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°CLOA Case Studies – sport and the 2012 Games

Summary

This report updates Members on CLOA's discussions with Sport England about local government's changing role in supporting sport.

Case studies are offered to inform the deliberations of the board; the first outlining how community asset transfer of a gymnastics training scheme in Leeds will realise a number of benefits including increased participation in gymnastics as well as significant savings to the Local Authority. The second illustrating how a joined up approach to the provision of tennis will see investment in facilities and barriers to participation removed.

One further case study offers an insight into how local authorities will be achieving a sporting legacy from the Olympic & Paralympic Games. In conclusion it is evident that shared approaches will be critical to maintaining a local sporting infrastructure and momentum for legacy initiatives.

Recommendation

Members are asked to note the case studies.

Action

To be taken forward by officers as directed by Members.

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°CLOA Case Studies – sport and the 2012 Games

Recent discussions with Sport England

1. °CLOA has been working closely with Sport England to try and improve the engagement of National Governing Bodies (NGB's) and Sport England with local authorities. This culminated in °CLOA being invited to a meeting of NGB Chief Executives and Development Directors earlier this year to set out our challenges and the how we could possibly work more closely together to increase participation.
2. One of the main outcomes of this event was to explore some of these opportunities and challenges in more detail and subsequently a two day session was held over the 26-27 March. This event included most of the key NGB's that are reliant on our support, such as the Football Association and the Amateur Swimmers Association, as well as a number of local authorities and County Sports Partnerships from across England.
3. In summary some of the key messages were:
 - 3.1 The landscape is fast changing and NGBs must understand it, including the role of local authorities as commissioners.
 - 3.2 There is scope, and a real willingness on all sides, to significantly improve joint working.
 - 3.3 All stakeholders need to considerably simplify the offer on the ground if we are to deliver a joined up offer locally and link to commissioning bodies better, especially health.
 - 3.4 There needs to be investment in the 'people' side of sport, developing stronger clubs to be less reliant on local authority support.
 - 3.5 The growing proliferation of community clubs/operations seeking charitable status (following Community Asset Transfer) presents wider challenges about economies of scale, coordination, support, skills and resource commitment.
 - 3.6 CSPs and LAs are best positioned to coordinate activity locally, but there is diminishing capacity in some areas to support this approach.
 - 3.7 We need to try and test new ways of working that are place based.
 - 3.8 Local leadership is vital to making sense of things on the ground.
 - 3.9 We all need to use insight and e- marketing/social media techniques to better understand what prospective consumers' want and to sell our offers more effectively. This area has huge potential and is under exploited.

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Case Studies

Transfer of Leeds City Council Gymnastics Training Scheme to City of Leeds Gymnastics Club

4. Leeds City Council (LCC) Sport and Active Recreation Service managed Leeds Gymnastics Training Scheme (GTS) for approximately 20 years until 31 March 2012. The GTS was established to help gymnasts reach their potential in the sport and provide pathways to sporting excellence. At the point of transfer, there were 135 gymnasts registered on the GTS and all of the gymnasts trained at Leeds Metropolitan University's (LMU) Carnegie Regional Gymnastics Centre.
5. Participants on the GTS were identified for their sporting talent through a variety of mechanisms and invited to attend. The majority of those invited to attend have progressed through the entry level programmes that exist in LCC leisure centres. Gymnasts paid monthly fees to LCC based on the weekly hours they trained. Gymnasts from outside Leeds pay the same fees as Leeds residents. The fees to train in the scheme were significantly below cost and those charged by other providers of performance gymnastics. The level of subsidy LCC provided to enable the scheme to operate reached £193,000 in 2009.
6. In 2009, British Gymnastics (the National Governing Body) and LCC commissioned Knight Kavanagh and Page (KKP) to strategically review the delivery of Gymnastics in Leeds. This included reviewing all levels of gymnastics from recreational through to elite performance. It extensively engaged with coaches, parents, existing Gymnastic Club officials and British Gymnastics officers. The review was designed to address a number of challenges but the main rationale was to establish ways to reduce the cost to LCC while securing sustainable and comprehensive performance Gymnastics training arrangements in Leeds.
7. In November 2010, LCC approved a report that asked officers to undertake detailed feasibility work aiming to transfer the GTS to an independent Club that would provide a full spectrum of gymnastics including recreational and elite provision. Between November 2010 and 31 March 2012, LCC worked with a volunteer Transition Team made up of parents of current and previous City of Leeds Gymnasts. A series of work streams were undertaken including: identifying a new facility; identifying capital funding; identifying and implementing appropriate governance arrangements; developing a realistic and robust business plan; consulting and communicating with coaches, parents and gymnasts.

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8. The feasibility work highlighted that in transferring the GTS to an independent (not for profit) organisation a number of outcomes could be achieved including: increased participation in gymnastics; an enhanced pathway for gymnastics in the City; financially sustainable and better links with British Gymnastics. A suitable facility was identified and a capital grant from British Gymnastics to convert the venue to a new gymnastics centre agreed in addition to LMU contributing the equipment from their facility (which is now being converted to a Basketball Centre). The City of Leeds Gymnastics Club Community Interest Company (CIC) was registered in 2011 and is a fully independent organisation with its own board of trustees.
9. The Club developed a robust business plan which incorporates income generating recreational provision which, in turn assists the provision of affordable elite training. In March 2012 LCC approved the transfer of the GTS to the new organisation including a four year guarantee of the lease of the new facility and a £250,000 tapering grant to be distributed over four years to enable the initial start-up. The operation of the GTS transferred to City of Leeds Gymnastics Club (CIC) on 1 April 2012 and the new facility is due to open in June 2012.

Partnership working delivering Love Tennis

10. The Lawn Tennis Association (LTA) and The Tennis Foundation (TF) have joined forces with local authorities and trusts in eight locations nationally to deliver Community Tennis Pilots (CTPs), with the overarching aim of increasing participation in the sport, particularly from non-traditional tennis playing groups. The intention is that the CTPs will define what community tennis looks like and create an evidence base concerning the effectiveness of different methods, which in turn can shape LTA/TF policy post 2013 (the Pilots are funded for two years, after which time it is hoped they will be self-sufficient).
11. Specifics for Leeds' CTP - branded 'Love Tennis':
 - 11.1 The project has been designed and will be coordinated by a city-wide steering group comprising Leeds City Council [LCC] (Sport and Active Recreation, Parks & Countryside) and LTA staff, along with representatives from both universities.
 - 11.2 Activity is community driven, with each individual site coordinated by a team comprising coaches and local volunteers. Each site has a member of the steering group as a mentor. Both LCC, university and LTA staff are acting as mentors.
 - 11.3 The LTA have allocated £85k to Leeds to fund this project, with the potential for additional funds on some capital improvements if required. This investment follows on from the £265k of court refurbishment works at

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JCCS, Springhead Park and Dartmouth Park in 2011 and the recent installation of floodlights at Springhead Park.

12. Targets:

12.1 Over the two years, we aim to increase participation figures by 1.5% on those identified in a LTA-commissioned YouGov study in 2011. This equates to 14,000 new tennis participants across the city.

12.2 This will be achieved by removing barriers to participation and delivering creative and exciting opportunities based on localised demand.

13. Benefits for local outcomes include financial support of NGB to invest in facilities and provide revenue funding for project start up, access to national deals around sponsorship, equipment suppliers and marketing and promotion, and increasing levels of participation.

14. Benefits for LTA & TF - Leeds City Council has a large network of community facilities, coaches and a specialist team with local knowledge/contacts. This combination is able to function on the ground to deliver effective and targeted provision.

Achieving a lasting legacy from the Games for Havering residents

15. Havering Borough Council recognises that the benefits of 2012 Olympic and Paralympic Games will not achieve their full potential without pro-active intervention.

16. Ensuring a lasting legacy for the borough relies on the support of a diverse range of partners across the public, private, voluntary and community sectors and a range of local, regional and national schemes have been put in place to create a legacy.

17. This summary focuses on the local initiatives; include working towards the provision of a high standard of sport and leisure facility to encourage participation and to allow talented sports people to fulfill their potential.

18. Leisure Centres

The Council and Sport and Leisure Management (SLM) work in partnership to continually upgrade the boroughs three leisure centres.

18.1 Hornchurch Sports Centre has recently been upgraded to include 98 stations, including many pieces of accessible equipment in conjunction with their bid for Inclusive Fitness Initiative status.

18.2 Proposed Romford Leisure development will be a flagship Leisure Centre in Central Romford incorporating an 8 lane, 25m competition pool, ice rink

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and extensive health and fitness facilities. Opportunities to work with the Amateur Swimming Association (ASA), English Ice Hockey Association (EIHA) and National Ice Skating Association (NISA) are being investigated. Interactive, the London wide organisation for Disability sport and Physical Activity has also been consulted at an early stage to advise on accessibility issues to ensure a fully inclusive centre.

18.3 Hornchurch Stadium is the base for AFC Hornchurch and Havering Mayesbrook Athletics Club and is widely used for school sports days and training. New leases are currently being negotiated with both the football and athletics clubs.

18.4 5-a-side Centre - Play Football, the Council's partner, have received planning permission to develop a 5-a-side football centre at King George's Playing Fields, Romford. This high quality facility will provide seven 5-a-side pitches and two 7-a-side pitches and provide extensive opportunities for more people to take part in sport and physical activity. A substantial amount of community use is written into the agreement.

19. Additional Revenue Funding for Sport and Physical Activities

During the last three years additional revenue funding has been made available from the Cultural Olympiad budget to organise and promote the following sport and physical activity initiatives:

19.1 Romfest 5K Fun Run was first held as part of Romfest in 2008, participation has increased year on year. It has encouraged runners of all ages and has provided an achievable goal to train for. In 2012 it will be combined with a Sports Festival which will include athletics, football and basketball for children, cycle polo, tennis and cricket.

19.2 Holiday activities - The Sports Development team have organised Olympic themed Sports Camps during school holidays

19.3 Havering Active for All - A range of inclusive and adapted activities, including the Paralympic sports of archery, boccia, goalball and sitting volleyball have been showcased and information on local opportunities disseminated. This event has been recognised as good practice by Interactive.

19.4 Here Come the Girls - This event specifically promotes Sport and Physical Activity opportunities for women and girls, a group who are under represented in participation figures.

20. The aim is to identify alternative sources of funding to enable these activities to be continued and developed post 2012.

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21. Havering School Sport Collective

The Havering School Sport Collective has been set up to take the place of the former School Sport Partnerships. School Games Organisers are based in each of the Sports Colleges and every secondary school has a School Games Co-ordinator who is released for a minimum of half a day a week to work with local primary schools. This is one of only a small number of such organisations in the country and recognised as good practice.

22. Havering Active Olympic Sport Directory

It is anticipated that the Olympic and Paralympic Games will generate interest in a wide range of sports, not all of which will be available in Havering. The Health and Sports Development team will develop a directory of Olympic sports with contact details of clubs and other providers in and around Havering.