



Increasing Participation in Sports through Sports Clubs

An Overview & Scrutiny Task Group

July 2008

Membership

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Chair's Foreword

Increasing participation in sport is one of the council's key objectives and is particularly important given the health problems experienced by many of our local communities. For example Coronary Heart Disease is the leading cause of death in Brent and is highest in our most deprived wards.



Sport England's Active Peoples survey highlights the relatively low levels of participation in Brent with only 18% of all adults in Brent hitting the target of participating in thirty minutes exercise three times a week compared with the London average of 21.3%. Developing a sports club culture in Brent is seen as one way that participation levels can be increased. Currently only 20.5% of Brent residents being a member of a sports club as compared with the London average of 26.2%.

To undertake this review we receive evidence from a wide range of witnesses, which included other local authorities and a number of sports clubs in Brent. My colleagues and I would like to thank the following for attending our task group meetings and contributing to our discussions and finding:

- Gerry Kiefer Brent's Head of Sport
- Simon Lister – Partnership Director, Pro Active
- Sangita Patel – London Community Sports Network
- Jenny Green – Sports Development Officer, Brent Council
- Mick McDonnell – PE Advisor Brent Council
- Marco Inzani – Head of Health Promotions, Brent PCT
- Jackie Fernandes – Brent Sports Council

I hope that the recommendations will provide building blocks on which improvement can be made to encourage sports participations and healthy life-style among the adult population in Brent.

I would also like to take the opportunity to thank my fellow task group for their efforts during the course of our review. Their dedication and proactivity ensured a lively and productive overview and scrutiny process.

Finally I would like to thank Jacqueline Casson Senior Policy Officer. She has been of great support with her experience, depth of knowledge and calm presence to the task group and also in organising fact-finding meetings and visits to other Local Authorities and organisations.

Executive Summary

This report outlines the work, findings and recommendations of the Overview & Scrutiny task group's investigation into increasing participation in sport through sports clubs.

Increasing participation in sport is one of the council's key priorities as outlined in the Corporate Strategy and the Local Area Agreement (LAA). The Sports and Physical Activity Strategy identifies widening the membership of sports clubs as a way of increasing physical activity. It says:

'Long term sustainable opportunities for participation in sport at all levels of the sports development continuum are only possible if there is a strong sports club structure in the borough..... The opportunity also exists for Brent Sports Council to become an advocate for the voluntary sports sector liaising directly with key sports stakeholders, ensuring the dissemination of information and advice'¹.

The Sports Service has worked with schools to successfully increase participation amongst young people. There are however concerns about the level of activity in adults. In particular the impact that low levels of activity has on the health and wellbeing of our local communities.

Sport's England's Active Peoples Survey December 2006 highlights the following issues in Brent:

- 18% of all adults in Brent currently hit the 3 x 30 minutes a week target the London average is 21.3%
- In terms of gender only 13% of women as compared to 22.3% of males hit the target. The London average is 23.8% for men and 18.9% for women
- Ethnicity is a factor with 16.8% of people from BME groups participating 3x30 per week as compared to 19.3% white. This compares to a London average of 18% BME groups and 22.5% white.
- Age is also a factor with 22.1% of 16-34 year old meeting the target as compared with 11.7% of the 55 plus age group. This compares to 27.9% 16-34 year old in London and 11.1% of the 55 plus age group.

Currently only 20.5% of Brent residents are members of sports clubs as compared with the London average of 26.2% and a west London average of 25.7%.

To undertake this review the task group:

- Reviewed research into sports participation, particularly research related to sports clubs.
- Talked to a number of witnesses.
- Examined Sports England Active Peoples Survey
- Used the council's new Mosaic market segmentation software
- Visited or conducted telephone research with a number of local authorities
- Talked to a number of sports clubs in Brent
- Tapped into consultation with sports clubs undertaken by the Planning and Sports department

¹ A Strategy for Sports & Physical Activity in Brent 2004 – 2009

In considering how an increase in participation through sports clubs could be achieved the task group focussed on the following.

Identifying and attracting those least likely to participate

Participation rates nationally and inequalities in participation between different social groups have largely remained unchanged for 30 years. It was therefore important for the task group to learn as much as possible about the population groups in Brent, identify where they live and understand their key characteristics including what type of sports they like to take part in.

In addition to the active people's survey conducted by Sport England, we used the council's Mosaic market segmentation to identify our main population types and looked at the sports that they are most likely to play. Market segmentation information is also used by Sport England who say it can help explore inequalities. The task group believes that it is important that this information is used to identify those that are less likely to participate and build capacity in the sport they want to play near to the areas they live.

Expanding the availability of physical activity in local areas

To encourage people to increase activity via sports clubs it is important to offer activities that people want to take part in, at a reasonable cost, near to where they live. The task group looked a ways to build capacity within existing clubs, develop new clubs and develop voluntary and community groups. These included outreach work to help identify teams and voluntary and community groups who would like to develop into a club, help finding sources of funding not just those relating to sport, and mapping of facilities and access to school facilities.

The role of Brent Sports Council

Brent Sports Council, a voluntary organisation independent of Brent Council, was set up over thirty years ago. Its main function was to link the council to all sports clubs in Brent. It also distributed around £20k worth of grants funded by Brent Council to organisations and individuals, but these grants ceased around ten years ago

We believe that Brent Sports Council can play a leading role in increasing participation in Brent by for instance developing a network of clubs to share facilities, cost and coaches and by developing links between schools and clubs.

Volunteers and Coaches

Volunteers play an integral part in setting up and running sports clubs. A variety of skills are needed including accountancy and coaching. Given the training required to become a coach and the information needed to achieve Club Mark² volunteers show a huge amount of commitment. Sport England's Active People's survey shows that 5.4% of Brent residents have undertaken some voluntary work as compared with 6.4% in London. The task group looked a Mosaic data which shows which of our population groups are more likely to volunteer than the national average. We found

² Club Mark is an accreditation system run by Sport England, further information can be found on the Sports England website

that two groups were significantly more likely to volunteer. We believe that this information could be used to find volunteers from local communities who can work in their local areas in sports that they are most interested in.

We would also like volunteers to be recognised for their work. Celebrating success will not only encourage those already taking part but will provide an incentive to become involved. Sports clubs, voluntary groups, and individuals should be encouraged to enter the awards scheme has been set up by Pro-Active.

Publicity and marketing

We need to ensure that messages about the benefits of sport and information about what is available are reaching those sections of our community that need to be encouraged to increase activity. Sport England recognises that Mosaic information about how to target our different population types is a powerful tool. We have included information on preferred awareness channels as part of this report.

Recommendations

1. That Mosaic based data is used to ensure that resources are targeted on those population types that are less likely than the national average to participate, ensuring that the sports and activities on offer in or near to the areas they live are those they are most likely to want to participate in and that those opportunities are clearly communicated to them using the most appropriate method.
2. That work is undertaken to identify a budget that could be used to maximise external funding opportunities.
3. That outreach work is undertaken to develop opportunities for the development of sports clubs focusing on activities that are most likely to attract local population groups.
4. That the capacity of voluntary & community groups is developed to help them offer opportunities for sport & physical activity and develop into sports clubs. This could be done through:
 - Sharing expertise particularly from existing sports clubs to for instance help groups with financial administration
 - Developing programmes that could attract funding from a variety of sources
 - Locating facilities of the right quality
5. That better links should be developed between sports clubs and local schools by:
 - encouraging schools to offer the use of the sports facilities for hire at a reasonable cost.
 - by matching schools with clubs who offer the preferred types of activities of local population types
 - working with school sports partnerships to invite relevant sports clubs in promote themselves in schools
6. That a wide range of activities and taster events be offered at Brent's festivals as a way of promoting Brent's sports clubs.
7. That the sports and parks department provide more detailed information about facilities to enable clubs and community groups to identify facilities available for use.
8. That in addition to the support provided by Brent sports department, Brava and the voluntary sector team are engaged to help sports clubs and voluntary organisations to find and apply for funding from a range of sources. This should not only be funds that are available in relation to sport, but for instance, money that is available for community cohesion or crime and disorder. In addition these groups should be encouraged to attend the annual funders fair.
9. That it is a requirement that facilities for affordable community use are developed when implementing the Building Schools for the Future programme and similar projects in Brent.

10. That the provision of sporting opportunities is considered when allocating section 106 funding.
11. That Brent Primary Care Trust works towards reinstating previously successful prevention pilots to target those groups least likely to exercise.
12. That Brent Primary Care Trust works with the sports department to identify exit routes for individuals and groups who have started or increased physical activity during pilot schemes.
13. That Brent Council continues to reinvigorate its relationship with Brent Sports Council and involves the organisation in the implementation the CSPAN priorities by helping it develop a role in:
 - Developing networks of clubs to share facilities, costs and coaches
 - Developing links between schools and clubs
 - Developing mechanisms for sharing good practice between sports clubs and with voluntary and community groups wanting to develop opportunities for physical activity. For instance setting up satellite clubs, sharing expertise, and mentoring.
 - Developing their advocacy role for sports clubs in Brent
14. That the task group support the sports department's continuous bid for a small grants fund to support sports clubs in Brent.
15. That the Sports Department should work the volunteer centre and those groups, including the regeneration team, who work in local communities to identify and support volunteers from within our target groups and in sports that are most likely to attract those who are currently less active than the national average.
16. That the council encourages local sports clubs and community groups to enter Pro Active's annual awards scheme to recognise the achievement of sports clubs, community and voluntary organisations and volunteers.
17. That the sports department use Mosaic based data when promoting and marketing sporting activities and opportunities. This should include:
 - Advising clubs and community groups
 - Using non sporting venues such as doctors surgeries & health centres
 - Partner activities.

Introduction

Scope of the task group's work

Increasing participation in sport is one of the council's key priorities as outlined in the Corporate Strategy and the Local Area Agreement (LAA). The Corporate Strategy sets a target for increasing the number of adults taking part in sport and physical exercise for thirty minutes on three occasions (3x30) per week by four percent by 2009. Brent Council's Sports and Physical Activity Strategy identifies widening the membership of sports clubs as a way of increasing physical activity. It says:

'Long term sustainable opportunities for participation in sport at all levels of the sports development continuum are only possible if there is a strong sports club structure in the borough..... The opportunity also exists for Brent Sports Council to become an advocate for the voluntary sports sector liaising directly with key sports stakeholders, ensuring the dissemination of information and advice'³.

The Sports Service has worked with schools in Brent to successfully increase participation amongst young people. Although work has been undertaken in relation to adults and a new sports centre has been built there are concerns about the level of activity in adults. In particular the impact that low levels of activity has on the health and wellbeing of our local communities.

To undertake this review the task group.

- Used mosaic to identify our main population types how likely they are to participate in sport, the sports they are most likely to be interested in and the areas of the borough where they live.
- Explored the role of sports clubs and how that could be developed to provide more and better opportunities for physical activity
- Investigated how voluntary and community groups could be supported to provide quality sports opportunities
- Looked at the role of Brent Sports Council, volunteers and coaches and publicity and marketing.
- Talked to a number of sports clubs in Brent and national sports governing bodies to identify the barriers to increasing participation in sports through sports clubs.
- Tapped in to consultation with sports clubs being undertaken by the Planning Department.

2. Membership

Councillor Fernandes (Chair)
Councillor Hashmi
Councillor Singh

³ A Strategy for Sports & Physical Activity in Brent 2004 – 2009

3. Methodology

In order to complete the work identified in the scope and produce a set of recommendations that will deliver increased participation through sports clubs and community groups the task group undertook the following research.

- Reviewed research into sports participation, particularly research related to sports clubs.
- Talked to a number of witnesses. These included:
 - Gerry Kiefer Brent's Head of Sport
 - Simon Lister – Partnership Director, Pro Active
 - Sangita Patel – London Community Sports Network
 - Jenny Green – Sports Development Officer, Brent Council
 - Mick McDonnell – PE Advisor Brent Council
 - Marco Inzani – Head of Health Promotions, Brent PCT
 - Jackie Fernandes – Brent Sports Council
- Examined Sport England's Active Peoples Survey
- Used the council's Mosaic market segmentation software to help identify our main population types, how likely they are to take part in sport and what sport they are interested in.
- Visited or conducted telephone research with the following local authorities
 - Newham
 - Ealing
 - Greenwich
 - Tower Hamlets
 - Camden
- Conducted telephone research with a number of sports clubs in Brent
- Conducted telephone research with a number of sports governing bodies
- Tapped into consultation with sports clubs undertaken by the Planning Department

In considering how an increase in participation in sports clubs could be achieved the task group focussed on the following.

- Identifying and attracting our population groups
- Expanding the availability of physical activity through sports clubs and voluntary groups in local areas
- The role of Brent Sports Council
- Volunteers and Coaches
- Publicity and Marketing

4. Context

Local

As stated earlier, increasing participation in sport is one of the council's key priorities as outlined in the Corporate Strategy and the Local Area Agreement (LAA).

Achieving an increase in participation has become increasingly important given some of the health problems experienced by our local communities. For example Coronary

Heart Disease is the leading cause of death in Brent and is highest in our most deprived wards, while type two diabetes is higher in Brent than the national average.

Sport England's Active Peoples Survey December 2006 highlights the following issues in Brent:

- 18% of all adults in Brent currently hit the target of participating in 30 minutes of exercise 3 times a week. The London average is 21.3%
- In terms of gender, only 13% of women as compared to 22.3% of males hit the target. The London average is 18.9% for women and 23.8% for men
- Ethnicity is a factor with 16.8% of people from BME groups achieving the target as compared to 19.3% of the white population. The London average is 18% for BME population and 22.5% for white population.
- Age is also a factor with 22.1% of 16-34 year old meeting the target as compared with the London average of 27.9% and 11.7% of the 55 plus age group as compared with 11.1% London average.

Currently only 20.5% of Brent residents are members of sports clubs as compared with the London average of 26.2%.

This survey was conducted prior to Willesden Sport Centre opening, which should have improved participation rates in that part of the borough. However, the relatively low levels of participation are still a concern given the fact 85% of Brent school children receive quality PE for two hours a week in school. The lack of a sports club culture and the relatively low number of sports clubs is thought to contribute to the drop off in the rate of activity in between school age young people and adults because there are a lack of exit routes to enable young people to continue with sport when they leave school.

National

In 2002 the Government published *Game Plan: a strategy for delivering Government's sport and physical activity objectives*⁴. One of the strategy's main aims was to initiate a drive to achieve increased participation in sport and physical activity. As well as tackling obesity, the report identified other benefits that can be derived from increased participation such as crime reduction, economic development and social inclusion. The report acknowledged that economically disadvantaged groups including women and older people are less likely to take part in sport. It also highlighted the need to tackle barriers, such as lack of time, cost, information and motivation, and failures in provision such as lack of coaches and facilities.

A report produced by the Chief Medical Officer in 2004 *At Least Five a Week – Evidence on the impact of physical activity and its relationship to health*⁵ – estimated that the cost of physical inactivity in England is £8.2 billion a year. The report evidenced the relationship between physical activity and a number of chronic conditions. Adults who are physically active reduce the risk of premature death by 20% – 30%. Although obesity is the main visible sign of inactivity evidence also linked regular exercise to a 50% reduction in the risk of developing a major chronic disease such coronary heart disease, type two diabetes, osteoporosis and colon cancer. It is the view of Chief Medical Officer that the scientific evidence is

⁴ Published by the Strategy Unit, Cabinet Office

⁵ A copy can be found at www.dh.gov.uk

compelling that physical activity contributes to well being and is essential for good health.

The report outlines the following potential areas for action for local authority sports and leisure services:

'Leisure services should find ways of attracting and retaining participants of different ages and from different ethnic and socioeconomic backgrounds, and should encourage and enable people to try new activities'.

Sport England

Sport England is the government agency responsible for advising, investing in and promoting community sports in England. They have an ambition to get two million more people to achieve in sport by 2012 with the aim of making sure that participation is sustained.

Sport England currently aims to increase and sustain participation in community sport includes informal activities such as aerobics and pilates as well as traditional team sports such as football and netball.⁶ They will do this by investing in and advising on the development of high quality sporting pathways through:

- Community sports activities
- Sports Clubs
- Coaches and officials
- Player pathways
- Volunteering
- Sports Facilities

Sport England is currently reviewing its remit.

5. Key Findings

First of all we wanted to examine whether or not sports clubs were the best mechanism for increasing participation through expanding the availability of physical activity in local areas.

The institute of Sports and Leisure Policy, Loughborough University⁷ was commissioned by Sport England to produce an academic review of the role of voluntary sports clubs. *The role of sports clubs in increasing participation* was published in June 2005. The report found that no research had been undertaken into the role of voluntary sports clubs in 'developing, providing for, encouraging, enhancing or detracting from sports participation'. It went on to say that this did not mean that voluntary sports clubs could not contribute to policies for delivering participation just that care needed to be taken when developing these policies.

In *Driving up participation* Sport England says that sports clubs do have the potential to play an important role in the provision of sporting opportunities by:

⁶ Further information can be found at the Sport England website www.sportengland.org

⁷ Academic Review of the role of Voluntary Sports Clubs, Institute of Sports & Leisure Policy, Loughborough University 2005

- Providing a link between organised sport in schools and the local community
- Proving strong social ties
- Sustaining participation into later life
- Providing opportunities for structured competition

Brent Council's Head of Sports Services believes that a strong sports club structure is needed in Brent to increase participation and that it is the lack of opportunities for involvement in sport via sports clubs is one of the reasons why the percentage participating in sport lower than it could be. We heard that there is a need to encourage existing sports clubs to expand, and attract a more diverse membership as well as encouraging voluntary and community groups to develop opportunities for activity in their local areas. She believed that some of the main blockages to achieving this are:

- the ability of clubs to attract volunteers
- the availability of funding
- the availability of coaches

When we asked all of our witnesses how Brent Council could contribute to increased participation in sport in general and through sports clubs in particular the following themes emerged:

- Develop links between schools and sports clubs to develop exit routes.
- Ensure good links to the LAA.
- Be creative with existing facilities including schools, parks and open spaces.
- Recognise the different economic situations, and population types in different parts of the borough.
- Make it easy for people to participate in sports clubs -that they are near to where people live and offer the sports that are of interest in that area.
- Build on informal participation, using estates based and outreach work to develop sport clubs – capacity building including training coaches from within target groups and popular sports, development and competition.
- Communicate wider health benefits to those not currently getting the message.
- Better communication with clubs, between clubs and about clubs.
- Develop the role of Brent Sports Council.

Some of the key barriers to increasing participation through sports clubs identified by sports clubs themselves include:

- Facilities
- Population churn and changing demographics
- Funding
- Finding Volunteers
- The need for an advocate for clubs

We believe that sports clubs along with voluntary and community groups do have an important role in increasing participation, but only if the role they play is developed and the types of sport available will attract our local populations. We will explore this view further throughout this report.

Identifying and attracting our population types

Sport England's academic review: *Driving up participation: The challenge for sport 2004*⁸ pointed out that participation rates nationally have remained static and inequalities in participation between different social groups have continued largely unchanged for the last 30 years. In its document *Driving up participation: the challenge for sport*, Sport England points out that in some European countries, Germany for instance, sports clubs have a wider participation base than in England which stretches across social groups and provides opportunities into old age. In England white professional males are significantly over represented in sports clubs, while women, semi and unskilled manual workers, black and minority ethnic groups, people with a disability and older people are under represented⁹. It was therefore important for the task group to learn as much as possible about the population groups in Brent, identify those that are less likely than the national average to participate in sport, identify where they live, and understand their key characteristics such as what sort of sports and activities they are most likely to want to participate in. We also wanted to explore how best to engage with different groups, so that we can start to look at how to encourage them to increase activity through sports clubs.

To do this we looked at the results of Sport England's Active Peoples survey outlined above and evidence obtained from Mosaic¹⁰ software. Mosaic is a product that draws on 400 different sets of data to classify all households and postcodes in the UK into 61 distinct 'types'. Mosaic was developed under the principle that there are various types of neighbourhoods with similar characteristics e.g. tenure, income, age and employment, and if a neighbourhood has similar characteristics then their needs for services may also be similar. Some of the sports clubs we talked to cited changing demographics and population churn as an issue. One group said that the local population had changed and in spite of a publicity and recruitment drive they were finding it difficult to attract members. Sport England views market segmentation data as a valuable tool for exploring Active People Survey, saying it can help explore inequalities issues by identifying demographic factors, those that are less likely to participate and identifying barriers to participation¹¹.

There are four main population 'Types' identified in Brent. These are

C20 – Suburbs sought after by the more successful members of the Asian community

D27 – Multi-cultural inner city terraces attracting second generation settlers from diverse communities

E28 – Neighbourhoods with transient singles living in multiply occupied large old houses

⁸ Driving up participation: the challenge for sport, Sports England 2004 can be found on Sport England's website.

⁹ Driving up participation: the challenge for sport, Sports England 2004

¹⁰ Mosaic is a market segmentation software package. A brief outline of how it works can be found at appendix A

¹¹ Case studies can be found on the Sport England website www.sportengland.org

F36 – High density social housing, mostly in inner London, with high levels of diversity.

A document outlining our Mosaic evidence and key characteristics of the types and groups discussed in this section appears in full is at appendix A.

Sport England’s map (appendix A1), which is based on Mosaic data provides pictorial evidence of estimated participation (3x30 per week) in Brent. The white areas represent low levels of participation, while the darkest areas represent high levels of participation. To understand what this means we looked look at Mosaic population groups, in particular those groups who are significantly less likely to participate and then at the four main population types in Brent.

Our research shows that there are over 14,000 households in Brent who are significantly more likely than the national average to not participate in physical activity. These comprise largely of Mosaic groups I, F and G with group I being the least likely to take part in physical activity, a map of these groups can be found at appendix A2. Most of these households (11,980 11.2% of Bent’ population) are from type F36 one of Brent’s four main household types. All if the above groups experience high levels of deprivation and health problems.

Out of the four main Mosaic types in Brent in addition to F36, C20 and D27 are also fairly sedentary and are likely to lead inactive lives. Type E20 is the only main population type within Brent that is more likely than the national average to take part in physical activity. A map of each of the four Mosaic types is attached at appendix A3. The table below shows the likelihood of each of our four main types exercising in the last month. Values below 100 are those most likely to exercise and values over 100 are those less likely to exercise.

Households in Brent	D	C	E	F
Exercise in the last month	24515	22313	17169	11980
Target - highest value	108	115	91	119

We also looked at the sort of sports activities that Brent’s main population types are most likely to be interested in. Our findings are set out in appendix B a selection of our findings is set out below. Any figures over 120 shows that the groups are significantly more likely than the national average to take part

Households in Brent Cricket	27	20	28	36
	D	C	E	F
	24515	22313	17169	11980
	508	1199	1340	123

Households in Brent Football	27	20	28	36
	D	C	E	F
	24515	22313	17169	11980
	544	701	1693	187

Households in Brent Athletics/running	27	20	28	36
	D	C	E	F
	24515	22313	17169	11980
	63	40	104	56

Households in Brent
Netball

27	20	28	36
D	C	E	F
24515	22313	17169	11980
335	559	1538	105

We believe that this information is a powerful aid in increasing participation through sports clubs. We understand that Sport England has developed their own profiles based Mosaic data and we believe that the sports department should either use the Mosaic data outlined above or the Sport England profiles. This data can inform the targeting of resources, build capacity in specific areas by helping or encouraging the development of sports clubs in areas where they are likely to attract participants. Mosaic also allows us to identify the barriers to participation and the best ways to communicate sporting opportunities to our different population groups (see later in this report). There are a number of ways that it can be used and an example is set out below.

Example

Type D27's are less likely than the national average to undertake physical activity. As the value given in the table above is not significantly below the national average it indicates that they may be persuaded to participate given the right circumstances for instance easy access to sports they enjoy. Our data shows that they are significantly more likely than the national average to take play cricket, football and netball. By looking at where this population type lives and at the location of cricket, football and netball clubs in Brent it would be possible to see where gaps exist and whether resources should be targeted to:

- encourage an existing cricket club to set up a satellite club in this area
- training relevant coaches who could operate in those areas
- undertake outreach work to build capacity in those areas by helping local groups or teams become a club and expand membership
- publicise existing clubs in a way that is most likely to reach these groups
- identifying where there are gaps in available facilities of reasonable quality

Recommendations

1. That Mosaic based data is used to ensure that resources are targeted on those population types that are less likely than the national average to participate, ensuring that the sports and activities on offer in or near to the areas they live are those they are most likely to want to participate in and that those opportunities are clearly communicated to them using the most appropriate method.

Expanding the availability of physical activity in local areas

Pro-Active West is a partnership of organisations, people and local interest groups in west London with the purpose of coordinating the delivery of sport and activity in an area to drive up levels of participation. Funded by Sport England their main aim is to deliver on the government's target of increasing participation by one percent year on

year. There is money available through Pro-Active to help achieve this target but getting the money requires match funding. We heard from the Head of Sport that there was little money available to match fund projects. The task group is concerned that our local communities may not be benefiting as much as they could from the money available and would like to see some work undertaken to identify a budget that could be used to maximise the use of pro-active funding.

Pro-Active is currently setting up Community Sports and Physical Activity Networks (CSPANS) in each local authority area with the local authority as one of the partners. These networks will address issues of widening access to sport and physical activity and will need to demonstrate linkages to the Local Strategic Partnership and the Local Area Agreement. Each CSPAN will develop an annual local action plan which will:

- Set out priorities and targets linked to the priorities and strategies of the local area
- Consider what actions could be taken to achieve the targets
- Identify how these could be most effectively delivered
- Agree the contributions from relevant partners
- Monitor and review progress

The Partnership Director for Pro-Active West agreed that the lack of sports clubs in Brent as a contributing factor to low participation. One of his main concerns is that in spite of successfully driving up participation in sport in schools, a lack of sports clubs resulted in a limited number of exit routes into club sport for young people when they leave school. Brent's PE advisor informed us that in other local authorities there is an average of 7 clubs linked to each school, however in Brent the average is 2.5. The PE advisor believed that the link between sports clubs and schools worked best when the school hosted the club and in return the club offered coaching expertise. We heard that the Capital City Academy Basketball Club could be considered as a model for the future.

The Partnership Director for Pro Active also told us that formal sports clubs were not necessarily the only answer and that other factors can increase participation. These include:

- Sports activities through community and voluntary groups
- Pricing policies
- Assessing how well facilities are used
- Looking outside of traditional sports

It was also stressed that increasing participation was not necessarily about building new infrastructure / facilities, but also about looking at how to get the most of what's already there.

The London Community Sports Network was set up to support voluntary and community groups that provide sport and physical recreation in local communities. We heard from them that voluntary and community groups can be encouraged to develop participation opportunities by supporting them to develop and grow so that they can attract more resources and by facilitating communication between organisations so that they can share good practice.

A number of ways of developing local capacity were suggested. Firstly estates based work. For instance, Newham has four sport development coaches part funded

by Sport England who undertake targeted work in estates where participation is low, frequently commissioning other organisations to deliver estates based activities. Secondly voluntary and community groups should be helped to apply for funds from a variety of sources, not just funds earmarked for sport. So for example they could consider applying for grants available for community cohesion or health education and provide physical activity as part of that project.

The Sports Development Officer spends a lot of her time helping clubs to find funding. We would like to see more work being undertaken with Brava and the Voluntary Sector Team to help sports clubs and voluntary and community groups wanting to develop sporting opportunities to find funding. These groups could also be encouraged to attend the annual funders fair currently being developed in conjunction with Brava.

We heard from the Sports Development Officer that she believed that there was an even distribution of sports clubs throughout the borough, though location was closely linked to the availability of facilities. Given the information provided in the previous section it will be important to map out the location of sport clubs in Brent to identify where and in what sport capacity needs to be built. Clubs frequently asked about facilities in council parks that are disused and the sport department often found it difficult to help. The sports clubs we talked to also identified the availability of facilities and quality of facilities as a barrier to expansion. We understand that the planning and sports department are currently undertaking an analysis of facilities and demand in Brent the main aim of which is to identify gaps and deficiencies and make improvements. We believe that will be a valuable tool when helping to build capacity in targeted areas.

When asked how easy it was for clubs and community groups to use school facilities outside of school hours, through the extended schools initiative, we were told that the cost is frequently too high particularly in relation to the quality of those facilities. In a report to the Executive 29th May 2007, *Extending Access to Services for families and communities in and through schools*, the Director of the Children and Families Department stated that

'The (extended schools) Neighbourhood Co-ordinator team will work with the Sports Service to support school governing bodies to develop appropriate lettings and charging policies'.

We would strongly support this and believe that ensuring that facilities are available at a reasonable cost and close to where people live is key to encouraging increased physical activity and the development of sports clubs.

Some other local authorities we talked to, including Greenwich and Camden, are using the Building Schools for the Future programme to help develop facilities that are close to local communities and could be used by the whole community. We would like to see it a requirement that facilities for community use are developed when implementing the Building Schools for the Future programme in Brent.

We heard from the Brent Primary Care Trust (PCT) about the past and current projects aimed at preventing health problems that linked healthy living and physical activities. We were concerned to hear that many of these pilots, which were started with partners were successful but had not been rolled out due to lack of funding. We would urge the PCT to look again at these projects and work towards picking up those that worked well and target our groups that are least likely to participate. We would also recommend that the PCT work with the sports department to ensure that

exit routes are available to individuals and groups who have started or increase physical activity during these pilot schemes.

We believe that a great deal could be done to expand the availability of activities through sports clubs in those areas of Brent where participation is lower than the national average and recommend the following:

Recommendations

2. That work is undertaken to identify a budget that could be used to maximise external funding opportunities.
3. That outreach work is undertaken to develop opportunities for the development of sports clubs focusing on activities that are most likely to attract local population groups.
4. That the capacity of voluntary & community groups is developed to help them offer opportunities for sport & physical activity and develop into sports clubs. This could be done through:
 - Sharing expertise particularly from existing sports clubs to for instance help groups with financial administration
 - Developing programmes that could attract funding from a variety of sources
 - Locating facilities of the right quality
5. That better links should be developed between sports clubs and local schools by
 - encouraging schools to offer the use of the sports facilities for hire at a reasonable cost.
 - by matching schools with clubs who offer the preferred types of activities of local population types
 - working with school sports partnerships to invite relevant sports clubs in promote themselves in schools
6. That a wide range of activities and taster events be offered at Brent's festivals as a way of promoting Brent's sports clubs.
7. That the sports and parks department provide more detailed information about facilities to enable clubs and community groups to identify facilities available for use.
8. That in addition to the support provided by Brent sports department, Brava and the voluntary sector team are engaged to help sports clubs and voluntary organisations to find and apply for funding from a range of sources. This should not only be funds that are available in relation to sport, but for instance, money that is available for community cohesion or crime and disorder. In addition these groups should be encouraged to attend the annual funders fair.

9. That it is a requirement that facilities for affordable community use are developed when implementing the Building Schools for the Future programme and similar projects in Brent.
10. That the provision of sporting opportunities are considered when allocating section 106 funding.
11. That Brent Primary Care Trust works towards reinstating previously successful prevention pilots to target those groups least likely to exercise.
12. That Brent Primary Care Trust works with the sports department to identify exit routes for individuals and groups who have started or increased physical activity during pilot schemes.

Role of Brent Sports Council

Brent Sports Council, a voluntary organisation independent of Brent Council, was set up over thirty years ago. Its main function was to link the council to all sports clubs in Brent. It also distributed around £20k worth of grants to organisations and individuals. The grants were merged into the council's Main Programme Grant (MPG) around ten years ago and Brent Sports Council believes that the MPG grant criteria is now too tight for them to apply and gain funding.

A number of other authorities we talked to do offer grants to sports clubs and individuals with the aim of increasing participation. For instance Newham offer up to £4,000 for groups wishing to develop into a sports club. This is discretionary and comes from Neighbourhood Renewal Funding. Camden provide their sports council with £10,000 to give out grants of up to £500. Although we understand that the councils financial position is tight we would like to support the sports department's continuous bid for a small grants fund to support sports clubs in Brent.

We heard that for some time after the demise of the sports grants that the relationship between the council and Brent Sports Council was strained. Recently though, the council has been working towards reinvigorating its link to Brent Sports Council and the Head of Sport believes that developing a clear role for Brent Sports Council is key to developing a sports club culture in Brent.

We understand that Brent Sports Council (BSC) is a member of Brent's Community Sports and Physical Activity Network (CSPAN), discussed earlier in this report, and has played a part in developing the priorities of the CSPAN. We believe that Brent Sports Council should therefore play a strong role in implementing those priorities. In particular we would like to see Brent Sports Council involved in:

- Co-ordination - developing networks of clubs to share facilities, costs and coaches
- Developing links between schools and clubs
- Developing mechanisms for sharing good practice between sports clubs and with voluntary and community groups wanting to develop opportunities for physical activity.
- Developing their advocacy role for sports clubs in Brent

Recommendation

13. That Brent Council continues to reinvigorate its relationship with Brent Sports Council and involves the organisation in the implementation the CSPAN priorities by helping it develop a role in:
 - Developing networks of clubs to share facilities, costs and coaches
 - Developing links between schools and clubs
 - Developing mechanisms for sharing good practice between sports clubs and with voluntary and community groups wanting to develop opportunities for physical activity. For instance setting up satellite clubs, sharing expertise, and mentoring.
 - Developing their advocacy role for sports clubs in Brent

14. That the task group support the sports department’s continuous bid for a small grants fund to support sports clubs in Brent.

Volunteers & Coaches

Volunteers play an integral part in setting up and running sports clubs. This does not only include coaches but also includes club secretaries and treasurers demanding many and varied skills. Given the training required to become a coach and the information needed to achieve Club Mark¹² volunteers show a huge amount of commitment. Sport England’s Active Peoples Survey shows that 5.4 % of Brent residents have undertaken some voluntary sports work as compared to 6.4% London average and 7.1% in west London. We have heard that there is a need for more volunteers including more accredited coaches in Brent to ensure existing sports clubs can continue and expand, to develop new sports clubs and to offer expertise to voluntary and community groups. Mosaic evidence tells us that two of our main four population types in Brent, C20 and E28, are significantly more likely than the national average to volunteer. This suggests that if we want to increase volunteering in sport in Brent that it would be a good idea to target these groups. This is particularly important as one of these two groups is also relatively inactive. The table below shows how likely each of our population types is to volunteer. Values over 100 are more likely to volunteer than the national average with figures over 120 being significant.

Volunteering	27	20	28	36
	D	C	E	F
Households in Brent	24515	22313	17169	11980
	103	121	121	103

Brent Council runs a coach education programme which is becoming more successful each year, but we need to be sure that we are training coaches in the sports that are sought after by our local communities and who can operate where those local communities live and where there are gaps in the market. This approach chimes with Sport England’s findings in their review: *Sport Action Zones- The key to transforming community participation*, which advocates creating local capacity by promoting and supporting volunteering by local residents.

¹² Club Mark is an accreditation system run by Sport England, further information can be found on the Sports England website

We believe that work already undertaken to encourage volunteers in sports clubs should focus on our target groups particularly those that are most likely to volunteer, in areas where participation is low and in sports that are most likely to attract those who are currently less active.

We would also like to ensure that sports clubs, voluntary group who offer physical activity and volunteers are recognised. Celebrating success will not only encourage those already taking part but will also provide an incentive to become involved. We understand that Pro-Active has set up an awards scheme and we would therefore recommend that the council encourages local sports clubs and community groups to enter Pro Active's annual awards scheme to recognise the achievement of sports clubs, community and voluntary organisations and volunteers.

Recommendations

15. That the Sports Department should work the volunteer centre and those groups, including the regeneration team, who work in local communities to identify and support volunteers from within our target groups and in sports that are most likely to attract those who are currently less active than the national average.
16. That the council encourages local sports clubs and community groups to enter Pro Active's annual awards scheme to recognise the achievement of sports clubs, community and voluntary organisations and volunteers.

Publicity & Marketing

We are concerned that messages about the benefits of physical activity and information about where and what is available are not reaching those sections of our local community that need to be encouraged to increase activity. Sports England in their review of *Sport Action Zones – the key to transforming community participation*, says that we should 'ensure that marketing and communications are tailored to target groups'. Sport England recognises that Mosaic information about how to target different population types is a powerful tool.

Evidence we received from Mosaic software can help identify the best way to target the different sections of our community. The table below sets out the main contact and awareness raising channels for Brent's main population types that are least likely to take part in physical activity.

Type	Contact / Service delivery channel	Preferred Awareness Channel
F36	Telemarketing Face to Face	Posters Budget supermarkets Post offices Radio adverts Internet Leaflets Telephone advice lines
C20		Internet Heavyweight Magazine

		Broadsheet Newspapers in general
D27	Telemarketing Direct Mail Face to face Internet	Internet Posters Radio adverts Telephone advice lines Leaflets

Example

Our evidence shows that C20's are relatively inactive but are significantly more likely than average to take part in cricket. This information could be used to directly target these groups and provide information about nearby cricket clubs, or in identifying local teams and community groups that would like to develop into a club.

Recommendation

17. That the sports department use Mosaic based data when promoting and marketing sporting activities and opportunities. This should include:
 - a. Advising clubs and community groups
 - b. Using non sporting venues such as doctors surgeries & health centres
 - c. Partner activities.

References

The task group referred to a number of reports in the course of its work. Key documents included:

Brent's Corporate Strategy 2006 – 2010 Brent Council

Sport England's Active Peoples Survey 2006 – www.sportengland.org

Game Plan: a strategy for delivering the Government's sport & physical activity objectives, Strategy Unit, Cabinet Office

Academic review of the role of voluntary sports clubs, Institute of Sport & Leisure Policy, Loughborough University, 2005

Driving up Participation: The Challenge for sport, Sport England, 2004

The Task group received evidence from a number of individuals and organisations during the course of its investigation. These included the following:

Gerry Kiefer Brent's Head of Sport

Simon Lister – Partnership Director, Pro Active

Sangita Patel – London Community Sports Network

Jenny Green – Sports Development Officer, Brent Council

Mick McDonnell – PE Advisor Brent Council

Marco Inzani – Head of Health Promotions, Brent PCT

Jackie Fernandes – Brent Sports Council

The following sports clubs were contacted:

Wembley Cricket Club

Hornstars Football Club

Preston Park Bowling Club

Wembley Tennis & Squash Club

Netball Aces

Brent Ladies FC

The following local authorities were contacted:

London Borough of Newham

London Borough of Ealing

London Borough of Greenwich

London Borough of Tower Hamlets

London Borough of Camden