

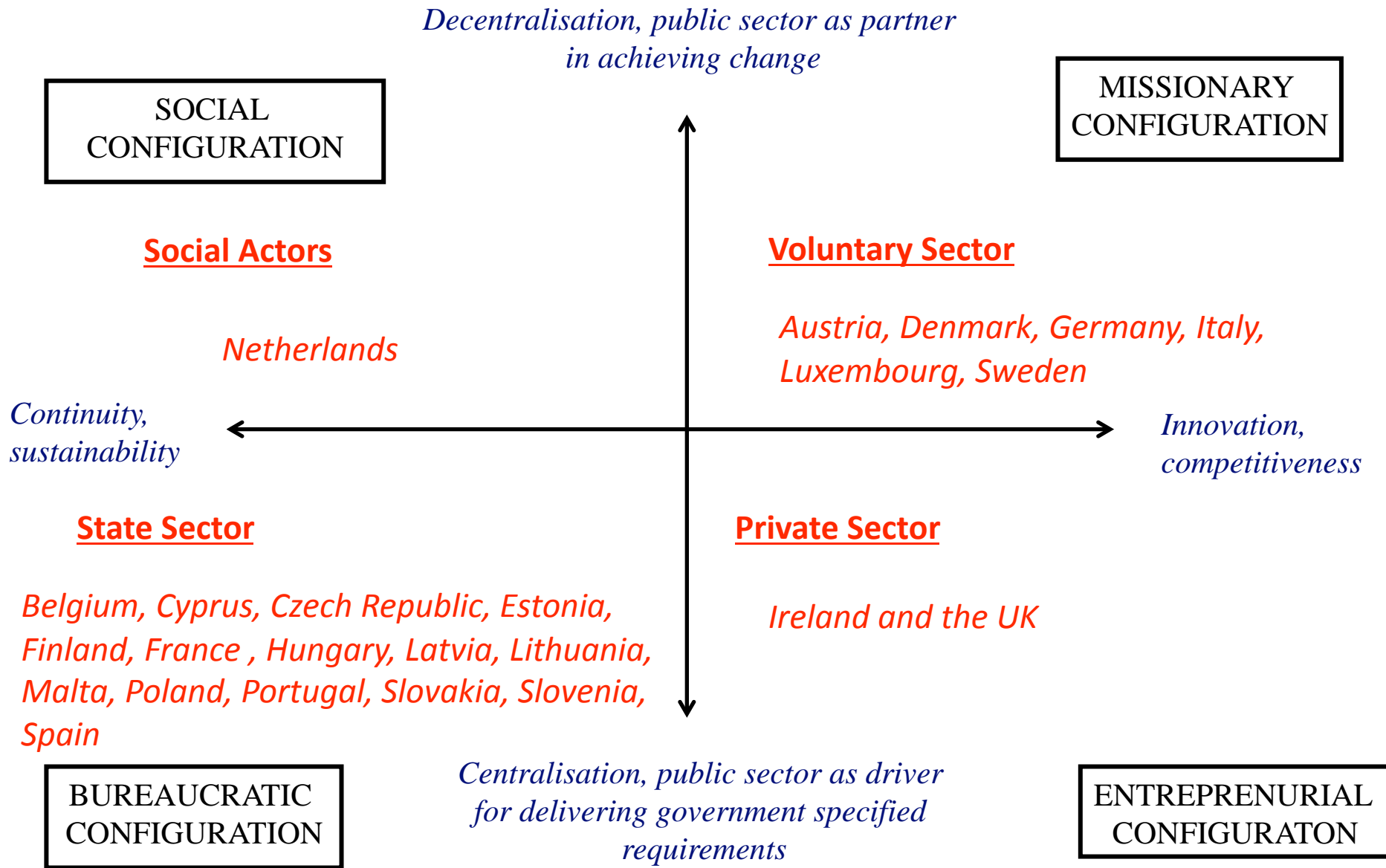
European Models of Sport Policy and Sport Governance

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Structure of the Presentation

1. Typology of European Sport Policy Systems (Camy et al. 2004)
2. Features of governance and policy delivery in each of the four configurations
3. The direction of change within European sports policy systems
4. An evaluation of policy change in England: the introduction of a Social Model Approach

1. An Outline of a Typology of European Sport Policy Systems (Camy et al. 2004)



Part 2:

Features of Governance and Policy Delivery in Each of the Four Configurations

SOCIAL
CONFIGURATION

*Decentralisation, public sector as partner
in achieving change*

MISSIONARY
CONFIGURATION

Focus of Service delivery on Long-term
Outcomes / Capacity Building

- commitment, persuasion, influence
- **Long term investment / outcomes of culture change**, capacity-building
- Joined-up policy making

Focus of Service delivery on Short-
Medium term Outcomes

- expansion, adaptation
- innovation, flexibility
- monitoring of **outcomes**

*Continuity,
sustainability*

*Innovation,
competitiveness*

Focus of Service delivery on
throughputs / process

- **regulation** of processes through state bodies
- **monitoring** of standards & systems

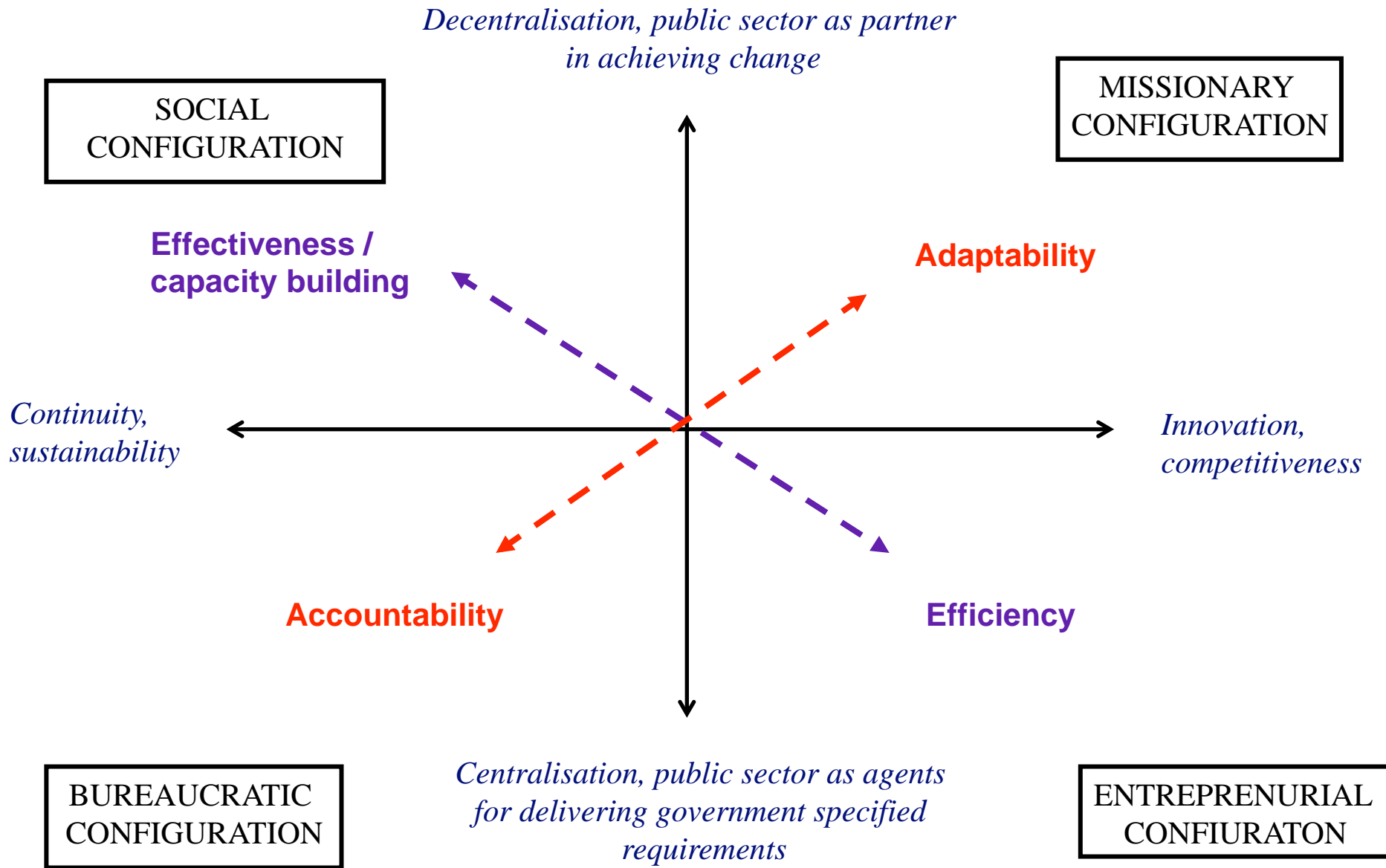
Focus of Service delivery on short term delivery,
outputs

- monitoring / auditing / maximisation of immediate **outputs**
- Achievement of **outputs** by contractual obligation

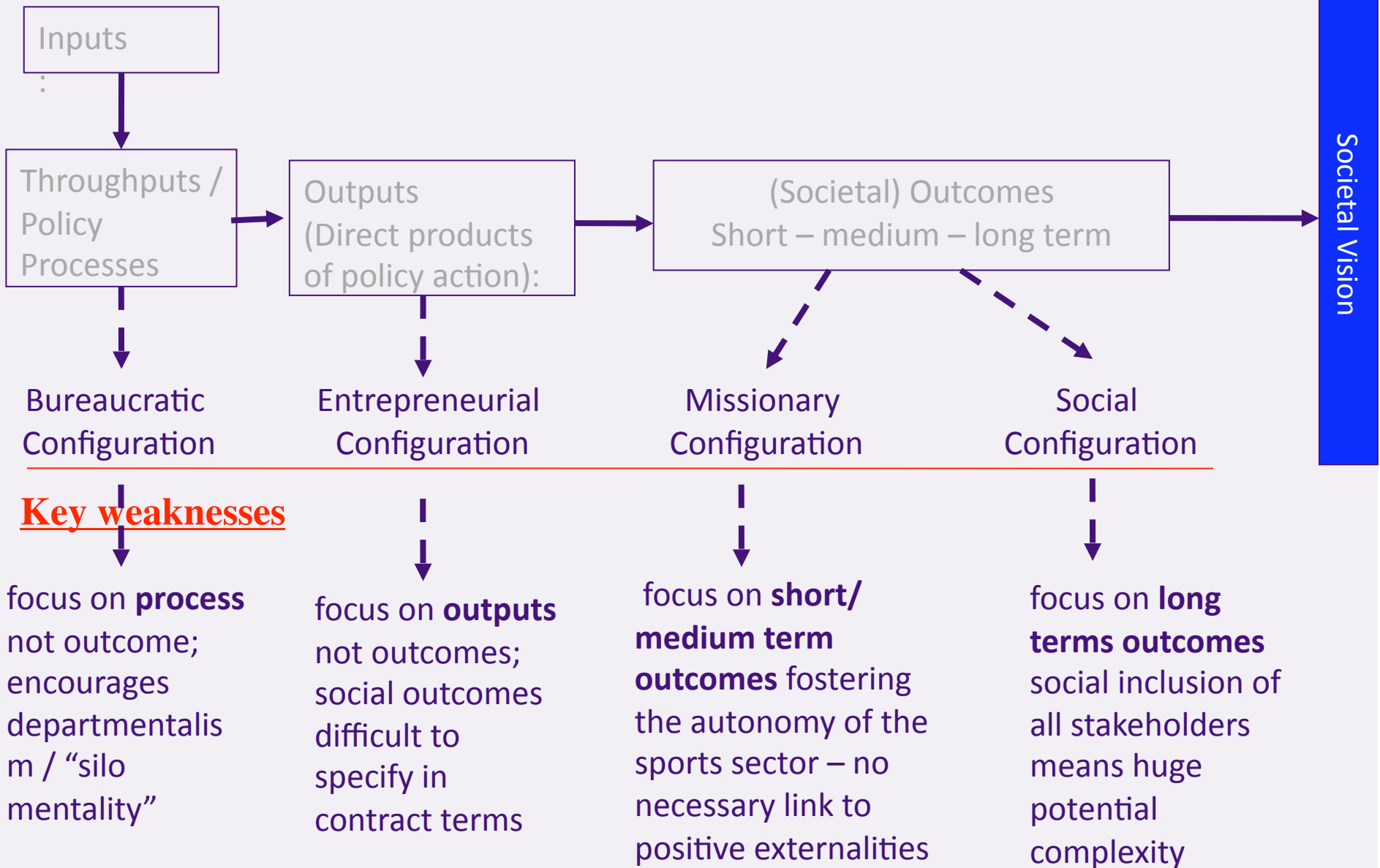
BUREAUCRATIC
CONFIGURATION

*Centralisation, public sector as agents
for delivering government specified
requirements*

ENTREPRENURIAL
CONFIGURATION



Abbreviated Logic Model



Part 3:

The Direction of Change within European Sports Policy Systems

Shifting Nature of European Sports Policy Systems

- From 'bureaucratic' (and missionary) to entrepreneurial models (*Central European Member States, France, Italy*)
- From strong to weak social model (Netherlands)
- From the entrepreneurial to the social model (UK)

Part 4:

An evaluation of Policy Change in England:

*developing a Social Model approach to sports policy
through County Sports Partnerships*

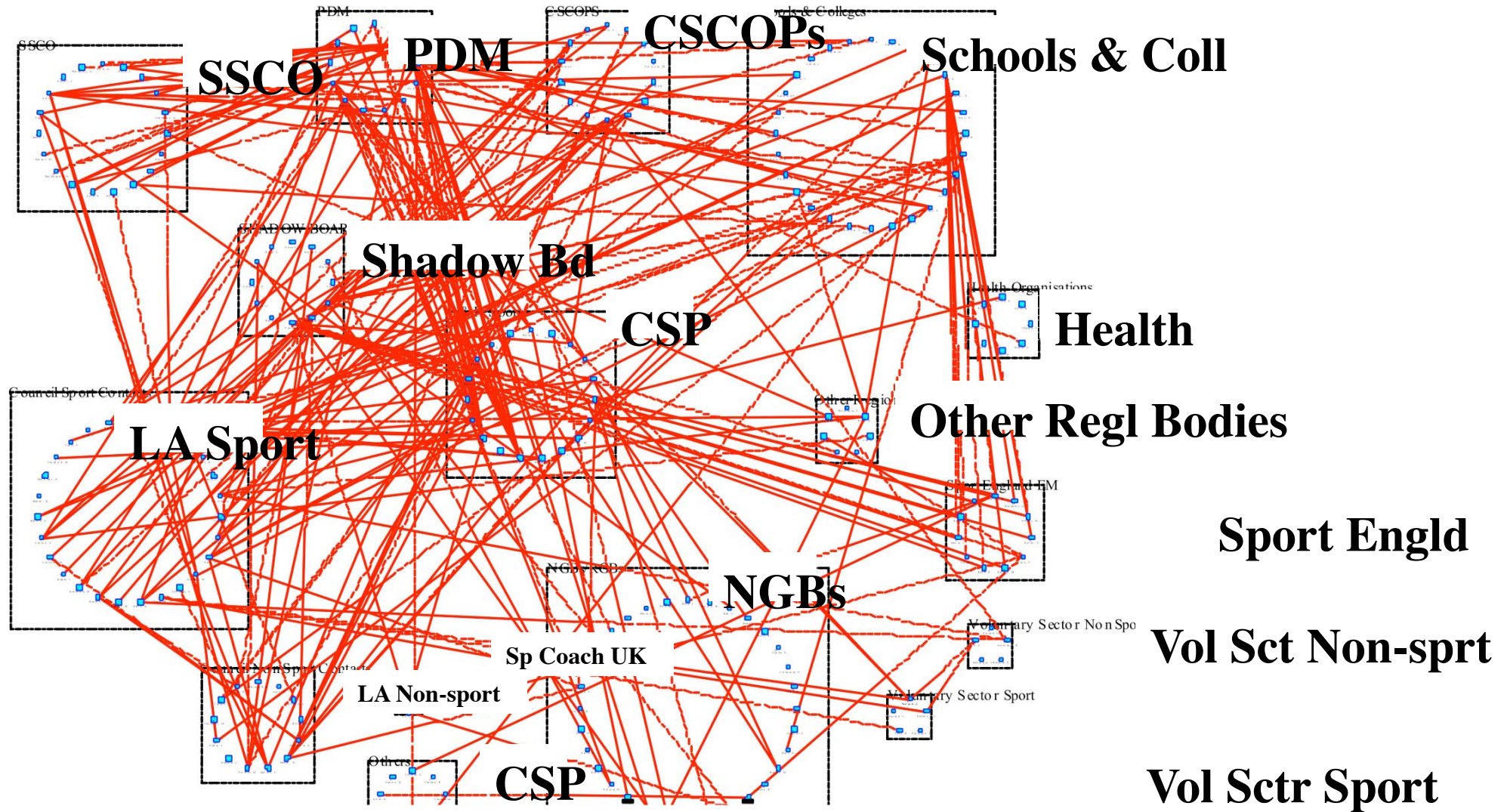
The Context of Policy Change in the UK

- Since the 1990s proliferation of **inter-agency networks and partnerships** at local level primary vehicle for urban development – part of a shift from *government* to *governance*
- County Sports Partnerships introduced 2002 as vehicle for promoting sport policy goals with two major aims in terms of governance
 - **‘Joined up policy’** – networking across policy agencies / domains
 - **Enhancing partnership** across public, private, voluntary sectors
- 2005-2008 Evaluation study of the use of **Social Network Analysis** to check the health of the Social Model / Network Approach (*Henry, I., Downward, P., Harwood, C., & Robinson, L. Sports Partnerships Promoting Inclusive Communities, 2008*)

Three Literatures Relating to the Introduction of Network Governance Approaches to Policy Delivery

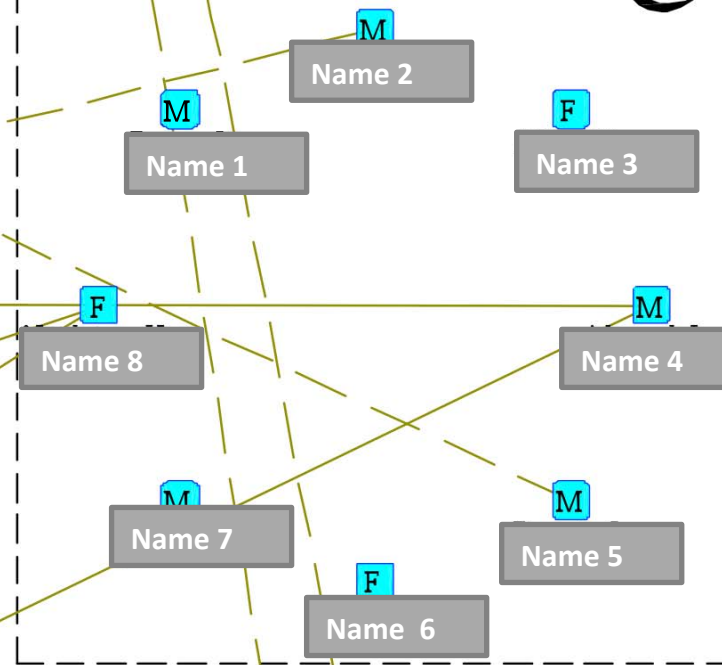
- **Governance**
 - *“Indeed we seem to be going through a revolution in the governance of public production systems as governments seek to reach beyond their borders to find additional resources, additional operating capacity and even additional legitimacy to achieve their assigned goals. “(Moore and Hartley, 2008: 5)*
- **Network theory (policy networks)**
 - *“Policy network analysis stresses how networks limit participation in the policy process; decide which issues will be included and excluded from the policy agenda; shape the actors through the rules of the game; privilege certain interests; and substitute private government for accountability” (Rhodes, 1997: 1251)*
- **Social capital (Putnam, 2000) in organisations (Lee, 2009)**
 - *Structural (ties and configurations);*
 - *Relational (underlying conditions of trust, obligation, identity)*
 - *Cognitive (shared languages, narratives)*

L & R CSP: Work Inter-group Links (D/W/M)



L&R CSP: Decision-Making Network - Partnership (DWM)

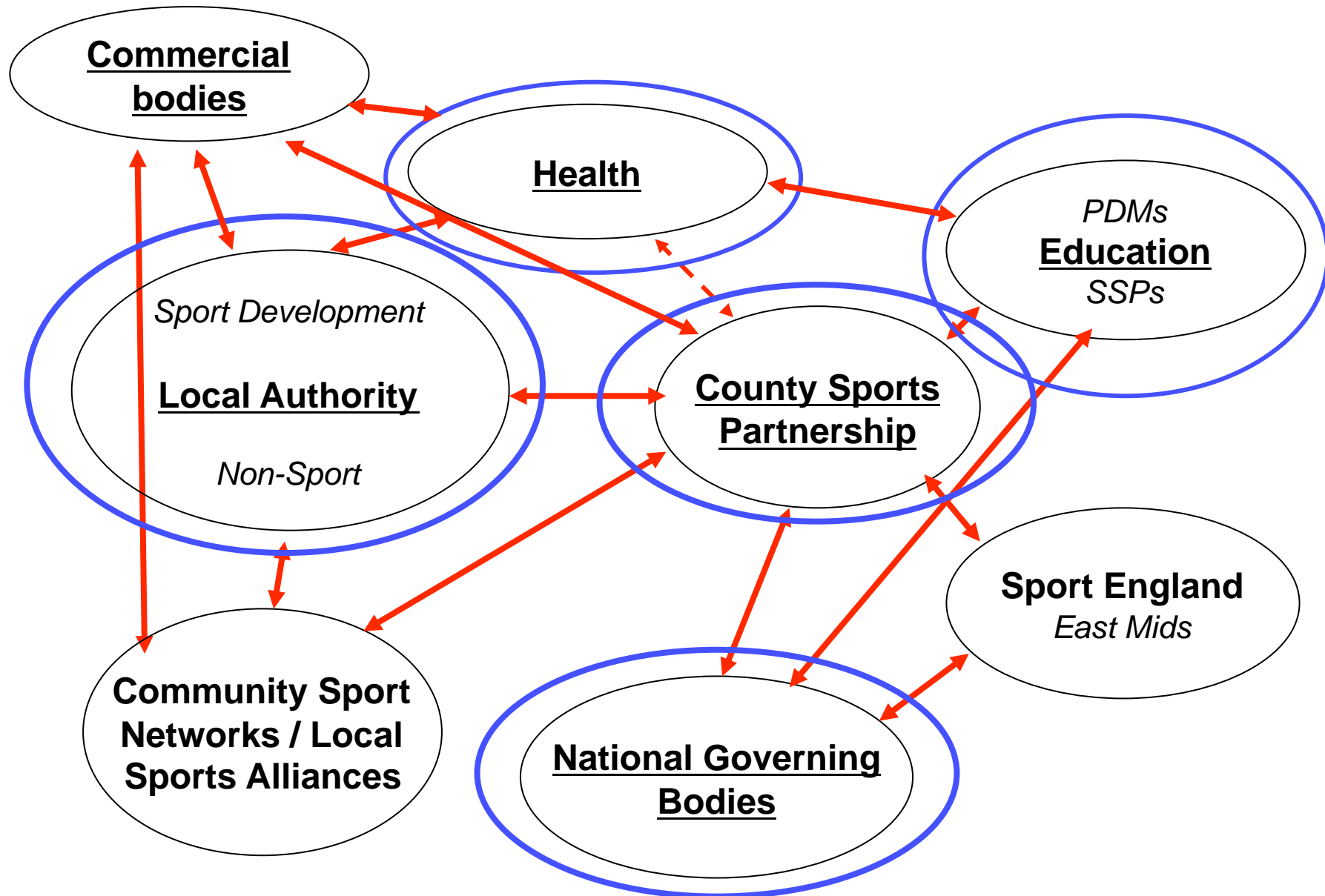
Health Organisations



Evaluation Approach

- Interviews
 - How were SNA maps used to inform practice?
 - What explains high or low levels of interaction between stakeholders?
- Selection of key / core stakeholders for detailed discussion of policy interaction
 - Health; Education; Local authorities; National Governing Bodies of Sport; County Sports Partnerships

Simplified Schema of Stage 2 SNA Evaluation



Difficulties in the Implementation of the Social Model

1. Competing Professional Cultures in Different Policy Domains

- medical / clinical treatment rather than public health prevention culture dominates
- Education profession sees it
- sports development profession (some evidence of shift from sport development to community development by local authorities)

2. Organisational Priorities Driven by Own Key Performance Indicators

- Huge complexity, difficulties in aligning sector KPIs
- Cooperation strongest where local integration of plans is a condition of funding (e.g. Local Area Agreements)

3. Inter-sectoral cooperation difficult to develop

- E.g. Low levels of commercial sector engagement, though some promising exceptions

4. Local Circumstances / Traditions May Make a Difference

- E.g. where there is a local tradition of strong voluntary sector engagement or where good interpersonal relations have been developed these may mediate other influences.

Conclusions

1. Establishing conceptual clarity through the articulation of these ideal types
2. The diversity of European sport policy systems – each with their own strengths and weaknesses.
3. The system is in flux – no single trajectory of policy change though a growing emphasis on governance rather than government.
4. Significant difficulties exist in shifting from one approach to another

Thank you for your attention