



COVENTRY – INSPIRING A SPORTING CITY
SPORTS STRATEGY 2014-2024
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Integrity, Innovation, Inspiration

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COVENTRY – INSPIRING A SPORTING CITY

SPORTS STRATEGY 2014 - 2024

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INTRODUCTION

This is Coventry's 10-year Sports Strategy for 2014-2024. It outlines the vision and the strategic rationale for continued investment in sport within the city. It reflects the views of, and has benefitted from the input of, a range of key partners whose input has stemmed both from direct consultation and their involvement in a multi-partner Steering Group which has supported the development of the Strategy. Partners have also been involved through a wider consultation processes facilitated at key stages of the Strategy's development.

Defining 'Sport'

An established, but probably still the best definition of sport and active recreation is that provided by the Council of Europe, European Sports Charter in 1993. This describes 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.'* Although this strategy is branded primarily as a Sports Strategy, it also fully recognises the wider benefits that sport and physical activity bring to individuals and communities and as such the health related benefits that can be derived from this. Therefore, sport is not considered purely in the competitive and performance sense, it is also recognised that it has wider social and health benefits that participation in sport can engender.

In a large city, it is now customary to expect sport to lead or support delivery of a wide range of targeted impacts. In Coventry, sport in all its various guises (including both directly participating in sport and through watching/attending sporting events) is expected to contribute to a wide range of social outcomes. These include economic and social regeneration; enhancing academic attainment; supporting greater community cohesion and; improving the health and wellbeing of city residents. Where applicable, such 'supplementary' benefits of sport in Coventry are referenced in the Strategy.

Developing Sport

The framework for the development of sport is set within the context of Coventry City Council's overarching strategic priorities and also reflects the aims and ambitions of key partners across the city. Although the City Council will be central to the delivery of the Strategy and will be a key investor in sport (as well as the primary monitor and evaluator of progress on implementing the Strategy), it is just one of a number of partners that will, collectively, be responsible for its development and implementation. Wider partners also central to its success include community and professional sports clubs, community organisations, schools, academies, colleges, universities, private and public leisure providers, strategic and funding partners, and the individual 'facilitators of sport' – volunteers, administrators, coaches and officials.

Therefore, this is a strategy for the city of Coventry, not just the City Council. It is complemented by concurrent strategic reviews of Coventry's indoor sports facilities, its sports pitches and outdoor facilities, its public leisure management operation and its aquatics provision. Therefore, it is about confirming collective direction, making choices and determining priorities. These relate to statistically evident need as well as issues and aspirations raised via consultation. It will help to target investment and provide certainty with regard to areas for targeted support, future programmes and partnerships. The Strategy has a particular focus on getting residents more active, fitter and healthier.

Despite the challenges faced, the objectives outlined will only be achieved by developing and maintaining effective partnerships and strong relationships with all those with the ability to affect change. The Strategy has not been developed and nor can it be delivered by one organisation. It requires collaboration, commitment and communication between the partners involved in its implementation.

Strong leadership and effective coordination, plus investment centred around shared goals, will help the city ensure sport is led and championed. If the agencies key to delivery of the Strategy work effectively together, alongside the many clubs and community organisations that deliver sports opportunities in the city's neighbourhoods, the Strategy will be successful in achieving its aims. As a primary example, if links and partnerships between health and social care practitioners and sport and leisure providers are at the heart of delivering the Strategy, the significant contribution sport can make to the health and wellbeing of the many people who live and work in Coventry will be fully realised.

It will be necessary to raise awareness of the Strategy and create contact between key agencies and partners, enabling on-going dialogue to attract and retain participants and to ensure that provider agencies are, via improved performance measurement, best informed about what to provide, where, why and for whom; to optimise the outcomes of their investment.

EXECUTIVE SUMMARY

Introduction

This Strategy is envisaged as the first in a series of steps that will, in the longer term (10 years) fundamentally affect the quality of life of people in the city. At the same time, cuts in public sector spending are leading to a fundamental review and remodelling of public services. In the future, services will be more user-led and delivered. The very substantial shifts, in recent years, in roles and resources across the sporting and wider public services landscape requires a strategic and at times more radical change in approach, and the seeking of new solutions and partnerships.

Whilst this is a Sports Strategy for the city and not just the City Council, it is clear that the Council is best placed to orchestrate, oversee and lead the partnership charged with its delivery. However, the historical role of the local authority as key deliverer and funder is inevitably shifting. Its new role must encompass that of strategic shaper, enabler and evaluator: acting as 'first amongst equals' in driving a wider whole-city partnership approach.

It is anticipated that the increasing range of interspersed, high-profile sports events the city is attracting to the Ricoh Arena, Planet Ice, the two universities, city centre spaces, public leisure centres and other indoor and outdoor venues - dovetailed with a wide range of high-profile cultural events - will engage and inspire Coventry residents to take up and take part in sporting activity. This will work only if the systems that surround this, and that underpin the various forms of community engagement, are geared to maximising the wider community benefit of such events.

In addition, the economic impact of sport and sports events will in the future be promoted and more precisely gauged, so that key decision-makers fully recognise not only the role that sport is playing both in making Coventry an improving place in which to live and invest, but also the key supply chains and economic drivers of growth that arise from sports industries, activities and events.

Mission Statement

The overarching mission statement for the Strategy is identified as follows:

Mission:

To develop a more active, inclusive and vibrant Coventry through positive experiences in sport

Vision Aims

To deliver the Mission, the following eight vision aims have been developed in partnership with a range of key stakeholders. These will be supplemented with a range of strategic objectives, which identify how each vision aim is to be delivered:

1. To inspire more people within the city to take up and regularly take part in sport
2. To provide a wide range of high quality and exciting sporting opportunities and experiences
3. To inspire more people to volunteer, coach and be facilitators of sport
4. To identify and support talented athletes to reach their sporting potential
5. To provide a range of modern, accessible and high quality sports facilities in the city
6. To attract high profile sporting events to the city and to celebrate sporting achievement
7. To grow and promote sport in the city through effective partnerships
8. For sport to make Coventry a better place to live, work and visit

As the eighth vision aim identifies, sport in Coventry has a very significant contribution to make to the future of the city's health and wellbeing; culture and identity; inclusivity and sense of cohesion; social and economic regeneration, and profile regionally, nationally and internationally.

Delivering the Strategy

The Strategy aims will be delivered only if Coventry:

- ◀ Establishes a viable and innovative mix of sporting and physical activity opportunities to enable sport to flourish in a radically changing economic and social landscape
- ◀ Uses the power of sport to contribute to Coventry's continued renaissance by helping to build a healthier, happier population and growing sense of community
- ◀ Harnesses the energy and enthusiasm of Coventry and its people (for sport) to revive, restore/remodel and revitalise the city's sporting traditions.
- ◀ Re-establishes a strong identity for sport in Coventry in order to: restore pride in representing the city; inspire people to take up or return to sport through events, local programmes and sporting personalities; stimulate and sustain healthy competition in striving for excellence; keep local, regional and national stakeholders informed about and engaged in sport in the city.
- ◀ Builds capacity by restructuring, reinvigorating and ensuring the mutual benefit of the partnerships it chooses to retain at local, regional and national level.
- ◀ At a time when it is most needed, creates a strong, mutually supportive, coherent and united community of sports representatives, administrators and organisers with a shared vision and renewed sense of purpose.

Communicating the Strategy

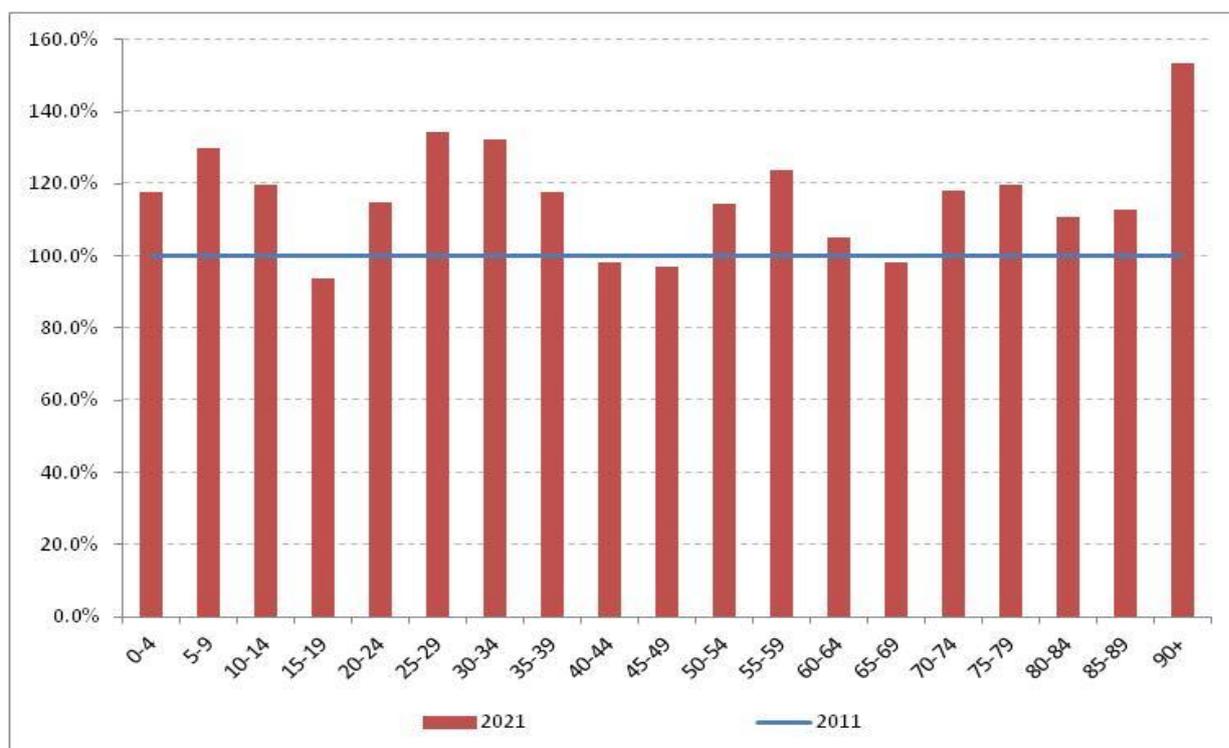
A communications and marketing plan will be implemented (by the Coventry Sports Network – CSN) to ensure the key strategy objectives and actions connect with the right people, partners and stakeholders using the right media.

The sporting offers within Coventry must – whether to be delivered by clubs, community organisations, professional agencies or wider partners – be tailored for local audiences and connect with residents across the city's neighbourhoods and communities.

COVENTRY LOCAL BACKGROUND AND SPORTING CONTEXT

Coventry is the 10th largest city in England and has a population of around 323,100 people (2013 mid-year estimate based on ONS population data for cities). It sits at the centre of a sub-region serving half a million people and to the east of the West Midlands region which has a total population of circa 5.6 million. It is anticipated that the population will continue to grow through to 2021 and that the profile of the age groups within the city will change significantly. The following chart identifies the changes in specific age bands:

Figure 1: Age specific projections 2021 compared to an index of 100 for 2011: Coventry



Source: Derived from ONS 2011 based projections

The Coventry City Council area covers approximately 9,833 hectares and is of a predominantly urban character. Its urban development line is tightly constrained, being almost entirely bordered by the West Midlands and Warwickshire Green Belts.

It has a younger population than the average for England; the average age of a Coventry resident is 34 years of age compared to 39 nationally. The high proportion of 18-24 year olds reflects the fact that the city has two successful universities; Coventry University and the University of Warwick. The percentage of Coventry's population that is over 65 is 15%, lower than the national average. Life expectancy in Coventry is increasing and the city currently has about 6,900 people aged over 85, a group that is expected to grow further.

The city is ethnically diverse; some 33% of Coventry's inhabitants come from black and minority ethnic communities compared to 21% for England as a whole. Asian and Asian British communities together make up 16.3% of the city's population and, of these, 9% have an Indian background. The next largest minority group (at 7.2%) comprises people with a 'White Other ethnicity' background. Coventry's population with a Black African background has grown to 5.6% - almost double the English average (3.5%).

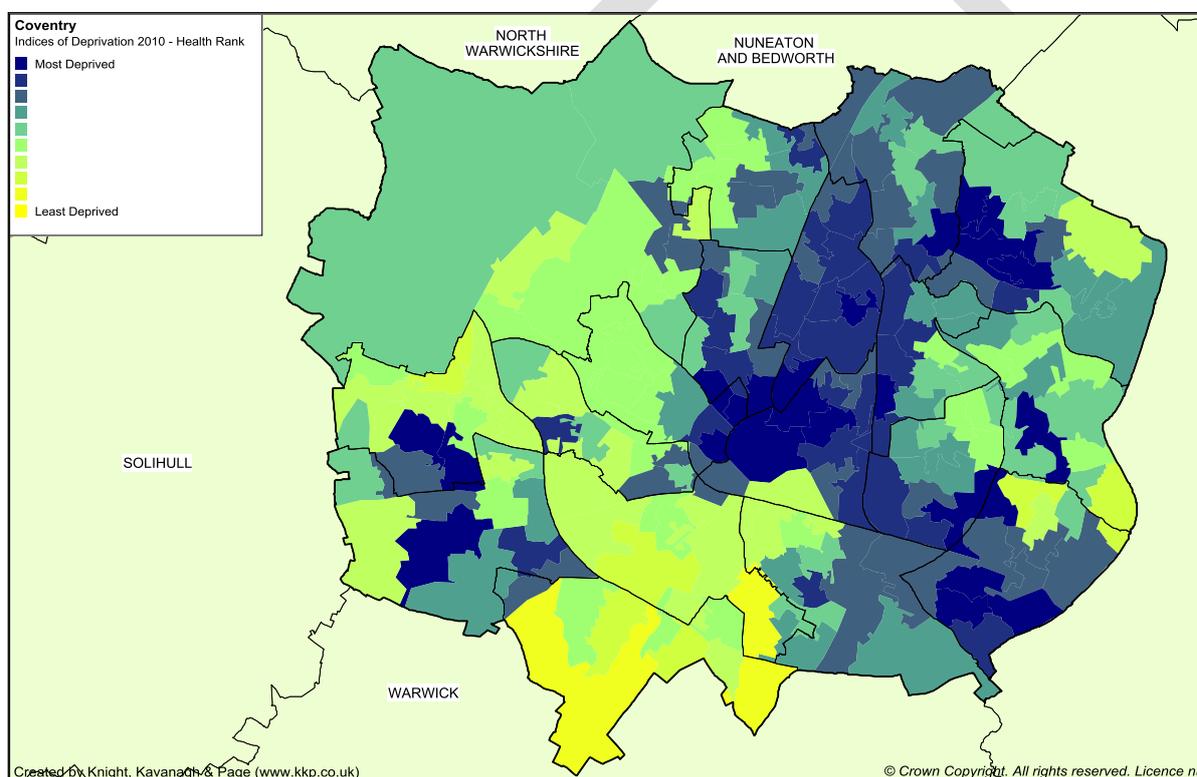
Many different communities have settled in Coventry in recent years. The largest numbers include representatives from Polish, Nigerian, Somalian, Cameroonian, Chinese and Roma communities. Over 100 languages are spoken in Coventry. 9% of households in Coventry do not have any person resident with English as their first language - twice the figure for England (4.4%).

The city is also host to a variety of faith communities. These include 54% of residents who identify themselves as Christian, 7.5% as Muslim and 5% as Sikh. Over 23% of Coventry's population say that they follow no religion.

Health

26.8% of Coventry's population live in areas with the highest levels of health deprivation compared to 19.7% nationally. The following map identifies the key communities facing health deprivation issues. It is also important to note that the areas with the largest numbers of people are often those which experience the highest levels of deprivation

Figure2: Indices of Deprivation 2010 – Health Rank



Obesity

Department of Health (DoH) data indicates that one in four (25.6%) of the city's adults is obese; this is slightly higher than the national average of 24.2%. Similarly, data on children indicates one in five (20.6%) to be obese; this is again above the national rate of 19.2%.

Life Expectancy

DoH data for life expectancy in years indicates that both male (78.1 years) and female (82.1 years) rates are below the respective national comparators of 79.2 and 83 years.

Health Cost of Inactivity

The DoH's report 'Be Active, Be Healthy'¹ (2006/07) reported the health cost of inactivity for each PCT in the country; Coventry's cost was determined to be £3.62 million per annum. This equates to a cost per person of £11.31 compared to a national average of £15.31. This lower than average cost is thought to reflect the City's relatively young age structure.

Sports Participation

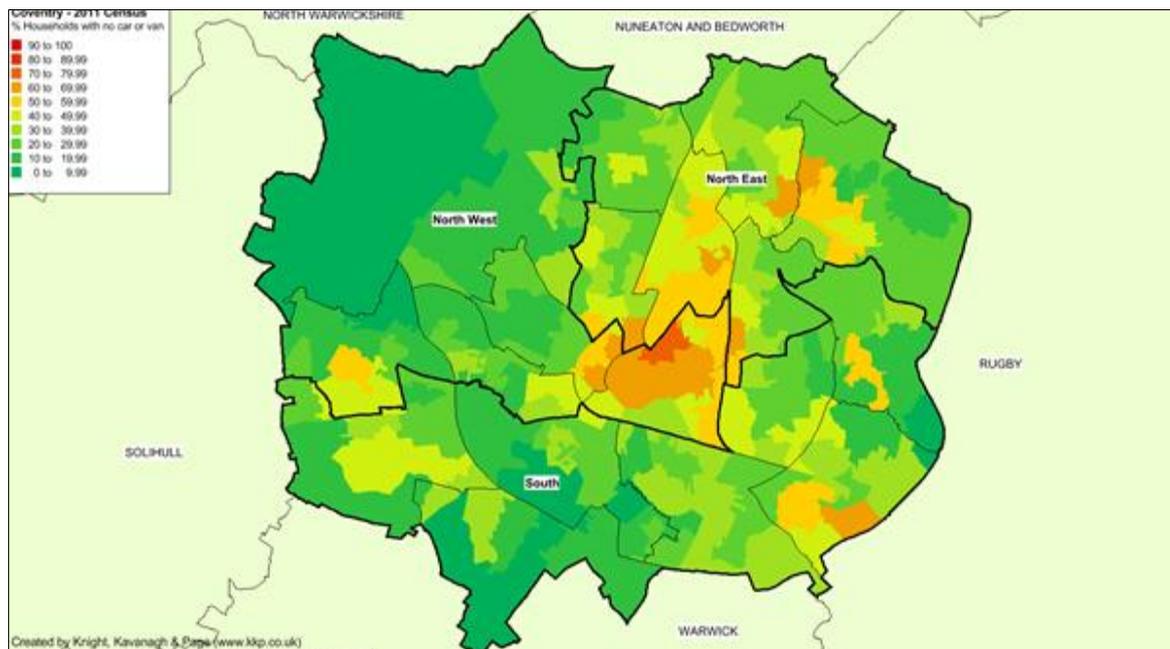
The following information has been identified from a detailed analysis of the participation information which is available for Coventry; namely Sport England's Active People Survey (Active People Survey 6). The main findings of this are as follows:

- ◀ 53.2% of the adult population do not do take part in any sport or physical activity lasting for 30 minutes or longer; this level of inactivity is above the national and regional equivalents and female inactivity (61.3%) is significantly higher than the equivalent male rate (45.0%).
- ◀ Age clearly plays a role; inactivity rates are highest amongst those aged 55+ (67.9%) and lowest for young adults aged 16-25 (43.3%).
- ◀ Regular female activity (15.2%) is under half the corresponding male rate (31.3%). This is, however, better than national (25.2%) and regional (23.8%) equivalents.
- ◀ The impact of age is most significant for regular participation. Rates of regular participation amongst 16-25 year olds (32.2%) are noticeably higher than for other age groups (35-54 years = 23.5%, 55+ years = 14.7%).
- ◀ 6.3% of the city's adults are sports volunteers for at least one hour a week; 23.6% are members of a sports club; 15.5% receive sports tuition or coaching and 13.8% take part in organised sports competition(s).
- ◀ The top five sports in which people participate in Coventry are gym and keep fit, football, swimming, athletics and cycling.
- ◀ Based on Sport England's segmentation model the participation structure for each of these sports indicates that (a summary of segments is provided in Appendix 1):
 - ◀ 8.5% of Coventry's adults are Jamies - they represent 11.1% of its gym and fitness participants, 33.8% of footballers 17.5% of athletes and 11.4% of cyclists;
 - ◀ 8.7% are Kevs - they represent 14.9% of footballers and 11.0% of cyclists;
 - ◀ 5.7% are Jackies - they represent 8.9% of swimmers; and
 - ◀ 9.3% are Elsie & Arnolds - they represent 4.8% of swimmers and 5.4% doing keep fit.

A significant issue that affects the future planning of sports facilities, their location and accessibility is the degree of car ownership. In Coventry 32.2% of households do not have access to a car. The following map identifies local variations in the degree of car ownership across the city.

¹ Research undertaken by Oxford University on behalf of the British Heart Foundation; it relates specifically to five diseases defined by the World Health Organisation as having a relationship to physical inactivity.

Figure 3: Percentage of Households with no car or van (Census 2011)



The above is based on the 2011 Census data and highlights particularly low levels of access to a car in some of the more deprived communities. The North East analysis area as a whole has the lowest levels of car access, although there are significant pockets in the city centre. In many of the city's key communities it is important to consider provision which is accessible on foot.

National Sporting Context

As a main city and in a central location it is essential that the Strategy adopted in Coventry reflects the aims and ambitions of key national plans and strategies. The strategies and the key links between them and the city's Strategy are outlined below.

Table 1: National Sporting Context

Strategy	Key issues	Links to Coventry Strategy
Sport England Strategy (2011/12-2014/15)	<p>The vision is for England to be a world leading sporting nation where many more people choose to play sport. There are five strategic themes including:</p> <ul style="list-style-type: none"> • Maximise value from current NGB investment • Places, People, Play • Strategic direction and market intelligence • Set criteria & support system for NGB 2013-17 investment • Market development 	Coventry shares all these. The core aim is to increase levels of participation in sport and, in so doing, to reach a wider market. It is keen to develop and make the most of key NGB relationships and to ensure that, moving forward, all investment and work is underpinned by high quality, contemporary market intelligence.
Sport England: Creating a Sporting Habit for Life – A new Youth and Community Sport Strategy (2012)	<p>The Strategy is seeking a consistent increase in the proportion of people regularly playing sport particularly through raising the proportion of 14-25 year olds who play sport and to establish a lasting network of links between schools and sports clubs in local communities to keep young people playing sport up to and beyond the age of 25. This is to be delivered by:</p> <ul style="list-style-type: none"> • Building a lasting legacy of competitive sport in schools • Improving links between schools & community sports clubs • Working with the NGBs: focusing on youth • Investing in facilities • Communities and the voluntary sector 	<p>Coventry will build on the strength of current / prior programmes and activity taking place in schools and the community to achieve the aims of the new youth and community sport strategy.</p> <p>Its work with a core set of NGBs will be geared to creating competitive opportunity underpinned by school-club links while investment in a viable set of school and community sports facilities is a core component.</p>
Department of Health: Healthy Lives, Healthy People (2010)	<p>This White Paper sets out a radical new approach that will empower local communities. It is intended to reach 'across and out', addressing the root causes of poor health & wellbeing, to the individuals & families who need the most support and be:</p> <ul style="list-style-type: none"> • Responsive: owned by communities and shaped by their needs; • Resourced: ring-fenced funding/incentives to improve; • Rigorous: professionally-led, focused on evidence, efficient and effective; and • Resilient: strengthening protection against current and future threats to health. 	<p>The city's strategy matches the Government's long-term vision for the future of public health in England recognising in particular the need to empower local people.</p> <p>The nature of the Strategy consultation process exemplified the multi-agency, multi-partner basis of the ambitions set out by the city.</p>
Department of Health: Active Travel Strategy (2010)	<p>Cycling and walking offer health and accessibility benefits. Through this strategy the aim is to:</p> <ul style="list-style-type: none"> • Promote better public health & well-being by increasing levels of physical activity; • Increase accessibility and reduce congestion; • Improve air quality and reduce carbon emissions. 	Building participation into everyday habits via active travel is a key way to get more people active. Although not specifically addressed in this strategy a key outcome will be delivery of informal options to participate.

Strategy	Key issues	Links to Coventry Strategy
Department of Health: Let's Get Moving (2009)	A key focus is promoting active lifestyles as an answer to many of today's big health challenges. It notes potential to improve health, reduce all-cause mortality and improve life expectancy, by promoting physical activity to ease the burden of chronic disease on the acute sector and public services.	Getting more people physically active reduces the health burden. This philosophy underpins the partnership between Coventry sports partnership providers and Public Health in the city
Department of Health: Let's Get Moving - Introducing a New Physical Activity Care Pathway (2010)	The new Let's Get Moving (LGM) physical activity care pathway is based on the principles of the NICE public health guidance 2006: <i>Four Commonly Used Methods to Promote Physical Activity</i> . This endorses the delivery of brief interventions for physical activity in primary care as both clinically and cost effective in the long term.	A key expectation will be the signposting of people into exercise by GPs and all forms of health and community practitioners on a referral and recommendation basis.
Department of Health: Healthy Weight, Healthy Lives: One Year On (2011)	This outlines the ambition to be the first major nation to reverse the rising tide of obesity and overweight in the population by ensuring that everyone can achieve and maintain a healthy weight. The initial focus is on children: by 2020, we aim to reduce the proportion of overweight and obese children to 2000 levels. One Year On sets out progress to date but also the areas to focus on together over the next year.	A key focus for the Strategy is to tackle obesity across the city via the mechanism of the take up of exercise. It is also anticipated that the increased levels of inter-personal communication that will result from strategy implementation will allow the dissemination of related messages to do with diet and nutrition and, for example, building energy utilising habits into people's daily lives.

COVENTRY – MAIN CHALLENGES

In addition to the demographic and car ownership issues identified above; consultation with a range of agencies identified the following challenges and barriers:

- ◀ *Building and maintaining trust:* The changes to funding, investment and subsequent impact on staff resources are a challenge to delivering the Strategy. Communities are aware of this, the changes being made and possible loss of local amenities or services. Unless managed in a positive manner and communicated as an opportunity, there is the potential to alienate engaged members of the public into activity, or to lose those who have already engaged.
- ◀ *Sport and physical activity:* The city has fully bought into the concept of physical activity being as important as sport. This is especially important for currently non or minimally active citizens. Non-participation may be due to a range of factors such as lack of interest, low confidence and fear of injury. It is also important to recognise that, for some, the barrier to participation in sport is the fact that it is sport! Account must be taken of this in planning services, programmes and marketing, and in action plan delivery.
- ◀ *Links to other agendas:* Coventry sports providers must work closely with the Clinical Commissioning Group (CCG), Public Health, adult and social care services. In an age of austerity, Coventry must showcase the benefits of sport and active recreation, to improve resource targeting and demonstrate economies of scale. The importance of measurement and evaluation linking back and relating to partner agendas cannot be underestimated.
- ◀ *Driving new participation:* This is best achieved if/when there is a positive connection with non-participants in the general population. It entails working through different departments within the City Council plus a wide range of clubs and other organisations (which provide a highly diverse range of activities) who are already engaged with and delivering with communities and harder to reach groups of the population.
- ◀ *Maintaining current participation levels:* In the face of significant and sustained financial cuts to public services, alternative and improved use of current facilities needs to be considered. Pathways from schools to clubs need to be improved and sports clubs/community groups that offer sport must be supported to retain greater numbers of members and, where feasible, increase the scale and quality of the sporting offer in the city. Engaging with different population segments to develop and improve the offer is also key to success.
- ◀ *Facilities:* Participation is not all about buildings. However, appropriately invested capital, good management and effective programming can significantly drive increased participation. The primary task is to get more from current stock and, where needed, to make difficult rationalisation choices.
- ◀ *The Community:* Interventions from statutory organisations, leisure professionals and third sector organisations are vital to driving increased participation. However, the community must be supported to work in a new service landscape and in very different ways. It is important to ensure that thought and assistance is given to enabling and empowering community agencies to sustain initiatives started via intervention and not to be over-dependent on outside organisations for continued funding or support. The aim must be to move away from reliance on external funding to support initiatives to allow sport to be built into daily routines – regardless of displacement within the community.

- ◀ *Clubs and voluntary sector representatives:* are keen to ensure that their specific roles are recognised and that direction (and investment focus) is clear so that they can identify where their time and resources are best applied. Sustainability and, even in the light of the short-term financial pressures, a focus on stability is considered essential, linked to this associated clarity about expectations.
- ◀ *Community ownership:* encouraging local sporting partners to recognise their importance in being part of the Strategy will be critical to its success. They are a valuable and essential element to sport in Coventry and they need to be fully recognised in order that they can take ownership of the implementation of the Strategy.

Sport England's key outcome is to increase participation rates in sport, where more people aged 14+ years play at least once a week for 30 minutes. The Sports Strategy must therefore be designed to drive improvement and develop a viable sporting offer, enabling more people in the city to play regularly - long term.

Coventry SWOT

The current economic climate is tough. The table overleaf identifies strategic and operational challenges that have emerged from consultation, in the form of a brief SWOT analysis

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Table 2: SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> ◀ Perceived importance and profile of sport in Coventry ◀ Large, central sports facility ◀ Political support for sport and a strong investment model based on the repatriation of operational savings to invest in new facilities and refurbishment ◀ High quality clubs in key sports (e.g. swimming, football, gymnastics, ice hockey). ◀ Strong pathway options in certain sports including some of the above ◀ Interest from numerous NGBs in investing/supporting sports development in Coventry ◀ A recognition by senior managers and Members in CCC that sport will contribute to a range of agendas including health, crime, the local economy and regeneration ◀ Events attracted to Coventry because of its facilities and track record of delivery ◀ Political support for events that contribute to regeneration and the local economy ◀ Collaboration from a range of agencies (many of these Sports Strategy consultees). ◀ Resolution of the operational management arrangements across the city's main public leisure facilities ◀ Two universities keen to support students to become more active; with potential for further investment in facilities ◀ Links to CSW Sport to assist clubs/volunteers to access Sport England programmes 	<p>Weaknesses</p> <ul style="list-style-type: none"> ◀ The poor quality and associated high running costs of Coventry Sports and Leisure Centre. ◀ Poor quality of a number of other facilities in the city ◀ Spread of sports facilities (especially swimming pools) in the north of the city. ◀ Some facilities not operating to their full potential ◀ Lack of programme coordination across a range of public leisure operators. ◀ Generally low participation by females/disabled people in the city ◀ Limited capacity of clubs in key sports in specific areas ◀ Marketing & promotion (i.e. absence of customer relationship management systems/limited use of social media) ◀ Low participation levels across some of the most deprived communities. ◀ At times, tendencies in key agencies for 'silo' thinking. ◀ Community use of school sports facilities not coordinated: no driving mechanism ◀ School-club links and partner relationships – based on personal relationships rather than strategic planning ◀ Limited performance measurement and related lack of strong evidence base
<p>Opportunities:</p> <ul style="list-style-type: none"> ◀ Collective ambition and leadership within City Council and stakeholders ◀ Investment in new / improved facilities across the city; aligned to city centre regeneration ◀ Implementation of a co-ordinated communications plan to deliver this strategy ◀ Influence the new school facilities build programme, leading to increased participation ◀ Development of a city wide strategy regarding access to school sports facilities ◀ Development of a unified strategy coordinating investment and resources across the city ◀ Take advantage of NGB investment and be flexible about key products/programmes ◀ Build on links between CCC and NGBs creating effective development programmes ◀ Build strong, cohesive, outcome based relationships with health partners ◀ Improve development focus of leisure centre programming and coordination ◀ Target specific groups to drive measurable beneficial lifestyle change ◀ Develop a holistic approach to the programming of school facilities 	<p>Threats</p> <ul style="list-style-type: none"> ◀ On-going funding pressures – further budget pressures and cuts ◀ Austerity measures being implemented especially on non-statutory services ◀ Absence of clear coordinated direction in relation to sport across all partners ◀ Reliance on buy-in from key NGBs in order to deliver the strategy ◀ Growing rates of inactivity and obesity ◀ Need to consider financial viability over social objectives; re facility location. ◀ The ability and desire to embrace change ◀ Perceptions related to the potential loss of a 50m pool in the city ◀ Clinical Commissioning Group could be seen as panacea to obtain funding to increase participation, but may not consider sport a priority for sustained investment moving forward

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STRATEGY GOVERNANCE: COVENTRY SPORTS NETWORK

This Strategy is not ‘another Council initiative’ the delivery of which is wholly reliant upon the City Council. It is a strategy for the city and as such the partners and stakeholders involved in its development are part of the implementation solution. It will be adopted and owned by the Coventry Sports Network (CSN) as an independent body comprising key stakeholders and local sport sector decision makers. A high level of commitment is needed from stakeholders involved in the CSN and there is a need to strike a balance between:

- ◀ Getting the right influential and decision-making organisations around the table and;
- ◀ Guarding against such organisations attending on a self-interest basis and failing to discharge their wider advocacy roles.
- ◀ Allowing the CSN to become too large and unwieldy and;
- ◀ Over-delegation of tasks to officers and key individuals who may not have the necessary decision-making authority.

Sport, physical activity and leisure is a key facet of the city offer moving forward and Coventry must guard against making the right moves but ending up with the wrong outcomes. This requires a clear commitment to getting the key people from appropriate organisations around the table on a regular basis to drive the Strategy and Action Plan. Therefore, it is envisaged that the initial make-up of the new, emergent CSN will include:

- ◀ Coventry City Council
- ◀ University of Warwick
- ◀ Public Health
- ◀ CSW Sport
- ◀ Coventry Sports Foundation
- ◀ Coventry University
- ◀ Selected NGB's
- ◀ Coventry Sports Trust

In addition to the above initial CSN ‘executive’, it is anticipated that a range of working partnerships will be established to drive specific Strategy aims. These will include:

- ◀ Task and finish groups designed to take forward key elements of the Strategy over a fixed period of time within the duration of the Strategy period.
- ◀ Focus events – such as themed club forums, partner engagement events etc.

It is not anticipated these groups will take the form of a single working group per vision aim, but it is recognised that in order to achieve all the stated objectives, there may be specific need to establish time limited groups to deliver specific objectives due to (for example) their complexity, specific funding requirements or related priorities. Where appropriate, such groups will be created for a clearly defined purpose and disbanded when the output or outcome is achieved.

The proposed ‘short-term’ groups must involve the right organisations, again at the right level, to deliver what is required. It is envisaged that they will comprise of key organisations operating at local level (such as NGBs) plus intrinsically local organisations (such as individual sports clubs, specific schools or colleges) and wider stakeholders so that they strike the right balance between meeting the specific requirements of any given initiative or locality while maintaining a strategic focus in respect of its contribution to taking the wider strategy forward. It is critical to have the flexibility to get the right people with the requisite level of drive and determination to work together to achieve the required outcome.

All working groups and task and finish groups will feed back to the CSN to enable progress to be monitored and to ensure appropriate evaluation of outcomes achieved.

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Executive Function

The CSN will require an executive function so that the strategy is driven and key objectives achieved throughout its proposed time line. This must be at 'strategic lead' level to ensure that its influence extends across the leaders of the key organisations outlined in the CSN 'executive group'. Although this may be funded by the City Council (and/or other partners) it should be seen solely as a CSN lead rather than a City Council sports lead. This is to ensure that the role is (and is viewed as) clearly focussed on driving the Strategy rather than delivering administration functions for City Council sports services, although, in some instances, these two roles will clearly overlap.

The CSN executive function will therefore be responsible for (but not limited to) the following core functions in delivering the Strategy:

- ◀ The executive function for the CSN executive group.
- ◀ Establishing specific task and finish groups.
- ◀ Action planning for the executive group.
- ◀ Leading a series of focus forums/events.
- ◀ Setting the objectives for and supporting key task and finish groups as appropriate.
- ◀ Maintaining key relationships across sport and associated partners in Coventry.
- ◀ Maintaining relationships with key funding agencies such as Sport England.
- ◀ Maintaining relationships with key NGBs integral to the delivery of the Strategy.
- ◀ Maintaining relationships with Coventry City Council and private sector events organisations.
- ◀ Monitoring and evaluation; assessing wider Strategy progress against the action plan.

The CSN Strategic Lead will be managed by and report to the CSN executive group and be responsible for ensuring that it works effectively and drives the Strategy at a strategic level across the city and its partners and stakeholders.

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VISION AIMS AND STRATEGIC OBJECTIVES

The overarching mission statement for the Strategy is identified as follows:

Mission:

To develop a more active, inclusive and vibrant Coventry through positive experiences in sport

This will be delivered via implementation of the following eight Vision Aims. These are underpinned by more detailed objectives which identify how they will be delivered. They are:

- ◀ To inspire more people within the city to take up and regularly take part in sport
- ◀ To provide a wide range of high quality and exciting sporting opportunities and experiences
- ◀ To inspire more people to volunteer, coach and be facilitators of sport
- ◀ To identify and support talented athletes to reach their sporting potential
- ◀ To provide a range of modern, accessible and high quality sports facilities in the city
- ◀ To attract high profile sporting events to the city and to celebrate sporting achievement
- ◀ To grow and promote sport in the city through effective partnerships
- ◀ For sport to make Coventry a better place to live, work and visit

A communications plan and process will be implemented to ensure the objectives and actions are delivered to the right people, partners and stakeholders using the right media.

VISION AIM 1: PARTICIPATION

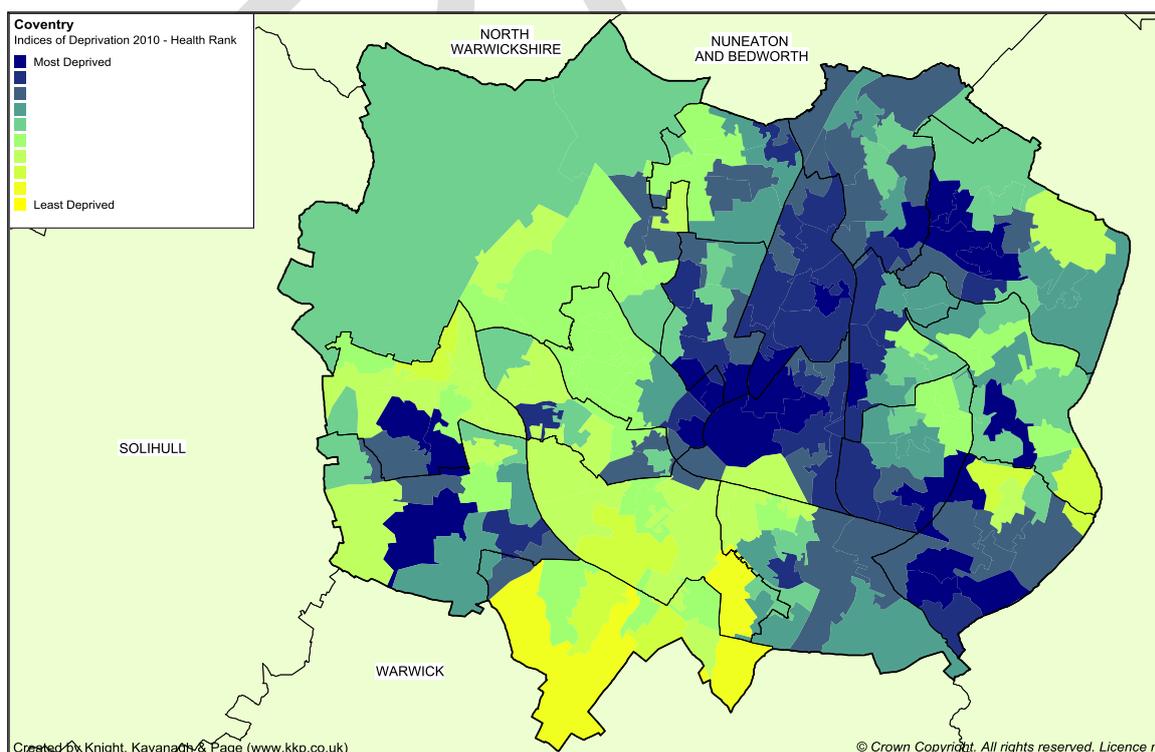
To inspire more people within the city to take up and regularly take part in sport

Coventry has a real challenge to get more people participating in sport. A higher than average proportion of the city population is inactive, even for the minimum times commonly measured (i.e. 30 minutes of moderate intensity activity per week – Sport England Active People KPI). The most active residents by age group are 16 to 25 year olds, and it should be recognised that the city has a higher proportion of people of this age than the national profile as a result of its two universities. On this basis it can be confidently asserted that, overall, Coventry faces high levels of resident inactivity and it is likely that, of those that are most active (and who lower the statistic with regard to said levels) a substantial proportion is almost certainly the transient student population who reside in the city for a 3 to 5 year period.

In addition, women's participation in sport in the city is half that of men's. On the assumption that the already high levels of inactivity are enhanced by relatively high levels of participation among the female student population base in the city, the city clearly faces some major challenges to get women, outside the 16 to 25 year old age group, more physically active.

Limiting long term illness (LLTI) has a marked impact on inactivity rates. It includes people who are ill, unwell and unable to participate in sport coupled with those in older age groups who are developing LLTI's as a result of ageing and inactivity combined. The challenge is to provide access to appropriate physical activity interventions (and complementary services) for key communities where lifestyle choices are resulting in poor health.

Figure 4: Health Deprivation in Coventry



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It is statistically clear that a number of key Coventry communities are affected by noticeable health inequalities. Therefore, it is essential that sport works with and alongside other key partners (such as health and social services) to ensure that effective interventions are targeted at these specific areas to maximise the benefit of being physically active. In a similar vein it is vital that sport is used to elongate older people's physical activity levels so that they can live independently, and with better quality of life, for longer. This is of particular relevance to key sports and activities which are more attractive to older residents and provide a social as well as sporting environment.

Poor health and inactivity in Coventry is not restricted to adults and the older generations. Lifestyle change is often influenced by changing attitudes and habits among young people, which in turn results in positive choices about being physically active and can influence wider family choices and habits. One in four of Coventry's adults and one in five of the city's children is obese, with both statistics being above national averages. Therefore, there is a need for sport to demonstrate the contribution it can make to the physical activity and health improvement agendas and ensure that its offer is appropriate to those user groups.

In delivering the above, sport will develop outcome based partnerships with the local CCG and wider health partners. Key representatives from sport need to be represented on appropriate health forums where preventative care is discussed, while health partners also need to be represented on sport forums in order to assist with the shaping of the contribution that sport makes to the outcomes being sought by health professionals.

Example: Nottingham City Council/ Nottingham City Homes Market Development Project

The target of this programme is to generate an increase the number of people resident in social housing in the city who become regular participants, proportionately fewer of whom presently take part in sport and physical activity (based upon the 1 x 30 benchmark). It involves applying an 'inside-out', community led approach, identifying and training local activators (through NCH run tenant academies) to lead local sport and physical activity sessions and/or to take them to existing community and sports facilities. Locally-based 'community champions' will facilitate, advocate and support this work. Decisions about what to provide and where will be made in conjunction with local community groups who will also, for example, choose the types of activity and the most appropriate locations, looking to ensure ongoing affordability by making the most of the City's range of low or no cost amenities; community centres, parks and open spaces.

Coventry will build on established and new relationships with key NGBs to identify where it can improve on what it does and get more people participating in sport. The city has identified the following as potential Coventry 'key sports' and 'development sports' with which it may particularly work with to drive up participation. This is not to say that other sports will not be supported, but it is proposed that it will be from these sports that 'key' and 'development sports' will emerge to be the sports with which closer relationships are developed and events and initiatives planned:

- ◀ Athletics
- ◀ Badminton
- ◀ Bowls
- ◀ Cricket
- ◀ Cycling
- ◀ Football
- ◀ Golf
- ◀ Gymnastics
- ◀ Handball
- ◀ Ice Hockey
- ◀ Netball
- ◀ Rugby Football League
- ◀ Rugby Football Union
- ◀ Squash and Racketball
- ◀ Swimming
- ◀ Tennis
- ◀ Volleyball

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There will also be a focus on health and fitness across the city, especially in relation to the public leisure facility stock and as a mechanism for financially underpinning other activities. The health and fitness offer will be instrumental in delivering wider health related initiatives such as GP referral programmes and lifestyle related initiatives.

To deliver Vision Aim 1 the following Strategic Objectives have been identified:

1. To increase the number of children and young people that regularly participate in sport.
2. To increase regular adult participation in sport to a level higher than national and regional averages.
3. To increase regular participation in sport by disabled people to a level higher than national and regional averages.
4. To increase regular participation in sport by females to a level higher than national and regional averages.
5. To increase regular participation in sport by those on lower incomes to a level higher than national and regional averages.
6. To increase participation in Coventry's key sports to levels higher than national and regional averages for each of these sports.

These Strategic Objectives will be measured in the following ways, :

- 1 Primary school PE and school sport funding data. Number of children participating in School Games competitions at Level 2 (Inter-School) & Level 3 (County Competition). Key Stage 2, 3 & 4 children (7 to 16yrs).
- 2 Percentage of people playing sport and active recreation at least three times a week. Percentage of people playing sport and active recreation at least once a week. Percentage of adults achieving at least 150 minutes of physical activity per week in accordance with UK Chief Medical Officer recommended guidelines on physical activity (Active People Survey).
- 3 Percentage of people with a long term limiting illness or disability playing sport and active recreation at least once a week (Active People Survey).
- 4 Percentage of Females playing sport and active recreation at least once a week (Active People Survey).
- 5 Percentage of people from socio-economic groups 5-8 playing sport and active reactive once a week (Active People Survey).
- 6 Number of people taking part in Coventry's key sports (Active People Survey).

VISION AIM 2: SPORTING OPPORTUNITY AND EXPERIENCES

To provide a wide range of high quality and exciting sporting opportunities and experiences

Aligned to Vision Aim 1, which is focused on inspiring more people within the city to take up and regularly take part in sport, it is recognised that to achieve this people need quality and excitement from their chosen activity to stimulate them to make different lifestyle choices. This is fundamental in ensuring that sport and physical activity positions itself as a valued part of everyday life for individuals and provides a viable alternative to other activities or inactivity among residents.

It is important that the high quality and exciting opportunities and experiences extend to all aspects of the sport and physical activity network, including:

Schools and Academies

It is essential that schools and academies in the city develop closer communication and good working relationships with community sports clubs and coaches to enable delivery of high quality opportunities for school aged children. This must encompass:

- ◀ Delivery of coaching in key sports during curricular PE sessions.
- ◀ Development of (in situ and off-site) after school sport and physical activity programmes for young people.
- ◀ Schools working with clubs to facilitate access to their facilities (e.g. use of indoor sports spaces, courts or pitches).
- ◀ The development of clear, easily found exit routes for pupils into sports clubs (school-club links) both offering young people access to extended participation opportunities and assisting clubs to thrive and grow.

This model does operate successfully in small pockets across the city and the aspiration within the Strategy is to increase the number of schools that form and successfully sustain such partnerships – incorporating all four aspects.

Accredited clubs

As of December 2013, Coventry had 49 Clubmark accredited (described under the various NGB brands) sports clubs plus 18 others 'working towards' such accreditation. Whilst this is positive, it actually represents a fall in the number when compared to September 2013 when the total was 62 accredited clubs with 10 others 'working towards' accreditation. Therefore, a key challenge is to ensure that clubs both gain the accreditation and are also supported to maintain it.

More than 14,000 clubs throughout England have achieved the standard and have demonstrated that the key benefits are:

- ◀ Accreditation actively encourages clubs to be better organised
- ◀ Clubmark accreditation helps clubs attract new members
- ◀ The volunteer codes of conduct have helped many clubs to better understand who does what, how to more sensibly allocate tasks and to recognise the contribution made by key individuals to club operation
- ◀ Many funding bodies actively look for Clubmark accreditation or require clubs to be working towards it before they consider offering funding

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- ◀ The city could, as a number of other local authorities have, wish to offer priority booking times or discounted facility hire rates for accredited clubs at specific facilities
- ◀ By addressing issues like safeguarding/child protection and equity, key people and agencies (schools, parents etc.) have increased confidence when considering which club to encourage young people (and adults) to join
- ◀ A key facet of the accreditation process is to encourage school club links so that Clubmark accredited clubs are known to be receptive to taking in young people
- ◀ Many schools that have embraced the concept of school-club links already encourage young people to look to Clubmark accredited clubs as their first port of call.

There is a need for more clubs to achieve and retain their accreditation and for the infrastructure that continues to mould sporting opportunities and pathways for young people to be better equipped to offer high quality sporting opportunities and experiences. The following is a draft commitment to Clubmark which the CSN could opt to use as a basis for ensuring a baseline of quality for sports clubs.

Figure 5: Draft Example - Coventry Sports Network: Clubmark Commitment

Coventry Sports Network

...is committed to supporting the delivery of high quality sporting opportunities for young people and adults. It offers specific benefits and services to Clubmark clubs.

We offer Clubmark accredited clubs...

- ✓ Priority access to facilities: first choice when allocating booking slots.
- ✓ Preferential rates in both peak and off-peak facility hire.
- ✓ Free/low cost access during school holidays to run additional activities/sessions.
- ✓ Priority access to local grants and linked funding.
- ✓ Subsidies, discounts and/or free places on:
 - ✓ NGB and/or Sports Coach UK coach education courses.
 - ✓ Volunteer development and training; programmes/courses/events.
 - ✓ Match/event official development and training; programmes/courses/events.
 - ✓ Other courses (e.g., volunteer training, First Aid etc.).
 - ✓ Funding and advice clinics supporting them to apply for external grant aid.
- ✓ **...other recognition, support and services including:**
 - ✓ Assisting 'working towards' clubs to gain accreditation and re-accreditation.
 - ✓ Displaying Clubmark certificates (and branding) on notice boards in leisure centres.
 - ✓ 'Headline' billing in local authority hard copy/online clubs database/sports directory.

Clubmark clubs give back...

- ✓ Quality assured, safe, accessible, child-friendly environments for young people (and adults)
- ✓ Accredited competition and coaching opportunities for all.
- ✓ High quality school-club links in which teachers and parents have confidence.
- ✓ Well managed clubs to assist the CSN to grow and sustain participation.

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Sports Specific Planning

Coventry recognises the need for clubs to work collaboratively and in a complementary way to enable improved sporting opportunity for all residents. There will be a need for sports governing bodies and their respective clubs to work together to improve the offer. This will require a degree of strategic planning, specific support and agreement of implementation plans for a number of sports across the city.

It is also appreciated that sports are at different levels of development across the city and that the implementation plans developed will vary depending on the sophistication and complexity of the respective sporting infrastructures. In some instances this will almost certainly include the creation and maintenance of satellite clubs at different venues across the city, while in others it may be that clubs define their specific role in the athlete pathway and agree to pass talented athletes on at specific stages of development. A further alternative is the introduction of a Coventry-wide competition structure.

It is clear that there will be greater development potential from a joined up approach than can be achieved from the sum of a disparate network of sport specific clubs.

Good practice example: Swimming in Coventry

The historical change in the swimming club infrastructure across the city exemplifies this. The City of Coventry Swimming Club was established following a merger of the three competitive clubs in the city (Coventry, Godiva Ladies and Three Spires). This created a single club that has consistently produced high performance swimmers as well as delivering a range of regional and (previously) national swimming events in the city.

This has resulted in a recognised swimming club brand across the city - one which all swimmers that enter the pathway recognise and with which they identify. It is straightforward for them to assess their position on the pathway and the various levels they need to achieve in order to maximise their talent.

High quality coaching and tuition are instrumental to the delivery of increased participation among all sections of the community but especially women and girls. The sports sector has increasingly recognised the importance of face to face interaction with participants as a mechanism for retaining people for longer within their chosen activity. This not only applies to health and fitness programmes but also in sports clubs where the importance of coaching and tuition should not be underestimated. All too often the retirement or relocation of a coach causes teams to disband or lose players. Similarly, fitness class numbers often decline as a consequence of an instructor leaving or even just going on holiday.

It is, therefore, important that the city develops and retains high quality coaches and instructors to deliver an expanded programme and wider range of coaching and tuition for a greater proportion of Coventrians.

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In relation to the potential impact on women and girls, research undertaken by the Women’s Sport and Fitness Foundation involved analysis of Active People results for England’s North West and provides some insight into participation preferences that enable operators to consider how they engage with women and girls. This is of particular significance in Coventry given the low participation levels by this group. At a local level consideration also needs to be given to the nature of programmes and the cultural impact on women and girls’ participation and the need to consider how issues such as female only sessions, female only staffing and clothing impact on participation by some groups. The WSFF research showed that compared to men, women and girls in general:

Prefer more than men

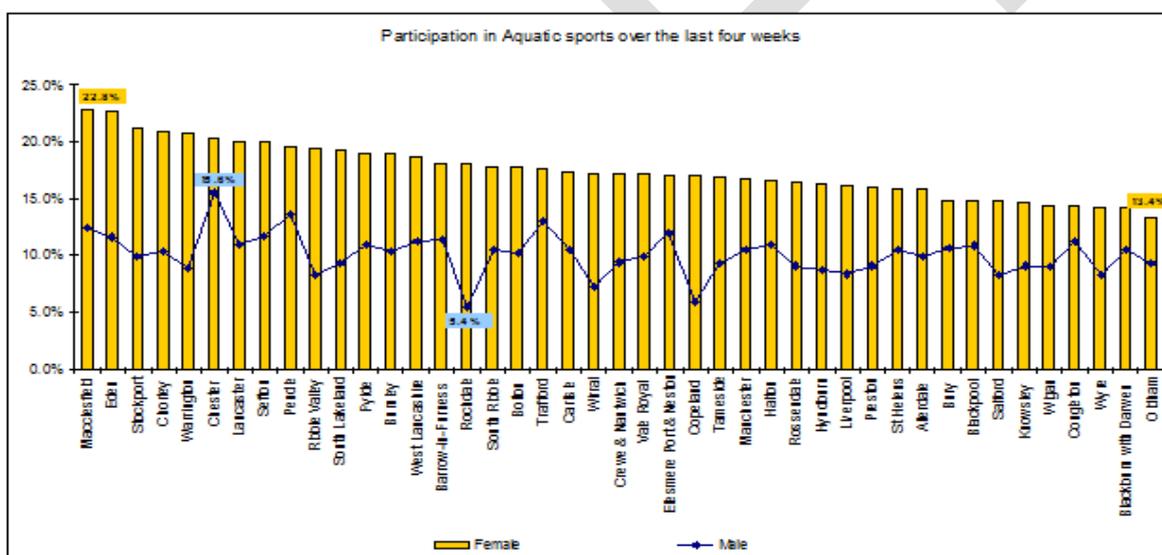
- ◀ Instructed activity
- ◀ Keep fit and gymnastic activities
- ◀ Aquatic sports

Prefer less than men

- ◀ Team games
- ◀ Organised competitive sport
- ◀ Cycling

The tables compared, by borough in the region, the relative participation rates of men (line chart) and women (bar chart) firstly in aquatic sports and secondly in team games.

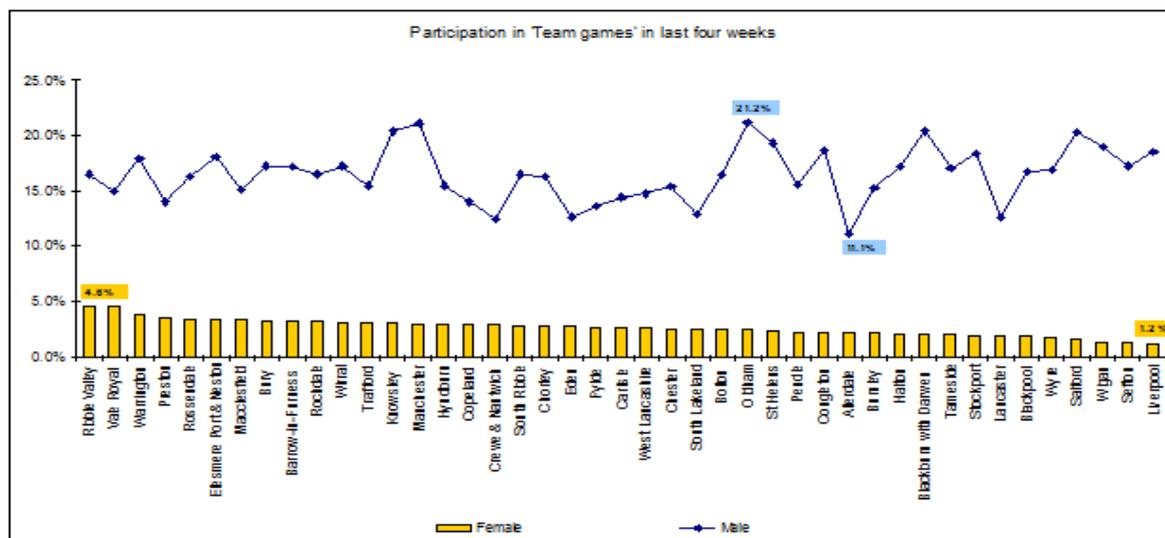
Figure 6: Male and Female Aquatics Participation Comparison



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Figure 7: Male and Female Team Games Participation Comparison



Facility Provision

The city recognises that facilities and the participation setting are important factors in delivering high quality, exciting sporting opportunities and experiences. The city has seen a decline in customer satisfaction levels in its local sports facility provision over recent years. In the latest Sport England Active People survey (APS6), 65.8% of Coventry’s adult population expressed their satisfaction with local sports provision, a rate slightly lower than England (69.0%) and the West Midlands (67.3%). More significantly, Coventry’s rate has fallen by around four percentage points (in the period between APS2 and APS6), while during the same period regional and national rates have both increased by two percentage points.

Therefore, the City Council is looking to work with partners to improve the quality of public leisure and sports facilities, to make them more attractive for residents to play in and to contribute to widening and increasing participation through offering a more positive sporting experience. The key focus is to both upgrade and improve the quality of public leisure and sports venues and to deliver efficiencies. This is discussed in detail in the Sports Facilities Strategy document and Vision Aim 5.

To deliver Vision Aim 2 the following Strategic Objectives have been identified:

1. To increase the number of people receiving structured sports coaching or tuition to a level higher than national and regional averages.¹
2. To have 120 National Governing Body accredited sports clubs, associations and organisations committed to the Coventry Sports Charter²
3. To form delivery partnerships between a range of community sports clubs and forty-five schools throughout the city.³
4. To have ten sports implementing local strategic Sports Implementation Plans within the city.⁴

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These Strategic Objectives will be measured in the following ways:

- 1 Percentage of people that received tuition / coaching in the last 12 months (Active People Survey)
- 2 Number of Clubmark/Charter Status accredited clubs (Sport England and National Governing Body data),
- 3 Number of Sports Clubs formally committed to the key principles of the Coventry Sports Charter (Coventry Sports Partnership)
- 4 Number of Satellite Sports Clubs established in schools
- 5 Number of strategic sports development plans implemented (Coventry Sports Network)

DRAFT

VISION AIM 3: COACHES AND VOLUNTEERS

To inspire more people to volunteer, coach and be facilitators of sport

Coaches and volunteers are the life blood of sport and it is widely acknowledged that without them many introductory, recreational and development sports and activities would just not be available to a significant proportion of the population. A person's propensity to volunteer is often linked to stages in the lifecycle with parents of young participants and ex-players being the most likely to volunteer. The contribution of volunteers to the staging of events was brought to the fore in 2012 by the major role that volunteers played in the hosting and smooth running of the London 2012 Olympic and Paralympic Games.

6.3% of Coventry's adult population assist sport by volunteering for at least one hour a week, which is lower than the rates for England (7.2%) and the West Midlands (7.4%). The Strategy will seek to reverse Coventry's relative position in comparison to national and regional rates by inspiring more people to volunteer, coach and be facilitators in sport. It shall seek to do this by:

- ◀ Working with NGBs and clubs to channel funding into coach and volunteer development opportunities across the city, seeking not only to increase coach numbers, but also the skills and capacity of existing coaches and volunteers.
- ◀ Working with key partners such as the CVS, CSW Sport and NGBs to create a volunteer network across the city. This may include a virtual city-wide coach and volunteer exchange to provide guidance and support for coaches and volunteers across a wide range of issues and contribute to their continuous professional development.
- ◀ Creating opportunities for young participants to become coaches, volunteers and facilitators. This will be part of a wider exit route for athletes into other disciplines within their sport (e.g. coaching, refereeing, officiating, etc.). It is also recognised that an important longer term measure of success will be the proportion of young volunteers that continue to coach and officiate as they become adults.
- ◀ Recognising the role that sports volunteering and coaching can play in helping to up-skill people and enable them to return to the employment market.

To deliver Vision Aim 3 the following Strategic Objectives have been identified:

1. To establish a funding and investment programme to encourage and develop new and existing volunteers, coaches and facilitators of sport.
2. To increase the number of adults volunteering in sport for at least one hour per week to a level higher than national and regional averages.
3. To deliver initiatives that support and develop children and young people as volunteers, coaches and facilitators of sport.
4. To create and be actively operating a sports volunteering network within the city.
5. To create a comprehensive club, volunteer and coach education programme that includes pathways to employment.

These Strategic Objectives will be measured in the following ways:

- ¹ Number of volunteers signed up to the sports volunteer programme.
- ² Percentage of adults volunteering in sport (Active People Survey).
- ³ Number of children and young people as volunteers, coaches and supporters of sport (Coventry Sport Network).

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- 4 Number of sports clubs and organisations publishing volunteering opportunities and supporting volunteers using the 'Shared System' (Coventry Sports Network) [Note: Shared System is an opportunity to promote and search for high quality sports volunteering opportunities]
- 5 Number of Coventry coaches, volunteers and supporters of sport attending workshops and events

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VISION AIM 4: SUPPORTING TALENTED PLAYERS/ATHLETES

To identify and support talented athletes to reach their sporting potential

Coventry will seek to build on its local sporting heritage by continuing to provide pathways for talented athletes to reach their sporting potential. It is recognised that sporting potential is inclusive of all athletes including those across the range of disability sports and 'special' disciplines.

The identification of talented athletes will be developed through NGB talent programmes and initiatives, club development sessions and the city-wide sport specific implementation plans. The city will also co-ordinate resources so as to ensure that these athletes are provided with early support and have the best chance of progressing to compete at high performance and elite levels within their chosen field.

The city will look to create the Coventry Institute of Sport (CIS) - a partnership between the two universities, key stakeholders and key clubs to create a support structure for talented athletes to complement the specific technical coaching and guidance that they receive from their respective coaches and clubs.

It is envisaged that the CIS will provide early support to talented athletes in a range of generic and cross cutting areas of their development such as:

- ◀ Strength and conditioning advice / coaching and facilities
- ◀ Sports science support
- ◀ Physiotherapy and rehabilitation support
- ◀ Physiology support
- ◀ Psychology support
- ◀ Performance nutrition
- ◀ Performance analysis
- ◀ Lifestyle / learning and development.

The CIS will also create a 'knowledge network' that coaches and athletes can access. This will encompass a range of coaching forums where knowledge and learning is transferred not only within specific sports but across sports.

Given the city's prominence, the presence of the two universities and its central location within England, it will build on the development of the CIS by seeking to attract NGB regional performance hubs to the city. These will be an integral part of the CIS but will also offer sport specific performance outlets in a range of key sports supported by the relevant NGBs.

To deliver Vision Aim 4 the following Strategic Objectives have been identified:

1. To establish and embed a Coventry Institute of Sport that provides early specialist support services for the benefit of talented athletes.
2. To establish local talent identification programmes that are fully integrated into all strategic Sport Implementation Plans.
3. To establish talent identification and development programmes across ten sports that support disabled athletes to reach their sporting potential.
4. To work in partnership with National Governing Bodies of sport to establish four Midlands-based development hubs in Coventry.

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These Strategic Objectives will be measured in the following ways:

- 1 Amount of sponsorship funding secured by the Coventry Institute of Sport to support talent initiatives.
Amount of funding distributed to talented athletes supported by the Coventry Institute of Sport bursary scheme.
- 2 Number of talented athletes receiving services from the Coventry Institute of Sport.
Number of NGB and local talent identification programmes integrated into strategic sports plans.
- 3 Number of sports supporting talented disabled athletes through talent identification and support programmes in the city.
- 4 Number of regional development sport hubs supported by Coventry

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VISION AIM 5: FACILITIES

To provide a range of modern, accessible and high quality sports facilities in the city

The specific detail in relation to sports facilities is dealt with in two separate appendices to this Strategy - the Playing Pitch Strategy and the Indoor Facilities Strategy. This reflects the city's commitment to drive up participation and address the below average satisfaction with local sports provision as recognised in the Active People Survey. This is recognised as a strategically significant issue which the city is prepared to deal with in order to deliver increased participation in sport and physical activity and the wider associated health benefits derived from this.

A significant aspect of this is the need to address the future of Coventry Sports and Leisure Centre and the impact this has on the wider community sports facility provision - especially swimming pools. A detailed options analysis has been developed for the facility, which has identified that it would be cost prohibitive to retain and / or refurbish it, such that alternative city centre provision is required. Within this context, consideration also needs to be given to the wider aspirations of both the city's universities as their sports facilities are an integral part of the student experience for a key segment of the city's current participants in sport.

Both the Playing Pitch and the Indoor Facilities Strategies consider the need to develop a hierarchy of provision across the city for their respective sports facility types. This enables each facility type to be categorised as having a particular role/function in turn enabling the city partners and stakeholders to consider a range of subsequent issues such as:

- ◀ Investment requirements
- ◀ Programming
- ◀ Public Health related function
- ◀ Maintenance requirements
- ◀ Performance standard
- ◀ Regeneration impact
- ◀ Financial subsidy or surplus generation
- ◀ Reinforcing Coventry's brand
- ◀ Events – sporting and non-sporting

An example of the hierarchy approach for the Indoor Facilities Strategy is set out overleaf:

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Figure 8: Facility Hierarchy – Core Principles



To deliver Vision Aim 5 the following Strategic Objectives have been identified:

1. To develop city centre sports and leisure facilities that are accessible, high quality, sustainable and of significance to the Midlands.
2. To invest in the development of sports and leisure facilities where justified by demand, strategic programming needs and financial sustainability.
3. To provide accessible and high quality outdoor sports, leisure and ancillary facilities across the city.
4. To support sports clubs, venues and schools to secure a total of £4m of investment into their community sports facilities.
5. To partner with National Governing Bodies and funding agencies to support the development of facilities for Coventry's key sports.

These Strategic Objectives will be measured in the following ways:

- 1 User surveys assessing accessibility, quality and customer satisfaction of city centre sports and leisure facilities
- 2 Investment and development in sports and leisure facilities, and utilisation of sport and leisure facilities aligned to strategic citywide need
- 3 User surveys assessing accessibility, quality and customer satisfaction of outdoor sports and leisure facilities
- 4 The amount of financial investment secured for facilities for community use in community sports clubs, venues and schools
- 5 Facility developments for Coventry's key sports

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VISION AIM 6: EVENTS

To attract high profile sporting events to the city and to celebrate sporting achievement

Coventry's ambition is to be recognised as a dynamic city, committed to improved health and well-being, regeneration and enhanced employment opportunities and a city that attracts a high quality events programme. This programme will be accessible to all residents and be designed to complement, stimulate and support increased participation in sport and physical activity across the city. Raising the profile of sport across Coventry will be synonymous with the delivery of well-managed, quality sporting events.

The city has hosted a number of high profile 'performance' and community participation events in recent years. These events have been largely focused around the Ricoh Arena and a range of multi-sports venues, and include, for example:

- ◀ Olympic Football (London 2012 Games)
- ◀ GB Ice Hockey
- ◀ Champion of Champions Snooker
- ◀ TAGB World Tae Kwon-Do Championships
- ◀ Davis Cup by BNP Paribas
- ◀ International netball
- ◀ Heineken Cup rugby
- ◀ U21 European football
- ◀ International Children's Games
- ◀ UK School Games.
- ◀ UK Corporate Games
- ◀ UK Transplant Games

It is already, and will become more, important to make the economic impact case for events (cultural and sporting). A clear link will need to be made between the investment in the resource needed to organise events, the overall quality of life and the attractiveness of the city as a place in which to invest.

UK Sport and Sport England both have funds to invest in events. The focus of national investment has shifted away from pre-Games preparation, test events and improving NGB capacity and ambition prior to 2012. Attention is now being directed more at events that meet a range of set criteria which relate to the relative World level of a competition, the scale of the audience (both attendance and via the media), the associated development programme and the economic impact.

UK Sport's post-Games vision (2013-2019) states that it wishes to: *'use London 2012 and Glasgow 2014 to establish the UK as the leading host of major international sporting events'*. Its Gold series events will be designed and organised to:

- ◀ Support and profile high performance success.
- ◀ Create high profile opportunities for people to engage with sport.
- ◀ Drive positive economic and social impacts to the UK.
- ◀ Use and demonstrate the Legacy of London 2012 and Glasgow 2014.

Although there is an explicit, criteria based bias to supporting London and Glasgow opportunities to secure and stage events, consultation clearly indicates that Coventry's

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credentials will need to be improved relative to competitor cities (e.g. Liverpool, Manchester, Sheffield, Birmingham, Nottingham, etc.).

There is also a need to ensure that, when events of whatever format are run, all partners are in concert with regard to the occasion itself, opportunities to take advantage of the raised profile are fully exploited and they are utilised across, and at all levels of, the sport, physical activity and community networks in the city.

Those sports being targeted for the hosting of major events in the city are largely consistent with the potential 'key' and 'development' sports, being:

- | | | |
|-------------|-------------------------|-------------------------|
| ◀ Athletics | ◀ Golf | ◀ Rugby Football Union |
| ◀ Badminton | ◀ Gymnastics | ◀ Squash and Racketball |
| ◀ Bowls | ◀ Handball | ◀ Swimming |
| ◀ Cricket | ◀ Ice Hockey | ◀ Tennis |
| ◀ Cycling | ◀ Netball | ◀ Volleyball |
| ◀ Football | ◀ Rugby Football League | |

However, there is also a need for the city to consider the following challenges:

- ◀ The need to sell itself better to those (in international NGBs and UK/England agencies) who plan, organise and/or fund/influence where events might be staged.
- ◀ Coventry's 'Unique Selling Point' – its central location and excellent road, rail and air links. It also has a range of hotels, exhibition space, willingness and expertise.
- ◀ Its flexible hotel base from 2* to 5* making it attractive to smaller NGB's with limited budgets.
- ◀ The opportunities to work collaboratively with Birmingham (or Nottingham or Leicester) i.e. one bid, two cities.
- ◀ The cohesive partnered approach that can be offered by the city, based upon engagement and mutually beneficial relationships with local tourism and sports partners to deliver events.
- ◀ The potential for the Coventry Sports Network to be part of the process, galvanising its clubs to ensure that events 'reach all parts' of the city and its sporting infrastructures.
- ◀ The option to build on (and link more effectively to) the strong cultural events base within the city and to make a strong case for the link between events, inward investment and tourism.
- ◀ To raise the profile of Coventry nationally and internationally leading to inward investment and economic benefit for the city.

Events are an important aspect of driving sport and physical activity across the city and often increase participation in the immediate aftermath. However, there is some concern regarding levels of local promotion and that community space and options are not connected to events or promoted as well as they could be. When planning for events it is essential that engagement with sports clubs is meaningful so that they can use the opportunities to grow as the cultural and sporting events timetable continues to expand.

It will, therefore, be necessary to run a judicious balance of high profile national (major) and community events designed to enhance the city's national image and status and to raise local profile – all contributing to the city's drive to attract investment and make it business and enterprise friendly. This, in effect will lead to:

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- ◀ New events and opportunities for residents and visitors.
- ◀ An improved and rising profile of the city.
- ◀ Attracting inward investment.
- ◀ Building sponsorship and delivery partnerships with the private sector and other public bodies.

To deliver Vision Aim 6 the following Strategic Objectives have been identified:

1. To create a strategic events and tourism partnership that will bid for and host fifteen major sporting events in the city.
2. To develop a regular events programme within the city for each of Coventry's key sports.
3. To develop and support high-profile events which celebrate local sporting achievement, volunteering and coaching.

These Strategic Objectives will be measured in the following ways:

- ¹ Establishment of the Coventry sports events and tourism partnership.
The number of international and national sport events hosted in Coventry and how many are Coventry key sports.
The number of regional or county level sports events hosted in Coventry and how many are for Coventry key sports.
- ² Each Coventry key sport has a defined events programme within the city.
- ³ The number of events supported celebrating local sporting achievement, and the number of volunteers, coaches and supporters recognised for their contribution to sport (Coventry Sport Network)

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VISION AIM 7: PARTNERSHIPS

To grow and promote sport in the city through effective partnerships

It is clear that while Coventry City Council may be the main driving force behind the development of the Strategy, delivery must be underpinned and driven by meaningful partnership based work and relationships.

City Council departments with a responsibility for sport, public health agencies, Trust operators, schools, CSW Sport, NGBs, the city's universities and colleges, sports clubs and the private sector must all consider and adopt the Strategy. In so doing they are, in effect, committing to delivering 'slices' of work or activity to which they will need to contribute to make the whole more than the sum of the parts and to collectively achieve stated outcomes.

There is a need for better partnership-based and collaborative work between different partners and stakeholders in the city. The improved direction of travel in this regard was borne out by the positive commitment evidenced during the Strategy consultation process, but the real commitment will need to be demonstrated in implementing it.

The key focus for this is the development of the Coventry Sports Network and the need to ensure that this umbrella organisation is the driving force for Strategy delivery. It is also important that appropriate governance arrangements are in place for the CSN and that ongoing commitment is given to this throughout the period of time covered. The CSN will need to be fully informed about the progress being made and the performance of all partners in delivering the strategy, such that transparency will be an important factor for success.

As an example, genuine partnership-orientated links and commitments between sport and Public Health providers need to be developed. Moving forward, there is a need for Health-led investment in sport and physical activity facilities and programmes that are cohesively dovetailed and outcome focused.

Similarly, there must be commitment at the highest level within stakeholder organisations to ensure that key decision makers are driving the Strategy and that this is not delegated to lower levels of the organisation. Furthermore, where opportunities are identified for inward investment into the city, consideration needs to be given to over-arching strategic need as well as the opportunistic approach of individual organisations.

This Strategy is an early statement reinforcing the collectively confirmed importance of sport to the way the city lives and that there is a clear understanding and acceptance across all partners of the value of the contribution they can make to the health, wellbeing and life-chances of the citizens of Coventry.

Collaboration is essential with regard to the sporting infrastructure into which participants will be invited. There is a need to ensure that work with sports clubs and community agencies that can assist the delivery of the Strategy is supported, particularly with regard to capacity, governance and assisting clubs to either develop their own premises or to secure access to venues into which they can grow.

Looking outwardly, the city also needs to be represented on key regional and sub-regional decision making and influencing partnership bodies. This is vital to demonstrating its commitment to sport and to attracting events, investment, initiatives and programmes.

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To deliver Vision Aim 7 the following Strategic Objectives have been identified:

1. To establish a strategic Coventry Sports Network that comprises key decision makers from the organisations that influence sport across the city.
2. To secure £10m of investment in sport through a strategic Coventry Sports Network.
3. To ensure that all sports providers in the city have access to a network of support through a strategic Coventry Sports Network.
4. To ensure that Coventry is represented within all relevant partnerships that clearly contribute to the achievement of the city's sporting objectives.

These Strategic Objectives will be measured in the following ways:

- ¹ Establishment, level of engagement and progress in implementing the Coventry Sports Strategy.
- ² The amount of investment secured through the strategic Coventry Sports Network
- ³ Quality and quantity of support offered to sports providers.
- ⁴ Outcomes attained by representing Coventry sport in regional and sub-regional partnership bodies or forums.

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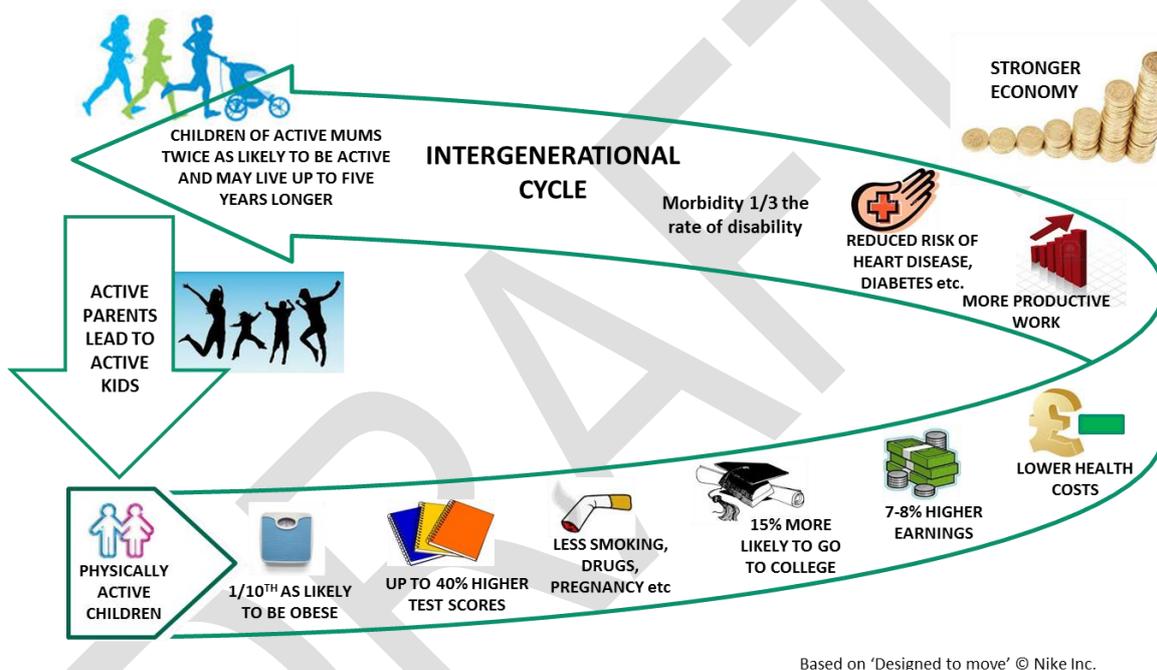
VISION AIM 8: MAKING COVENTRY A BETTER PLACE

For sport to make Coventry a better place to live, work and visit

Sport is viewed as an integral component (with education, employment, regeneration, etc.) of the process of making Coventry a better place to live, work and visit. The wider benefits of more residents participating in sport and being increasingly physically active go way beyond the creation of a sports performance pathway that serves to improve participant's chances of becoming an elite athlete.

The wider benefits derived of having a more active population are highlighted in the following intergenerational flow which shows the impact beyond the sports field:

Figure 9: Intergenerational Cycle



As such, it is clear that as sport contributes to an increasingly active population, it also contributes to:

- ✦ Reducing obesity levels in young people.
- ✦ Enabling students to achieve higher academic results.
- ✦ Reducing the number of people who smoke.
- ✦ Reducing the number of teenage pregnancies.
- ✦ Improving young people's chances of progressing to college and university which has an impact on their ability to achieve higher earnings.
- ✦ Improving productivity in the workplace as a result of improved attendance.
- ✦ Reducing the risk of heart disease and diabetes which results in lower health care costs.
- ✦ Increased life expectancy.

Achieving all of this will make Coventry a better place to live, with a more active population who contribute more to the city's quality of life.

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In addition to this, Coventry is looking to use sport as a key regeneration tool and to enhance the positive branding of the city. As such, the development of improved facilities and opportunities to participate in sport and physical activity, aligned with a healthy events programme, will seek to instil civic pride and attract more visitors to the city.

These benefits need to be measured in the longer term and as such the key focus for the CSN will be to ensure that partners sign up to the Strategy and commit to delivering their respective objectives and initiatives.

To deliver Vision Aim 8 the following Strategic Objectives have been identified:

1. To actively demonstrate the positive impact that regular sports participation has in addressing public health inequalities in the city.
2. To harness the power of sport to promote and encourage social inclusion and community cohesion within the city.
3. To connect sport to the city's cultural, heritage, events and tourism offers.
4. To increase visitor numbers and secure economic benefit from hosting high-profile sporting events.
5. To ensure that all proposed regeneration schemes within the city consider the potential for incorporating sustainable sporting provision.
6. To increase training and employment within the city as a consequence of investment in sport.

These Strategic Objectives will be measured in the following ways:

- ¹ Number of people playing sport at least once a week in the most deprived wards.
- ² Number of community outreach programmes, neighbourhood games or initiatives delivering measured social outcomes in Coventry.
- ³ Perception of the city's cultural vibrancy and heritage measured by the Coventry Household Survey.
- ⁴ Number of visitors to Coventry during international and national sporting events.
- ⁵ Number of major regeneration schemes which reflect the needs and provision of sport.
- ⁶ Number of jobs and training opportunities created through investment and engagement in sport.

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APPENDIX 1 – SPORT ENGLAND MARKET SEGMENTATION

Segment name and description	Segment characteristics	Main age band	Socio econ	1x30	% Eng Pop	Media and Communications	Key brands	Top Sports (played at least once a month) and sporting behaviour
				3x30				
 Ben Competitive Male Urbanites	Male, recent graduates, with a 'work-hard, play-hard' attitude Graduate professional, single	18-25	ABC1	69%	4.9%	Ben is a heavy internet user, using it for sports news, personal emails, social networking and buying films, games and tickets. He is highly responsive to internet advertising.		Ben is a very active type and takes part in sport on a regular basis. He is the sportiest of the 19 segments. Ben's top sports are football (33%), keep fit/ gym (24%), cycling (18%), athletics including running (15%) and swimming (13%)
 Jamie Sports Team Lads	Young blokes enjoying football, pints and pool Vocational student, single	18-25	C2DE	59%	5.4%	Jamie is a prolific mobile phone user and as uses this as a primary source of information. He likes to text rather than talk, and uses 3G for sports results and sms text information services.		Jamie is a very active type that takes part in sport on a regular basis. Jamies top sports are football (26%), keep fit and gym (22%), athletics including running (12%), cycling (12%) and swimming (10%)
 Chloe Fitness Class Friends	Young image-conscious females keeping fit and trim Graduate professional, single	18-25	ABC1	56%	4.7%	Chloe is a heavy internet and mobile phone user. She uses her mobile to keep in contact with friends and family, preferring this to her landline. Chloe has a new 3G phone which provides internet access but is still likely to use text as her first source of information.		Chloe is an active type that takes part in sport on a regular basis. Chloe's top sports are keep fit/ gym (28%), swimming (24%), athletics including running (14%), cycling (11%) and equestrian (5%)
 Leanne Supportive Singles	Young busy mums and their supportive college mates Student or PT vocational, Likely to have children	18-25	C2DE	42%	4.3%	Leanne is a light internet user and a heavy mobile phone user, using this instead of a landline to contact friends. She uses sms text services and also entertainment features on her mobile. Leanne's mobile is likely to be pay-as-you-go and she responds to text adverts.		Leanne is the least active segment of her age group. Leanne's top sports are keep fit/ gym (23%), swimming (18%), athletics including running (9%), cycling (6%) and football (4%)
 Helena Career Focused Female	Single professional women, enjoying life in the fast lane Full time professional, single	26-45	ABC1	53%	4.6%	Helena always has her mobile and PDA on hand so that she is contactable for work and social calls. She is a heavy internet user, but mainly from home, and uses this as her primary source of information.		Helena is a fairly active type that takes part in sport on a regular basis. Helena's top sports are keep fit/ gym (26%), swimming (22%), cycling (11%), athletics including running (9%), and equestrian (3%).
 Tim Settling Down Males	Sporty male professionals, buying a house and settling down with partner Professional, may have children, married or single	26-45	ABC1	62%	8.8%	Tim's main source of information is the internet - he uses this for information on property, sports and managing his finances. He is a heavy mobile phone user and likes to access information 24/7. Tim will often buy things online and is relatively likely to use sms text alerts and 3G services.		Tim is an active type that takes part in sport on a regular basis. Tim's top sports are cycling (21%), keep fit/ gym (20%), swimming (15%), football (13%) and golf (7%)
 Alison Stay at Home Mums	Mums with a comfortable, but busy, lifestyle Stay-at-home mum, children, married	36-45	ABC1	55%	4.4%	Alison is a medium TV viewer and may have a digital package, but is unlikely to respond to TV advertising. She is a medium internet user and is unlikely to respond to internet advertising, but will use it as a source of information to aid her decision-making. She has a pay-as-you-go mobile for emergencies, but prefers to use her landline.		Alison is a fairly active segment with above average levels of participation in sport. Alison's top sports are: keep fit/ gym (27%), swimming (25%), cycling (12%), athletics including running (11%), and equestrian (3%)
 Jackie Middle England Mums	Mums juggling work, family and finance Vocational job, may have children, married or single	36-45	C1C2D	47%	4.9%	Jackie is a medium TV viewer, enjoying soaps, chat shows and dramas, and has Freeview digital channels. She is a light and cautious internet user, but has been encouraged by her children's prolific usage and is becoming more confident herself.		Jackie has above average participation levels in sport, but is less active than other segments in her age group. Jackie's top sports are keep fit/ gym (22%), swimming (20%), cycling (9%), athletics including running (6%), and badminton (2%).

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	Kev Pub League Team Mates	Blokes who enjoy pub league games and watching live sport. Vocational job, may have children, married or single	36-45	DE	43%	5.9%	Kev is a heavy TV viewer, likely to have a digital or cable package for extra sports coverage. He is a heavy radio listener and is likely to favour local commercial stations. Kev uses his mobile phone for social reasons but will not respond to text adverts.		Kev has above average levels of participation in sport. Kev's top sports are keep fit/ gym (14%), football (12%), cycling (11%), swimming (10%) and athletics including running (6%)
	Paula Stretched Single Mums	Single mums with financial pressures, childcare issues and little time for pleasure Job seeker or part time low skilled worker, children, single	26-45	DE	36%	3.7%	Paula is a heavy TV viewer, enjoying quiz and chat shows, reality TV and soaps. She is likely to have a digital or cable package. Paula does not have internet access at home, and is a heavy mobile phone user, although this is likely to be pay-as-you-go.		Paula is not a very active type and her participation is lower than that of the general adult population. Paula's top sports are keep fit/ gym (18%), swimming (17%), cycling (5%), athletics including running (4%) and football (3%)
	Philip Comfortable Mid-Life Males	Mid-life professional, sporty males with older children and more time for themselves Full-time job and owner-occupier, children, married	46-55	ABC1	51%	8.7%	Philip is a medium TV viewer, likely to have digital and use interactive services for sports and business news. He is a heavy radio listener. Philip is comfortable purchasing over the phone and internet, but is unlikely to respond to sms text alerts.		Philip's sporting activity levels are above the national average. Philip's top sports are cycling (16%), keep fit/ gym (15%), swimming (12%), football (9%), and golf (8%)
	Elaine Empty Nest Career Ladies	Mid-life professionals who have more time for themselves since their children left home Full-time job and owner-occupier, married	46-55	ABC1	43%	6.1%	Elaine is a light TV viewer, loyal to mainstream terrestrial channels. Elaine is a moderate and increasing internet user, and is more internet-savvy than her peers. She appreciates the value of more sources of information and will browse news and lifestyle sites.		Elaine's sporting activity levels are similar to the national average. Elaine's top sports are keep fit/ gym (21%), swimming (18%), cycling (7%), athletics including running (3%) and tennis (2%)
	Roger & Joy Early Retirement Couples	Free-time couples nearing the end of their careers Full-time job or retired, married	56-65	ABC1	38%	6.8%	Roger and Joy are medium TV viewers and heavy radio listeners. They regularly read the Times of Daily Telegraph, and a local paper. They have increased their use of the internet and may now have access to it at home.		Roger and Joy are slightly less active than the general population. Roger and Joy's top sports are keep fit/ gym (13%), swimming (13%), cycling (8%), golf (6%), and angling (2%)
	Brenda Older Working Women	Middle aged ladies, working to make ends meet Part-time job, married	46-65	C2DE	29%	4.9%	Brenda is a heavy TV viewer and is likely to respond to TV advertising. She is a medium radio listener, preferring local commercial stations. Brenda rarely has access to the internet, and is an infrequent mobile user. She enjoys reading the Mirror or the Sun.		Brenda is generally less active than the average adult. Brenda's top sports are keep fit/ gym (15%), swimming (13%), cycling (4%), athletics including running (2%) and badminton (1%)
	Terry Local 'Old Boys'	Generally inactive older men, low income, little provision for retirement Job Seeker, married or single	56-65	DE	26%	3.7%	Terry is a high TV viewer, both at home and in the pub, particularly enjoying live sports coverage. He reads the tabloids on a daily basis. Terry does not use the internet, and does not feel he is missing out. He is unlikely to have a mobile phone.		Terry is generally less active than the average adult. Terry's top sports are keep fit/ gym (8%), swimming (6%), cycling (6%), angling (4%), and golf (4%)
	Norma Late Life Ladies	Older ladies, recently retired with a basic income to enjoy their lifestyles Job seeker or retired, single	56-65	DE	23%	2.1%	Norma is a high TV viewer, enjoying quiz shows, chat shows, soaps and religious programmes. Most new technology has passed her by, having no internet access or mobile phone, but she uses her landline to call her family.		Norma is generally less active than the average adult. Norma's top sports are keep fit/ gym (12%), swimming (10%), cycling (2%), bowls (1%) and martial arts/ combat (1%)
	Ralph & Phyllis Comfortable Retired Couples	Retired couples, enjoying active and comfortable lifestyles Retired, married or single	66+	ABC1	28%	4.2%	Ralph and Phyllis are medium to light TV viewers, preferring to be out and about instead. They are unlikely to have access to the internet, although it is something they are considering. They read the newspaper daily: either the Daily Telegraph or Times		Ralph and Phyllis are less active than the average adult, but sportier than other segments of the same age group. Ralph and Phyllis' top sports are keep fit/ gym (10%), swimming (9%), golf (7%), bowls (4%), and cycling (4%)

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	Frank Twilight Years Gent	Retired men with some pension provision and limited exercise opportunities Retired, married or single	66+	C1C2D	21% 9%	4.0%	Frank is a heavy TV viewer and enjoys watching live sport and notices TV advertising, which he is influenced by. He does not use the internet and is nervous of computers. Frank reads a newspaper most days, either the Daily Mail or Express. He does not have a mobile phone.		Frank is generally much less active than the average adult. Frank's top sports are golf (7%), keep fit/ gym (6%), bowls (6%), swimming (6%) and cycling (4%).
	Elsie & Arnold Retirement Home Singles	Retired singles or widowers, predominantly female, living in sheltered accommodation Retired, widowed	66+	DE	17% 5%	8.0%	Elsie and Arnold are heavy TV viewers, enjoying quiz shows, religious programmes and old films. They generally do not have access to the internet or use a mobile phone, and only use their landline to call family.		Elsie and Arnold are much less active than the average adult. Their top sports are keep fit/ gym (10%), swimming (7%), bowls (3%), golf (1%) and cycling (1%).

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