Welcome

Welcome to the Annual Report of North Yorkshire Sport Ltd (NYS) for the year ending March 2017. NYS has continued to perform above expectations in its arrangements with Sport England and also in expanding its work and impact in other areas in order to develop sport and physical activity in our county. This pays testament to the ambitious and developing capability of the organisation and its partners.

Our charitable objectives are outlined in the report and we are confident that they remain wholly appropriate to the organisation. While we continue to be totally committed to delivering our outcomes for Sport England, this year has seen NYS deepen further in its involvement in delivering other programmes that can improve health and lives through sport.

To achieve these outcomes, we are committed to the development of robust partnerships that ensure we can deliver all our programmes so that they can improve people's lives and/or their health, cost effectively. The Board has been impressed by the performance of the whole NYS team, led by David Watson. The team has embraced the continued development as a well respected organisation and despite the changing environment in which they have to operate, they continue to impress and achieve positive impact.

We have set ourselves a high standard and are confident that we have the capacity and ambition to achieve stretching targets. We have a very able, dedicated and hard-working Board who are deeply involved with the work of NYS. I have been a board member for the last nine years and have recently taken on the role of chair, taking over from John Crowther who has ably guided us for six years. Our thanks go to John for his leadership that has seen us successfully transition from a hosted organisation to an independent charity limited by guarantee.

We are already working hard to achieve our objectives for 2017/18 of course but with a strategic view of the years ahead as we continue to help people's lives.

GUY MASTERMAN
Chair of North Yorkshire Sport Board

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Introduction

Welcome to the North Yorkshire Sport Impact Report for 2016/17.

This report highlights the work of the organisation and the impact it has on the health and wellbeing of the residents of North Yorkshire. For the first time the report is structured around six Key Research Questions (KRQ) which guide our work to ensure that we are Driving Positive Change through Sport and Physical Activity.

Each KRQ asks a fundamental question about whether our work adds value to our customers, the residents of North Yorkshire, and helps us to determine where our resources and those of partners are best placed to improve health and wellbeing.

Rather than produce a report that lists every single programme and project North Yorkshire Sport delivers, we highlight case studies and examples of positive practise that best illustrate impact.

In designing the KRQs we have taken in to account our Charitable Objectives which are:

(a) To advance amateur sport by (i) encouraging and enabling the residents of North Yorkshire and the City of York to participate in sports or games which promote health by involving physical or mental skill or exertion, and (ii) the provision and promotion of activities or facilities for the playing of any sport capable of improving health;

(b) To advance and further the education of the public in matters relating to physical fitness, nutrition, active recreation, and lifestyle.

In addition to these we also seek to:

- Reduce inequalities (particularly health inequalities)
- Reduce inactivity levels
- Encourage inclusive investment (for any capital or revenue development)
- Maximise support for under-represented groups in communities of identified need
- Maximise the assets we have (indoors, outdoors, natural) to promote wellbeing
- Enable sustained, positive behaviour change through sport and physical activity
- Help investors and partners focus their ideas and target them where they will create impact

At times we play a leadership role and at other times an enabling role and I believe this report illustrates the impact made by the organisation in both capacities.

During the coming year we will continue to deliver on our existing contracts and seek new and innovative ways that we can drive positive change through sport and physical activity to improve the lives, health and well being of the residents of North Yorkshire.

In September 2017 we will launch a Co-Investment Prospectus for North Yorkshire which will mark the start of another exciting chapter in the development of the organisation.

Finally I hope you enjoy reading the report and I look forward to working with new and existing partners in the year ahead.

DAVID WATSON
Chief Executive, North Yorkshire Sport
2016/17 Performance

North Yorkshire Sport’s (NYS) performance against each of its programmes is rated by Sport England twice yearly and given a traffic light performance rating, ranging from red to green. NYS have achieved the best possible rating of green across all of this year's programmes.

**SPORTIVATE**

- 2242 young people accessed Sportivate supported programmes
- 1966 participants missed no more than 1 session
- 52% male
- 48% female
- 10% disabled

**PARTICIPANT DEMOGRAPHICS**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
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<tr>
<td>11-16 years</td>
<td>39%</td>
</tr>
<tr>
<td>17-18 years</td>
<td>19%</td>
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<tr>
<td>19-25 years</td>
<td>42%</td>
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**INACTIVE OR IRREGULARLY ACTIVE PRIOR TO SPORTIVATE**

- 83%

**SCHOOL GAMES**

- 2570 Level 3 school games participants
- 132 of which were send
- 194 young volunteers helped to organise the games (target 150)
**COACHING**

- **Disability Coaches**: 46 supported through a NYS coaching intervention
- **Female Coaches**: 121 supported through a NYS coaching intervention
- **Coaches Attended**: 450 continuous professional development (CPD)
- **COACHES ON SPORTSUITE**: 1253

**Creating Better Futures (GET ON TRACK)**

- **Programmes Delivered**: 3
  - Scarborough’s 3rd & Selby’s 1st
- **Young People Attended**: 43 one or more session over the programme
- **Retention**: 79%
  - of 12 sessions or more
- **Completed**: 82%
  - 30mins activity each week

**Satellite Clubs**

- **Clubs Supported**: 43
- **Clubs Sustained from Previous Years**: 48
- **New Satellite Clubs**: 27
- **New Participants**: 776

**At 3 Months Post Course**

- **Are in Volunteering, Employment, Training and/or Education**: 65%
Sustained participation in sport & physical activity in York & North Yorkshire is continually increasing year on year.

North Yorkshire Sport are committed to increasing participation in sport and physical activity across the county, utilising our diverse range of programmes and partnerships. We recognise that sport and physical activity plays an important role in improving health, wellbeing and creating better futures for every individual, no matter what their background, ability, age or gender.

Research tells us that many of the leading causes of ill health could be prevented if people were to play more sport and increase their physical activity levels, whilst our own work provides evidence that sport and physical activity can also tackle wider socio-economic issues such as loneliness, isolation, community disengagement and economic inactivity. Our success in facilitating sustained participation can be measured using a mixture of national participation survey results and evidence collected through our own programmes.

However, the results also highlight that 50% of the North Yorkshire population are not taking part in any sport and physical activity, suggesting there is still plenty of work to do to tackle inactivity across the county. Department of Health findings support this, showing that over 66% of adults and children in North Yorkshire are carrying excess weight. Sport England’s new strategy ‘Towards an Active Nation’ has a much stronger focus on tackling inactivity recognising that those who do the least stand to benefit the most, even from small amounts of activity.

Over the next 12 months North Yorkshire Sport will continue to work with a range of partners to tackle inactivity & create behaviour change amongst North Yorkshire residents.

In 2016/17, North Yorkshire Sport has created a sustained increase in participation in the following ways:

1. In the UK, if all inactive people were to become active, 16.9% of premature deaths from all causes could potentially be prevented ('Effect of physical inactivity on major non-communicable diseases worldwide', Lee I, Shiroma EJ, Lobelo F, Puska P, Blair SN, Katzmarzyk PT, 2012)
3. The introduction of Sport England’s new Active Lives Survey will include new measurements that will also help us to understand more about participation in North Yorkshire.

**ACTIVE PEOPLE SURVEY (APS) 10 RESULTS (2016) SHOW THAT PARTICIPATION IS INCREASING, WITH 26.2% OF PEOPLE IN NORTH YORKSHIRE COMPLETING AT LEAST 3 x 30 MINUTES OF SPORT & PHYSICAL ACTIVITY EACH WEEK COMPARED TO 23.1% DURING APS1 (2005)**

**800 SATELLITE CLUB PARTICIPANTS ARE MORE ACTIVE THAN BEFORE THEY JOINED**

**70% OF SPORTIVATE PARTICIPANTS PLAY SPORT MORE FREQUENTLY...**

**...WHICH EQUALS 2,369 YOUNG PEOPLE IN NORTH YORKSHIRE NOW MORE ACTIVE AS A RESULT OF TAKING PART IN OUR PROGRAMMES**

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1. In the UK, if all inactive people were to become active, 16.9% of premature deaths from all causes could potentially be prevented ('Effect of physical inactivity on major non-communicable diseases worldwide', Lee I, Shiroma EJ, Lobelo F, Puska P, Blair SN, Katzmarzyk PT, 2012)
3. The introduction of Sport England’s new Active Lives Survey will include new measurements that will also help us to understand more about participation in North Yorkshire.
We have continued to tackle the barriers that prevent people from participating in sport and physical activity by developing and encouraging new and varied ways of taking part.

Key examples include:

- Introducing non-traditional settings for more traditional sports such as beach & forest netball
- Creating dementia friendly swimming pools and sports clubs
- Partnering with local companies to create workplace sporting opportunities and challenges
- Continuing to run the North Yorkshire School Games, providing schools with the largest multisport competition programme in the county. In 2016, 250 schools took part & over 2,500 young people competed in the games supported by a workforce of over 100 young leaders & officials
- Offering a wide range of non-traditional sports for young people to experience via our Sportivate and Satellite Clubs programmes
- Offering programmes targeted specifically at changing the behaviour of inactive people

**CASE STUDY**

**Couch to 5K**

Couch to 5k is a programme to help absolute beginners get into running.

In partnership with Yorkshire Cancer Research and Weight Watchers, North Yorkshire Sport has delivered 14 projects across seven districts of North Yorkshire.

The programme has funded 12 individuals to complete ‘Leadership in Running Fitness’ (LIRF) training to become ‘Run Leaders’, so that they are suitably qualified to lead and support groups of participants on their journey from inactivity to regular running.

**PROJECT RESULTS SHOW THAT...**

- 50% of participants who have completed Couch to 5k are still running
- 71% of participants say that barriers to taking part in sport & physical activity have been reduced
- 67% of participants are now more active
- 90% of participants say the project makes them want to be more active more often

A further 10 participants have been trained & supported to take over & continue the running groups

www.northyorkshiresport.co.uk
Key Research Question 2

Sporting contexts \(^1\) in York & North Yorkshire are increasingly effective & sustainable.

North Yorkshire Sport enables organisations to be stronger and more effective. In doing so, we are helping to create a more sustainable infrastructure of sporting contexts who are better positioned to increase participation and target the hardest to reach groups.

We support sporting contexts to:

- be less reliant on funding
- be able to cater for a wider range of participants
- provide a much better customer experience

And we believe this is key to reducing inactivity across North Yorkshire.

SUSTAINABLE PROJECTS

North Yorkshire Sport’s funding ethos is to ensure that projects are viable after their funded period is complete, to create sustainable new sporting opportunities across North Yorkshire.

Of our core programmes funded in 2016:

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<th>Type of Programme</th>
<th>Number (%)</th>
<th>Description</th>
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<tbody>
<tr>
<td>Satellite Clubs</td>
<td>25 (93%)</td>
<td>Are still running</td>
</tr>
<tr>
<td>Sportivate Clubs</td>
<td>141 (86%)</td>
<td>Are still running</td>
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Collectively this has provided 166 new sustainable sporting opportunities for young people across North Yorkshire benefiting 2,579 participants.

\(^1\) Sporting contexts: This includes clubs but also less formal sport and physical activity provision; it comprises any setting in which people take part in sport and physical activity (but for the purposes of these definitions does not include venues which simply provide a geographical location for sport to take place).
MORE EFFECTIVE & SUSTAINABLE SPORTING Contexts

CLub Support
A key way in which we enable our clubs to be more effective and sustainable is through our bespoke club support package.

Utilising Sport England's Club Matters resources with a combination of workshops, toolkits, local knowledge & insight, in the past 12 months we have:

- ACTively Engaged with 93 CluB
- ProVIded 1-2-1 Support to 21 CluBS
- Engaged in Workshops & CluB Development evening 43 CluBS
- Provided mentoring support to 9 CluBS
- DeLivered monthly e-newsletter to 196 individuals (increased by 133 since 2015)

Our annual club support survey asks respondents to rate how effective their club was within each area “Before” and “After” they accessed support from NYS. 2016 results show that partners have become more effective in the following ways:

MARKETING:
Average change from 4 to 6 out of 10 which is an average 20% increase.

FINANCE:
Average change from 6 to 7 out of 10 which is an average 10% increase.

CLUB MANAGEMENT:
Average change from 5 to 7 out of 10 which is an average 20% increase.

MANAGING WORKFORCE:
Average change from 5 to 6 out of 10 which is an average 10% increase.

CLUB EXPERIENCE:
Average change from 5 to 7 out of 10 which is an average 20% increase.

- Rating of how support has improved their confidence to make decisions - The average rating was 7 out of 10
- Rating of how support has improved the way you think about doing things - The average rating was 7.1 out of 10
- Rating of how support has improved the way you get things done - The average rating was 7.1 out of 10
- 40% reported that their membership had increased because of our support

CASE STUDY

Stokesley Netball Club

Stokesley Netball Club began as a Back to Netball session in 2013 and since then has slowly been increasing the number of ladies interested in playing social netball.

A couple of the club’s founding members had an interest in growing the club; expanding into more competitive teams and offering junior netball, but they lacked the knowledge and understanding of how this could be achieved and who could offer support.

The club then attended the first Hambleton club development evening set up by North Yorkshire Sport with the local authority, Hambleton District Council (HDC). The evening was designed to outline the support available to local clubs and to capture feedback from clubs on areas of support they would most value. The evening provided the platform for North Yorkshire Sport to make contact to discuss Stokesley Netball Club’s development ideas.

The club has since engaged with every Club Matters course and development evening offered within the local area and are also working closely with NYS and HDC to develop and expand their current offer. As part of this process, NYS and HDC have organised a district wide netball development evening to link local netball providers together and are working to develop a local netball league.

“As a relatively new club, Stokesley Netball Club were at a bit of a loss as to how to attract new members and grow. North Yorkshire Sport have been extremely helpful & encouraging in this. The support & advice we have received to understand our objectives & strategy & their enthusiasm for the sport has been uplifting & has meant we now have a plan & real motivation to continue to grow, be more effective & enhance netball in Stokesley. Not only this, but North Yorkshire Sport have also been very supportive to a few clubs in the development of a new Hambleton Netball League.”

www.northyorkshiresport.co.uk
North Yorkshire Sport believes that an adequately sized, appropriately qualified workforce is required to increase participation at all levels across North Yorkshire.

Over the past 12 months, our focus on tackling inactivity has highlighted the need for a workforce of coaches and volunteers that can rise to the challenges of creating behaviour change amongst inactive people. New coaching strategies from Sport England and UK Coaching (formerly Sports Coach UK) have focused on improving a person’s experience of sport and physical activity based on their own aspirations and needs. In particular, it is recognised that a different type of support is required for people taking their first steps into becoming more physically active.

These changes have been reflected in North Yorkshire Sport’s planned & completed work over the past 12 months, where we have worked with a wider range of partners to:

- Improve the knowledge and skills of our workforce to deliver different types of activities to different types of participants

CREATING SUFFICIENT MANPOWER TO MEET DEMAND

OUR COACHING WORKFORCE:

NORTH YORKSHIRE SPORT CURRENTLY ENGAGES WITH 1,253 PAID & VOLUNTARY COACHES ACROSS NORTH YORKSHIRE VIA ITS DEDICATED COACHING WEBSITE

THE MAJORITY OF THESE COACHES ARE AT LEVEL ONE (37%) & TWO (35%)'

Over the coming year, we will use these figures as a baseline to understand how our workforce is changing. Alongside information collected from our clubs, this will help us to understand where our workforce requires development to ensure that they are able to meet changing demands.

DEVELOPING OUR WORKFORCE TO MEET DEMAND

North Yorkshire Sport invests in workforce development to make existing clubs more effective and to support the creation of new clubs and coaching opportunities.

In 2016/17 we awarded over £20,000 to develop the workforce required to deliver our Sportivate and Satellite Club programmes across the county.

The results of our Satellite Club survey showed that 87% of funded clubs felt they had sufficient coaches to meet demand. Their feedback has also enabled us to understand the workforce challenges they face, so that we can support them to ‘fill the gaps’ and continue to develop their clubs sustainably.

As part of our ‘Get into Coaching’ programme, NYS also supports workforce development in existing North Yorkshire clubs to ensure they can meet current and future demand effectively.

QUALIFIED, CAPABLE, CONFIDENT COACHES

North Yorkshire Sport enables regular & varied opportunities for continuous professional development (CPD) to help ensure that North Yorkshire has an appropriately skilled & capable workforce.

In 2016/17 North Yorkshire Sport supported coaches to develop new capabilities with:

- 35 CPD courses which could be booked directly through our website
- Access to coaching information, news, funding & vacancies
- Opportunities for coaches to network & learn from each other

North Yorkshire Sport’s approach also enables local authority partners to engage directly with the provision of coach education in their areas, leading to better opportunities for coaches to develop.
MEASURING SUCCESS

A key indicator of our success is how clubs & coaches rate themselves, as this helps us to understand how delivery has improved after receiving support but also where further development is needed. It also provides valuable information on where our services could improve.

CASE STUDY

Talent Coaches Programme

North Yorkshire Sport have designed and are delivering a talent coaching programme to support coaches working on the first step of the ‘talent pathway’.

Typically, this entails coaching those who have been selected and transitioned into an environment for participants with talent such as academies, county squads and regional squads.

Coaches from eleven different sports have been brought together in a peer-mentoring environment to learn from each other whilst assessing their own strengths and areas for development. The project includes some UK Coaching Talent Foundation Series workshops.

“More confident coach - increased variety in sessions leading to happier athletes.”

This has resulted in 75% of coaches implementing new ideas and methods in their coaching.

“I found the state management session brilliant. I have progressed the lad’s training diaries to include a psychological element. Instead of just having our prefight routine the lad I mainly work with is turning up 30mins early and practicing his warm up at least once a week now. We have had a look at his music (used the book recommended). We have a variety now so that he can follow his mood more.”

88% of coaches believe that the programme has provided them with benefits they might not have received had they not taken part and a key learning from the programme has been the value of coaches coming together and sharing their own experiences:

“It’s great to have a platform to share ideas on / find ways to tweak what I do already / make theoretical ideas more practical.”

“Great opportunity to meet and share experiences from other sports. Good choice of practical and theory tasks and activities, but most of all the examples provided of past experiences by the tutor to bring to life the context of the course. The fact the course was free of charge and well organised, easy to book on is a clear advantage. Looking forward to attending the next session. Many Thanks.”

TO DATE, FEEDBACK SHOWS THAT

50% OF COACHES FEEL MORE CONFIDENT & CAPABLE

BECAUSE OF THE PROGRAMME, WHICH HAS IMPROVED THEIR DELIVERY
York and North Yorkshire has a population of over 800,000 and at 3,300 square miles it is the largest county in England with two National Parks; most of the Yorkshire Dales and North York Moors.

At North Yorkshire Sport we are working with our partners to ensure that everybody in North Yorkshire has the opportunity to take part in sport and physical activity. A key part of this process is to identify inequalities in participation levels and local provision as well as recognising the common barriers that prevent people from taking part as much as they would like to.

North Yorkshire Sport utilise a number of resources to understand & target underrepresented groups. We also supports partners to use insight when developing their own project proposals, to ensure that projects are better planned & participants are targeted more effectively.

PARTICIPATION

The Active People Survey enables us to examine participation levels in North Yorkshire. The latest survey, Active People 10 shows that:
- More men than women are taking part
- Participation decreases with age
- Participation is lower amongst the disabled population

INCREASING PARTICIPATION WITHIN UNDER-REPRESENTED GROUPS

In 2016 North Yorkshire Sport has targeted inequalities in participation through specific programmes aimed at under-represented groups. Key programmes such as Satellite Clubs and Sportivate also prioritise bids that target groups such as the 18-25 age group, females, those with disabilities and disengaged young people.

GENDER

14% COUCH TO 5K PROJECTS ACROSS 8 DISTRICTS (207 PARTICIPANTS)
45% OF SATELLITE CLUB PROJECTS WERE FEMALE FOCUSED WITH A FURTHER 40% GENDER INCLUSIVE
16% OF SPORTIVATE PROJECTS WERE FEMALE FOCUSED WITH A FURTHER 74% GENDER INCLUSIVE

DISABILITY

We have worked to improve access to sport and physical activity for those people living with dementia by training 41 people in Dementia Awareness and establishing 6 Dementia friendly ‘Club as the Hub’ projects across the county.

11% OF SATELLITE CLUB PROJECTS WERE INCLUSIVE /DISABILITY FOCUSED
25% OF SPORTIVATE PROJECTS WERE INCLUSIVE /DISABILITY FOCUSED

Key Research Question 4

Inequalities in provision are reduced & access to provision in York & North Yorkshire is improved.

1. APS10: In NY, 52% of men take part in ‘any sport’ compared to 44% of women
2. APS10: In NY, 25% of people with a limiting illness take part in ‘any sport’ compared to 53% with no limiting illness or disability.
DISENGAGEMENT

- 14% of Sportivate projects and 31% of Satellite Club projects were specifically targeted at disengaged young people, clinically obese, those at the attention of the police, those accessing social or other services.
- Our Get on Track programme continues to support disadvantaged young people aged 16-25 in 4 areas of North Yorkshire.

REDUCING BARRIERS TO INCREASE PARTICIPATION

We know that a number of factors can affect an individual’s relationship with sport and physical activity. There are physical, emotional and practical barriers that prevent people from taking part as much as they would like to, or at all.

Using the resources available to us, such as:
- Sport England’s Market Segmentation toolkit
- Youth Insight ‘Under the Skin’ research
- This Girl Can
- Women in Sport guidance
- Active Outdoors research

It is possible to support clubs to understand more about the motivations & barriers affecting participation, so that sessions can be designed and targeted to reduce those barriers and attract participants.

Our Satellite Clubs have shared the ways in which they have used the ‘Under the Skin Youth Insight research to design & target their sessions effectively:

“These sessions create an atmosphere where the young people come together & share the love of football. We have used music in the sessions & also try to create a fun & enjoyable hub for the young people to come to.”

“The main aspects we have focused on are not making the sessions too formal, with start to end coaching. We also support music and regular breaks and take a lead from the girls as to what they want; matches, coaching, a different sport completely.”

Other projects such as our Couch to 5k programme are targeted at people completely new or returning to exercise, offering 12 weeks of fun fitness and stamina building activities in a social and supportive environment. At the end of the 12 weeks, participants have been taken on a journey from inactivity to successfully running 5k.

Feedback from Couch to 5k participants told us that 74% of participants felt that the barriers preventing them from participating had been reduced:

“The course has been life changing. Andy has been an amazing instructor, if anyone was to tell me 12 weeks ago I would be able to run a 5k without walking I would have laughed at them! Not only have I now got the running bug but I have also met some lovely people and I am so excited to go out and run with them every week!”

DIVERSITY WITHIN THE VOLUNTEER AND COACHING WORKFORCE

North Yorkshire Sport are working to increase the diversity of our workforce to improve the experiences available for both coach and participants. Our coaching database indicates that only a small proportion (3%) of North Yorkshire Coaches are disabled.

Our coaching database also indicates a greater number of male coaches (66%) than female (34%).

One intervention designed specifically to target the disparity between male & female coaches has been NYS’s Richmondshire Women Can Coach project, see case study overleaf.
CASE STUDY

Richmondshire Women Can Coach

As part of Sport England’s investment into coaching, North Yorkshire Sport were tasked with implementing a national campaign in our area.

Our local insight followed the national trend in showing there are fewer female coaches than male, so we chose ‘Reach into Coaching’ to be our campaign to encourage more women to become coaches. Of all the districts in North Yorkshire, Richmondshire was chosen as our focus area as the district had the worst male:female coaching ratio, with just 21% of the workforce being women.

Seven sporting venues including leisure centres, gyms and swimming pools hosted the promotional material helping to engage 13 women into the campaign. Research shows that one of the biggest barriers to getting into coaching is the cost of the qualifications. To break down this barrier, North Yorkshire Sport released a coaching bursary of five £200 grants. The grants were used to assist the qualifications of nine women (four activators, three coaches at level one and two coaches at level two) and to help deploy them into four community clubs.

The campaign resulted in the Richmondshire workforce gender ratio to be reduced with the percentage of women raising from 21% to 40%.

One of the clubs benefiting from programme said: “We are always keen to encourage new coaches to join us at the gymnastics club - whether they be ex Gymnasts coming to the end of their career who we love to keep involved in the sport, or parents who are wanting to help out. However- there are many obstacles in the way to successfully achieving the goal of becoming a coach and North Yorkshire sport has really helped immensely with this campaign to enable girls and women to feel this is achievable. With the help of grants, advice and support to achieve their ambition and giving confidence to women to feel they should be at the top of their sport producing top athletes.”
CASE STUDY

Club as the Hub - Harrogate Town FC

North Yorkshire Sport and the North Yorkshire County Council Stronger Communities team have developed a programme called 'Club as the Hub' to help tackle loneliness and isolation amongst North Yorkshire residents.

North Yorkshire Sport has committed to work with one ‘Hub’ sports club in each district, per year, and support them to become aware of the needs and requirements of their ageing members and potential members.

The programme looks at specific considerations clubs should be aware of to ensure they are accessible to the whole of their local community. This may include training and support to deliver accessible/adapted sports, dementia and bereavement awareness and generic club development support to make the club a focal point for best practice and a knowledge hub for other local clubs.

There were six Club as the Hub clubs established in 2016-17 with participants benefiting from a range of training workshops such as Dementia Friends, Warm and Well Fuel Poverty, Trips and Falls and Mental Health First Aid.

Working with Harrogate Town FC (HTFC), North Yorkshire Sport’s key focus areas were to make match days more accessible and to provide accessible facilities to host non-traditional sessions such as coffee mornings and Sporting Memories reminiscence.

A Dementia Friends workshop was hosted and Sporting Memories tutor training was arranged with extended partners including HTFC staff, East Riding County FA, York City FC Foundation staff, local charity Over the Rainbow and local volunteers. Eight people attended the Sporting Memories training which has enabled the delivery of monthly sessions in Harrogate, with 15-20 regular attendees.

“Being involved with the North Yorkshire Sport, Club as the Hub programme has supported the Club’s drive to be a friendly, accessible venue for the whole Harrogate & District community. Staff have attended Dementia Friends workshops to raise awareness of older peoples considerations on match day and Sporting Memory training to enable specific sessions to be delivered at the clubs facilities. These resources have raised the confidence of staff being able to cater for this specific demographic group of the local community.

It is vital that we continue this work to grow other appropriate programmes including Walking Football and other social inclusion programmes such as the “Think with your Feet” work targeting people with anxiety, who are lonely and face daily issues around every day tasks.”

GARRY PLANT, MANAGING DIRECTOR, HARROGATE TOWN FC.

The Club as the Hub process has also benefited the club by creating new networks of non-traditional partners. HTFC have registered on the Dementia Action Alliance directory of accessible resources and display the Alzheimer’s Society logo on hoarding signs and on staff pin badges.

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<tr>
<th>ALL 6 CLUBS HAVE BEEN DIRECTED TO THEIR RESPECTIVE DISTRICT DEMENTIA ACTION ALLIANCE</th>
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<tbody>
<tr>
<td>9 PEOPLE ATTENDED A NYSS DELIVERED DEMENTIA FRIENDS WORKSHOP</td>
</tr>
<tr>
<td>41 PEOPLE ATTENDED THE WARM &amp; WELL FUEL POVERTY WORKSHOP</td>
</tr>
<tr>
<td>9 PEOPLE ATTENDED THE SPORTING MEMORIES NETWORK TUTOR TRAINING (DELIVERING MONTHLY SESSIONS IN HARROGATE, 15-20 REGULAR ATTENDEES AND MONTHLY SESSIONS IN HUSTHWAITE, 10-15 REGULAR ATTENDEES)</td>
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<tr>
<td>8 PEOPLE ATTENDED A MENTAL HEALTH FIRST AID COURSE WHICH INCLUDED 4 PEOPLE FROM THE RICHMONDSHIRE CLUB AS THE HUBS</td>
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<tr>
<td>17 PEOPLE ATTENDED</td>
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North Yorkshire Sport has developed a deep understanding of what the challenges and opportunities are in order to use sport and physical activity to empower individuals, communities and businesses to achieve meaningful change.

Sometimes it will be appropriate to work across the whole population; at other times it will be more useful to work in specific geographies or with specific types of people across the life course. Through partnership & strategic influence we believe we can:

- Reduce inequalities (particularly health inequalities)
- Reduce inactivity levels
- Encourage inclusive investment (for any capital or revenue development)
- Maximise support for under-represented groups in communities of identified need
- Maximise the assets we have (indoors, outdoors, natural) to promote wellbeing
- Enable sustained, positive behaviour change through sport and physical activity
- Help investors and partners focus their ideas and target them where they will create impact

As a mature County Sports Partnership that respects the talents and assets of many other organisations and networks in North Yorkshire, we can play at different times both a leadership role or enabling role for others to achieve great success. In the past 12 months we have focused on developing our understanding of what partners wish to achieve, what we could deliver together by 2021 and beyond and how to maximise our assets to best effect.
WHAT OUR PARTNERS SAY
Feedback from our annual Partner survey (2016) showed that...

87% OF PARTNERS AGREED OR STRONGLY AGREED THAT NORTH YORKSHIRE SPORT WERE THE LEAD ORGANISATION TO STRATEGICALLY INFLUENCE INVESTMENT TO THE BENEFIT OF SPORT IN NORTH YORKSHIRE

Local Authority services were the only partners where less than 100% strongly agreed or agreed. Following the survey results, further stakeholder interviews with our local authority partners has given us further insight in this area.

Interviewed authorities said that NYS had enabled smarter investment decisions / helped leverage investment, with many praising the effectiveness of joint working and a collective approach to project bids.

“NYS are always my first point of contact for anything strategic, neither party would dream of doing something in isolation. Six months ago I think everyone across the districts was doing their own thing, but it’s changing for the better recently, things like getting together to discuss the Local Delivery Pilot. Joining up is much better.”

“I strongly agree 100% yes, NYS is the lead organisation to strategically influence investment, because they are the most impartial of any other organisations and their positioning.”

ENABLING PARTNERS TO ACCESS FUNDING
Feedback from our partners consistently tells us that provision of funding, access to funding opportunities and support with funding applications are some of the most valued benefits of working with North Yorkshire Sport.

Over the past twelve months North Yorkshire Sport have invested £564,728 in sport and physical activity in North Yorkshire via our funded programmes. In addition to this we have supported clubs to apply for funding by providing bid writing support plus local insight and evidence to support and guide their projects.

INFLUENCING INVESTMENT
In 2016/17, North Yorkshire Sport have also successfully applied for and invested £204,211 into additional projects based on the strength of our experience and reputation for excellent programme delivery. This has included £250,000 of European Social Investment Funding (ESIF) funding brought about by the success of our Get on Track programme.

NORTH YORKSHIRE SPORT KEY ASSETS FOR CO-INVESTORS

LEADING INSIGHT ABOUT LOCAL NEEDS
NETWORKS IN THE COUNTY’S SPORT & PHYSICAL ACTIVITY LANDSCAPE
STRONG TRACK RECORD REGARDING PROJECT DESIGN, OWNERSHIP AND DELIVERY
FUTURE INVESTMENT

North Yorkshire Sport has produced its first ever Co-Investment Prospectus 2017-2021 in the past 12 months. It is aimed at any organisation that wishes to make a difference to the 800,000 people in York and North Yorkshire over the next 10 years. We want you to choose North Yorkshire as the place to invest in together. The Prospectus encourages you to work with North Yorkshire Sport as the go-to organisation to help you identify ways of co-ordinating resources to achieve greater impact wherever possible in this county ‘through sport and physical activity’. The Prospectus sets out six strategic ambitions for focused co-investment between 2017 and 2021.

- Reducing inequalities
- Local wellbeing hubs
- The Great Outdoors
- First for Families
- Healthier for longer
- Healthier businesses

Each strategic ambition is underpinned by a detailed market analysis of the issues, challenges and inequalities in the county and an assessment of where sport and physical activity could add most value. If you wish to get involved in the various working groups we are establishing to take forward work streams relating to each ambition please get in touch.

NYS SUPPORTS PARTNERS TO MAKE SMARTER INVESTMENT DECISIONS BY:

- Supporting business cases
- Providing key data and insight
- Identifying and attracting new funding
- Coordinating and facilitating partnerships
- Leading and forming consortium bids

CASE STUDY

Craven Lawn Tennis Club

North Yorkshire Sport played a key role in Craven Lawn Tennis Club’s application for Sport England’s Inspired Facilities Fund, producing the insight & evidence case & providing bid-writing support. This has led to an investment award of £45,000 to redevelop the court facilities at the club.

A club spokesperson said:

“I just thought you would like to know that we have heard from Sport England that our application for funding in relation to our new court has been successful & we have been awarded the full amount we applied for to help us build the new court. We can’t publicise the award yet but I wanted to let you know in view of the very kind support you provided at the time I made the application.

Thanks so much for your input which was invaluable. I will keep in touch as maybe you would be able to come along to any opening ceremony we have when the court is built at the end of this season.”

Key Research Question 5 continued...
The “Get on Track” programme is a personal development project that aims to change the lives of young people through sports participation.

The programme provides disadvantaged and disengaged young people (aged 16-25) with the self-discipline, motivation and confidence they need to enhance their employability and to lead more active lives. Up to the end of 2016/17 financial year, North Yorkshire Sport in partnership with the Dame Kelly Holmes Trust (DKHT) had run six programmes benefiting 87 participants, as part of our ‘Creating Better Futures’ model.

However, rather than simply delivering the DKHT programme, North Yorkshire Sport has developed an innovative approach to the delivery of Get on Track by securing £100k of additional investment from other partners in the area including Department of Work and Pensions, Police & Crime Commissioner, Youth Justice & Fenhurst Trust.

Sourcing match funding from additional investors has allowed the continuing programme to be more sustainable and has afforded the CSP greater autonomy and accountability for the programme. In practice this means that North Yorkshire Sport is able to take more ownership of the design, format and targeting of programmes utilising local knowledge, insight and feedback to continually improve the programme.

This process also demonstrated that a sport related project could effectively generate results to satisfy the needs of multiple non-sport funders. While this has been a challenge, the programme has been carefully managed and coordinated to demonstrate a range of social and economic outcomes to funding partners. A number of key partnerships have been formed with local sporting and non-sporting bodies such as Job Centre Plus, Youth Justice Service, Foundation Housing, Local Authorities, colleges and local housing providers to deliver a comprehensive programme of activity and support for the young people. As a result, 89% have accessed an exit route into employment, training, education and / or volunteering with 60% gaining employment. 75% of attendees reported feeling more connected to their community.

The Youth Justice Service Area Manager told us:

“I had the privilege of attending the presentations for Scarborough, which included three of our service users (one a victim referred to help regain confidence) and a number of other socially-excluded young people known to us. This course has been transformational. To see those young people expressing hope, pride and team spirit was very moving. The course delivers what we have been striving for with previous projects, but I have never seen a project deliver more impact. Very impressed.”
Key Research Question 6

We are valued by our stakeholders.

STAKEHOLDER FEEDBACK

North Yorkshire Sport have developed a diverse range of partnerships and customised relationships that enable us to use sport and physical activity to tackle well known issues, creating a range of positive socio-economic outcomes.

Our partners range from sports focused organisations such as national governing bodies of Sport (NGBs), local authorities and sports clubs to non-sporting organisations focusing on areas such as health, community, business and the economy, young people, families, older people and training.

We continuously measure the value we add to our stakeholders so that we can understand the impact we make and identify ways to continuously improve. Below is a cross section of the type of feedback we have collected across a range of our programmes over the last 12 months.

ADDED VALUE OF NORTH YORKSHIRE SPORT REPORTED BY STAKEHOLDERS

Our annual partner survey shows that the value we add to the work of our partners is increasing.

QUALITY OF SUPPORT

Our annual partner survey shows that the quality of support we provide to partners is also improving.

OF RESPONDENTS SAID THAT WORKING WITH NYS HAD PROVIDED THEM WITH SPECIFIC BENEFITS THAT THEY MIGHT NOT OTHERWISE BE ABLE TO ACCESS ELSEWHERE, AT ALL, OR AS EFFECTIVELY.

OF PARTNERS REPORTED BEING VERY SATISFIED OR SATISFIED WITH THE QUALITY OF SUPPORT GIVEN, COMPARED WITH 91% IN 2015 & 83% IN 2014

OF RESPONDENTS STATED THAT THEIR RELATIONSHIP WITH NYS HAS ENABLED THEM TO DO SOMETHING QUICKER OR MORE EFFECTIVELY THAN THEY MIGHT OTHERWISE HAVE DONE.

OF PARTNERS REPORTED BEING VERY SATISFIED OR SATISFIED WITH THE VALUE ADDED TO THEIR WORK, COMPARED WITH 86% IN 2015 & 82% IN 2014

Qualitative feedback helps us to understand which elements of our local support are most significant in driving satisfaction: Our stakeholders have told us that our support has added value in a range of ways:

” Provision of a new project & sustaining another project focused on increasing participation.”

” Allowing us to deliver in more places across North Yorkshire than we expected.”

” Promoting our events and opportunities to a wide but appropriate audience.”

” It has helped links with various schools, other clubs and coaches.”

” Quite simply, without our effective working relationship with North Yorkshire Sport we would not be able to deliver a relevant coach education programme that meets the local needs of local coaches and volunteers.”

OF PARTNERS BELIEVE THAT NORTH YORKSHIRE SPORT HAS ENABLED THEM TO DO SOMETHING QUICKER OR MORE EFFECTIVELY THAN THEY MIGHT OTHERWISE HAVE DONE
CLUB SUPPORT

Feedback from the clubs we have supported helps us to understand the value of our impact in this area, so that we can continue to support clubs to be more effective.

Satellite Clubs Feedback:

OF SATELLITE CLUBS REPORTED THAT WORKING WITH NYS HAS PROVIDED THEM WITH THE SPECIFIC BENEFITS THAT THEY MIGHT NOT OTHERWISE BE ABLE TO ACCESS ELSEWHERE OR AT ALL

“Working with North Yorkshire Sport allows us to be able to develop our coaches as well as offering new and exciting projects.”

“North Yorkshire Sport made me aware of the Under the Skin Insight which has not only changed how I coach the U18 girls but it has also changed how I coach other age groups at Harrogate Hockey Club.”

In our annual Club Support Survey, the rating for the quality of support received was 8.4 out of 10.

A key area in which North Yorkshire Sport have supported and added value to the work of clubs is through our mentors programme.

In the past 12 months we have supported 9 clubs with the services of a mentor who has been funded and trained by NYS. Our mentors have a very wide range of backgrounds from business management and development, HR, marketing, grant applications and fundraising so they enhance the quality and type of support we are able to provide to clubs.

NET PROMOTER SCORE REPORTED BY STAKEHOLDERS

The Net Promoter Score is a widely-used index that measures the willingness of ‘customers’ to recommend an organisation’s products or services to others. It is used as a proxy for gauging the customer’s overall satisfaction levels. The score is calculated by subtracting the number of ‘detractors’ (those giving a score of 0-6) from the number of promoters (giving a score of 9 or 10). Scores of 7-8 are referred to as ‘passive’ scores and are not used in the calculation.

OUR MOST RECENT PARTNER SURVEY GAVE NORTH YORKSHIRE SPORT AN NPS SCORE OF 63% WHICH IS HIGHER THAN THE COUNTY SPORT NETWORK AVERAGE OF 53%

Promoter comments (scoring 9-10):

“CSP’s are a very much needed resource in the current changing landscape of sport & leisure. They will be needed to bring clarity on the sport England funding streams to local clubs/education/facilities etc.”

“I have received a huge amount of professional support from NYS over the past 10 years, through this support I have been able to grow my business & target new participants.”

“Events are really well organised & feedback from our staff is excellent. We recently undertook a staff wellbeing survey & your event was listed as a highlight for some staff.”
Key Research Question 6 continued...

CASE STUDY

Harrogate Tchoukball Club

MENTOR SUPPORT

North Yorkshire Sport contacted Harrogate Tchoukball Club to see if they would like to receive free assistance from a mentor, to help them to develop their satellite club. Club founder Janine accepted straight away and was paired with a mentor, Nicky.

The club required support in a number of areas including marketing, social media, volunteers, recruiting and retaining players. Janine also had ideas that she wanted to develop and take forward, such as a system that rewarded players for their attendance at sessions.

The mentor was able to provide guidance and advice on each of the club’s areas of concern as well as providing new ideas to consider. Janine was encouraged to consult more with the club members to really understand what they wanted, to develop a network of other women coaches in order to share ideas, and to develop a strong social media presence which included taking pictures and filming short clips of the sessions so they could be shared.

“The club is great, we’ve got players who have been there over a year now because they feel they’ve got a real input into the club. Thanks to Nicky we now have Facebook & Twitter accounts & have sent out posters in the area. Players attend weekly & they bring along friends which increases numbers, there’s rewards & incentives too. I ask them what they’d like to do regularly - they like that. They can also wear what they want which they enjoy - they don’t have to wear all of the kit if they don’t want to.”

The mentoring support comprised of face-to-face sessions, emails texts and phone calls and Janine felt that Nicky was always on hand to help. Having a mentor inspired everybody at the club and Janine now feels more confident and effective in her role:

“Even with all my experience and knowing the sport- I’ve set up clubs before, this was really very new & different. What Nicky brought was the fact she could give me some really good advice. It reassured me because I wasn’t 100% sure “is this the right direction to go? Am I doing the right thing?” She was able to say “yes, absolutely” & give me some really good ideas on how we can spread the word about the club & I feel that I am going in the right direction. I can lead the club now & know that I’m doing the right thing.”

She also felt that the mentoring support had enabled her to target participants more effectively and had made the club more sustainable:

“I have got a real core group of players & I know what type of members they are - they are actually ones that were maybe inactive or not the best at sport. They do like physical activity which showed in some recent questionnaires that they did. They want to come along, they want to play & they want to be associated with the club & that’s been really important.”

“I would absolutely recommend the mentor scheme. It got our club off the ground, it helped me a lot & it’s definitely really worthwhile. If anyone needs support, be that a new club or an experienced club, it’s definitely something I would recommend.”
Looking Ahead

In the next 12 months we will continue to build our evidence base around our key research questions but will also undertake research to address three other important areas of change we would like to contribute to:

- **Attitudes to sport & physical activity are changing**
- **People in York & North Yorkshire display improved physical health & greater personal & social well-being**
- **People in York & North Yorkshire feel they are achieving their sporting potential**

We’d like to develop our understanding of attitudes to sport and physical activity in North Yorkshire and will be conducting research via the North Yorkshire Citizens Panel. We will also be seeking to undertake more qualitative discussions with programme users to understand how we can change attitudes and behaviours. We will seek to make use of Sport England’s new evaluation framework to guide our research processes and continue to commission social return on investment studies.

**UNDERSTANDING BUSINESSES IN NORTH YORKSHIRE**

We are also developing a range of programmes with partners to support positive economic development outcomes in North Yorkshire, looking at ways in which sport and physical activity can encourage healthy workplaces. A current piece of research we are delivering, supported by York, North Yorkshire & East Riding Enterprise Partnership, is looking at how older workers (50+) can be supported to work healthier, for longer. This means we are building our knowledge and networks in a range of business sectors where an older workforce is more pronounced. It also allows us to gather insights from employers in these sectors about other ways in which sport and physical activity could benefit them and their workforce.

**INSIGHT DRIVEN**

Our new Co-investment Prospectus 2017-21 encourages multi-partner research, insight and evidence collection from different target groups aligned to long-term strategic ambitions. This will mean, for example, commissioning research to better understand the needs of older people, families (with an emphasis on intergenerational behaviour change through sport) and children and young people across a range of contexts and circumstances. Aligning our research effort with that of partners in Public Health, North Yorkshire County Council, District Council and our local authorities will help to collect insight that drives a change in local, population and place based commissioning and behaviours.