



Darlington Draft Sport and Physical Activity Strategy 2013 - 2018

April 2013

Foreword

Welcome to the Draft Darlington Sport and Physical Activity Strategy 2013-2018, which sets out the overall vision, ambitions and desired outcomes for improving the availability, accessibility and quality of sport and physical activity across the Borough. It translates broad strategy into practical and deliverable actions that will support the health and wellbeing of residents and provides a framework which encourages more people to participate in sport and physical activity more often.

The Strategy seeks outcomes which are realistic, given the difficult economic climate and the pressure on public sector budgets, both of which are expected to continue for the next five years. It needs to generate commitment from all stakeholders and partners to ensure it is used as a practical tool to deliver a range of opportunities for residents.

Preparation of a new strategy is timely, as we try to harness the enthusiasm generated by Team GB's success at the 2012 Olympic and Paralympic Games. Darlington, at 24.2%, already has the highest participation rates in sport and active recreation of any local authority in the North East. However, there is still room for improvement. This presents a significant challenge that the Council and its partners are ready to meet.



Councillor Nick Wallis
Cabinet Member with the Portfolio for
Leisure and Local Environment

Executive Summary

The current Strategy expired in 2011 and we, therefore, need to prepare a new Strategy incorporating an Action Plan for the next five years. For the purpose of this strategy, sport and physical activity is defined as:

“...all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.” (Council of Europe, European Sports Charter, 2001).

In 2012, sport and physical activity came into sharp focus with the success of the London Olympics and Paralympic Games. It is important that the subsequent renewed interest in sport and active recreation is translated into increased participation rates at a local level. There is also a crucial role for sport and physical activity in contributing to the health and wellbeing of the population of Darlington. It is accepted that regular physical activity at a moderate intensity (such as brisk walking) can have major benefits both in terms of personal health and health savings. At a time when public spending is being cut and new Health and Wellbeing Boards are being established, a new Sport and Physical Activity Strategy and Commissioning Plan can form the delivery vehicle for joint procurement of services and partnership working.

Context

Sport England is the government agency responsible for building the foundations of sporting success, by creating a world-leading community sport environment of clubs, coaches, officials and volunteers. The Sport England Strategy 2012-2017 has recently been published and the ambitions of the Strategy are that it will:

- See more people taking on and keeping a sporting habit for life
- Create more opportunities for young people
- Nurture and develop talent
- Provide the right facilities in the right places
- Support local authorities and unlock local funding
- Ensure real opportunities for communities.

Strategies to increase physical activity are also a key public health priority. New Health and Wellbeing Boards are responsible for producing Joint Strategic Needs Assessments and developing a joint Health and Wellbeing Strategy for their local area. The Health and Wellbeing Strategy identifies five top commitments and actions for how we will work together:

1. To relentlessly focus on narrowing the outcomes gap between individuals, groups and neighbourhoods;
2. To mitigate the impacts of child poverty, the economic downturn, public expenditure cuts and welfare reform on the community and wider economy promoting decent standards of living;
3. To develop community capacity/resilience, support networks and community led and controlled interventions and projects;
4. To utilise population insight and intelligence to better target key messages and programmes of action;
5. To strengthen the role of early intervention and prevention in mitigating harm and reducing costs.

The Sport and Physical Activity Strategy does not stand alone. It is linked into a number of other local documents including: the Sustainable Community Strategy, One Darlington Perfectly Placed; the Health and Wellbeing Strategy, the Local Plan and the Adult Social Care Commissioning Plan.

What have we done?

Darlington has a good track record in delivering sport and physical activity opportunities, including:

- 2,237 play sessions with 41,346 attendances by 2,085 children;
- new sports clubs in the town based in community venues;
- over 2000 year 3/4 children have participated in the Darlington Community Games since 2009;
- in September 2010, over 2,500 pupils took part in Darlington Schools Games covering 19 different sports, including for example: judo, football, fencing, netball and orienteering;
- Darlington Cares which enables groups and clubs to access sponsorship and volunteers from local businesses;
- Local clubs and communities accessed over £280,000 to improve their facilities and to run sessions for both children and adults;
- Over 2,000 individuals took part in three projects, with the benefit of £140,000 from Sport England, to increase participation in sport and physical activity and narrow the gap between the least and most active.
- Darlington indoor bowls club was awarded £43,000 to replace the playing surface at the club;
- In 2011, a programme of sport and physical activities was used to reduce racial tension and anti-social behaviour;
- To date, 31 individuals have been supported through the Exercise After Stroke programme with excellent results, and very high customer satisfaction;
- The Darlington Exercise Referral scheme has been in operation for over 20 years and in excess of 90 clients pass through the scheme each quarter.
- The Zone Active programme aims to increase the number of people participating in sport and physical activity in all wards of Darlington and, in 2010/11, the project achieved an aggregate attendance of over 5,500;
- So far, over 2,500 young people have taken part in summer programme activities including; street swords, tennis, angling, mini soccer, dance, karate and swimming.

Our challenges

Despite significant progress, many serious challenges remain. The Strategy identifies 12 challenges which relate to four key themes:

- How do we and our partners increase participation rates with fewer resources and continue to develop excellence in sport?
- How can we use sport and physical activity to prevent disease and improve health?
- How can we reduce the gap in participation rates between the most and the least active communities?
- How do we empower citizens to provide and operate services for themselves?

Moving Forward

These challenges sit within economic landscapes which are substantially different from those of the recent past. Reduced funding and rising costs in statutory services has prompted the Local Government Association to predict the end of non-essential services, such as leisure, by 2020. While this has never been a stated aim of Darlington, the Council is scrutinising all leisure services and is investigating alternative sources of funding and partnership working.

The following cross-issue themes are highlighted, and must be considered in any leisure provision:

- The need to focus on outcomes rather than inputs and outputs;
- Early identification, prevention and intervention are required to reduce the gap between the most and least affluent;
- Targeting the most vulnerable groups and communities is central to reducing health inequalities;
- Communities and individuals must be empowered to make positive choices;
- The use of social media is critical; and
- Service impact should be maximised through partnership and collaboration.

In order to move forward, we first need to have a clear idea of where we want to get to.

What will we do?

This new Strategy sets out our 15 year ambitions and our 5 year objectives and is supported by an Action Plan, in Appendix 1, which explains how we will deliver and make progress. The Action Plan will be reviewed and updated annually.

Delivery of the Strategy's objectives will require contributions from a range of agencies and organisations across all sectors. We will, therefore, build on strong relationships and develop new ones with these organisations to make best use of resources and to learn from best practice.

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Why a new strategy?

The current Strategy expired at the end of 2011 and, therefore, a new Strategy, incorporating an Action Plan for the next five years, is required. It is also an opportunity to reflect on what has been achieved over the past five years and what needs to be achieved in the following five years to ensure all sections of the population are able to meet their activity needs and aspirations, as far as is reasonably possible.

In 2012, sport and physical activity came into sharp focus with the success of the London Olympics and Paralympic Games. There has been a renewed groundswell of interest in sport and physical activity. This interest has grown with British success in international sporting events, such as the Tour De France, U.S. Open Tennis Tournament, and European success in the Ryder Cup. It is important that this renewed interest is translated into increased participation rates at a local level.

There is also a crucial role for sport and physical activity in contributing to the health and wellbeing of the population of Darlington. It is accepted that regular physical activity at a moderate intensity (such as brisk walking) can have major benefits both in terms of personal health and health savings. It is forecast that the health costs of inactivity in Darlington are at least £2.35 million per year. However, the value of investing in sport and active recreation is really significant, for example, the health gains of a 30-49 year-old who plays football are valued at £27,600 over their lifetime. At a time when public spending is being cut and new Health and Wellbeing Boards are being established, a new Sport and Physical Activity Strategy and Commissioning Plan can form the delivery vehicle for joint procurement of services and partnership working.

For the purpose of this strategy, sport and physical activity is defined as:

“...all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.” (Council of Europe, European Sports Charter, 2001).

Context

Sport England is the government agency responsible for building the foundations of sporting success, by creating a world-leading community sport environment of clubs, coaches, officials and volunteers. Sport England invests resources, both government and Lottery money, into community sport. It also provides analysis from surveys, such as the Active People Survey, and Market Segmentation data which will be used to identify targeted groups and address their needs. In addition, the Council will be developing a greater understanding of the demand for sport and physical activity and will be looking at improving accessibility of existing facilities.

The Sport England Strategy 2012-2017 has recently been published and the ambitions of the Strategy are that it will:

- See more people taking on and keeping a sporting habit for life
- Create more opportunities for young people
- Nurture and develop talent
- Provide the right facilities in the right places
- Support local authorities and unlock local funding
- Ensure real opportunities for communities.

Investment from Sport England will be channeled through: National Governing Bodies' (NGB) whole sport plans, local investment through communities and local authorities and investment in sports facilities and schools. Sport England also invests in the national network of County Sports Partnerships (CSPs). 49 CSPs cover England, with Darlington playing a key role in its sub regional Partnership; Tees Valley Sport.

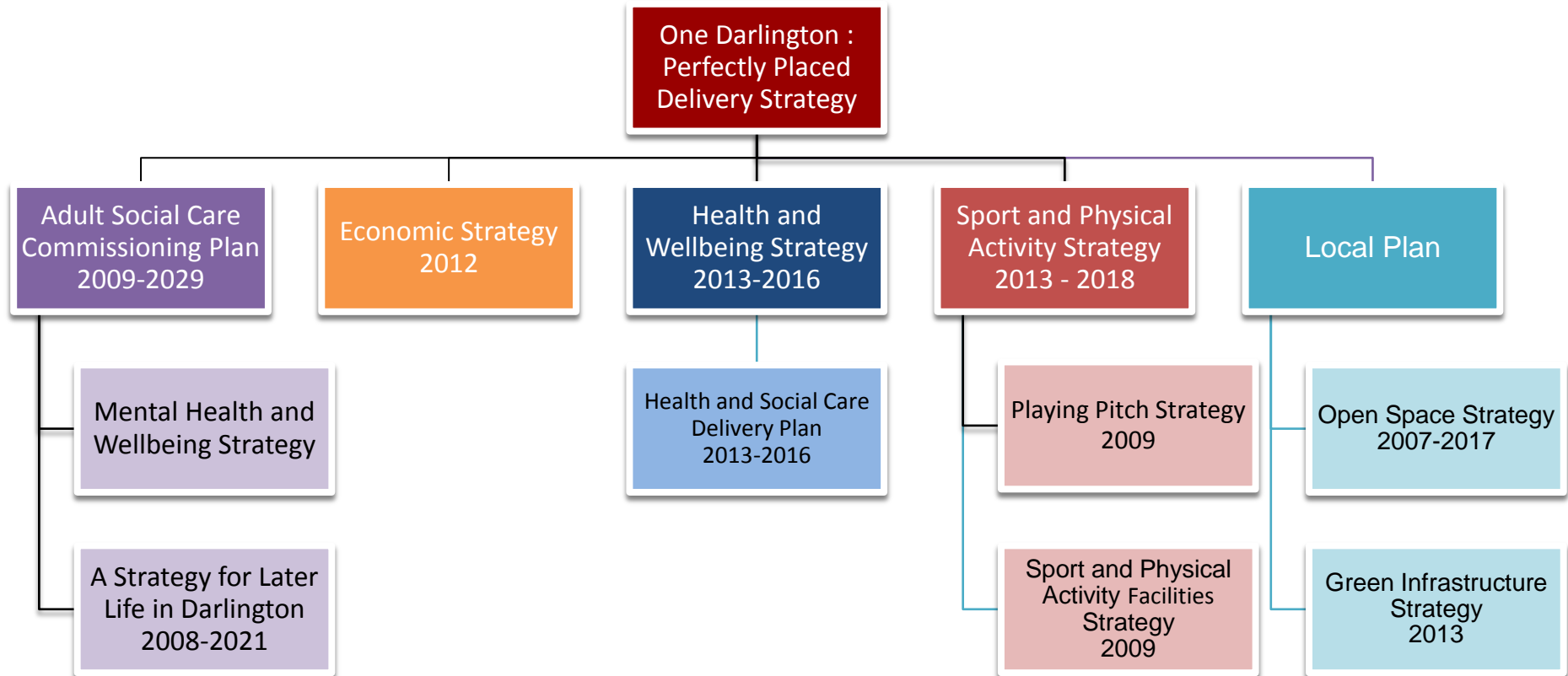
Tees Valley Sport is the CSP for the 5 districts of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees. The Partnership co-ordinates, manages and delivers a range of national and local programmes that support the national aim of creating a world leading community sport system of clubs, coaches, facilities and volunteers. Again, their key outcome is to Increase the number of people participating in sport and physical activity.

Strategies to increase physical activity are also a key public health priority. The Health and Social Care Act extends the role of local authorities in the health system by creating Health and Wellbeing Boards and giving them responsibility for public health. The Act is designed to strengthen democratic accountability and to ensure that commissioning for health is joined up across the NHS, social care and public health. The relationship with newly established Clinical Commissioning Groups and local authorities will be critical in ensuring that services meet the full range of local population health needs, including through sport and physical activity.

New Health and Wellbeing Boards are responsible for producing Joint Strategic Needs Assessments and developing a joint Health and Wellbeing Strategy for their local area. Together, these provide the basis for all health and social care commissioning and for promoting the integration of services. The Strategic Needs Assessment provides a sound evidence base for the commissioning of local services and the action to be taken by partners working together. It will also be used to identify specific groups who find it difficult, or who are reluctant, to participate in sport or physical activity. The Health and Wellbeing Strategy identifies five top commitments and actions for how we will work together:

1. To relentlessly focus on narrowing the outcomes gap between individuals, groups and neighbourhoods;
2. To mitigate the impacts of child poverty, the economic downturn, public expenditure cuts and welfare reform on the community and wider economy promoting decent standards of living;
3. To develop community capacity/resilience, support networks and community led and controlled interventions and projects;
4. To utilise population insight and intelligence to better target key messages and programmes of action;
5. To strengthen the role of early intervention and prevention in mitigating harm and reducing costs.

The Sport and Physical Activity Strategy does not stand alone. It is linked into a number of other local documents illustrated below.



The Darlington Local Strategic Partnership (LSP) brings together a wide range of stakeholders, including elected members, public sector organisations, voluntary and community groups, and local businesses. The LSP produced the current Sustainable Community Strategy, “One Darlington: Perfectly Placed”.

The Health and Social Care Act received Royal Assent on 27 March 2012. It transfers local health improvement functions to local authorities and gives them new functions to increase local accountability and support integration and partnership working across social care, the NHS and public health. ‘One Darlington: Perfectly Placed - A Strategy for Improved Wellbeing 2013-2016’ is the overarching strategy for Darlington up to 2016. It is about both people and place and sets out how the overall wellbeing of Darlington will be improved. The Strategy builds on the work of the Sustainable Community Strategy and fulfils the new statutory duty placed on Local Authorities through Health and Wellbeing Boards to produce a Health and Wellbeing Strategy. It is widely recognised that participation in sport and physical activity affects people’s mental and physical health and wellbeing. The Strategy identifies a broad spectrum of issues and priorities for action on health, the environment, the economy and civil society.

The Health and Social Care Delivery Plan:

- Addresses community health inequalities identified within Darlington Single Needs Assessment;
- Identifies our priorities for action to improve health and social care outcomes which could be addressed through closer integration of the commissioning and the delivery of NHS and Local Authority services;
- Sets out the actions we will deliver over the next three years;
- Provides the context for the Darlington Clinical Commissioning Group and Darlington Borough Council, in the development of their plans, strategic priorities and commissioning processes;
- Provides a performance management framework through which actions and progress can be monitored by stakeholders.

The Adult Social Care Commissioning Plan identifies the Council’s commissioning intentions to help those people who provide support and to support people who need social care. Part of the Plan is to help people to use universal services and facilities such as the Dolphin Centre. The strategy for Later Life is designed to ensure that the Council and its partners pursue policies and modify services which take account of, and respond to, the specific needs of older people. This includes recognition that people entering old age are, generally, active and independent people who want and expect an extended, healthy and active life. The Mental Health and Wellbeing Strategy focuses on prevention, promoting wellbeing, early intervention and recovery. It has been jointly developed by NHS Darlington and Darlington Borough Council.

The Economic Strategy sets out the vision, priorities and actions to support the growth of existing businesses and to attract new businesses to Darlington. Sport, along with a number of other sectors within the borough, can make a positive contribution to Darlington's economy through employment opportunities, consumer-spend (direct and indirect) and the economic output of the sector. Unlike other sectors, however, there is less readily available and easily understood data on which to base our decisions to support the sector to grow and flourish within the borough.

This Sport and Physical Activity Strategy 2013-2018 sets out the way in which needs for sport and physical activity should be met, and key future considerations and opportunities. The Strategy identifies several outcomes to be achieved in the next five years through partnership working and joint commissioning. It recognises the pressures on public sector funding and seeks to achieve a model of provision which is sustainable. This model, called Commissioning for Resilience is aimed at encouraging individuals and communities to play a greater role in meeting their own needs and providing their own solutions, initially with support from public funds.

The Playing Pitch Strategy 2009 helps to ensure that the quantity and quality of playing pitches, and accessibility to pitches, meets the needs of the local population, now and in the future, thus maximising the opportunity for participation in football, cricket, rugby union and hockey. The Playing Pitch Strategy was developed alongside a Sport and Physical Activity Facilities Strategy which considers the provision of a wide range of sports facility types and evaluates the demand for these facilities in Darlington. The report presents the key findings arising from extensive survey work, consultation and quantitative analysis, highlighting areas of both concern and opportunity and sets out a strategy for the future delivery of sport and physical activity facilities across the Borough.

Work is underway to prepare a new Local Plan for the Borough of Darlington, formally known as the Local Development Framework. In relation to sport and physical activity, the new Local Plan will offer a measure of protection for open space, existing sports facilities and recreation facilities and will require new provision as part of proposals for residential or employment development. Proposals for new facilities should, normally, conform to the planning policies which guide future development to specific locations and provide supplementary guidance on design and the appropriate infrastructure necessary to make the development acceptable and sustainable.

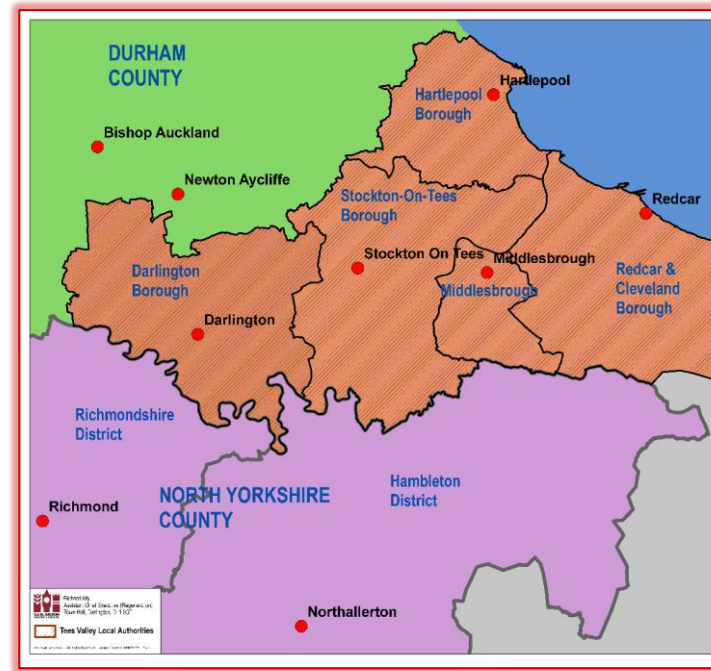
Darlington has a wide range of open spaces like parks, children's play areas, wildlife areas, allotments, green corridors, cemeteries and churchyards, informal and recreation space and landscape amenity space that provide a pleasant environment to meet, exercise and play. The Open Space Strategy 2007-17 guides the Council's approach to the protection and enhancement of the open space network, particularly spaces that the community use. The strategy sets out new planning policies for open spaces, which will be used when the Council considers development proposals and planning applications. Since 2007 work has been carried out to address the issues in the Open Space Strategy and its Action Plan. The Open Space Strategy Update Report 2010 has been produced which provides an update on the quantity and quality of, and access to, publicly accessible open spaces. The Open Space Strategy will be replaced by the Green Infrastructure Strategy in 2013.

The Local Transport Plan sets out a transport strategy for the period 2011-2026 and, together with the Cycling Strategy, promotes active travel choices. Someone who cycles to work or cycles for leisure will have lower risk of obesity, heart disease and diabetes.

Where are we?



Location of Darlington



Darlington and neighbouring authorities

Darlington Borough is a unitary local authority area that lies at the western end of the Tees Valley, a sub-regional grouping also including the unitary authorities of Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-on-Tees. The Borough is regarded as the 'gateway' to the Tees Valley and the wider North East region of England, lying adjacent to the Yorkshire and Humber region, with which it shares a boundary, formed by the River Tees. Darlington station provides inter-city links to the rest of mainland Britain and Durham Tees Valley Airport provides links to Europe. The A1 motorway provides north/south links, while the A66 trunk road provides east/west links.

Did you know?

- 1 Many of the causes of ill-health and premature mortality are influenced by lifestyle behaviours such as lack of exercise. Early deaths in Darlington are around 15% greater than the England average.
- 2 Cardiovascular disease (CVD) and cancer account for over 60% of premature death in Darlington.
- 3 Regular activity can reduce the risk of coronary heart disease by 10%, stroke by 20%, colon cancer by 40-50%, breast cancer by 30%, type 2 diabetes by 33-50% and obesity. Start Active, Stay Active, July 2011 - page 11.
- 4 In Darlington, obesity levels amongst 4-5 year olds are below the national average but equal it at age 10-11.
- 5 There is a gap in participation rates of 10% between the least and most active communities in Darlington.
- 6 Evidence suggests that sport and physical activity play a key part in helping us to live longer, healthier and more active lives and promote overall well-being by reducing stress, anxiety and depression.
- 7 In the UK, 80% of children prefer playing outside to playing indoors but not all of them get the chance. 72% would like to play outside more often.
- 8 In Darlington, 46% of adults do not participate in any form of sport or active recreation for 30 minutes per day and the health costs of this inactivity are approximately £1.5m per year.
- 9 There are 37 clubs/societies based at the Dolphin Centre and the Centre attracts approximately 1 million visits per year.
- 10 Access to sports facilities at educational sites has improved, with 74% providing access out of school hours.

What have we done?

- ✓ With the help of Play Commission funding, 2,237 play sessions have been delivered in Darlington with 41,346 attendances by 2,085 children.
- ✓ 3,000 children and young people aged 5 -16 have benefited from the 'Every Child Matters' project since September 2008. The project has developed new sports clubs in the town based in community venues.
- ✓ Over 2000 year 3/4 children have participated in the Darlington Community Games since 2009. The aim is to encourage young people to become more active, join local sports clubs and make sport and physical activity a regular part of their life.
- ✓ In September 2010, over 2500 pupils took part in Darlington Schools Games covering 19 different sports, including for example: judo, football, fencing, netball and orienteering.
- ✓ Teesside University is working with many of the large employers in Darlington to bring together the skills and expertise of businesses, local employers and their employees to make a positive difference to the local communities. Darlington Cares enables groups and clubs to access sponsorship and volunteers from local businesses.
- ✓ In 2012, the Sports Development Team helped local clubs and communities to access over £280,000 to improve their facilities and to run sessions for both children and adults
- ✓ Darlington secured over £140,000 from Sport England to deliver three projects with the aim of increasing participation in sport and physical activity, and narrowing the gap between the least and most active. Over 2,000 individuals took part over a two year period.

- ✓ Darlington indoor bowls club was awarded £43,000 to replace the playing surface at the club. This has ensured the surface is of an international standard and ensures the facility is of a world class standard.
- ✓ In 2011, a programme of sport and physical activities was used in the Northgate Ward to reduce racial tension and anti-social behaviour.
- ✓ During the financial year of 2010/2011, the Sports Development team secured in excess of £80,000 to develop an Exercise After Stroke programme. The programme offers 1:1 support to participate in physical activity to aid recovery from stroke. To date, 31 individuals have been supported through the programme with excellent results, and very high customer satisfaction.
- ✓ The Darlington Exercise Referral scheme has been in operation for over 20 years. The scheme offers a 12 week supported exercise programme which gives participants the skills and confidence to continue to exercise independently. Over 90 clients pass through the scheme each quarter.
- ✓ The Zone Active programme aims to increase the number of people participating in sport and physical activity in all wards of Darlington. In 2010/11 the project achieved, an aggregate attendance of over 5,500.
- ✓ The Sports Development Team have been working in partnership with the Dolphin Centre, Eastbourne Sports Complex, the Youth Service, the Arts Centre, local clubs and community partners to plan the summer programme for the last 3 years. So far, over 2,500 young people have taken part in activities including street swords, tennis, angling, mini soccer, dance, karate and swimming

Our challenges

- > Given that the Government's austerity measures are forecast to continue throughout the lifetime of this Strategy, how do we and our partners increase participation rates with fewer resources and continue to develop excellence in sport?
- > Given that participation rates are affected by low income, age, ethnicity and disability, how can we target initiatives to specific groups?
- > How do we create play areas where children feel safe playing out, parents feel their children are safe and create safer routes to these play areas?
- > How can we counter the trends in our society that reduce opportunities for sport and physical activities such as increased car travel, more use of labour saving devices and a rise in sedentary lifestyles?
- > How can we maximise the positive impact of the 2012 Olympic and Paralympic Games to increase and maintain participation rates and inspire people to be future champions?
- > How can we encourage, develop and support local sports clubs, community groups and the voluntary sector?
- > How can we develop well-qualified coaches, volunteers and leaders?
- > How can we support communities to make best use of community centres, church halls and local schools for sport and physical activity?
- > How do we improve public access to facilities in schools and academies and co-ordinate with the use of other facilities?
- > How can we reduce the gap in participation rates between the most and the least affluent?

Moving Forward

These challenges sit within economic landscapes which are substantially different from those of the recent past. Disposable incomes have contracted as unemployment has increased and as wages are either frozen or increased below inflation rates. Local Authorities' grant settlements from Central Government have been reduced and further cuts are expected in the future. At the same time, Authorities are facing rising costs in social care, child protection and waste management. This combination of reduced funding and rising costs in statutory services has prompted the Local Government Association to predict the end of non-essential services, such as leisure, by 2020. While this has never been a stated aim of Darlington, the Council is scrutinising all leisure services and is investigating alternative sources of funding and partnership working. The Council has commissioned Sport England to assess the impact of closing the Dolphin Centre on the supply-demand balance for swimming pools and sports halls. The Study demonstrates that when the Dolphin Centre is excluded:

- The remaining pools have insufficient capacity to cope with demand. The consequences of this would be fewer visits to pools, and more Darlington residents having to travel longer distances to access pools outside the borough.
- There would be no venue suitable for competitive swimming events.
- The remaining halls have insufficient capacity to cope with demand and the consequences of this would be fewer visits to sports halls.
- There would be very little sports hall availability in the off-peak periods.
- There would be no hall larger than four courts which would restrict the type of hall sports available and the ability to host competition events in the borough.

The Single Needs Assessment (SNA) for Darlington 2011/2012 gives an assessment of 'the state of Darlington' from the perspective of the people of the town and of Darlington as a place. It acts as the key reference for commissioners of services, and is structured around a set of key lines of enquiry. Whilst the document covers a wide variety of areas of need, several of the sections are particularly relevant to sport and physical activity, as are several of the top 10 issues facing Darlington today. It is not within the scope of this strategy to discuss all of the relevant sections of the SNA, however, the following cross-issue themes are highlighted and should be considered.

- The need to focus on outcomes rather than inputs and outputs;
- Early identification, prevention and intervention are required to reduce the gap between deprived and affluent;
- Targeting the most vulnerable groups and communities is central to reducing this;
- Empower communities and individuals and promote positive choices;
- Use social media processes to target key messages and services
- Maximising the impact of service provision through partnership and collaboration.

In order to move forward, we first need to have a clear idea of where we want to get to. The next section sets out a fifteen year vision, the outcomes we wish to achieve and the priority actions we want to implement over the next two years.

What will we do?

VISION

More Darlington residents are more active, more often

Ambition 1:

To contribute to the health, wellbeing and quality of life of residents by increasing participation in sport and physical activity and reducing sedentary behaviour.

Ambition 2:

To achieve a sustainable framework for the provision of sport and physical activity across public, private and voluntary sector partners.

Ambition 3:

To contribute to the social and economic life of the Borough through a broad and diverse sport and physical activity offer.

Outcome 1:

Participation in sport and physical activity has increased across the population as a whole.

Outcome 2:

Gaps in the extent of participation between different communities are narrowed.

Outcome 3:

Clear pathways enable individuals to reach their full potential within their chosen sport.

Outcome 4:

A high quality community sports and physical activity infrastructure is in place across the Borough.

Outcome 5:

There is access to quality sport, physical activity and recreational facilities.

Outcome 6:

Partners work together to achieve wider social outcomes through sport and physical activity

Outcome 7:

Sports and physical activity offer across the Borough is sustainable.

Outcome 8:

Partners understand how to support and influence sport and physical activity behaviour.

Priority Actions

Our Priority Actions

	Outcomes	Actions	Priority Actions (not in priority order) 2 Years
1	Participation in sport and physical activity has increased across the population as a whole.	Action 1	All public facing staff use every opportunity to promote the benefits of physical activity to the public
		Action 2	Ensure sport and physical activity provision for children and young people (C&YP), paying particular attention to those who traditionally experience the most barriers, such as girls, those with disabilities and those from minority ethnic groups
		Action 3	Partners work together to support and encourage inactive groups to reduce sedentary behaviour
2	Gaps in the extent of participation between different communities are narrowed.	Action 4	Programmes and methods of support are available to those who require additional help to be active
		Action 5	Empower and mobilise local community leaders to help to promote and run community sport and physical activity
3	Clear pathways enable individuals to reach their full potential within their chosen sport.	Action 6	A comprehensive, high quality, pathway for sport and physical activity throughout the life-course is in place, and is widely recognised and used by all partners
4	A high quality community sports and physical activity infrastructure is in place across the Borough.	Action 7	Local sports clubs and community groups help people to achieve their sporting potential, both at recreational and performance levels
		Action 8	The municipal offer ensures that sport and physical activity is accessible to all.

Outcomes

Actions

Priority Actions (not in priority order) 2 Years

5	There is access to quality sport, physical activity and recreational facilities	Action 9	Sport and physical activity facilities and spaces (including schools) are available for community use.
6	Partners work together to achieve wider social outcomes through sport and physical activity	Action 10	Partners work together to share resources and opportunities to develop sport and physical activity
7	Sports and physical activity offer across the Borough is sustainable.	Action 11	Those who deliver sport and physical activity demonstrate efficiency in delivery and planning.
8	Partners understand how to support and influence sport and physical activity behaviour.	Action 12	Develop a greater understanding of the local physical activity 'market', and greater intelligence about physical activity behaviour.

How will we know if we are making progress?

Appendix 1 sets out the detailed Action Plan required to implement the 12 Actions identified above. For each Action we explain the rationale and set out the milestones to ensure delivery.

It is expected that the Strategy's Outcomes will remain valid for about five years. However, the detailed Action Plan will be reviewed annually. At that point, completed Actions will be removed and any new Actions will be added before the Action Plan is re-issued.