



**Introduction to the
West Yorkshire Sports
Partnership
for
Governing Bodies of Sport
(October 2004)**

www.westyorkshiresport.co.uk

1 Introduction

The County Sports Partnerships are being promoted as key strategic delivery agencies for governing body Whole Sports Plans. Whilst all CSPs share a core function their structures, methods of operation and staffing are all different.

The West Yorkshire Sports Partnership was formally put in place in February 2001.

This documents seeks to give clarity on the West Yorkshire Sports Partnership to the Governing Bodies of sport. Part 1 aims to give a brief background to the WYSP whilst Part 2 explains ways in which governing bodies can work within the network and the services that are on offer.

Part 1 Background to West Yorkshire Sports Partnership

2 West Yorkshire

With a population of over 2.1 million people West Yorkshire is the second largest of the country's County Sports Partnerships. It covers the areas of Bradford, Calderdale, Kirklees, Leeds and Wakefield. In addition to the major cities of Bradford and Leeds the area is made up of a series of large towns including Huddersfield, Halifax, Wakefield, Keighley, Dewsbury, Castleford and Todmorden.

The area has excellent transport links with the M62 running across West Yorkshire.

The area is serviced by five large Metropolitan Councils each having their own team of sports development personnel.

Further detailed demographic information and maps are available from West Yorkshire Sport.

2 West Yorkshire Sports Partnership and West Yorkshire Sport

It is important to state from the outset the difference between **West Yorkshire Sports Partnership (WYSP)** and **West Yorkshire Sport**.

The vision of the **WYSP** is to create:

***"A network of quality partnerships and key agencies
Committed to providing a single system for all people to***

benefit from sport and active recreation in West Yorkshire”.

In effect, the **WYSP** is simply the infrastructure of sports provision within West Yorkshire that is committed to creating a single system for sport. It is continually evolving and includes the five local authorities, governing bodies of sport, county associations, clubs, schools sports partnerships, higher and further education, professional sports clubs, charitable organisations, Sport England, Youth Sports Trust, Equity organisations indeed any individual or organisation committed to improving the quality of sport within West Yorkshire.

The chart overleaf shows the West Yorkshire Sport network structure.

There is no formal membership of a “partnership”; rather partnership working is the methodology to bring about a single system for sport.

The “single system” for sport is, largely, self-explanatory. Its key features include:

- Creating common visions for sport that all organisations can buy into and adopt
- Creating clear player, coach and club pathways for sports that are easily understood
- Setting out a clear understanding of roles and responsibilities so that no gaps or overlaps in provision exist
- Where appropriate, effective multi agency working takes place to ensure the sum is greater than the individual parts
- Clear and effective communication structures are in place

West Yorkshire Sport is simply the organisation that is employed to co-ordinate, sometimes lead and, where gaps in provision exist, be a provider on behalf of the WYSP. An apt description of West Yorkshire Sport is that of secretariat for certain areas of the WYSP. Other organisations can also provide this service, in particular, the governing bodies in relation to their own Sports Action Groups.

The staffing structure and contact details of the West Yorkshire Sport officers are shown in the appendix.

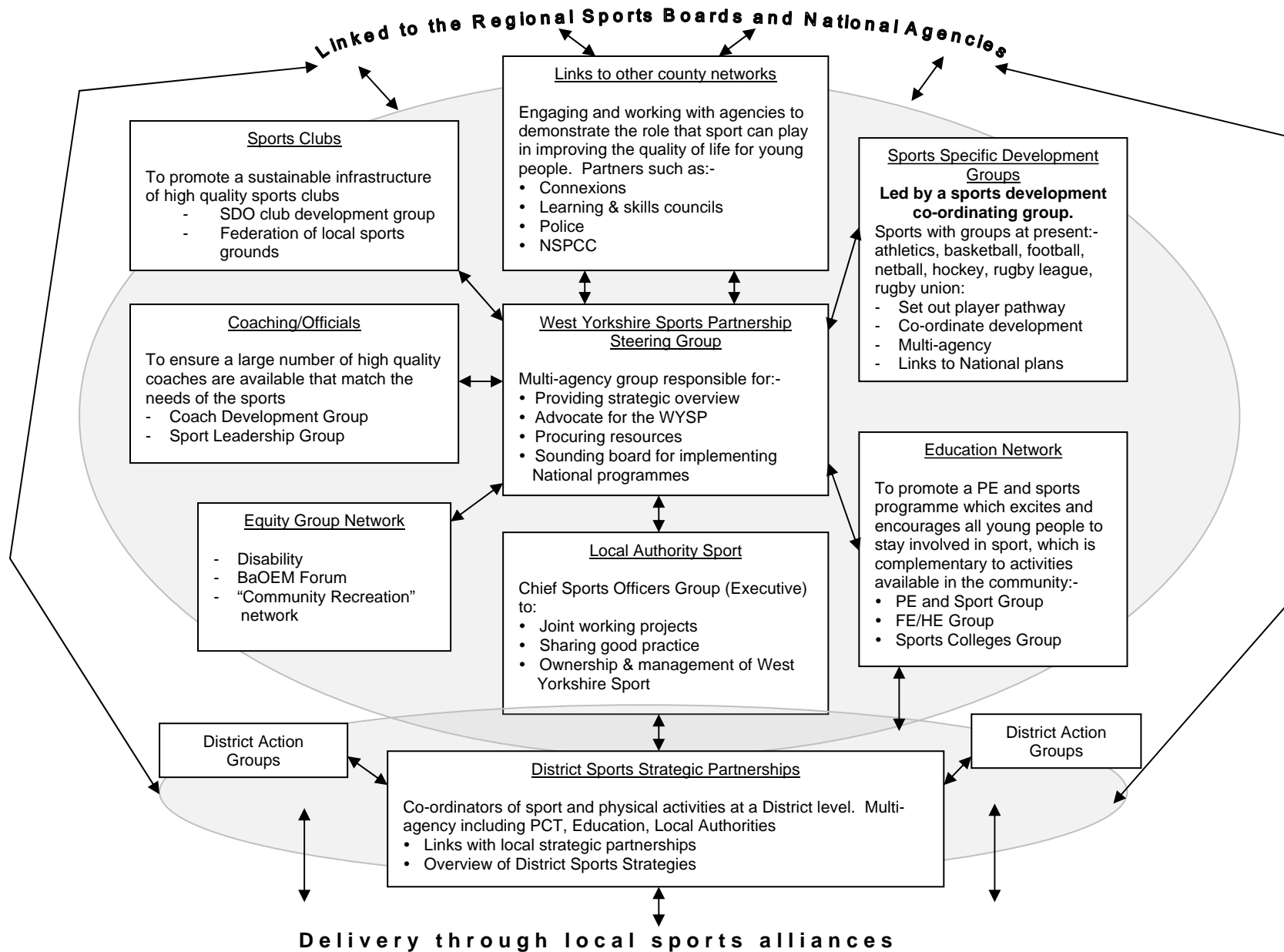
West Yorkshire Sport is owned and managed by the five local authorities within West Yorkshire and is hosted by Kirklees MC. It is housed at The Stadium Business and Leisure Complex, Stadium Way, Huddersfield, HD1 6PG (Tel 01484 234087)

3 West Yorkshire Sports Partnership Structure

The chart shows the network structure. It is important to point out that we have simply expanded the structure at a sub-regional level. Within each

District there is a similar networks of groups and organisations as there is at the regional level. The key to success will be to ensure that the networks work together to ensure the single system is created.

Leadership and decision making operates throughout the structure although there are frameworks that set out to ensure consistency and quality pervades the system.



3.1 *WYSP Steering Group*

The Steering Group is made up of representatives of the various sectors involved in WYSP. There are two representatives of Governing Bodies whose task it is to liaise with other governing bodies in West Yorkshire on strategic issues that relate to WYSP.

As the name suggests the Steering Group leads the partnership. It gives advice on areas for development, monitors the progress of programmes and makes decisions on frameworks for delivery of national and regional sports development programmes.

The group meets four times a year.

3.2 *Sports Specific Action Groups*

There are currently a number of sports groups (athletics, basketball, football, netball, hockey, rugby league, swimming, rugby union) in operation across West Yorkshire whose role it is to develop that sport across the sub-region. Depending upon the sport this may be more at a strategic level (setting out frameworks for delivery) or operational (delivering development programmes).

Each group has a five-year development plan from which annual plans are derived. The development plans need to be drawn up in relation to the Whole Sports Plans.

The groups' composition is relevant to the needs of each sport and typically consist of a good mix of volunteers, sports development officers, coaches, clubs, and education representatives. Officers from West Yorkshire Sport service most groups although governing body officers may also carry out this function.

The groups meet on a regular basis usually every six weeks or so.

3.3 *PE and Sport*

There will be 18 School Sports Partnerships covering all schools by 2006. The Partnership Development Managers (PDMs), Sports College Directors and LEA representatives across West Yorkshire meet each term to share good practice and carry out joint actions. It is also a very useful mechanism for governing bodies of sport to communicate their player pathways and products to.

The crucial coming together of schools and community sport takes place at a much more local level with each District having their own PE and Sport groups.

3.4 *West Yorkshire Sport Executive*

The Executive consists of the five Chief Sports officers in the Local authorities. It has two functions: to carry out information sharing and joint working projects, and to own and manage the organisation that is West Yorkshire Sport.

It meets formally on a quarterly basis although other meetings are arranged to address specific areas of work.

3.5 *Equity Network*

Throughout West Yorkshire there are literally hundreds of individuals who are carrying out community recreation type work at a very local level. It is important this work is linked to the player pathways to enable exit routes to be established. For example the work carried out within the school holidays through the “Positive Activities for Young People” scheme (Connexions) needs to link to local club structures if sustainable opportunities are to be created.

This work is more of a network rather than a group. West Yorkshire Sport holds a directory of local work that is taking place for these links to be made.

3.6 *Coaching Development*

The coaching development group oversees the implementation of the West Yorkshire Plan to provide a “world class” coaching system in the area. It largely consists of officers from local authorities, governing bodies and the education sector who have a specific remit for the development of coaches.

The group is, amongst other things, implementing the Community Sports Coaching scheme and puts together a co-ordinated coach education programme responsive to the needs of each sport.

WYSP also hosts a scUK “Coach Development Officer” who is putting in place systems for coach mentoring and support across the area.

3.7 *Club Development*

Every year each sport identifies focus clubs for assisted development. In West Yorkshire we have tried to create a co-ordinated approach to support for clubs by identifying an appropriate officer assigned to each club. The officer could be from local authority, governing body or West Yorkshire Sport – the key is that the support is identified and all organisations understand who this is.

From time to time there are meetings of these officers to give updates on current initiatives.

3.8 *Sub – Regional Working*

There is no other network that can better represent the sports sector than the WYSP. Therefore, links are made with other sub-regional agencies to aid co-ordination including: West Yorkshire Police, Connexions, NSPCC, West Yorkshire Culture and so on. Through this meeting of networks more efficient planning and delivery of projects can take place.

4 Vision, Purpose and Aims of the West Yorkshire Sports Partnership

A three-year Service Plan is in place, which the Steering Group oversees. This can be found on www.westyorkshiresport.co.uk. The mission and aims of WYSP are:

Vision A network of quality partnerships and key agencies committed to providing a single system for all people to benefit from sport and active recreation in West Yorkshire

Purpose To enhance individual's lives through increased quality participation, opportunities and improvements in sport

Aims to create pathways in sport that are accessible to all people in West Yorkshire

to develop and influence an integrated sports structure that will provide a mechanism for a single system for sport for young people in West Yorkshire

to raise the profile and highlight the contribution of sport amongst the widest possible associated networks at a sub-regional level

to carry out joint working practices that will benefit and add value to sport in West Yorkshire

5 Performance of WYSP (to Date)

Of course, having service plans and structures in place are all well and good but this means nothing if the efforts are not having an impact on sport within West Yorkshire. The WYSP has actually been delivering activity for only two years so it still too early to judge its success. However, to date we can say that, by and large, the WYSP has delivered on its commitments.

One of the fundamental principles of WYSP is that we should be focused on outcomes rather than simply and blindly delivering sports development programmes. The annual report can be found on www.westyorkshiresport.co.uk which details out specific performance against set targets. Highlights over the two years include:

- 7000 young people participating in coaching and competitive programmes over the two years
- Annual Youth Games attracting over 2000 competitors
- 111 new teams created
- Over 1000 attendances at coach and leadership workshops / coaches
- Employment of 16 full time and 3 part time community sports coaches
- Over 100 clubs assisted in their development
- 280 people attending Leadership programmes
- 180 young leaders attending volunteering conference (Step into Sport)
- New or improved talent identification and development squads in 7 sports

Part Two NGB Involvement Within WYSP

1 Principles of Working Within the WYSP

As stated earlier there is no formal “buying in, buying out” process of working within the network of WYSP. It is more of a case of how best the network can be used to deliver sport across West Yorkshire. However, there are certain principles and processes we would like sports to adopt if they are to gain maximum returns:

- A West Yorkshire Sport Action Group is in place that has multi agency representation and can strategically develop the sport across West Yorkshire (these must be appropriate to the sport and could already be in place through for example County Associations)
- Clear player, coach, and club pathways set out locally based around the principles of LTAD
- An accurate and detailed audit of provision of the sport across West Yorkshire
- A vision for the sport in the future along with a five year development plan
- One year action plans outlining targets and roles and responsibilities of the various delivery agencies various
- A commitment to equity principles
- A commitment to child welfare
- An outcome focused approach that appreciates that delivery will be made by the most appropriate local agency
- A commitment towards continual improvement
- A commitment to a culture of openness of information and sharing good practice
- A commitment to collectively celebrate achievement

2 Services that can be provided by West Yorkshire Sport (WYS as the team of officers servicing the WYSP)

As the primary co-ordinating agency of the WYSP, West Yorkshire Sport can provide a range of services for sports governing bodies. The following provides a flavour of some of the services it can provide, however, detailed negotiation needs to take place within each sport.

At the time of writing it is difficult to put a price on the services as too many things are unknown, including the levels of funding for West Yorkshire Sport and what that funding can be used for. Again further negotiation needs to take place. However those items marked with a * would include minimal (if any) funding from the sports governing bodies as these are core services.

2.1 Communication and Information

As the central network organisation West Yorkshire Sport holds a huge amount of information in relation to

- Contacts for individuals and organisations

- Demographic data
- Sports information

The infrastructure serviced by West Yorkshire Sport can be used by to access and disseminate information in many ways:

- Presentations, written materials, discussion in the various network groups (e.g. PE and Sport, Coaching Development, Exec)*
- Opening doors to organisations (e.g. facility managers)*
- Navigation to appropriate local contacts*
- Production of GIS maps featuring clubs, schools sports partnerships, demographic data*
- Section within the West Yorkshire Sport website for each sport with links to NGB sites*
- Access to a weekly e mailing system which goes to over 200 key sports development personnel in West Yorkshire*
- Co-ordination of various information such as coach education courses*
- Brokering and linking up of sports development programmes*
- Communication from and with non-sporting sub-regional agencies such as police, connexions etc*
- Access to monitoring and evaluation information*
- Advocacy role on behalf of sports within a sub-regional context*

2.2 Strategic Planning and Co-ordination

- Formation and servicing of sports development groups including brokering where necessary
- Through the groups, drawing up of West Yorkshire development plans including a thorough audit, vision and objectives
- Co-ordination and delivery of one year action plans
- Through identifying local partners advice on facility planning linking to Local Sports Spatial Strategies
- Advice and support on a range of sports development issues*
- Co-ordinating monitoring and evaluation procedures for sports
- Representation at sub-regional non-sporting structure

2.3 Strategic Delivery

It is recognised that West Yorkshire Sport only directly delivers where there are gaps in provision. Its main role is to co-ordinate; act as one mechanism for funding and to seek out the most appropriate mechanism for delivery across West Yorkshire. Essentially governing bodies can come to one agency for delivery on a wide range of services across the whole of West Yorkshire.

Services include implementing:

- A range of events
- Coaching Programmes
- West Yorkshire Youth Games*

- A co-ordinated coach education programme
- Talent identification programmes
- Development and talent squads
- Club development support
- Generic club development workshops
- Volunteer development schemes
- Access to placements for volunteers
- Support and mentoring for coaches
- Access to Community Sports Coaches scheme
- Small grants schemes e.g. Club Access scheme, Transport Assistance, Coach Vouchers etc

2.4 Employment and Management of Officers

In our view the starting point when considering staffing structures to support the delivery of Whole Sports Plans is an appropriate assessment of what needs to be delivered and the current structures that are in place.

Once this has been assessed there are several mechanisms that can be employed:

- Where the NGB employs the officer directly and is placed within current NGB structures. In this case if the WYSP is to be utilised fully then close liaison needs to take place with West Yorkshire Sport.
- The NGB employs an officer but he/she is deployed within the WYS team. This is the current arrangements with scUK where the Coach development Officer is delivering certain elements of the WYSP coaching strategy.
- West Yorkshire Sport, through a clear funding agreement, is tasked with delivering outcomes and as a result it employs appropriate officers.

(N.B. In this scenario WYS takes the responsibility of delivering clear outcomes and as such will assess and put in place the required staffing structure. In addition, WYS takes on the risks and liabilities of employing staff and as such is fully responsible for management and employment of the officer. There will obviously be close liaison between the officer and the NGB regional officer but the latter does not take on a management role. If there are any issues these will then be taken up with WYS management. NGB reps will be asked to advise as part of the recruitment process)

Again this needs to be discussed fully with each governing body.

Summary

This document has set out to give a background to the West Yorkshire Sports Partnership and looked at ways in which governing bodies may best utilise the network and, where appropriate engage the services of West Yorkshire Sport.

Of course, this is only a starter for further discussions to take place over the next six months as we strive to make the Whole Sports Plans live.

Appendix 1 – West Yorkshire Sport Staffing (October 2004)

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