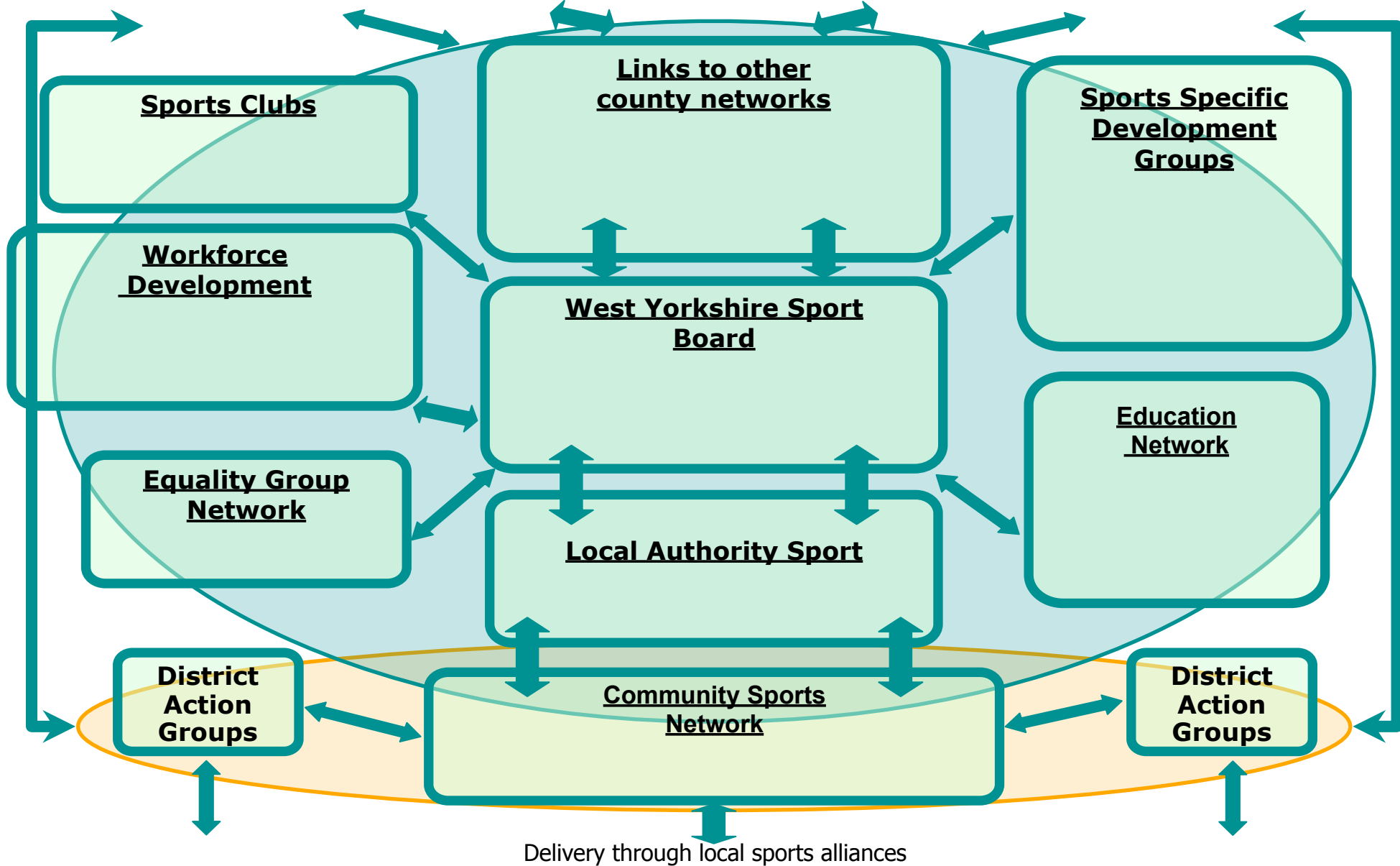


Links to the Regional Sports Board and National Agencies



8 Action Plans

8.1 Aims

Aim 1 *To develop, promote and communicate player pathways and competitive structures in sport and active recreation*

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
To have in place sub-regional, multi agency structures that will plan and deliver specific sports across West Yorkshire in line with NGB pathways and plans.	To have in place effective structures for 20 sports in West Yorkshire	1,2, and 3	NGBs	To support the initial development of appropriate groups, attend at least one meeting per year, and provide a communication service on behalf of the NGBs.	Sport England Core Funding
NGB plans are fully delivered within West Yorkshire by fully embracing the potential resources of all partners through common aims within the WYSP	20 sports plans for West Yorkshire are in place and being delivered	NGB plans are fully delivered within West Yorkshire by fully embracing the potential resources of all partners through common aims within the WYSP	NGBs	<p>To gather and analyse detailed information concerning each NGB's priorities for West Yorkshire through a dedicated link officer within the team, regular 1:1 meetings with officers and to service the WY NGB group.</p> <p>To sign post and introduce NGBs to key partners by offering the facility of being the first point of contact in West Yorkshire and sustaining relationships within the Partnership through the implementation of the communication plan</p> <p>To support the network of groups, in particular the PE and Sport groups (lead role), the local authority groups (lead role) and the sports specific groups (supportive role)</p>	Sport England Core funding and Local Authority Core Funding
Seamless co-ordination between physical activity and sport across West Yorkshire, exploiting the added value of a sub-regional approach to the delivery of physical activity across West Yorkshire.	To have in place an agreed plan for physical activity and sport across West Yorkshire	1 and 2	WYS	To draw together key physical activity workers across West Yorkshire to develop and implement a physical activity plan that adds value by taking a West Yorkshire approach	Department of Health Funding

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
For young people across West Yorkshire to access high quality school based competition	<p>% of young people regularly participating in inter school competition as measured in the annual PESSYP survey (2009 to be used as the baseline - TBC)</p> <p>700 young people to attend the West Yorkshire Youth Games</p>	2	School Sports Partnerships	<p>Senior Competition Manager to be hosted by West Yorkshire Sport.</p> <p>Director to chair WY Competition meeting group 4 times per year</p> <p>To organise and deliver the West Yorkshire Youth Games</p>	Youth Sport Trust funding. Sport England Competition Manager Funding (legacy) Local Authority Core Funding
For young people (5 – 19) year olds to access 2-3 hours of sport each week within a community setting	13,000 young people per year retained on the Sport Unlimited programme	2	WYS	WYS officers to co-ordinate and lead the delivery of the programme through a network of District groups.	Sport England Sport Unlimited capacity funding

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
For disabled people in West Yorkshire to access player and competition pathways	<p>180 young people being identified within the school sports partnerships</p> <p>100 disabled young people attending the annual county assessment days</p> <p>To implement the West Yorkshire Disability Sport plan</p>	2	<p>FDSO / SSPs</p> <p>WYS</p> <p>FDSO</p>	WYS officer to organise the annual County Assessment Days	EFS funding
To have in place systems of support to meet the needs of our talented athletes to reach the top by:	70 athletes receiving a range of benefits through the West Yorkshire STARs scheme	3	Leeds University	WYS officer to liaise with Leeds University on administering and developing the scheme	Local Authority Core Funding

Aim 2 To support the development of high quality facilities and places to be actively involved in sport and active recreation

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
<p>The planning and development of facilities is undertaken in a strategic manner to ensure best use of resources and meeting the needs of West Yorkshire</p>	<p>Each District to have in place a Sports Facility Strategy in line with PPG17 guidelines</p>	<p>1,2 and 3</p>	<p>Local Authorities</p>	<p>WYS officers to support the development of the plans through knowledge management, making links with governing bodies and taking into account cross border issues</p> <p>To contribute to the development and planning of specific facilities</p>	<p>Local Authority Core Funding</p> <p>Local Authority Core Funding / further specific funding depending upon the project</p>
	<p>20 sports to have in place West Yorkshire specific facility plans in line with NGB needs</p>	<p>1, 2 and 3</p>	<p>WYS</p>	<p>To work with NGBs in drawing up sports specific facility plans</p> <p>To provide a GIS mapping service for governing bodies and local authorities</p>	<p>Sport England Core Funding</p> <p>Sport England Core Funding / Local Authority Core Funding</p>
<p>Maximise the potential of the Building Schools for the Future programme to contribute to PE and community sport needs</p>	<p>For Kirklees and Bradford BSF programme to be directed by the PE and Sport Stakeholder Group in sports provision</p>	<p>1,2 and 3</p>	<p>Local Authority lead officers</p>	<p>To attend meetings of the stakeholder groups and make effective and agreed contributions</p>	<p>Sport England Core Funding</p>

Aim 3 To increase and retain a skilled and motivated workforce across the Partnership

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
A coordinated coaching development system in West Yorkshire in line with the UK Framework for Sport (note: will be dependent upon further funding being attracted)	To develop a coordinated coaching development plan across West Yorkshire with specific targets	1,2 and 3	WYS	To lead the development and implementation of the coaching development plan	Sport England Enhanced Funding (not confirmed)
A programme of generic education workshops are delivered across West Yorkshire meeting the needs of clubs and coaches	500 people attending workshops per year	1,2 and 3	WYS	Organisation and administration of a range of generic workshops	Sport England Core Funding (administration) / Delegate fees (workshop costs)
An increase in the number of skilled and motivated volunteers working in highly effective sports organisations across West Yorkshire	4,150 more people volunteering as part of the Volunteer in Sport project	1,2 and 3	WYS	To lead the implementation of the Volunteer in Sport project including creating links with the non-sporting volunteering sector	Sport England CIF funding and Sport England Core Funding
	5 Volunteer Co-ordinators in place				
	600 students per year as part of the Step into Sport programme	1,2 and 3	SSPs	To organise a Step into Sport leadership conference attracting 600 students	School Sports Partnerships
	720 students to be part of the Leadership Academies. 75% of high quality placement requests met	1,2 and 3	SSPs	To work with PDMs to find placements for the students	Sport England Step into Sport programme funding

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
An increased number of skilled coaches in West Yorkshire	20 coaches employed as part of the Community Sports Coaching scheme	2 and 3	WYS	To co-ordinate the implementation of the last stages of the Community Sports Coaches Scheme	Sport England CIF funding
	To implement the Recruit into Coaching programme attracting 94 new coaches	1,2 and 3	WYS	To co-ordinate the implementation of the "Recruit into Coaching" programme	Sport England specific programme funding
	To implement the Yorkshire coach bursary scheme with 480 West Yorkshire coaches receiving bursaries	1,2 and 3	Skills Active / NSA	To promote the scheme to West Yorkshire coaches	Sport England core funding
To increase the skills and knowledge of those working in the education sector	To implement an annual training day for 60 School Sports Coordinators	2	WYS	To organise and deliver the training events	Youth Sports Trust
To ensure the sports sector maximizes the opportunities available through the wider skills agenda	1000 people from West Yorkshire benefiting from the National Skills Academy	1,2 and 3	Skills Active / NSA	To work closely with and advise Skills Active and the National Skills Academy to ensure sporting needs are met.	Local Authority Core Funding / Sport England Core Funding
	To run two sports projects per year in conjunction with the West Yorkshire Lifelong Learning Network	1,2 and 3	WYS	To work with the West Yorkshire Lifelong Learning Network to develop the projects	Local Authority Core Funding

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
To capitalise on opportunities for joint working in increasing the skills and knowledge of those working in local authorities, NGBs and other significant employers	An “officer” workforce development plan in place and being implemented with 100 officers attending training each year	1, 2 and 3	NSA	To support the NSA and Skills Active in developing and implementing the plans	Local Authority Core Funding
A motivated wider workforce that is inspired to deliver the strategy	<p>Organisation of an annual Partnership Conference that attracts at least 100 delegates from West Yorkshire from key partners</p> <p>Organisation of 5 Community Sport Networks conferences per year attracting 500 delegates (100 per conference) aimed at clubs / coaches / teachers etc</p>	<p>1, 2 and 3</p> <p>1,2 and 3</p>	<p>WYS</p> <p>Community Sports Networks</p>	<p>To plan and deliver the conference</p> <p>To support the planning and delivery of the conferences</p>	<p>Delegate fees and additional partner funding</p> <p>Local Authority Core Funding</p>

Aim 4 To influence and develop fit for purpose sports clubs capable of developing talent and sustainable participation in sport and active recreation

(see also volunteer development in section 2)

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
A network of high quality and accredited clubs is in place across West Yorkshire	600 accredited clubs in place in West Yorkshire (Clubmark or equivalent)	1,2 and 3	NGBs	To offer a support package for club support officers across West Yorkshire. To assist in the identification of potential Clubmark clubs, have knowledge of accredited clubs and co-ordinate support that is available.	Sport England Core Funding
	WYS to achieve a license for Clubmark accreditation	1, 2 and 3	WYS	To gain the license and implement the accreditation scheme where required	Sport England Core Funding
An effective package of support that is available for sports clubs	60 clubs supported and 1,000 new members each year as part of the "Club Support Assistant" scheme	1, 2 and 3	WYS	To lead and coordinate the implementation of the programme	Sport England CIF funding
	To draw up an effective club support package in conjunction with the "Sport and Community Enterprise" Centre of Excellence (Bradford Consortium)	1,2 and 3	WYS	To work with Bradford Consortium and NGBs to draw up an effective club support package	Sport England core funding

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
For clubs to capitalise on the funding opportunities that are available	To update and promote the WYS Funding Guide	1,2 and 3	WYS	To update and produce the guide	Sport England Core Funding
	Provide 10 Running Sport workshops per year to assist clubs in accessing funding	1,2 and 3	Community Sports Networks / WYS	To organise the workshops in response to the needs of the Community Sports Networks	Sport England Core Funding (administration) / Delegate fees
For clubs in West Yorkshire to be effectively linked to school sports partnerships	180 school to club link agreements in place	2 and 3	School Sports Partnerships	To assist the SSPs by mapping out clubs and brokering with NGBs. To set out quality standards.	Sport England Core funding / Local Authority Core Funding
	200 clubs to be accredited for Step into Sport with effective links in place to ensure smooth leader transition	2 and 3	WYS	To develop the clubs and provide information to SSPs	Sport England Enhanced Service Funding

8.2 Enablers

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
<p>1 Communication</p> <p>A well informed workforce in West Yorkshire that is up to date with current opportunities and developments and a population that is inspired to play sport and is aware of the opportunities in the county.</p>	<p>A monthly average of 6,000 unique users of the West Yorkshire Sport website</p>	<p>1, 2 and 3</p>	<p>WYS</p>	<p>To update, develop and promote the website</p>	<p>Sport England Core Funding</p>
	<p>50 weekly emails to be distributed to 400 people working within the Partnership</p>	<p>1,2 and 3</p>	<p>WYS</p>	<p>To seek out news items, collate and distribute the newsletter</p>	<p>Sport England Core Funding</p>
	<p>To revise and implement the WYS communication plan including group meetings, one to one support and annual reports</p>	<p>1,2 and 3</p>	<p>WYS</p>	<p>To revise and implement the plan</p>	<p>Sport England Core Funding</p>
	<p>To provide added value at a sub-regional level of joint marketing and awareness campaigns leading to 3 joint projects per year</p>	<p>1,2 and 3</p>	<p>WYS</p>	<p>To facilitate the West Yorkshire Marketing group</p>	<p>Local Authority Core Funding</p>

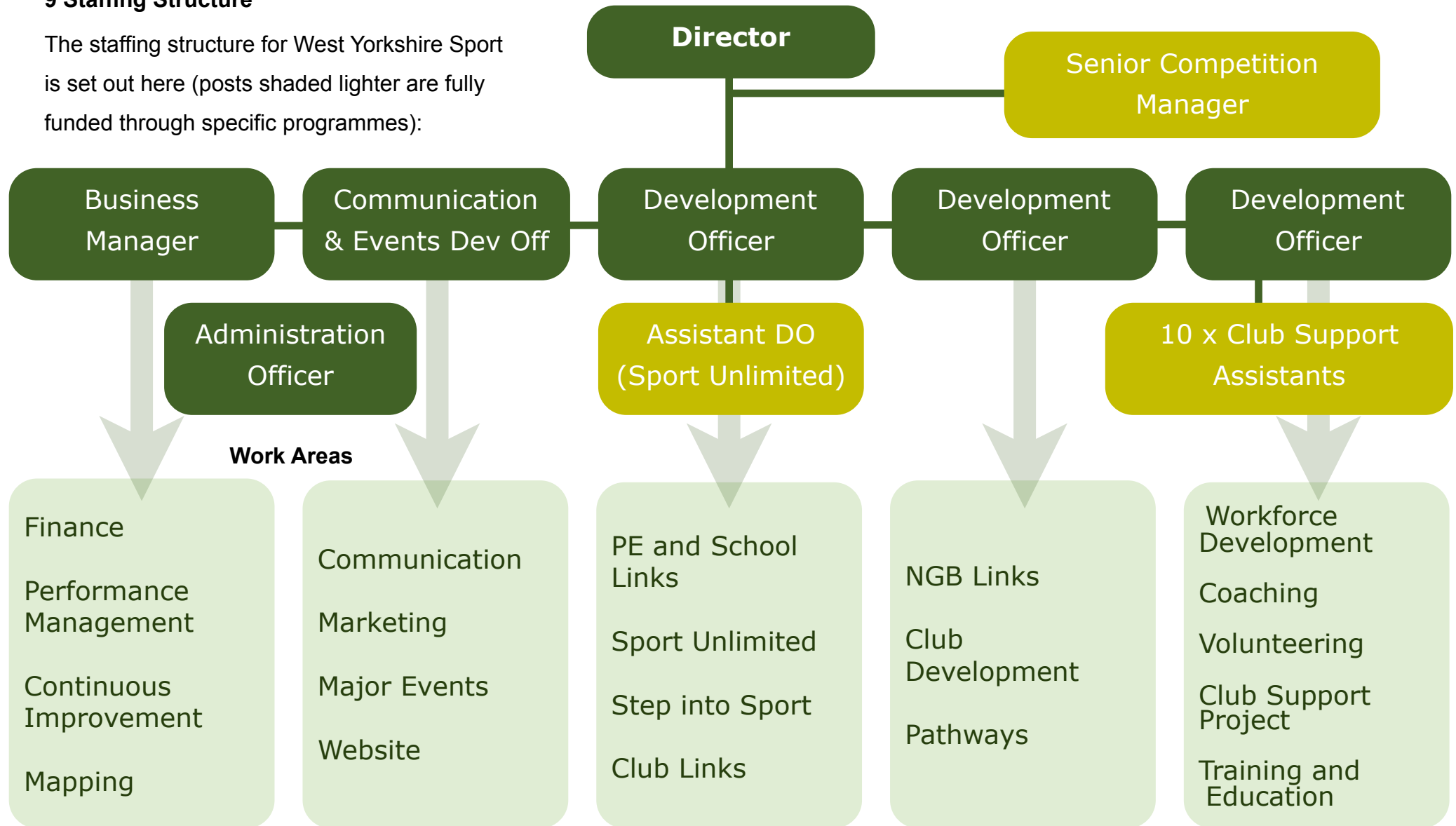
Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
<p>2 Knowledge Management</p> <p>To have in place high quality performance information and knowledge that is made available to partners to enable well informed decisions to be made and opportunities to be explored</p>	<p>To distribute to partners 2 performance information reports per year</p> <p>To draw up GIS maps on request to service strategic planning for NGBs, local authority and other partners</p> <p>To hold relevant information for the area regarding partner plans, priorities and aspirations and act as a broker between NGBs and other partners to maximise opportunities for joint working</p>	<p>1,2 and 3</p> <p>1,2 and 3</p> <p>1,2 and 3</p>	<p>WYS</p> <p>WYS</p> <p>WYS</p>	<p>To collate and distribute high quality and appropriate information</p> <p>To draw up and distribute appropriate GIS maps</p> <p>To assist with the development and implementation of local plans and act as broker, where appropriate between partners</p>	<p>Sport England Core Funding / Local Authority Core Funding</p> <p>Local Authority Core Funding (for local authorities), charges for others</p> <p>Sport England Core Funding, Local Authority Core Funding</p>
<p>3 Attracting and Promoting Investment</p> <p>Investment is attracted into sport in West Yorkshire and best use is made of that investment</p>	<p>Sport England investment is maximised for West Yorkshire</p> <p>To work with 4 regional / sub regional non sports partners to attract resources into sport</p>	<p>1,2 and 3</p> <p>1,2 and 3</p>	<p>WYS</p> <p>WYS</p>	<p>To advise Sport England on applications and inform local projects about potential Sport England funding</p> <p>To provide advocacy with non sports partners</p>	<p>Sport England Core Funding</p> <p>Local Authority Core Funding</p>

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
<p>4 Effective Partnership Network Structure</p> <p>A single network where people are together in delivering sport and active recreation so that everyone has access, enjoyment and success.</p>	To have in place 5 fit for purpose Community Sports Networks	1,2 and 3	Local Authorities	To support the development of the CSNs by organising West Yorkshire CSN lead officer meetings, attending each CSN management group and where appropriate support the work of the sub groups	Sport England Core Funding / Local Authority Core Funding
	To support governing body officers in West Yorkshire by organising 4 governing body meetings per year	1,2 and 3	WYS	To facilitate and lead the meetings	Sport England Core Funding
	To provide effective communication with the PE and School Sport sector , on behalf of NGBs and others, by organising 3 PDM and Core group meetings per year	1,2 and 3	WYS	To facilitate and lead the meetings	Sport England Core Funding / YST project funding
	To provide effective communication with local authorities and take advantage of joint practices by organising appropriate meetings of local authority officers (heads of sport, marketing, performance managers, facility managers, sports development managers)	1,2 and 3	WYS	To facilitate and lead the meetings	Local Authority Core Funding / Sport England Core Funding

Vision	Objective	Links to headline targets	Lead Agency	Specific Action for WYS Officers	Source of Funding for WYS support
<p>5 Quality Standards and Effective Governance</p> <p>Ensure West Yorkshire Sport is an excellent organisation so that the potential of the Partnership is maximised</p>	To organise at least 4 Board meetings per year and operate within the defined governance procedures	1,2 and 3	WYS	To facilitate and service the meetings and operate within the governance procedures	Sport England Core Funding / Local authority Core Funding
	To explore and make decision upon future status for West Yorkshire Sport	1,2 and 3	WYS	To lead the project	Local Authority Core Funding
	To provide 4 financial reports per year to the Board and to operate the finances in accordance with agreed procedures and the grant awards. Annual audit certificate in place	1,2 and 3	WYS	To manage the finance in line with procedures	Sport England Core Funding / Local Authority Core Funding
	West Yorkshire Sport to retain “excellent” status (95%) for Quest	1,2 and 3	WYS	Operate continuous improvement procedures in line with Quest framework	Sport England Core Funding / Local Authority Core Funding
	Maintain agreed standards for Safeguarding of Young People as defined by Sport England	1,2 and 3	WYS	Comply with agreed standards. Submit portfolios where appropriate	Sport England Core Funding
	Achieve agreed standards for Equity as defined by Sport England	1,2 and 3	WYS	Comply with agreed standards. Submit portfolios where appropriate	Sport England Core Funding
	Draw up a portfolio of services that West Yorkshire Sport can deliver and successfully bid for 4 projects per year drawing in £20k of funding towards core costs	1,2 and 3	WYS	Draw up the portfolio and bid for projects	Project Income

9 Staffing Structure

The staffing structure for West Yorkshire Sport is set out here (posts shaded lighter are fully funded through specific programmes):



Other officers may be added as a result of further funding bids.