation and the sporting needs of minority groups are often specific and require focussed attention.
- People are short of time and increasingly wish their sports experience to be a social experience.

Recommendations

- Sports providers in the county should cater for a wide range of needs, to enable all residents to be physically active and to fulfil their sporting potential at whatever level they determine.
- All publications to be available to people in a range of different formats on request.
- Kent & Medway Sports Board to lobby funding bodies to ensure that sporting need receives equal weighting to social and economic deprivation in determining funding allocations.
- Local authorities in Kent (via Kent Association of Leisure and Cultural Officers and the Kent Public Health Team) to plan for the provision of sports services to older people.
- Local strategies and action plans should be developed by relevant agencies in relation to specific target groups, where appropriate (e.g. Disability Sports Strategy).
- Local authorities and facility managers to consider more extensive use of concessionary pricing to widen access to sport by low participant groups.
- Sports providers should understand and respond to changing 'leisure' patterns of the population and make facilities and services available for family and social groups and at appropriate times.

(n) Legal Matters

Issues

- Sport is facing the impact of increasing national legislation, with much of the impact being on the voluntary and community sector as well as the public sector. There is confusion over the degree of participant liability and comprehensive insurance's for players, coaches and governing bodies of sport.
- The fear of legal action being taken against them is a disincentive for volunteers in sport and there is an increasing number of participant liability claims.

Recommendations

- Information and training on legal matters in sport should be organised for local authorities, governing body of sport officials, school teachers and coaches.

(o) Resources for Sport

Issues

- There is a reducing level of National Lottery Funding for sport and local government and Sport England funding is being squeezed.
- There are financial pressures upon local authority budgets for sport, which have implications for facility development, provision of grants and rate relief.
- Public agencies are encouraged to invest in sport for the impact that it can have (e.g. health, community safety) rather than into the sports themselves. Hence, projects can find funding, but not the infrastructure such as governing bodies of sport.
- Much national funding is time-limited, resulting in difficulties in ensuring a project's sustainability beyond the end of the funding term.
- There is a plethora of potential funding streams for sport, resulting in lack of clarity and confusion for project organisers.
- Local government tends to find it easier to attract capital funding from developers for new sports facility developments (e.g. via section 106 planning agreements) rather than a balance of funding that would provide some revenue support.
- Kent and Medway Sports Board does not determine funding allocations for sport.
- The 2012 Games should provide further opportunities to generate commercial funding for top performers, although not necessarily coaches and officials.
- Funding organisations usually require 'partnership' financial contributions, which can be difficult to secure.

Recommendations

- Production of readily available, clear and concise information on funding sources for sport.
- Kent & Medway Sports Board should lobby for longer term funding arrangements to be allowed on projects funded by national agencies.
- Sport should be recognised by decision-makers as a means through which the ambitions of Vision for Kent and the Local Area Agreements could be met; and thereby attract resources.
- Kent should seek to take advantage of post-2012 Games relocatable sports equipment and facilities.
- Revenue streams for sport (for sports development projects and to meet facility-operating costs) should be included in planning agreements in Kent.
- Local authorities should understand the wider benefits to be gained by investing in sports development officers, and local community sport.
- Efforts should be made to ensure that the Kent and Medway Sports Board makes decisions regarding the allocation of regional and national funding streams for the county.

Section 7 – Monitoring, Evaluating and Reviewing the Strategic Framework

As mentioned in Section 1, the Strategic Framework has been produced by the Kent Sport, Leisure and Olympics Service on behalf of the Kent and Medway Sports Board. Hence, each sector represented within the Kent and Medway Sports Board will have its own monitoring arrangements, in relation to sector specific work.

Progress against the recommendations contained in the Strategic Framework will be monitored and evaluated by the Kent and Medway Sports Board on a regular basis.

The Board will produce occasional short summary reports on the overall progress against the recommendations. Board members will feed back on specific issues within the Framework from their representative perspective.

APPENDIX 1 - Local Policy Context

The Strategic Framework for Sport 2009-2013 sits within an overall policy context contained within several key documents, such as the Vision for Kent, the Local Area Agreements in Kent and Medway) and the corporate documents "Towards 2010", (Kent County Council's four year plan of priorities) and Medway Council's Corporate Plan. Each of these strategic documents have a core strand of common key themes, the most relevant of which for sport are:

- Enjoying life;
- Stronger, safer communities;
- Improved health, care and wellbeing

Vision for Kent – the County's Community Strategy

The Vision for Kent has been agreed by a wide range of partners across Kent and Medway and articulates the long term objectives and short term priorities, which are important to Kent as a whole.

The priorities within each theme that provide a context for sport are as follows:

Enjoying Life:

- Identifying the need for additional sporting facilities, developing sports performance and enhancing coach and club development;
- Developing sport in schools, disability sport and lifetime leisure activities suitable for an ageing population;
- Developing Kent's potential for hosting high profile events and activities
- Making the most of the '2012' potential before, during and after the Olympics and Paralympics for the benefit of the people of Kent;
- Ensuring everyone in Kent understands the cultural, artistic, sporting, learning and leisure opportunities open to them and making sure there are venues in which they can be showcased;
- Embedding Kent's and Medway's schools at the centre of community activity and ensuring that their offer extends beyond the traditional school day, while developing them and other community facilities as multi-use centres for a range of leisure activities;
- Developing visitor management strategies for Kent's country parks and, open access countryside and public rights of way.

Stronger, Safer Communities:

- Supporting and developing a strong, inclusive and diverse voluntary and community sector in Kent and widening the range of people active with voluntary and community organisations;
- Creating a wider awareness of the scope of the voluntary and community sector activities and their benefits to communities and individuals;
- Meeting the regeneration of Kent's communities and fostering active involvement, community development, engagement and participation.

Improved Health, Care and Wellbeing:

- Promote and improve the health of Kent's residents and reduce health inequalities by addressing variations on health across the county;
- Provide people with the infrastructure to use public rights of way and access the countryside in order to encourage people to walk or cycle more on a daily basis.

The Local Area Agreements in Kent and Medway

The Local Area Agreements are based on negotiation between Central and Local Government on the key priorities that partners in Kent and Medway should be working towards to meet national and local targets. The target national indicators within each of the themes, which have relevance for sport are:

Kent Local Area Agreement

Enjoying Life:

- Adult Participation in Sport and Active Recreation;
- Positive Activities for Young People.

Stronger, Safer Communities:

- Participation in Regular Volunteering;
- First Time Entrants into the Youth Justice System

Improved Health, Care and Wellbeing:

- Childhood Obesity in Children at Reception Year
- All Age, All Cause Mortality Rate

Medway's Local Area Agreement

Health, Wellbeing and Older People

- Adult Participation in Sport and Active Recreation
- Obesity of primary school aged children in year 6
- Mortality rate from all circulatory diseases at ages under 75

Kent County Council's Four Year Plan (Towards 2010) and Medway's Corporate Priorities

Towards 2010 outlines Kent County Councils key priorities and targets between 2006 and 2010. Medway Council as a Unitary Authority has its own specific priorities (see below). The priorities in Towards 2010 which are most relevant to sport are:

Enjoying Life:

- Establish a biennial Kent School Games and support Kent Sportsmen and women to compete in the 2012 London Olympics and Paralympics;
- Support and encourage the voluntary sector, including sports clubs.

Improved Health, Care and Wellbeing:

- Create and launch initiatives that facilitate more competitive sport in schools, support after school sports clubs and sponsor more inter-school competitions and holiday sports programmes;
- Increase opportunities for everyone to take regular physical exercise.

Medway Council's Corporate Priorities

Medway Council has six main themes as Corporate priorities with the following three providing the context for sport in the area:

- Safer Communities;
- Children and Young People having the best start in life;
- Everyone benefitting from the area's regeneration.

London 2012 Olympic and Paralympic Games

In addition the London 2012 Olympic and Paralympic Games provides an unprecedented opportunity for Kent to benefit from their proximity to the county. In response to this the Kent Campaign for the 2012 Games, through its Sports Sectoral Task Group has identified the following targets for sport from mid 2007 to 2012:

- 550 Kent athletes supported to compete at a national level in the run up to 2012 Olympic and Paralympic Games
- 9 Kent performers participating at 2012 Olympic and Paralympic Games
- 8 Kent coaches and officials involved in 2012 Olympic and Paralympic Games
- 6 new single sport specialist facilities constructed or upgraded in Kent by 2012 Games, to enable accommodation of elite level training and development
- 71 national squads or teams training or competing in Kent by 2012 Games
- 19 national or international sports events staged in Kent by 2012 Games
- 5 national teams / squads agreeing to train in Kent in 2012 at Pre-Games Training Camps
- Increase of 2.2% on adult participation in sport and active recreation for 30 minutes three times a week
- 100% of 5 – 16 year olds participating in 2 hours per week of high quality school sport and PE
- All 19 Paralympian Sports to have an Associate Officer in Kent by 2012.

APPENDIX 2 - Sports Research Data

Active People Survey

The Active People survey was commissioned by Sport England and questioned over 300,000 adults (over 16's) across England, making it the biggest sport and leisure survey undertaken in Europe. Over 13,000 of the respondents were from Kent. The survey collected information on both frequency and type of participation in sport and active recreation, as well as information on other areas such as volunteering and coaching. The current data was collected between October 2007 and October 2008, with further data being collected annually from October 2008. More details are available from www.sportengland.org/index/get_resources/research/active_people.htm.

A summary of the results for Kent (including Medway) are given in table 1 and figures 1 - 3.

	Kent	South East	England
KPI 1 - At least 3 days a week x 30 moderate participation (all adults)	19.1%	22.3 %	21.3%
KPI 2 – At least 1 hour a week volunteering to support sport (all adults)	4.8%	5.3%	4.9%
KPI 3 – Club member (all adults)	24.7%	27.5%	24.7%
KPI 4 – Received tuition from an instructor or coach in the last 12 months (all adults)	18.6%	20.6%	18.1%
KPI 5 – Taken part in organised competitive sport in the last 12 months (all adults)	15.5%	16.3%	14.6%
KPI 6 – Satisfaction with local sports provision (all adults)	64.1%	69.9%	66.6%

Table 1: Sport England Key Performance Indicators

KPI 1 - At least 3 days a week x 30 minutes moderate participation (all adults)

	APS2
A National	21.32
B South East	22.34
C Kent (CC)	20.1
D Kent (CSP)	19.11
E Ashford	19.83
F Canterbury	19.99
G Dartford	20.06
H Dover	16.49
I Gravesham	19.49
J Maidstone	22.52
K Medway UA	13.52
L Sevenoaks	20.96
M Shepway	22.59
N Swale	19.37
O Thanet	18.25
P Tonbridge & Malling	23.46
Q Tunbridge Wells	17.79

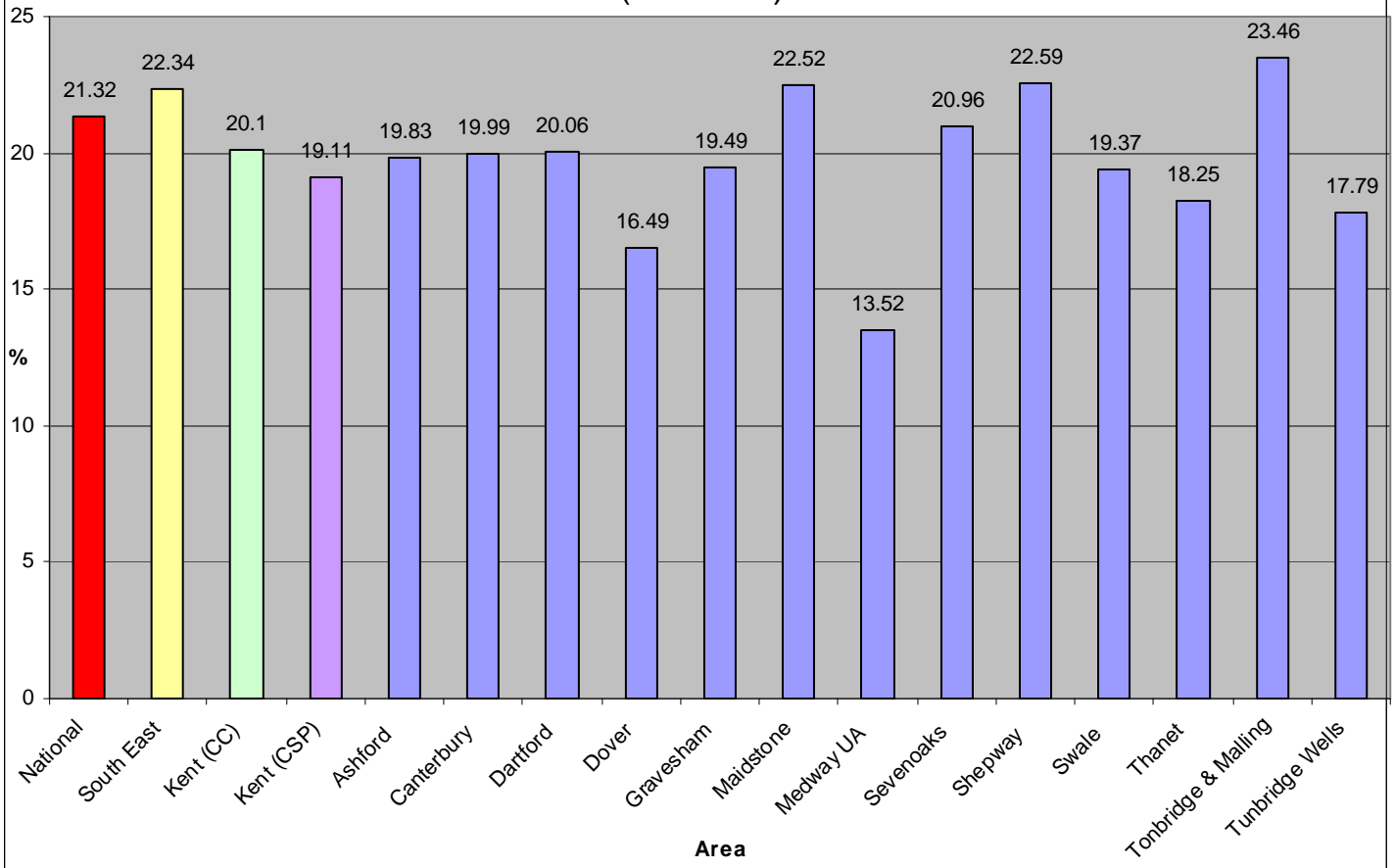
Table 2 – District
Breakdown of KPI1

National Indicator 8 - At least 3 days a week x 30 minutes moderate participation in sport and active recreation (all adults)

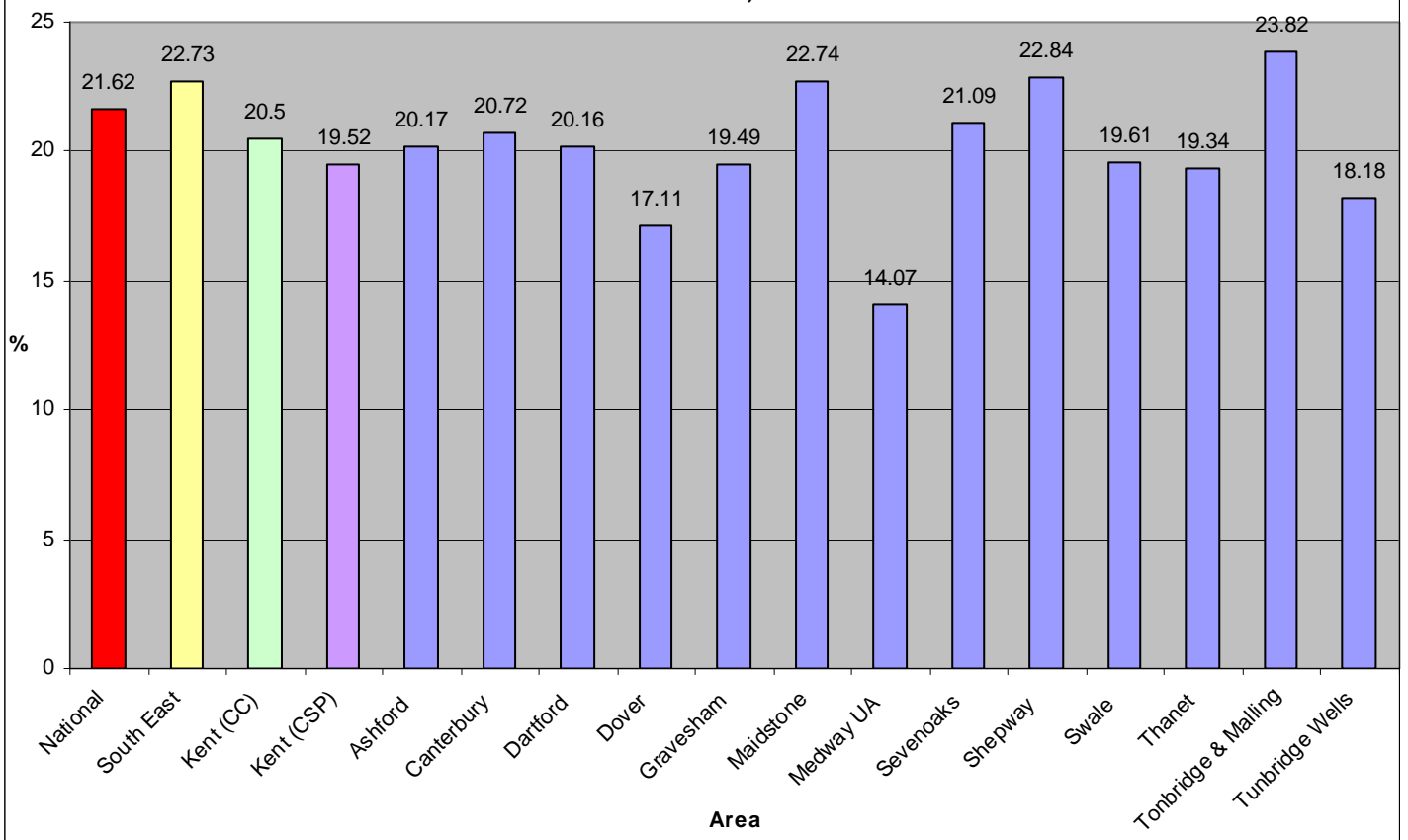
	APS2
A National	21.62
B South East	22.73
C Kent (CC)	20.5
D Kent (CSP)	19.52
E Ashford	20.17
F Canterbury	20.72
G Dartford	20.16
H Dover	17.11
I Gravesham	19.49
J Maidstone	22.74
K Medway UA	14.07
L Sevenoaks	21.09
M Shepway	22.84
N Swale	19.61
O Thanet	19.34
P Tonbridge & Malling	23.82
Q Tunbridge Wells	18.18

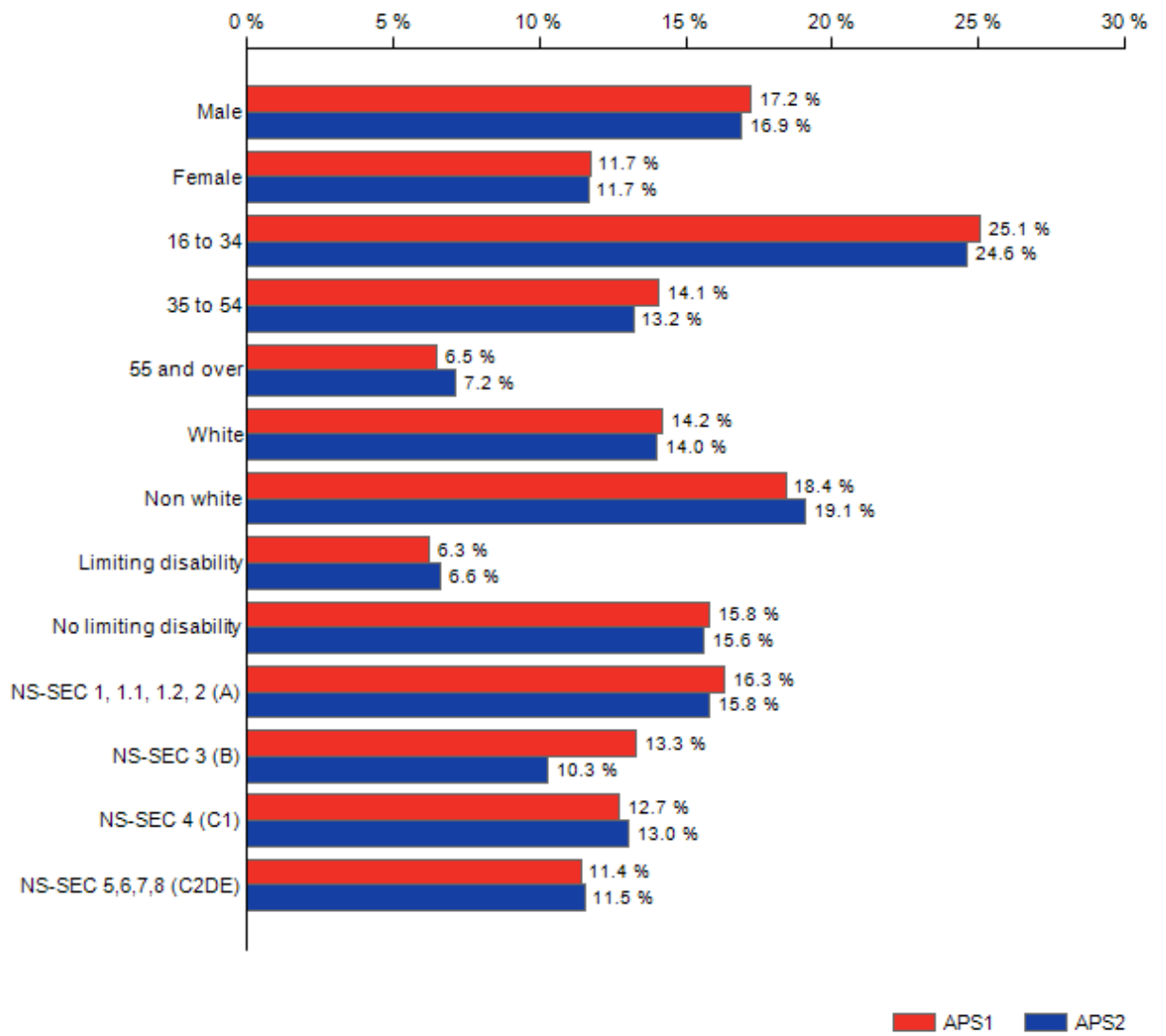
Table 3 – District
breakdown of NI8

KPI 1 - At least 3 days a week x 30 minutes moderate participation (all adults)



NI 8 - At least 3 days a week x 30 minutes moderate participation (all adults)





Active Places

Active Places provides a database of sporting facilities across England collated by Sport England. At present only a limited range of types facilities are included and some facilities may have been missed. More details are available from www.activeplaces.com.

A summary of facilities in Kent is provided in table 2 including whether facilities are available for community use.

Facility Type	Facility Sub-type	Community Use	Total Count
Sports Hall	Main Hall	211	269
	Active Hall	26	35
Swimming Pools	Main/ General	73	85
	Leisure	12	12
	Learning/ Teaching	38	38
	Diving	6	6
	Lido	13	20
Grass Pitches	Football	525	911
	Junior football pitches	201	444
	Cricket	120	224
	Rugby Union	107	215
	Junior Rugby Union	20	31
	Rugby League	13	17
	Junior Rugby League	6	6
	Hockey	43	97
	Lacrosse	5	12
	Rounders	87	258
	Softball	19	63
	Baseball	4	7
	American Football	1	1
Synthetic Pitches	Sand based	39	41
	Water based	3	3
	3 rd Generation	5	6
Golf	18 hole Golf Course	59	59
	9 Hole Golf Course	26	27
	Par 3	20	20
	Driving range	34	35
Athletics Tracks	Synthetic Track	6	7
	Cinder Track	1	2
Health & Fitness Centre	-	144	167
Ice Rink	-	1	1
Indoor Bowls Centre	-	14	14
Indoor Tennis Centre	-	9	9
Ski Slope	Artificial advanced	1	1
	Artificial nursery	2	2
	Natural nursery	1	1

Table 2: Summary of facilities in Kent (source: Active Places database)

PE and Sports Strategy for Young People (PESSYP) Survey

The PESSYP survey is undertaken by the Department of Children, Schools and Families on an annual basis. Through self-reporting it collects statistics on the public service agreement target of the percentage of school children receiving at least 3 hours of high quality P.E. and school sport a week. It also provides information on a variety of other aspects of school sports.

Table 3 provides the overall results of the 2008/09 survey for Kent & Medway School Sport Partnerships (of which there are 15 – 13 in KCC area and 2 in Medway area).

Measure	Kent	Medway	National
At least 3 hours high quality PE and school sports a week (previous Surveys measured 2 hours) – Yrs 1-11	48%	27%	51%
Pupils involved in inter school sport – Yrs 1-11	50%	29%	44%
Pupils in 1+ community clubs – Yrs 2-11	28%	19%	31%
Pupils involved in volunteering/ leadership - Yrs 1-11	19%	8%	19%

Table 3: PESSYP survey results

Coaching Workforce Research :

The latest research reported by North (2009) suggests that 2.2% of the UK adult population (1.11 million individuals) are currently undertaking coaching related roles, of which 53% (590,000) hold a qualification. The majority of coaches are volunteers (76%), with the remaining being paid in part-time (21%) or full-time (3%) coaching roles. Demographics show that coaching remains an activity dominated by white, middle-class males, and is largely disproportionate to the UK population in terms of ethnicity, social grouping, and to a lesser extent, disability.

North, J. (2009) *The Coaching Workforce 2009-2016*. Leeds: Coachwise Business Solutions.

- extrapolating these figures for the population of Kent (currently excluding the Medway area;

--> 23,657 coaches

--> 12,538 hold a qualification

--> 17,979 are volunteers

--> 4,967 part-time paid

--> 709 full-time paid

Wider Workforce:

	%	Total	Source
Economically active population of Kent		638,311	KCC, 2008
Paid workforce employed in sport & recreation	1.36	8,681	Skills Active, 2006
Population of Kent (16+)		1,075,338	Census 2001
Volunteers supporting sport at least 1 hour/wk	4.8	51,616	Active People
Total		60,297	

Table 1 Kent's sporting workforce

This information updates that previously provided by Sports Coach UK in its report "Sports Coaching in the UK II" provided in the table below.

	% of the UK population	Number of coaches	Number of qualified coaches
Kent	2.3	26,543	13,271
South East	13.6	160,582	80,291
England	84	983,894	491,947

Table 4: Coaches and qualified coaches by geographic area

Kent 2005 Survey of Health and Lifestyle

In 2005, Kent County Council commissioned a survey to find out more about health and health behaviour across the County. The survey was posted to a random sample of over 22,000 adults registered with GPs in Kent. Of these 5,800 (27%) chose to respond. Full details and reports are provided at www.kent.ac.uk/CHSS/news/2_jul_2007.html.

The survey used weight and height to calculate BMI. 15.3% of male and 16.5% of female respondents were classified as obese, with a further 41.2% of males and 28.2% of females overweight. Full details can be found in table 5. Participants were also asked to rate how physically active they were (table 6), how often they undertook physical activity (table 7), what the barriers to physical activity are (table 8). An analysis of the survey found that across both sexes and all age ranges those who were obese were less likely to exercise at least 5 times a week (figure 4).

	Males		Females	
	No.	Rate / 100	No.	Rate / 100
Under weight – BMI = under 18.5	37	1.5	99	3.0
Normal weight – BMI = 18.5 – 24	929	38.3	1575	47.6
Over weight – BMI = under 25 – 29	999	41.2	931	28.2
Obese – BMI = 30 – 34	293	12.1	369	11.2
Grossly obese – BMI = 35 – 40	64	2.6	122	3.7
Grossly obese – BMI = 40 or more	14	0.6	53	1.6
Data missing	91	3.7	158	4.8
Total	2425	100	3303	100

Table 5: Weight category by sex

Which of the following statements best describes your current level of physical activity?	Males		Females	
	No.	%	No.	%
I am currently physically active and have been for some time.	1356	56.1%	1516	46.1%
I am currently physically active but have only recently begun.	59	2.4%	170	5.2%
I am physically active once in a while but not regularly.	411	17.0%	656	19.9%
I was physically active in the past but not now.	318	13.1%	435	13.2%
I am not physically active, but have been thinking about becoming active.	30	1.2%	71	2.2%
I am not physically active	126	5.2%	230	7.0%
I don't know / not sure	52	2.1%	112	3.4%
No answer	67	2.8%	102	3.0%
Total	2419	100%	3292	100%

Table 6: Self-perception of level of physical activity

On how many days a week would you say, on average, you undertake at least moderate activity – For 30 minutes at a time	Frequency	Percent
No answer	946	16.3
No at all	931	16.3
Less than one day a week	440	7.6
One day a week	451	7.8
Two days a week	578	10.0
Three days a week	646	11.1
Four days a week	423	7.3
Five days or more	1385	23.9
Total	5800	100

Table 7: Self reported moderate physical activity (any type of physical activity) for at least 30 minutes

	Males (n: 2427)		Females (n: 3307)	
	No.	%	No.	%
Lack of leisure time	919	37.9%	1350	40.8%
Lack of money	388	16.0%	825	24.9%
Lack of transport	87	3.6%	300	9.1%
Lack of easily available facilities at work	295	12.2%	344	10.4%
Lack of easily available facilities in the community	208	8.6%	378	11.4%
Lack of interesting or relevant activities	317	13.1%	443	13.4%
Illness or disability	489	20.1%	612	18.5%
Lack of incentive	580	23.9%	825	24.9%
Other reasons	377	15.5%	526	15.9%

Table 8: Barriers to exercise

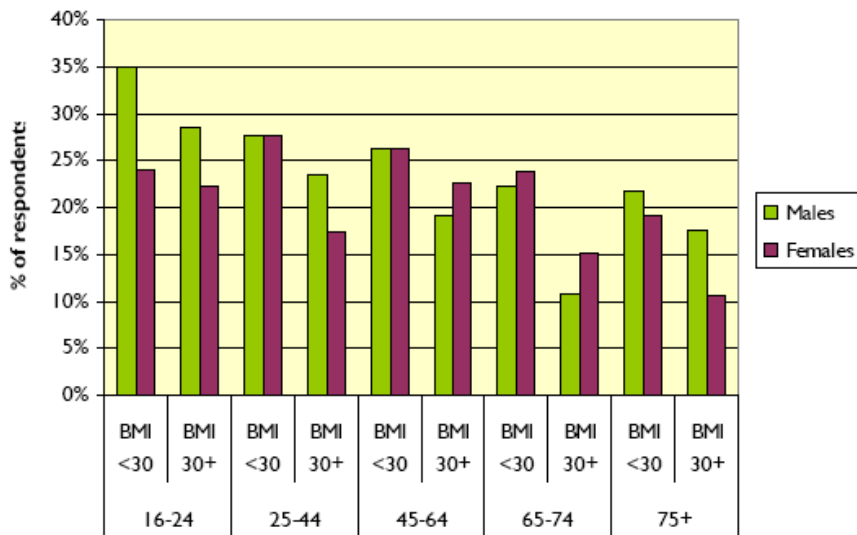


Figure 4: Moderate physical activity for 30 minutes 5 times a week by BMI, age and sex