

ACTIVE COMMUNITIES

STRATEGY 2013 - 2018

“Getting Stratford District Active”

ED.4.12.4





Stratford-on-Avon District Council
rated 'Good' - November 2013

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Executive Summary

The Active Communities Strategy is a comprehensive and broad strategic document that links the Corporate Objectives of Stratford-on-Avon District Council to the current National and Local Health & Wellbeing agenda.

This strategy builds on the legacy of the London 2012 Olympic and Paralympic Games and provides clear guidance for the District Council to ensure it effectively utilises all available resources in achieving the vision of: 'Getting Stratford District Active'.

The document sets out why sport and physical activity opportunities are important to leading healthier lifestyles for individuals and communities. It strives to improve the standards of local community facilities, sport clubs, develop coaches and increase volunteering, to ensure that opportunities for participation are open and inclusive to all.

Health and Wellbeing is a fast moving landscape and therefore the District Council will work to deliver the strategy around three overarching themes.

Theme 1

Encouraging Active Communities

Theme 2

Enhancing and Sustaining Facility Provision

Theme 3

Engaging to Raise the Profile of Sport and Physical Activity

The Active Communities Strategy builds on the new Sport England, Youth & Community Strategy, under the banner of 'creating a sporting habit for life' (2012-17) and Warwickshire's Health & Wellbeing Strategy and the Joint Strategic Needs Analysis (JSNA).

The strategy has been developed by the District Council and its partners to improve the overall health of all our communities, within an environment of change and financial constraints by delivering 'a better service with less resources'.

In conclusion this strategy will act as an advocacy document for the promotion, co-ordination and delivery of health and wellbeing opportunities in the District.

This document builds upon the previous Active Communities Strategy 2008-2012. Below are some of the headline results over the 5 years.

A review of the different work streams and activity programmes recorded that:

- Over 4.5 million people visited the four District Council Leisure Centres
- 35,391 older adults participated in the Active Aging programmes
- 7,822 young people were booked onto the Hi-5 holiday play schemes
- 13,664 young people took part in the Play Strategy (2008-2011) activity programmes
- 50 schools (Primary & Secondary) and 6,669 pupils participated in the Active School tournament programme
- The leisure centre management contract was successfully retendered in 2010 and £500k of capital was invested in the facilities.
- Over £250k was invested in the Stratford destination skate park, recreation ground play space and other play areas across the District.
- The Sport England 'Active Peoples Surveys' report that participation rates for the District in sport and physical activity are above both the West Midlands Regional and National average.



Stratford-on-Avon District Council Active Communities Strategy (2013 – 2018)

Our Mission – to create a coherent strategy in order to
'Get Stratford District Active'

Cllr Lynda Organ Portfolio Holders Introduction

I am delighted to introduce the District Council's second Active Communities Strategy. This document provides a framework for the future provision of sport and physical activity. It identifies the role of Stratford-on-Avon District Council as a provider, of enabler and advocate for physical activity and sport, in partnership with other agencies from a Local to National level.

The District Council recognise the valuable contribution that sport and physical activity can make to peoples health and wellbeing and its ability to tackle the challenges our communities face in their day to day lives.

Physical activity improves overall health. Tangible benefits include tackling obesity, lowering risks of heart disease, stroke and hypertension, managing diabetes, preventing cancer, reducing osteoporosis, falls prevention in older adults and minimising arthritis. Documented mental health benefits include reduced stress and anxiety.

Sport can also bring people of different ethnic and cultural backgrounds together by providing opportunities to share common experiences. Sport can, due to its reliance on volunteers, encourage individuals to actively participate in community life.

Why Sport Matters

"Sport has the power to change the world, it has the power to inspire in a way that little else does, it speaks to youth in a language they understand. It laughs in the face of discrimination".

Nelson Mandela

Producing a strategy is always much easier than implementing one and this document recognises that challenge. The Active Communities Strategy 2013-2018 will be subject to ongoing monitoring and evaluation. A review of the work streams and milestones will be carried out annually, to assess the implementation of the strategy and reassess the priority areas in light of Local, Regional and National context, as well as changing trends within the Health & Wellbeing agenda.

With the clear commitment and leadership of the District Council, and the active involvement of all of the partners, real progress will be possible.

The results and improved health outcomes will be of significant benefit to everyone living in Stratford District.



Summer Activities 2013

across Stratford District



**Hi-5
Multi
Sports
& Swim**

**Hi-5
TUFFS
Turn Up For
Free Sports**

**Hi-5
Day
Camps**

Context

Purpose of the Strategy

The Active Communities Strategy seeks to ensure the effective planning and co-ordination of opportunities for participation in sport and physical activity. It strives to meet the needs and aspirations of the District's residents and visitors in support of the Council's Corporate Objectives.

The strategy intends to:

- Raise the profile of sport and physical activity as a significant contributor to realising the District Councils wider aspirations
- Highlight how sport and physical activity can address cross cutting issues including:-
 - > Health and Wellbeing
 - > Anti Social Behavior
 - > Community Safety
 - > Environmental Sustainability (Carbon Footprint)
 - > Regeneration
 - > Education and Lifelong Learning
 - > Accessibility
- Increase participation in sport and create pathways for individuals to develop their skills
- Ensure co-ordination of the various internal Council departments and key external partners in delivering sport and physical activity related services

This document has been formulated after consultation with Sport England – Central, Public Health Warwickshire, SLM – Everyone Active, Voluntary Action Stratford-upon-Avon (VASA) and the Coventry Solihull & Warwickshire - County Sports Partnership (CSW-Sport).

Stratford District Council's contribution to the Health & Wellbeing Agenda

An important part of the District Councils contribution to the Health & Wellbeing agenda is delivered through the four leisure centres, the activity programmes co-ordinated by the Sports Development Team and the open green and play spaces.

Facts and figures for 2012/13:

- Almost 1 million visits were recorded at the four District Council Leisure Centres
- 3,982 are enrolled on the 'Learn to Swim' programme
- 4,252 registered fitness members
- 76,000 SLM Everyone Active Cards in circulation (Leisure Centre Membership Database)
- 59 Primary & Secondary Schools use our Leisure Centres
- 43 sports clubs and societies use our Leisure Centres on a weekly basis
- 1,572 young people who took part in our Hi-5 school holiday play schemes
- 4,576 older adults participated in our 'Active Aging' programme, i.e. Walk & Talk and Get Active

Birmingham City Council - 'Be Active' Scheme Case Study

Health and wellbeing positive impact leisure services can have on public health

The 'Be Active' Scheme is a partnership between Birmingham City Council and three Primary Care Trusts (PCT). Together they aim to tackle health inequalities for people living within the city, whilst encouraging greater participation in sport and physical activity.

The pilot scheme provided universal free access to the Council's leisure facilities and activity programmes during off peak times. The project was first introduced in 2008 in the Ladywood constituency and expanded across the city in 2009 to all 1.1 million residents.

Today over 300,000 people have accessed the scheme, with 60% of participants from the Black and Minority Ethnic (BME) communities and an equal split in male and female registration figures. Feedback from users identified that 74% were not previously a member of a leisure centre or gym before joining the scheme.

Independent analysis on the level of impact and success the scheme has achieved are identified in the following statistics:

- For every £1 invested in the 'Be Active' Scheme it generated on average a £2 cash saving to the Local Authority
- The local NHS receives up to £23 (the majority of this return is in terms of Quality of Life)
- When only cost savings and productivity gains were considered, every £1 invested returns £4 mainly by the NHS

Barriers to Participation

Whilst there will always be a proportion of residents who will remain uninterested in being physically active, we must strive to encourage our communities to choose to spend their leisure time being active rather than opting for sedentary pastimes. It is also important to recognise that at different life stages drop out occurs, so we need to challenge lifestyle habits.

The District Council will work with its partners to make people more aware of the benefits of leading a healthy lifestyle and the opportunities that are available to participate across the District. Providing high quality services and activity programmes will also encourage more people to start and sustain their participation.

National research by Sport England has identified the main barriers in participation to sport and physical activity as:

- Lack of awareness of what is available or appropriate
- Time
- Lack of role models
- Low aspirations
- Need for more childcare
- Suitability of offer
- Club capacity
- Image/perceptions
- Health or perception of health
- Transport
- Competing priorities
- Cost

Identified Priority Groups for the District Council

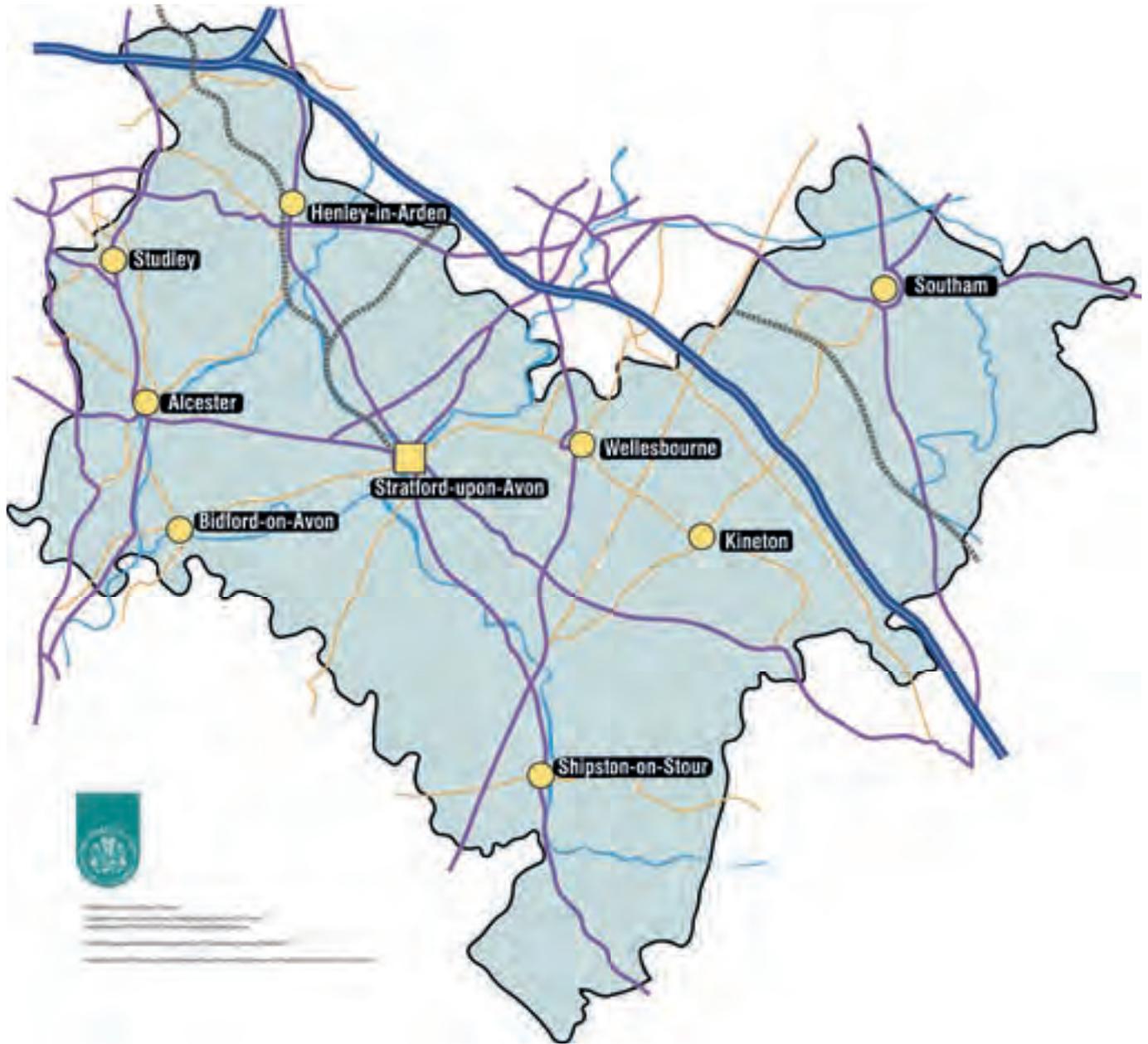
Whilst the sport and physical activity opportunities within each strategic theme need to involve everyone, research undertaken in the preparation of this document has highlighted the need for a special focus to be on the following groups.

Specific groups:

- 1 Women and Girls
- 2 People With Disabilities
 - Are a key priority in Central Government, Stratford-on-Avon District Council and Sport England.
 - Research conducted by Sport England has identified that these groups are under-represented as a proportion of the population and programmes should be developed to encourage greater participation in sport and physical activity.
- 3 Children & Young People
 - The most effective way to achieve raised levels of involvement in sport and physical activity is to attract people at an early age and to retain them via the provision of appropriate and personally sustainable opportunities.
 - Utilising sport and physical activity as a key vehicle to improve lifelong health, combat crime, enhance health, promote inclusion and support education and training is most effective when implemented via intervention at an early age.
- 4 Older Adults
 - The District has an ageing population; 51.8% of the local population is over 45 years, 22% of residents are aged 65 years plus.
 - An effective way to improve quality of life and promote independence is through raised levels of involvement in sport and physical activity via the provision of appropriate and personally sustainable opportunities.



Stratford-on-Avon District Map



Evidence Base - The People of the District

Stratford-on-Avon District has about 250 towns and villages spread over a predominately rural area covering 979 square kilometres. This makes it one of the largest Districts in England and means access to services is a major issue for residents.

Age Structure	Stratford-on-Avon District		Warwickshire		England and Wales	
	Number	%	Number	%	Number	%
0 - 4 years	5,965	5.0	31,364	5.7	3,496,750	6.2
5 - 9 years	6,176	5.1	29,180	5.3	3,135,711	5.6
10 - 14 years	6,849	5.7	31,267	5.7	3,258,677	5.8
15 - 19 years	6,737	5.6	32,485	6.0	3,539,385	6.3
20 - 24 years	5,257	4.4	32,734	6.0	3,807,245	6.8
25 - 29 years	5,382	4.5	32,277	5.9	3,836,609	6.8
30 - 34 years	5,558	4.6	32,038	5.9	3,683,915	6.6
35 - 39 years	7,242	6.0	36,064	6.6	3,732,161	6.7
40 - 44 years	8,897	7.4	40,816	7.5	4,099,089	7.3
45 - 49 years	9,596	8.0	42,004	7.7	4,100,526	7.3
50 - 54 years	8,718	7.2	36,566	6.7	3,601,694	6.4
55 - 59 years	8,187	6.8	33,291	6.1	3,183,915	5.7
60 - 64 years	9,341	7.8	36,117	6.6	3,377,162	6.0
65 - 69 years	8,117	6.7	30,654	5.6	2,674,161	4.8
70 - 74 years	6,149	5.1	23,172	4.2	2,178,672	3.9
75 - 79 years	4,931	4.1	18,257	3.3	1,777,547	3.2
80 - 84 years	3,761	3.1	14,031	2.6	1,338,005	2.4
85 - 89 years	2,317	1.9	8,663	1.6	825,671	1.5
90 years and over	1,305	1.1	4,494	0.8	429,017	0.8
Base: (Total Population)	(120,485)		(545,474)		(56,075,912)	

*2011 Census Profile

The most recent comprehensive assessment of the people in the District was taken from the Office for National Statistics 2011 census profile. The population, as measured in that research, was 120,485 of which 49% were male and 51% female.

A key factor for the District is that the average age of local residents is 44 years, compared with an average age of 39 years across England as a whole. Over 51.8% of the local population is over 45 years; the comparative figure for England is 41.8%. 22% of residents are aged 65+, with only 17% under 16 years old.

In line with the rest of the Country, the Districts age distribution is top heavy, the proportion of the elderly aged 65+ has increased by nearly half over the last 10 years and this trend is expected to continue, placing increasing pressure on health and social care budgets.

Stratford District's population is predominantly of the white ethnic group. In total 93.6% of the population is classified as white compared to 92.8% for Warwickshire. 1.4% of the population is classified as Asian, with 0.6% classified as Black compared to 5.1% or 1.5% for the County. In 2011, there were 1,021 Polish people = 0.8% of the population of Stratford-on-Avon District.



The Bigger Picture

There are eight key policies and initiatives that have influenced the development of the Active Communities Strategy 2013-2018:

1. The Marmot Review 2010

The Marmot Review into health inequalities in England was published in 2010. It proposed an evidence based strategy to address the social determinants of health, the conditions in which people are born, grow, live, work and age and which can lead to health inequalities. It has drawn further attention to the evidence that most people in England aren't living as long as the better off in society and spend longer in ill-health.

The detailed report contains many important findings, some of which are summarised below.

- People living in the poorest neighbourhoods in England will on average die seven years earlier than people living in the richest neighbourhoods
- Health inequalities arise from a complex interaction of many factors – housing, income, education, social isolation, disability – all of which are strongly affected by one's economic and social status
- Health inequalities are largely preventable. Not only is there a strong social justice case for addressing health inequalities, there is also a pressing economic case. It is estimated that the annual cost of health inequalities is between £36 to £40 billion through lost taxes, welfare payments and costs to the NHS
- Action on health inequalities requires action across all the social determinants of health, including education, occupation, income, home and community



2. Sport England Youth & Community Strategy 2012-2017

The 2012-2017 Youth and Community Strategy was launched in January 2012. It details how Sport England will invest over £1 billion of National Lottery and Exchequer funding over five years into four main areas of work.

- (1) National Governing Body (2013-2017) Funding
- (2) Facilities
- (3) Local Investment
- (4) Youth Sport



The overall ambition of the strategy is to increase the number of people who play sports regularly, reduce the number of young people who stop playing sport when they finish school and help continue the Olympic & Paralympic Games Legacy Programme.

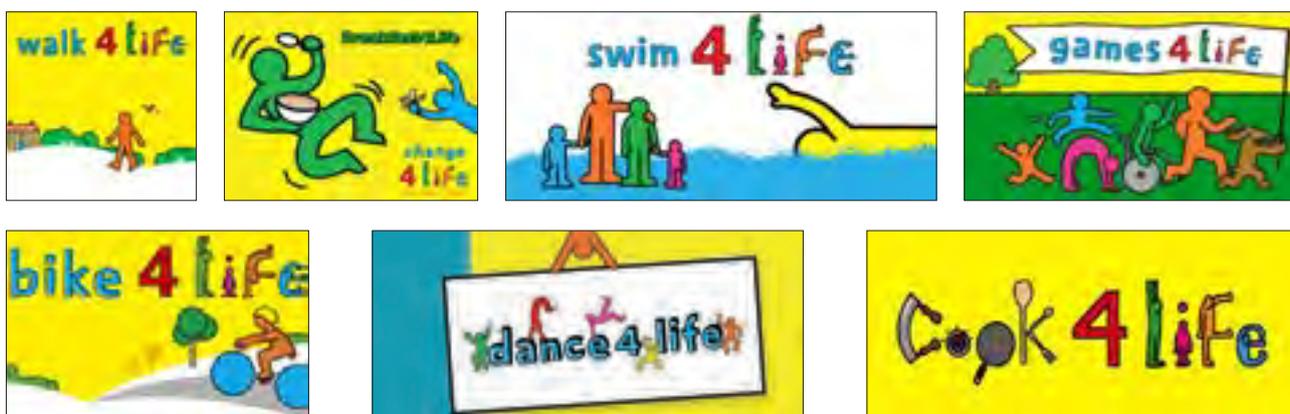
3. Change4Life

Change4Life is a public health programme in England which began in January 2009. The campaign aims to encourage people to lead healthier lives, using the slogan “eat well, move more, live longer”.



Initially, Change4Life focused on young families with children aged 5-11, but since its launch this has expanded to also target parents of 1-4 years olds (Early Years) and new parents with babies (Start4Life).

Change4Life is arranged into a number of sub-brands that promote a single issue with either a food or an activity focus (e.g. cooking is promoted via cook4life; swimming is promoted via swim4life). Change4Life has seven sub-brands (bike, breakfast, cook, dance, play, swim and walk).



4. Public Health England - Healthy Lives, Healthy People



The ‘Healthy Lives, Healthy People’ Strategy for public health in England sets out the Government’s long-term vision for the future of public health.

In a move to strengthen both national and local leadership, Directors of Public Health, employed by local authorities and jointly appointed with Public Health England, will lead on driving health improvement locally. Local Authorities will deploy resources to improve health and well-being in their communities using ring-fenced health improvement budgets allocated by the Department of Health.

5. Warwickshire Joint Health & Wellbeing Strategy



The Joint Health & Wellbeing Strategy is a plan that has been developed between NHS Warwickshire, Warwickshire County Council and District and Borough Councils in the county. The document is split into three sections.

The first section looks at different factors affecting the health and wellbeing across the whole life and how the environment and communities impact on our health. The second explains the national priorities for health, social care and public health and how these areas will be monitored by the government. The third section explains what are the priorities for health and wellbeing for Warwickshire. These priorities have been determined by the Joint Strategic Needs Assessment (JSNA).

Local Health Facts to Warwickshire:

- In some areas of Warwickshire people live 13 years less than in Stratford District
- 25% of people are obese
- 20% of people still smoke
- 14% of children are growing up in poverty

6. Public Health England

In April 2013 the lead responsibility for Public Health transferred to Local Government. As part of the reorganization a new executive agency called Public Health England (PHE) has been created as part of a new integrated public health service, which brings together the wide range of specialists and bodies into one organization. PHE overall goal is to work with partners to increase healthy life expectancy and reduce health inequalities.



Public Health England mission states – our work saves lives, promotes wellbeing and creates environments where individuals, families and communities can feel informed, empowered, healthier and happier.

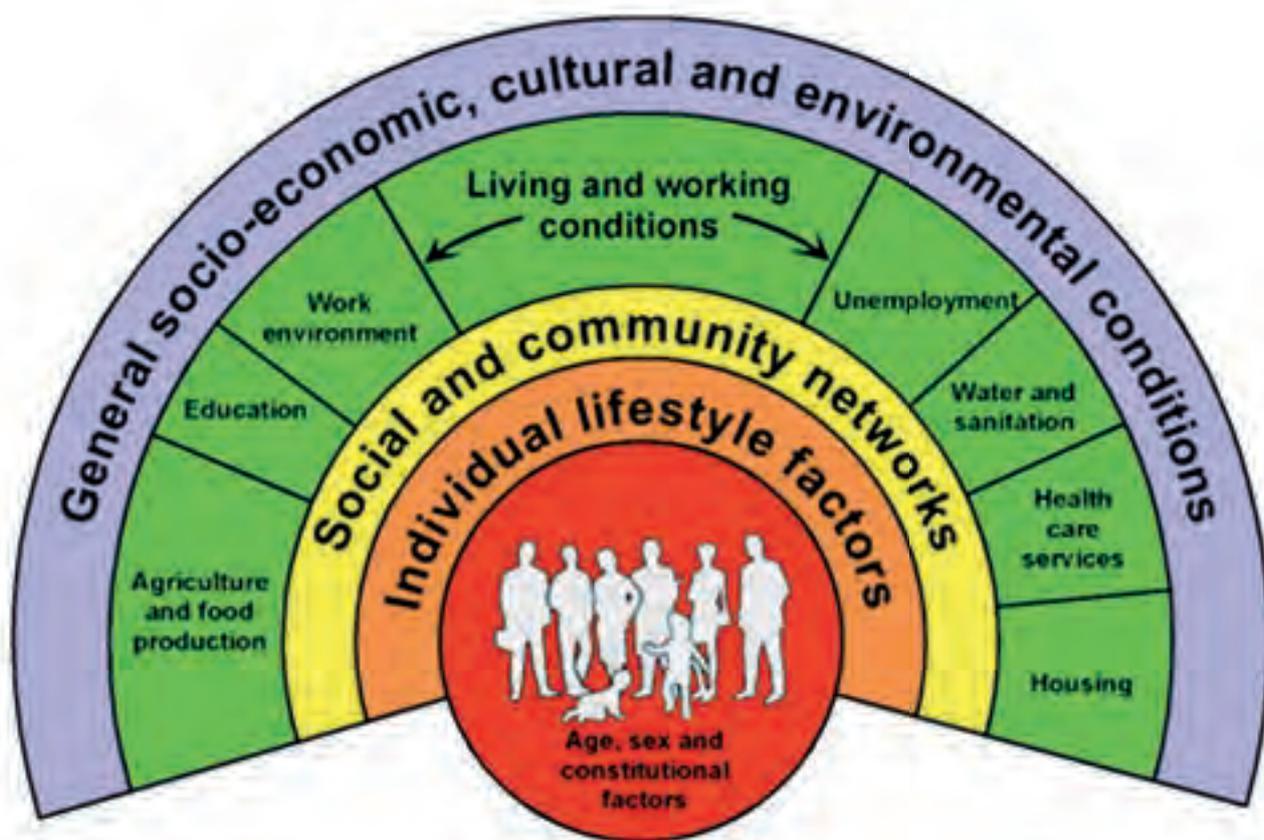
A new Public Health Outcome Framework has also been created which sets out key indicators from the wider determinants of health through to effectiveness in reducing premature mortality.

7. Determinants of Health Model

The health and wellbeing of residents and communities is influenced both positively and negatively, by a wide range of inter-related factors. These factors, also known as the determinants of health are shown in the diagram below as layers of influence, starting with the individual and moving to wider society.

At the core of the model, are fixed determinants which exert the greatest influence over an individual's health such as age, sex and genetics. The surrounding layers of the model can potentially be modified to achieve a positive impact on the population's health:

- Individual lifestyles factors such as smoking habits, diet and physical activity have the potential to promote or damage health.
- Social and community networks such as interactions with friends, relatives and mutual support within a community can influence health.
- General socio-economic, cultural and environmental conditions such as living and working conditions, food supplies, access to essential goods and services, and the overall economic, cultural and environmental conditions prevalent in society as a whole (Cavill et al 2006).



Source: Dahlgren and Whitehead, 1991

It is therefore imperative for the District Council that partnership working with a number of key departments and agencies such as Environmental Health, Planning and Housing are encapsulated in the Active Communities Strategy to ensure that the impact of their work on physical activity levels is outlined and embedded, consequently, increasing the opportunities for people to become more active.

8. Sport England – Data jigsaw for Stratford District participation levels across the District

It is important to recognise that the breadth of participation in physical activity extends from everyday activity such as gardening and walking, all the way through to sports such as swimming, regular cycling, exercise, fitness and structured forms of competitive sport. The latest Sport England 'Active People's 6' survey was conducted in 2012. The primary objective was to measure levels of participation in sport, physical activity and its contribution to improving the health of the nation.

Participation rates in sport for adults in Stratford District, as measured through the Active People's survey, demonstrates the District is above the national average figure. There has been no significant increase over the last five years; consequently a need to focus on improving and sustaining participation levels is seen as a key challenge for the Council and its partners.

The volunteering rates amongst Stratford District residents are also above the national average. The District Council's Walk & Talk which is delivery by volunteer walk leaders has an economic value of over £8,000 per year. It is recognised that volunteering in England contributes an equivalent of over 80,000 employees each year in sports participation, and can be viewed as a cornerstone of community sport, without which far fewer opportunities would exist for residents to participate. Increasing and sustaining volunteering is viewed as a positive step to support increased participation.

Subject Area	Stratford-on-Avon District Council	West Midlands Region	National Level
Participation 3 x 30 minutes per week <i>(Source APS 6 dataset)</i>	36.8%	32.1%	35.2%
1 hour per week Volunteering <i>(Source APS 1 dataset)</i>	5.8%	4.7%	4.7%

District Overview of Provision

Sport England's 'Active Places Power' toolkit gives accurate up-to-date data that can analyse levels of provision. This comparative data helps form a view alongside the local information. The information excludes private house swimming pools & facilities.

A table to show the comparative levels of provision for key leisure components

<i>(Source: Sport England 2012 FPM)</i>	England	Warwickshire County	Stratford-on-Avon	Warwick	North Warwickshire	Rugby	Nuneaton & Bedworth
Swimming (sq meters per 1000 population)	18.92	18.07	23.8	17.9	16.4	19.04	10.1
Sports Halls (area in sq meters)	80.7	77	71.5	61.6	64.4	118.8	52.06
Health & Fitness (number of stations per 1000 population)	5.88	5.3	5.3	5.2	5.2	6.1	3.7



Strategy

Strategic Themes

This strategy has been produced in order to provide a commonly agreed direction for sport and physical activity within Stratford District for the next five years (2013-2018). It builds upon existing policies and partnerships and by working together we can assist our communities to aspire to be healthy by providing opportunities for participation which are accessible, affordable and relevant to them.

Greater collaboration and use of resources will be fundamental to the success of this strategy. All organisations involved in the development of this document have an important role to play in achieving the outcomes that are needed for the improved health and wellbeing of our residents.

Strategic Theme 1	Encouraging Active Communities
Strategic Theme 2	Enhancing and Sustaining Facility Provision
Strategic Theme 3	Engaging to Raise the Profile of Sport and Physical Activity

Strategic Theme 1	Strategic Theme 2	Strategic Theme 3
Encouraging Active Communities	Enhancing and Sustaining Facility Provision	Engaging to Raise the Profile of Sport and Physical Activity
Work Streams	Work Streams	Work Streams
Warwickshire Exercise Referral Scheme Active Aging Programme Leisure Centres - SLM Everyone Active Hi-5 School Holiday Activities Volunteering Active Schools Tournament Programme	Play Spaces Action Plan Facility & Asset Management Action Plan Quest - Developing Better Sports & Leisure Services	Passport to Excellence – working towards Glasgow 2014 and Rio 2016 Promoting Access to Facilities and Services by Identified Priority Groups Community Sport Development Initiatives National Campaigns Promoting Health & Wellbeing



Playday 2013

The national day for play

Wednesday 7th August

10am-4pm

Stratford Bandstand

**Activities include:
Climbing Wall, Circus Skills,
Puppet Show, Half Pipe,
& Fun and Games**

ALL FREE

www.playday.org.uk



**Stratford Playday organised by
Stratford-on-Avon District Council**

Delivery Plan Strategic Theme 1

Encouraging Active Communities

Warwickshire Exercise Referral Scheme
What we are hoping to achieve
To use physical activity as a means of prevention and rehabilitation of certain medical conditions
What we need to do to achieve our objective
<ul style="list-style-type: none"> • To deliver the Exercise Referral Scheme in partnership with CSW Sport, Public Health Warwickshire, health professionals, community facilities, colleges and Everyone Active • To deliver the project in leisure centres or community facilities across the District • Allow all eligible agencies and health professionals in the District to refer into the scheme • Encouraging all health professionals to sign up to the approved scheme guidelines outline in the NHS National Quality Assurance Framework for Exercise Referral • Raise the profile of the referral scheme and other health related initiatives (health walks, green gyms and local sports clubs) to health professionals in the District
How we will measure success
<ul style="list-style-type: none"> • Number of people participating in the programme: • Achieve a 3% increase in participation in the scheme year on year until 2018 • Number of agencies referring into the scheme: • 50% of eligible agencies to be registered by 2016, 80% of agencies registered 2018 • Number of male & female participants in the scheme • Number of leisure centres or community facilities who are delivering the scheme
Key Partners
<ul style="list-style-type: none"> • SLM Everyone Active (SDC Leisure Centre Operator) • CSW Sport • Public Health Warwickshire • Local Health Professional Agencies
Baseline
<ul style="list-style-type: none"> • 16 – number of agencies actively referring into the scheme 2012/13 • 135 – number of referrals into the scheme 2012/13 • 58 male, 77 female referrals in 2012/13 • 3 leisure centres and 2 community facilities are delivering the scheme in 2012/13

Delivery Plan Strategic Theme 1

Encouraging Active Communities

Active Aging Programme
What we are hoping to achieve
To encourage and support the implementation of a sport and physical activity programme within a range of settings for older adults across the District
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Provide and support the implementation of a programme of activities in a range of community settings for older adults living in the District • Work with partners to identify specific groups and individuals that would benefit from participating in sport and physical activity sessions • Develop an outreach programme to specifically target more rural based residents across the District • Ensure opportunities for participation are accessible, affordable and relevant to communities • Regular communication and promotion of the activity programme to target groups and health professionals
How we will measure success
<ul style="list-style-type: none"> • Number of participants taking part in the 'Walk & Talk' health walks scheme • Number of participants taking part in the 'Get Active' activity sessions • Achieve a 3% increase in participation year on year for the Active Aging programmes until 2018
Key Partners
<ul style="list-style-type: none"> • SLM Everyone Active (SDC Leisure Centre Operator) • Public Health Warwickshire • Ramblers Association • CSW Sport
Baseline
<ul style="list-style-type: none"> • 6 weekly 'Walk & Talk' health walks were delivered in 2012/13 • 2,544 participants in health walks programme 2012/13 • 20 trained volunteer walk leaders delivering the scheme in 2012/13 • 2,032 participants in the 'Get Active' sessions 2012/13

Delivery Plan Strategic Theme 1

Encouraging Active Communities

SLM Everyone Active Cards - Leisure Centres

What we are hoping to achieve

To provide all residents and visitors the opportunity to participate in high quality sport and physical activities at the District Council Leisure Centres

What we need to do to achieve our objective

- Provide a balanced programme of sport & physical activity sessions in which all customers can participate
- Develop a marketing and communication plan which raises the awareness of the different facilities and activity programmes at the leisure centres
- Promote the Everyone Active card to specific identified priority groups to increase the participation levels at the District Council owned leisure centres
- Ensure opportunities for participation are accessible, affordable and relevant to communities
- Ensure that the sports and physical activity programmes deliver on the London 2012 Olympic & Paralympics legacy by encouraging more residents to be active and participate in sport on a regular basis

How we will measure success

- Number of Everyone Active cards issued
- Total participation figures for leisure centres attendance
- Total number of casual swimming attendance
- Number of people enrolled on the learn to swim scheme
- Number of fitness members

Key Partners

- SLM Everyone Active (SDC Leisure Centre Operator)
- CSW Sport
- Public Health Warwickshire
- Primary & Secondary Schools

Baseline

- 76,799 - number of SLM Everyone Active Cards issued (up to September 2012)
- 982,865 - total participation figures for leisure centres attendance 2012/13
- 85,570 - total number of casual swimming attendance (September 2012)
- 3,982 - number of people enrolled on the 'Learn to Swim' scheme (September 2012)
- 4,252 - number of fitness members (September 2012)

Delivery Plan Strategic Theme 1

Encouraging Active Communities

Hi-5 School Holiday Activity Programme

What we are hoping to achieve

To promote and deliver high quality school holiday activity programmes for young people across Stratford District

What we need to do to achieve our objective

- Deliver a comprehensive programme of sport and play opportunities across the District during the Warwickshire's school holidays (Easter & Summer)
- To provide a balanced programme of sporting activities and play development opportunities that is fun, educational and accessible to all sections of the community
- Activity sessions will be delivered in a range of school, club and wider community settings for young people living in Stratford District whilst targeting rural based residents
- Ensure appropriate selection, recruitment and training of Hi-5 activity leaders
- Develop links with different providers to ensure greater coordination and to avoid duplication of activity programmes across the District during the school holidays

How we will measure success

- Number of venues participating in the activity programme
- Hi-5 Rural Access Service Standard:
- Achieve a minimum of 95% provision within a 5 mile radius of their home
- Number of participants taking part in activity sessions:
- Achieve a 2% increase in participation year on year until 2018
- Number of activity leaders employed and trained

Key Partners

- SLM Everyone Active (SDC Leisure Centre Operator)
- School & Community Venues
- Positive About Young People (PAYP)
- Town & Parish Councils

Baseline

- 20 - number of venues participating in the activity programmes in 2012
- 98% - Hi-5 Rural Access Service Standard – 5 mile radius 2012
- 1,572 - number of participants taking part in activity sessions in 2012
- 10 - number of activity leaders employed and trained in 2012

Delivery Plan Strategic Theme 1

Encouraging Active Communities

Volunteering
What we are hoping to achieve
To encourage and support local communities to deliver sport and physical activity opportunities
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Consolidate the different websites and directory's into a single point of contact, which supports and promotes volunteering in Stratford District • Work with partners to identify specific groups and individuals that would benefit from participating volunteering opportunities • Build and sustain a volunteering culture and provide a wide range of local opportunities across the District • Deliver a programme with partners which offers guidance and support for local communities to build a well trained volunteer workforce with the necessary skills and capabilities • Develop a marketing and communication plan which raises the awareness of the different volunteering opportunities across the District • Ensure that the volunteering initiatives deliver on the London 2012 Olympic & Paralympics legacy of encouraging more people to volunteer
How we will measure success
<ul style="list-style-type: none"> • Number of training workshops or courses delivered in Stratford District • Number of participants attending the training events • Number of volunteers placed with a sports club or society (starting in November 2013) • Number of volunteering opportunities advertised on the website (starting in November 2013)
Key Partners
<ul style="list-style-type: none"> • Voluntary Action Stratford-on-Avon (VASA) • CSW Sport • National Governing Bodies of Sport
Baseline
<ul style="list-style-type: none"> • 5 - number of training workshops or courses delivered in 2012/13 • 55 - number of participants attending the training events in 2012/13

Delivery Plan Strategic Theme 1

Encouraging Active Communities

Active School's Tournament Programme
What we are hoping to achieve
To provide opportunities for young people to participate, volunteer and officiate in a competitive sports environment
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Coordinate the annual tournament programme to ensure all schools have the opportunity to participate in competitive sport • Work with partners to encourage greater participation by young people in school sport and community sports clubs • Coordinate the opportunities for young leaders to volunteer and officiate at the tournament programme • Ensure gifted and talented young performers are identified early and given the necessary advice and support to achieve their true sporting potential • Ensure clear pathways for progression are communicated to schools, sports clubs and parents • Ensure that the tournament programme delivers on the London 2012 Olympic & Paralympics legacy by encouraging more young people to become active and volunteer
How we will measure success
<ul style="list-style-type: none"> • Number of Primary, Secondary and Special schools participating in the tournament programme • Number of young people participating in the Active Schools programme • Number of junior leaders officiating in the Active Schools programme
Key Partners
<ul style="list-style-type: none"> • SLM Everyone Active (SDC Leisure Centre Operator) • CSW Sport • Primary & Secondary Schools • Schools Games Co-ordinator
Baseline
<ul style="list-style-type: none"> • 91 - number of Primary, Secondary and Special schools participating in the Active Schools programme in 2013 • 1,162 - number of young people participating in the Active Schools programme 2012/13 • 37 - number of Junior Leaders officiating in the Active Schools programme 2012/13

Delivery Plan Strategic Theme 2

Enhancing and Sustaining Facility Provision

Play Spaces Action Plan
What we are hoping to achieve
To create and sustain play space's that are welcoming, safe, accessible and meet the needs of local communities
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Conduct a strategic review of the different play spaces owned by the District Council • Carryout a condition survey of District Council play spaces • Produce an Asset Management Plan with a life cycle replacement schedule for SDC play spaces • Implement a formula/calculator for Housing Developers regarding the provision and adoption of new play spaces and the long term maintenance • Implement a new play space 'Design Guide' for Housing Developers • Ensure that the play space provision is built around the local needs of children, families and young people • Develop a hierarchy of play space provision for SDC assets i.e. Stratford Recreation Ground • Consult with young people, residents and local elected members on the proposals for developing or refurbishing the play spaces in their area • Design play spaces that encourages more residents to be active i.e. Measured Miles, Outdoor Gyms and Distance Way Markers
How we will measure success
<ul style="list-style-type: none"> • Deliver the play spaces action plan • A condition survey of all SDC play spaces to be completed by 2014/15 • An Asset Management Plan for SDC play spaces is completed by 2014/15 • Feedback from residents following consultation and delivery of play projects • Number of new or refurbished SDC play spaces that score a minimum of 60% the Play England template • Number of play spaces created that have Measured Miles, Outdoor Gyms and Distance Way Markers installed
Key Partners
<ul style="list-style-type: none"> • Play England • Parish & Town Councils • The Landscape Group (SDC Grounds Maintenance Contractor)
Baseline
<ul style="list-style-type: none"> • 2013 ROSAP - annual independent review of play spaces • 2011 Play England – Play Value assessment of SDC play spaces • 2011 PPG17 Open Spaces Audit of play provision • 2013 3 – number of Outdoor Gyms & 1 Measured Mile route installed in the District

Delivery Plan Strategic Theme 2

Enhancing and Sustaining Facility Provision

Facility & Asset Management Action Plan
What we are hoping to achieve
To maintain and enhance the District Council leisure and recreational facilities
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Produce an Asset Management Plan for the leisure and recreational facilities • Work with partners to reduce the Carbon Footprint of the current leisure and recreational facilities • Carry out the refurbishment of Stratford Leisure & Visitor Centre • Develop a new commuted sum formula for Housing Developers relating to leisure and recreational facilities
How we will measure success
<ul style="list-style-type: none"> • A Facility & Asset Management Strategy is produced and agreed by Cabinet • A reduction in the Carbon Footprint of the leisure and recreational facilities • Refurbishment and upgrading of the leisure facility provision for Stratford is developed and agreed by Cabinet • Implement a formula/calculator for Housing Developers regarding the provision and adoption of community recreational facilities and the long term maintenance
Key Partners
<ul style="list-style-type: none"> • SLM Everyone Active (SDC Leisure Centre Operator)
Baseline
<ul style="list-style-type: none"> • 2010 - Stock Condition Survey's - leisure centres • 2011 - PPG17 Audit – open spaces • 2012 - Sport England - Facility Planning Model

Delivery Plan Strategic Theme 2

Enhancing and Sustaining Facility Provision

Quest Scheme - Developing Better Sports & Leisure Services

What we are hoping to achieve

Seek to improve facilities and services offered by the District Council's Leisure Centres and Sports Development Team

What we need to do to achieve our objective

- The Sports Development Team and Leisure Centre Management Company (SLM Everyone Active) sign up to the Quest framework for service improvement
- Produce detailed action plans which delivers the recommendations identified in the Quest assessment
- Benchmark the Quest assessment recommendations against the best in class to improve the services offered to customers
- Ensure opportunities for participation are accessible, affordable and relevant to communities
- Work with partners to provide a balanced programme of sporting and physical activity opportunities for all sections of the local community

How we will measure success

- All Leisure Centres to achieve and maintain a minimum of Satisfactory accreditation rating for Quest Plus leisure facilities
- Sports Development Team to achieve and maintain a minimum of Satisfactory accreditation rating for Quest Plus

Key Partners

- SLM Everyone Active (SDC Leisure Centre Operator)
- Quest - Right Directions

Baseline

- In 2012/13 the Quest scheme for Leisure Centres and Sports Development was redeveloped and the scoring system changed.
- The Leisure Centres and Sports Development will undergo the Quest Plus assessment in 2013 and a baseline rating will be recorded.

Delivery Plan Strategic Theme 3

Engaging to Raise the Profile of Sport and Physical Activity

Passport to Excellence Working Towards Glasgow 2014 & Rio 2016
What we are hoping to achieve
To give talented young performers the chance to progress to the best of their ability, and achieve excellence by reducing the financial burden of training costs
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Work with partners to identify eligible candidates who could benefit from the Passport to Excellence scheme • Target the young performers in the lesser known or minority sports recognised by Sport England • Establish a positive working relationship with local press, TV and radio to promote the scheme • Develop a marketing and communication plan which raises the awareness to local sports clubs, schools and National Governing Bodies across the District • Seek a local sponsor to support the Passport to Excellence scheme • Ensure that the scheme delivers on the London 2012 Olympic & Paralympics legacy by encouraging more young people to achieve their sporting potential
How we will measure success
<ul style="list-style-type: none"> • Number of Passports awarded each year (max 20 per year) • Past recipients, their progress and success to international competition • Number of male & female recipients
Key Partners
<ul style="list-style-type: none"> • SLM Everyone Active (SDC Leisure Centre Operator) • CSW Sport • National Governing Bodies of Sport
Baseline
<ul style="list-style-type: none"> • 10 – number of passports awarded in 2012/13 • 4 male, 6 female

Delivery Plan Strategic Theme 3

Engaging to Raise the Profile of Sport and Physical Activity

Promoting Access to Facilities and Services by Identified Priority Groups

What we are hoping to achieve

To encourage a greater number of people from the identified priority groups to participate in sport and physical activity

What we need to do to achieve our objective

- To increase the quantity and quality of opportunities available for the Council's identified priority groups to participate in sport and physical activity
- Ensure that all District Council leisure and recreational facilities are accessible to the whole of the community
- Where there are gaps in provision identified, provide and support opportunities for priority groups to regularly participate
- Ensure effective communication between participants, clubs and leisure centres on the opportunities available
- Provide and promote appropriate training for local sports coaches and leisure centre staff in coaching disabled performers
- Provide a balanced programme of sport & physical activity opportunities in which all residents, customers and identified priority groups can participate
- Ensure that the activity programmes delivers on the London 2012 Olympic & Paralympics legacy by encouraging people for the identified priority groups to become more active and volunteer

How we will measure success

- Number of identified priority groups using the District Council leisure centres
- Number of training courses delivered on awareness and coaching of disabled performers
- Number of identified priority groups and activities listed on the online sports database

Key Partners

- SLM Everyone Active (SDC Leisure Centre Operator)
- ILEAP – Disability Sport Group
- School & Community Venues
- CSW Sport

Baseline

- 4 – number of identified priority groups who use the leisure centres
- In November 2013 the online sport database will be re-launched. Previously 99 sports clubs and 4 disability clubs had been registered.

Delivery Plan Strategic Theme 3

Engaging to Raise the Profile of Sport and Physical Activity

Community Sport Development Initiatives
What we are hoping to achieve
To promote Health and Wellbeing within the District through advice and support to local communities
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Work with partners to support and advise our local sports clubs and societies to become more professional, independent and self sufficient • Ensure that all sports clubs and societies in the District are listed on the online sports database • Promote the sports forum and sports awards through regular communication with Elected Members, sports clubs and partners. i.e. email, social media and websites
How we will measure success
<ul style="list-style-type: none"> • Number of organisations attending the annual sports club forum • Number of sports clubs or societies listed on the online sports database • Number of nominations for the annual District Sports Awards
Key Partners
<ul style="list-style-type: none"> • CSW Sport • Voluntary Action Stratford-on-Avon (VASA) • National Governing Bodies of Sport • Local Sports Clubs
Baseline
<ul style="list-style-type: none"> • 9 - number of organisations attending the sports club forum in 2013 • In November 2013 the online sport database will be re-launched. Previously 99 clubs had been registered. • 48 - number of nominations for the District Sports Awards in 2013

Delivery Plan Strategic Theme 3

Engaging to Raise the Profile of Sport and Physical Activity

National Campaigns Promoting Health & Wellbeing
What we are hoping to achieve
To use a variety of campaigns to promote Health & Wellbeing and encourage more people to become active
What we need to do to achieve our objective
<ul style="list-style-type: none"> • Work with partners to deliver on the different health and wellbeing campaigns i.e. Sport England's - Everyday Sport and Change4Life • To provide a balance programme of sport & physical activity sessions for all residents to participate • Develop a Marketing and Communication Plan which raises the awareness of the different facilities and activity programmes across the District i.e. social media - Twitter & Facebook • Ensure opportunities for participation are accessible, affordable and relevant to communities • Ensure that the campaigns programme delivers on the London 2012 Olympic & Paralympics legacy by encouraging more people to become active and participate in sport on a regular basis
How we will measure success
<ul style="list-style-type: none"> • Number of campaigns supported each year • Number of people taking part in the events/festivals • Media coverage of campaign programme
Key Partners
<ul style="list-style-type: none"> • SLM Everyone Active (SDC Leisure Centre Operator) • CSW Sports • Public Health Warwickshire
Baseline
<ul style="list-style-type: none"> • 3 - number of Health and Wellbeing campaigns supported each year • 965 - number of people taking part in the events (Sport Relief, Community Games and Mental Health Day) • 5 press release, social and media coverage of campaign programme

Appendix No. 1

Sport England -

Detailed Information on

the different Market Segments



Segment	Segment Name	Forename (S)
1	Competitive Male Urbanities	Ben
2	Sports Team Drinkers	Jamie
3*	Fitness Class Friends	Chloe
4	Supportive Singles	Leanne
5	Career Focussed Females	Helena
6*	Settling Down Males	Tim
7	Stay at Home Mums	Allison
8	Middle England Mums	Jackie
9	Pub League Team Mates	Kevin
10	Stretched Single Mums	Paula
11*	Comfortable Mid-Life Males	Philip
12*	Empty Nest Career Ladies	Elaine
13*	Early Retirement Couples	Roger and Joy
14	Older Working Women	Brenda
15	Local Old Boys	Terry
16	Later Life Ladies	Norma
17*	Comfortable Retired Couples	Ralph and Phyllis
18	Retirement Home Singles	Elsie and Arnold

The 18 pen portraits outline the key characteristics of each segment, including: family status, age; social group and participation behaviours. For details of the pen portraits please visit www.sportengland.org.uk

The toolkit enables the District Council and partners to better understand the adult population in terms of their preferred sport or activities people do, likelihood to volunteer in sport, their barriers to participation, as well as their consumer behaviour and the most effective methods of communications.

The segmentation framework enable strategic and tactical decisions to be made about who to target, where to target and how to target so that we can develop a more active district.

Segments: 3,6,11,12,13 & 17 represent 58.2% of the total population of Stratford district in 2010.

Appendix No. 1

Sport England - Detailed Information on the different Market Segments

Market Segmentation of Stratford District

*Segment	1	2	3	4	5	6	7	8	9
Local Authority	6.3	1.6	7.6	1.5	6.7	12.7	5.4	3.1	1.8
Regional	4.1	5.3	3.8	4.3	4.1	7.4	3.4	4.8	7.0
Sports Partnership	4.9	4.8	4.7	3.7	4.7	8.9	4.0	4.8	5.4
National	4.9	5.4	4.7	4.3	4.5	8.8	4.4	4.9	5.9

(*2010)

*Segment	10	11	12	13	14	15	16	17	18
Local Authority	1.1	10.2	8.9	8.5	1.7	1.5	0.9	10.3	6.6
Regional	4.7	8.7	6.0	6.5	5.9	4.6	2.4	3.8	9.0
Sports Partnership	3.3	9.5	6.7	7.1	4.5	3.6	1.9	4.8	8.2
National	3.7	8.6	6.1	6.8	4.9	3.7	2.1	4.2	8.0

(*2010)

Highest %: Segment 6 with 12.7%

Lowest %: Segment 16 with 0.9%

Segment most above National %: Segment 17 with +6.01%

Segment most below National %: Segment 9 with -4.10%



Walk & Talk



Stratford District
Free Health Walks 2012

Appendix No. 2

Strategic Themes & Service Objectives

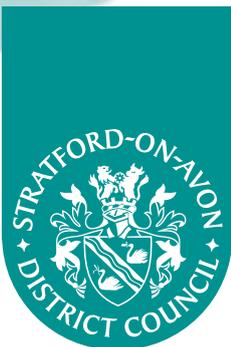
Work Streams		Service Objectives
Strategic Theme 1 – Encouraging active communities		
1.	Warwickshire Exercise Referral Scheme	To use physical activity as a means of prevention and rehabilitation of certain medical conditions
2.	Active Aging Programme	Encourage and support the implementation of a sport and physical activity programme within a range of setting for older adults across the District
3.	Leisure Centres – ‘Everyone Active’	To provide all residents and visitors the opportunity to participate in high quality sport and physical activities at the District Council Leisure Centres
4.	Hi-5 School Holiday Activities	To promote and deliver high quality school holiday activity programmes for young people across Stratford District
5.	Volunteering	Encourage and support local communities to deliver sport and physical activity opportunities
6.	Active Schools Tournament Programme	To provide opportunities for young people to participate, volunteer and officiate in a competitive sports environment
Strategic Theme 2 – Enhancing and sustaining facility provision		
1.	Play Spaces Action Plan	To create and sustain play space’s that are welcoming, safe, accessible and meet the needs of local communities
2.	Facility & Asset Management Action Plan	To maintain and enhance the District Council leisure and recreational facilities
3.	Developing Better Sports & Leisure Services	Seek to improve facilities and services offered by the District Council’s Leisure Centres and sports development team
Strategic Theme 3 – Engaging to raise the profile of sport and physical activity		
1.	Passport to Excellence – working towards Glasgow 2014 and Rio 2016	To give talented young performers the chance to progress to the best of their ability, and achieve excellence by reducing the financial burden of training costs
2.	Promoting access to facilities and services by identified priority groups	To encourage a greater number of people from the identified priority groups to participate in sport and physical activity
3.	Community Sport Development Initiatives	To promote health and wellbeing within the District through advice and support to local communities
4.	National Campaigns promoting Health & Wellbeing	Use a variety of campaigns to promote health & wellbeing and encourage more people to become active



Appendix No. 3

Strategy Matrix

Strategic Theme	Corporate Strategy 2011-2015	National Policies	Local Policies
<p>Theme 1 - Encouraging active communities</p> <ul style="list-style-type: none"> Warwickshire Exercise Referral Scheme Active Aging Programme Leisure Centres – ‘Everyone Active’ Hi-5 School Holiday Activities Volunteering Active Schools Tournament Programme 	<p>Aim 3 – Improving Access to Services</p>	<ul style="list-style-type: none"> Department of Health – National Quality Assurance Framework for Exercise Referral Sport England – Youth & Community Strategy (2012-2017) Public Health England - Healthy Lives, Healthy People Volunteer Centres – ‘Do it’ Strategy Change4Life Campaign 	<ul style="list-style-type: none"> Warwickshire Joint Health & Wellbeing Strategy Warwickshire Physical Activity Strategy Coventry, Solihull and Warwickshire – County Sports Partnership – Core Offer
<p>Theme 2 - Enhancing & sustaining facility provision</p> <ul style="list-style-type: none"> Play Spaces Action Plan Facility & Asset Management Action Plan Developing Better Sports & Leisure Services 	<p>Aim 3 Improving Access to Services</p> <p>Aim 4 Minimising the Impact of Climate Change</p>	<ul style="list-style-type: none"> Fields in Trust – Design Guide for Play Spaces Community Investment Levy (CIL) Quest Framework – Sports & Leisure Services 	<ul style="list-style-type: none"> SDC – Supplementary Planning Guidance 2005
<p>Theme 3 - Engaging to raise the profile of sport & physical activity</p> <ul style="list-style-type: none"> Passport to Excellence – working towards Glasgow 2014 and Rio 2016 Promoting access to facilities and services by identified priority groups Community Sport Development Initiatives National Campaigns promoting Health & Wellbeing 	<p>Aim 3 Improving Access to Services</p>	<ul style="list-style-type: none"> Sport England – Youth & Community Strategy (2012-2017) Volunteer Centres – ‘Do it’ Strategy Equalities Act 2010 Change4Life Campaign 	<ul style="list-style-type: none"> Coventry, Solihull and Warwickshire – County Sports Partnership – Core Offer



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