

Portfolio Holder's Introduction

I am delighted to introduce and recommend the District Council Sports Development Work Plan for 2006/07. The Work Plan created with great care and attention to detail has identified specific areas of work that the department will undertake over the next twelve months.

Sport and physical activity plays a key role in everyone's life. In our area, these services are coordinated by Stratford on Avon District Council but a number of agencies including the District Council, commercial providers, school sites and the voluntary sporting and community sectors all work together to ensure the health and well-being of our communities.

I am sure that the Sports Development Work Plan makes an invaluable contribution to the Corporate Strategy of this Council.

Cllr Chris Williams
Portfolio Holder For Community Services



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INTRODUCTION

Stratford on Avon District Council is committed to achieving excellence. Leisure Services contribution to the Corporate Strategy is to deliver: '**Activity for all for life**'.

Target Groups: All sections of the community

Aims & Objectives

1. To increase participation by target groups in sports and physical activity.
2. To increase consultation with target groups about sports and physical activity and respond to their expressed views.
3. To improve partnership working for sports and physical activity promotion within target groups.
4. To promote lifelong learning through sports and physical activity.

Outputs & Outcomes

The work plan will promote sports and physical activities within the district, and seek to raise the profile of the activity programme within the local community.

The Outputs will be:

1. Number of participants from target groups taking part in activities.
2. Number of events and sessions organised.
3. Number of volunteers created to support projects.
4. Number of volunteers who received a new training qualification.
5. Providing high quality and accessible programmes with local partners.

The Outcomes will be:

1. Involving target groups in developing activity programmes.
2. Promoting positive images of target groups by developing innovative programmes that avoid stereotyping.
3. Building the skills of the workforce through education and training.

The main non-sporting outcomes will include increased participation in lifelong learning opportunities, increased community involvement, improved health awareness and healthy living amongst the target groups.

The Sports Development work plan identifies specific areas of work that the service will undertake over the next twelve months.

The work plan will highlight the following:

- The rationale for delivering the service/activity.
- Explain the current position.
- Identifies the key issues facing the service/activity over the next twelve months.
- State the key service/activities to be taken over the next twelve months.
- The performance targets to be used to monitor and evaluate the effectiveness its sports development team.

The Strategy Matrix demonstrates the direct links between the frontline staff, sports development activities and the:

- Stratford on Avon District Council - Corporate Objectives, Community Plan, Cultural Strategy, Sports Development Strategy 2003-2008 (Revised 2006), Physical Activity Strategy.
- Regional Objectives i.e. Sport England 'Regional Plan for Sport - West Midlands.
- National strategies for Sports Development, Culture and Health promotion. i.e. Game Plan, Government White Paper on Health and Physical activity.

Physical Activity Section

Exercise Referral – Physical Activity Coordinating Exercise (PACE Scheme)

Rationale

The Exercise Referral Scheme involves local GP's and health professionals referring patients for prescriptive exercise, who would gain some benefit by leading a more active lifestyle.

Current recommendations state that thirty minutes of moderate intensity exercise, on five days of the week, should be performed to benefit your health. Moderate intensity means feeling warm and breathing more deeply than usual e.g. walking at a brisk pace for you is classed as moderate intensity.

Current Position

South Warwickshire Primary Care Trust (PCT) operates a Greater Warwickshire exercise referral scheme. Currently 13 surgeries and 2 leisure facilities are involved with the PACE scheme within Stratford District.

Key activities

- Attend quarterly steering group meetings for PACE scheme.
- Work with SLM to increase number of activities for referrals.
- Refine referral criteria to increase number of referrals.
- Increase opportunities for health professionals to refer into the PACE scheme.

Performance Targets

1. 13 - participating surgeries in the PACE scheme.
2. Three participating leisure centres - SLVC, Southam, Greig Centre.
3. 175 - total number of participants during 2006/07.
4. 125 - men participating in the scheme.
5. 50 - women participating in the scheme.
6. Produce PACE scheme leaflet.

Older Person's Activities Programme

Rationale

Improving the health of people within the District has been identified as a key priority. Many people within the District still smoke, obesity is becoming more common, the ageing population presents challenges, not just in terms of illness but also home safety e.g. preventing falls. Residents need to be supported to take greater responsibility for their own welfare, including diet and physical activities; through health promotion, support and advice provided in ways that meet their individual needs.

Current Position

1. SDC has produced a mapping exercise of current provision of activity for older people.
2. Existing schemes in place but there is a need to increase their availability across the district.
3. SDC to employ an Older People's Activity / Active Communities officer.

Key activities

- Attend Local Strategic Partnership (LSP) Older Persons Action Group quarterly meetings.
- Work with SLM to increase number of activities in centres.
- Launch a new older person's scheme throughout the centres.
- Work with Age Concern and other agencies to increase participation.
- Work with Rural Transport Partnership to help access.
- Work on securing funding for additional to deliver programme of work.
- Promote opportunities for residents to become more active.

Performance Targets

1. One Health Walk established in the District.
2. 75-100 – residents participating in Walks scheme.
3. Two older person's sessions at SDC leisure centres extended by 1 hour.
4. Produce SDC Leisure Directory.
5. Produce older people section on SDC web site.

Race For Life

Rationale

Race For Life is a National 5k walk, jog or run in aid of Cancer Research UK. The day is a high profile event designed to raise the awareness of cancer and the sponsorship raised funds research into developing new treatment. The race is a women only event, which encourages and motivates women of all ages and fitness to take an active role in fighting cancer.

Current Position

During 2005 the event reached its full race capacity. The objective for 2006 is to increase numbers therefore raising more money for Cancer Research UK. To promote greater community spirit and encourage more women to be aware of health and fitness issues.

Key Activities

- Increase press coverage within Stratford District.
- Promote the event as a kick-start into leading a healthier lifestyle.
- Use SLM as a promotional site for courses to help with increasing awareness & fitness benefits.
- Increase the number of volunteers within the local area, SDC and in conjunction with Cancer Research UK.

Performance Targets

1. 2000 participants taking part in the event during 2006.
2. Four features/articles in local press promoting the race each year.

QuickTime™ and a
TIFF (LZW) decompressor
are needed to see this picture.

School Sports Programme

Schools Tournament Programme

Rationale

The tournament programme promotes the opportunities for young people to compete in a number of events on a team and individual basis. It is open to all young people who have either never played the sport before, or those who haven't had the chance to compete at any level.

Research proves that regular exercise keeps your heart healthy and reduces the risk of heart disease and stroke, and risks associated with obesity. The tournament programme is aimed at encouraging young people away from computers and television sets, into sports halls and onto sports fields.

Current Position

The annual schools tournament programme is coordinated by sports development section at a number of sites across the District. The tournament programme is open to all Secondary and Primary schools in the Stratford District.

The tournament programme is very popular with the schools in the District. The specific sports competitions are held in the spring and summer terms. The tournaments are organised either in a round robin or knockout competition depending on the number of schools that enter.

Key Activities

- Co-ordinate the Secondary schools competitions in Basketball, Hockey, Athletics and Football (girls only).
- Tournament programme will introduce a swimming event in 2006.
- Co-ordinate the Primary schools competitions in Football, Swimming and Sports Hall Athletics.
- Developing teachers and assistants to help coach activity sessions.
- Work in partnership with Partnership Development Manager at Kineton High School (PDM) to produce development plan for schools.
- Work in partnership with Specialist Sports College in the District.

Performance Targets

1. One competition for Secondary schools in the District (Basketball).
2. Three competitions for Primary schools in the District (Swimming, Football & Athletics).
3. 500 total participants in all competitions.
4. 7 schools taking part in the Secondary Basketball competition.
5. 25 schools taking part in the Primary swimming competition.
6. 25 schools taking part in the Primary Athletics competition.
7. 35 schools taking part in the Primary Football competition.

Greater Warwickshire Sports Youth Games/ Local Sports Festival

Rationale

The GWS Youth Games were first held in 2000. The Youth Games is a joint event between GWS Active Sports Partnerships. The Games bases its spirit and ethos around the idea of taking part and so it is open to those young people who have either never played the sport before, or those who haven't had the chance to compete at any level.

Current Position

The Youth Games is an annual event between all five District and Borough Councils in Warwickshire, Coventry and Solihull. Stratford District Council organise sport specific team trails and coaching sessions to select individuals to represent the District and compete at the annual Youth Games.

Key Activities

- Attend meetings for GWS organisation of event.
- SDC promote Youth Games within schools through delivery at school assemblies.
- Organise relevant training and selection sessions for all sports and teams.
- Organise relevant coaches to deliver sessions.
- Book buses to transport teams to event.
- Evaluation forms produced post event.
- CRB check volunteers.

Performance Targets

1. 100 – 150 children participating in sessions.
2. 25 – 30 children with special needs participating in the sessions.
3. 7 - 10 schools participating in the Games/Festival.
4. 20 participants using exit route information and join a local sports club.

Community Sports Coach Activity Programme (Stratford Town)

After School Sports Clubs at Stratford High

Rationale

After school sports clubs provide an opportunity to increase the level of sporting provision within schools and offer participants the chance to benefit from increased, as well as better quality coaching sessions. After school sports clubs can help to bridge the gap between school and club sport, providing individuals with exit routes from after school clubs and into sports clubs specific to their chosen sports.

Current Position

After school sports clubs commenced in January 2006 at Stratford High School in 3 sports. These are athletics, basketball and girls football.

A team of volunteers have been recruited and currently funding is being sought to provide these individuals with the necessary coach education qualifications. Once qualified these individuals will support the delivery of the after school clubs.

Key Activities

- Deliver after school sports clubs in athletics, basketball, and girls football at Stratford High School.
- Extend the scheme to incorporate both K.E.S. and Shottery Girls Grammar school students using Stratford High as a 'Hub' for the activities.
- CRB check volunteers.

Performance Targets

1. Introduce 3 after school clubs (Girls Football, Basketball Boys, Sports Hall Athletics mixed).
2. 10-15 registered participants in each after school club.
3. 20 participants using exit route information and join a local sports club.
4. 80% of participants found the activities satisfactory or better.
5. 85% of the participants found the activities leaders satisfactory or better.

Primary School Coaching Programme

Rationale

FUNdamental's is a National programme designed to increase the basic sporting skills and abilities of young people. Delivering FUNdamental (Foundation & Key Stage 1 pupils), and sport specific coaching sessions (Key Stage 2 pupils), local primary school children will develop the basic skills for sport and will be better prepared for the move into a structured sport environment.

Current Position

Both FUNdamental and sport specific sessions are due to commenced in November 2005 at two local primary schools. FUNdamental sessions are based around the basic skills for sport including throwing, catching, kicking and running, whilst sport specific sessions focus on the techniques associated with individual sports.

Key Activities

- Deliver FUNdamental and sport specific sessions within two local schools.
- Extend the scheme to Stratford's other primary schools.
- Develop the scheme in order to make it self-sufficient. Recruit dinner ladies, teaching assistants and parents, as well as volunteers from the CVN in order to deliver sessions either after school or during lunchtime.
- Percentage of children from ethnic groups and children with special needs to be assessed after yr 1 baseline figures.
- CRB check volunteers.

Performance Targets

1. 10 local primary schools taking part in coaching sessions.
2. 2500 contacts of children taking part in coaching sessions.
3. Two schools start to deliver their own sessions.
4. 80% of schools found the activity programme to be satisfactory or better.
5. 85% of the schools found the activity leaders satisfactory or better.

Disability Sport Programme

Rationale

Stratford on Avon District Council believes that it's young people with disabilities have the right to the same sporting opportunities as non-disabled people. The Council recognises the diversity of needs of the district's young people and continues to make steps where necessary to adapt the structure and culture of its provision to reflect the communities it serves. The Council seeks to deliver sports taster sessions to local disability groups in order to provide disabled youngsters with the opportunity to participate in a variety of sports.

Current position

FUNdamental sessions commenced in a local disability school in November 2005.

Key Activities

- Deliver FUNdamental sessions in a local disabled school.
- Look to deliver sport specific sessions by May 2006.
- Extend the scheme to include the disability organisation ILEAP and Welcombe Hills School.
- CRB check volunteers.

Performance Targets

1. 25 disability-coaching sessions delivered.
2. 100 disabled participants taking part in the scheme.
3. 80% of schools found the activity programme to be satisfactory or better.
4. 85% of the schools found the activity leaders satisfactory or better.
5. Percentage of children from Ethnic Groups and children with Male & female to be assessed after yr 1 baseline figures.

Coach Volunteer Network (CVN)

Rationale

The voluntary sports sector is the key mechanism for the delivery and development of grass roots sport and physical activity in this country. It is therefore essential that local authorities support the development of volunteer coaches and recruit new volunteers, in order to ensure that local sports organisations can continue to deliver sporting opportunities within their local community.

Current position

Recent consultation with local sports providers in Stratford on Avon has highlighted the need for more coaches. Sport England's Community Sports Coach programme also highlights the need to develop new coaches in order to increase the number and range of high quality coaching opportunities by 2006.

Key Activities

- Deliver level 1 coaching qualifications in Athletics, Basketball and Football.
- Deliver relevant qualifications in first aid, Child Protection and disability sport.
- CRB check volunteers.
- Utilise volunteers for the delivery of after school clubs at Stratford High School, allowing participants to gain experience as well as allowing SDC to assess the ability of the coaches.
- Encourage participants to gain experience of delivering sessions to other organisations (ILEAP, Primary schools).
- Gain level 1 qualification for two participants.

Performance Targets

1. 15 participants to gain coaching qualifications.
2. Number of children coached by participants of the Coach Volunteer Network (as after school clubs stats).
3. 2 Level 1 coaching courses organised.
4. 5-10 coaches who go on to some sort of coaching work.
5. 5-10 Number of schools or clubs that benefit from the Coach Volunteer Network.

Community Sports Development

Hi 5's Holiday Programme

Rationale

Stratford is a rural district with a number of isolated villages that lack transport links and do not have a sports centre or facilities for young people. The establishment of an outreach programme has provided increased opportunities for young people to access services and activities in the rural villages.

Current Position

The Holiday activities in 2005 were expanded and two different schemes were in operation. Hi 5's holiday activities were aimed at primary school aged children and Positive Activities were aimed at those 8 years and over with a target age range of 10 – 15 years.

Hi 5's activities increased the number of venues visited and used several small rural schools as well as those in larger towns. The Positive Activities concentrated on specialist activities such as music, sport, circus skills and a mobile climbing wall. The schemes recorded a total number of 3194 contacts.

Key Activities

- To encourage further participation in the holiday activities using PR and Promotion.
- Using other community (Village halls) venues alongside schools sites to encourage wider community usage.
- Work with youth groups and other county organisations to prevent duplication of services.
- Ensure the activities meet the needs of children and young people.

Performance Targets

1. 3000 contacts during 2006/07.
2. Everyone within a five-mile radius of a scheme – 95% success rate.
3. 80% of participants will find the activities satisfactory or better.
4. 85% of the participants will find the activities leaders satisfactory or better.



Stratford District Sports Club Forum

Rationale

The voluntary sports sector is the key mechanism for the delivery and development of grass roots sport and physical activity in this country. It is therefore essential for local authorities to work in partnership with the governing bodies of sport to ensure that the support and investment necessary to allow these clubs to thrive is available.

Future support from Sports Development professionals would need to include advice on funding; coach education; developing youth sections and school club links; safety and child protection; governance and facilities.

Current Position

Recent consultation in Stratford on Avon, supported by numerous research studies nationally has established that the needs of sports clubs are great - but regardless of the type of sport remain similar.

Key Activities

- That a Sports Club Forum be established to improve communication links and respond to the needs of local sporting bodies.
- That the Forum will meet twice a year on a thematic basis, with the agenda formed by the clubs themselves in advance. That the team to service the forum.

Performance Targets

1. 8-10 Clubs engaged in each Club Forum meeting.
2. One training course facilitated.
3. Five external funding bids submitted to support local clubs purchase equipment and assist with coach education courses.

Club Development Grant – Kit & Equipment

Rationale

The Community Grants scheme seeks to assist voluntary clubs, Parish Councils, village halls and sporting associations within the district access funding to develop, repair and design sporting and recreational facilities in the district in the delivery of effective sports opportunities.

Current Position

The benefits achieved through the Community Grants scheme help to secure and develop sporting and recreational opportunities within the Stratford on Avon area. Enabling the local population to participate in a wide variety of sports and leisure activities.

Key Activities

- Create a budget for the grant scheme.
- Maximum grant of £500 per club.
- The new grants scheme to be used to provide the incentive to join the previously described Sports Club Forum.
- Applications will be measured against strict criteria.
- Establishment of a 'time bank' scheme. This scheme has been used as a tool to 'gain something back' for the investment by the authority.

Performance Targets

1. 10 Sports clubs accessing grant scheme.
2. Type of Sport accessing grant scheme.
3. Successful applications.
4. 100 - people benefiting from the funding.
5. 5 - coaches trained or educated.
6. Type of time bank activities generated.

Promotion & Publicity of the Sports Development Service

'In 2 Sport' Newsletter

Rationale

Effective and regular communication with the sports clubs in the district is a key role for the District Council Leisure Services Team. The newsletter helps to raise the profile of sport in the local area and highlight new funding streams, initiatives and changes in legislation that affect sport and recreational organisations.

Current Position

The plan is to continue with the current format (four page full colour).

Key Activities

- To produce and distribute three editions of the newsletter per calendar year.
- That the current format remains unchanged.
- Monitor and evaluate the usefulness of the newsletter by recipients.

Performance Targets

1. Two features from sports clubs/events in each edition.
2. 100 clubs and venues on the distribution list for the newsletter.



Stratford on Avon District Council web site (Leisure & Culture web pages)

Rationale

E government legislation requires all local authorities to provide a comprehensive range of services and information on their home web pages. The web sites will provide users with information on sports, recreation and physical activity in the District.

The issues detailed in the new sports development action plan will help to inform and enhance the future direction and development of the SDC website.

Current Position

The SDC Leisure & Culture web pages offer information about the variety of sports, leisure and recreational activities in the district.

Key Activities

- The SDC website to include: funding page, clubs links, County Sports Partnership, National Government Bodies link page, Sports Awards, downloadable forms i.e. child protection, development plans, Hi 5's summer programme – what, where and when in the District.
- Ensure the Leisure and Sports Development section provides accurate and sufficient information to visitors.
- The site to achieve the E government requirements.

Performance Targets

1. Number of hits on web pages.
2. 30 emails directed from web site to officers.
3. 2 on-line surveys' on web pages to assess the quality of the information.

Leisure Directory (Paper & Online)

Rationale

The production of a comprehensive online and paper based leisure directory will enable all residents to access relevant up to date information regarding sport and recreational opportunities in the District.

Current Position

The leisure directory has not been updated since 2003. The old directory listed sports clubs and information about the grants service, and sporting opportunities for people with disabilities (ILEAP). The new leisure directory will provide a comprehensive listing of sport and recreational opportunities in the District and will include: parks, play areas and open spaces, leisure and community centres in the District, activities for older people and a detailed sports club database.

Key Activities

- Review information in current leisure directory for accuracy.
- Update and send a new questionnaire to all sports clubs in the directory.
- Add new clubs to the directory that have requested to be included in next year's publication.
- All clubs that register are checked with their National Governing Body before being added to SDC site.
- To promote clubs that has CRB checks for coaches/volunteers and external accreditation by their National Governing Body.

Performance Targets

1. 100-120 registered with leisure directory.
2. 20-30 new clubs requesting to be included in next year's publication.

Stratford on Avon District Council - Annual Sports Awards

Rationale

The Council is committed to encouraging sports participation for all residents of the District. The new award scheme is a low cost programme designed to highlight the dedication, expertise and achievements of individuals and teams.

Current Position

The plan is to continue the award in the current format and seek to raise the profile of the award.

Key Activities

- Regular communication to sports clubs to raise profile of awards scheme.
- Applications will be measured against strict criteria.

Performance Targets

1. 25-30 entrants to the annual SDC Sports Awards scheme.
2. Four features/articles in local press promoting the awards each year that helps to increase nominations.

Passport to Excellence Scheme – 'Working towards London 2012'

Rationale

The Excellence scheme is about developing talent today for sporting success tomorrow. Giving talented performers the chance to progress to the best of their ability, and achieve excellence.

Current Position

As part of the Stratford on Avon District Council's commitment to supporting local talented athletes and sports people, the District Council and Sports Leisure Management (SLM) offer free use of the four leisure centres in the district (Stratford Visitor & Leisure Centre, Studley Leisure Centre, Southam Leisure Centre & Shipston Leisure Centre) to anyone that represents England, N. Ireland, Scotland and Wales or Great Britain in a sport recognised by Sport England.

Key Activities

- Regular communication to sports clubs to raise profile of awards scheme.
- Applications will be measured against strict criteria.

Performance Targets

1. 20 passes awarded.
2. Four features/articles in local press promoting the scheme each year that helps to increase nominations.

IMPROVING STANDARDS

QUEST Scheme

Rationale

The QUEST accreditation has become a 'bench mark' for standards of management of sports development throughout the UK.

Current Position

We have produced a detailed sports development work plan that employs a number of support functions to the following areas: local and national initiatives that seeks to work with schools, community sports clubs and National Governing Bodies of sport.

Key Activities

1. Attend necessary training course.
2. Establish a benchmark link with an authority that has been QUEST accredited.
3. Carry out the QUEST self assessment to identify the actions required to obtain accreditation.
4. Produce QUEST action plan and adopt the recommendations from the self-assessment process.
5. To undergo an independent assessment in during 2006 and gain a successful QUEST accreditation.

Performance Targets

1. Attain external QUEST Accreditation.

Strategy Matrix – Sports Development Work Plan

Activity Area	Corporate Aims	Other SDC Strategies	National & Local
<p>Physical Activity Exercise Referral Older Peoples Programme Race for Life</p>	<p>Aim 1 – The Development of Safer & Healthier Communities</p> <p>Aim 3 – The Creation of Inclusive Communities</p>	<p>Cultural Strategy Sports Development Physical Activity LSP Health & Well Being Community Plan</p>	<p>DCMS 'A sporting future for all' Policy Action Team 10 Warwickshire's Cultural Strategy Regional Plan for Sport GWS – Action Plan</p>
<p>School Sports Development Tournament Programme Youth Games/Local Sports Festival</p>	<p>Aim 1 – The Development of Safer & Healthier Communities</p> <p>Aim 3 – The Creation of Inclusive Communities</p>	<p>Cultural Strategy Sports Development Physical Activity LSP Health & Well Being Community Plan</p>	<p>DCMS 'A sporting future for all' Policy Action Team 10 Warwickshire's Cultural Strategy Regional Plan for Sport GWS – Action Plan</p>
<p>Community Sports Coach After School Clubs Primary Schools Coaching Disability Sports Programme Coach Volunteer Network</p>	<p>Aim 1 – The Development of Safer & Healthier Communities</p> <p>Aim 3 – The Creation of Inclusive Communities</p>	<p>Cultural Strategy Sports Development Physical Activity LSP Health & Well Being Community Plan</p>	<p>DCMS 'A sporting future for all' Policy Action Team 10 Warwickshire's Cultural Strategy Regional Plan for Sport GWS – Action Plan</p>
<p>Community Sports Development Hi 5's Holiday Programme Sports Club Forum Club Development Grant</p>	<p>Aim 1 – The Development of Safer & Healthier Communities</p> <p>Aim 3 – The Creation of Inclusive Communities</p>	<p>Cultural Strategy Sports Development Physical Activity LSP Health & Well Being Community Plan</p>	<p>DCMS 'A sporting future for all' Policy Action Team 10 Warwickshire's Cultural Strategy Regional Plan for Sport GWS – Action Plan</p>
<p>Promotion & Publicity 'In 2 Sport' Newsletter SDC Web Site ADC Sports Awards Passport to Excellence scheme</p>	<p>Aim 1 – The Development of Safer & Healthier Communities</p> <p>Aim 3 – The Creation of Inclusive Communities</p>	<p>Cultural Strategy Sports Development Physical Activity LSP Health & Well Being Community Plan</p>	<p>DCMS 'A sporting future for all' Policy Action Team 10 Warwickshire's Cultural Strategy Regional Plan for Sport GWS – Action Plan</p>
<p>Improving Standards QUEST Scheme</p>	<p>Aim 1 – The Development of Safer & Healthier Communities</p> <p>Aim 3 – The Creation of Inclusive Communities</p>	<p>Cultural Strategy Sports Development Physical Activity LSP Health & Well Being Community Plan</p>	<p>CPA (Continuous Improvement) Regional Plan for Sport GWS – Action Plan</p>

Marketing & Communication Programme

The Leisure Services Team has many methods for marketing and communicating with the local residents. Using a combination of methods we can provide a targeted and comprehensive campaign to Users and Non-User of leisure services.

Marketing and communication is vital to ensure we provide a consistent service. Every member of staff has a responsibility to ensure they are aware of and pass on any up to date information, which may reduce the chances of error in the service delivery.

Operating with limited budget and resources the team will seek to promote and publicise the sports development activities and events through a wide variety of cost effective methods. These will include the following:

Objective

- To enable the Sports Development Team to have a clear understanding about whether the services and activities it provides meets the needs and expectations of the public and service users.

Financial Objectives

- To deliver marketing programme and materials within set budget

Target Market

All sections of the community

Marketing Methods

- Leaflets
- Booklets
- Posters
- Direct mail shot to data base
- SDC Web Site
- 'In 2 Sports' Newsletter
- Press Releases and features articles in local press
- Photo calls

Venues

- Leisure Centres
- School sites
- Libraries
- Village halls
- SDC Area offices

Sports Development Activity/Events Timeline

Month	Activity
January	Sports Awards Evening Passports to Excellence Awards
February	Secondary School Basketball Tournament
March	In 2 Sport Newsletter Primary Schools Tournament Programme – Sports Hall Athletics
April	Leisure Directory Update Sports Club Forum Coach Volunteer Forum Community Sports Coach – Easter Holiday Programme Hi 5's Easter Holiday Programme Primary Schools Tournament Programme – Swimming & Football
May	Race For Life
June	Secondary Schools Tournament Programme – Athletics
July	In 2 Sport Newsletter Youth Games/Local Sports Festival Hi 5's Summer Holiday Activity Programme
August	Hi 5's Summer Holiday Activity Programme
September	Sports Club Forum
October	Hi 5's October Holiday Programme
November	In 2 Sport Newsletter
December	Sports Awards & Passports to Excellence Campaign
All Year Activities	Exercise Referral Scheme (PACE) Older People's Activity Programme – Walks & Green Gyms Community Sports Coach - After School Programme Community Sports Coach – Curriculum Time Coaching Community Sports Coach – Disability Sports Programme Community Sports Coach – Coach Volunteer Network