

STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Report to Cabinet

1st December 2009

TITLE:	Sports and Physical Activity Strategy
PORTFOLIO:	Leisure, Sport & Culture
OFFICER:	Corporate Director and Chief Finance Officer
WARD:	Non-Specific

1. Recommendations

- 1.1 That Cabinet approves the Sports and Physical Activity Strategy action plan 2010-2013.
- 1.2 That the Cabinet approves the partnership values, which the delivery partners will need to sign up to.
- 1.3 That Cabinet notes the inclusion within the report of a strategic Physical Activity Framework detailed in appendix F.
- 1.4 That the Cabinet notes the inclusion within the strategic report the outcomes of the PPG 17 Open Space Assessment and the findings of the Facilities Planning Model previously reported.
- 1.5 That Cabinet approves the production of a summary document of the strategy for public consumption.
- 1.6 That the Cabinet notes the new Sport England strategy 2008-2012.
- 1.7 The Cabinet approves the proposed performance measures, summarised in Appendix E.

Reason for Recommendations – To establish a clear framework for increasing participation in sports and physical activities by people of all abilities in order to deliver wide community benefits. The strategic report builds on the strategy and framework approved in April 2008; it includes a number of revisions for approval, which take into account the new national strategy for sport and recent facility assessments.

2. Executive Summary

Development of the Strategy

2.1 The Sports and Physical Activity Strategy has been developed in conjunction with appropriate stakeholders and partners. The context of the strategic framework is as follows:

- The policy framework for sports and physical activity including the national, regional, sub-regional and local priorities
- Identification of the relevant demographic issues including population make-up and future changes, the health profile of the district, analysis of the market segments for sport and physical activity and the key findings from the Indices of Multiple Deprivation (IMD).
- Analysis of the range and quality of the current facilities and activities through PPG 17 Open Space Assessment and the Facilities Planning Model
- A review of progress made to date including an external assessment of sports development activities (QUEST)
- Analysis of the current comparison of activity levels and the strength of the support structure
- Extensive consultation with stakeholders and the general public

2.2 The timing of the strategy development process has been as follows:

- Draft Issues Paper considered by Cabinet (June 2007)
- Consultation on draft priorities (September 2007)
- Draft strategy produced (February 2008)
- Action Plan development (March 2008)
- Consultation with Stakeholders (March 2008)
- Strategy and framework approved at the Cabinet on 1st April 2008 (excluding the outcomes of the PPG17 and Facilities Planning Model assessments)
- Cabinet received a full report detailing the FPM findings in July 2009

2.3 It is also important to base the strategy on a set of values, which will underpin the vision, themes, and success criteria, which can be shared with partner organisations, and other stakeholders. These values are as follows:

- To promote effective partnership working
- Develop shared agendas
- Promote equal opportunity and access for all to participate
- Value volunteers
- Ensure respect for and between individuals and groups
- Support the principle of fair play and the promotion of fun and enjoyment through participation
- Promote sustainable, quality opportunities in safe environments
- Ensure effective development pathways exist

- 2.4 The strategy is aimed at the people of the Staffordshire Moorlands. It cannot be implemented by individual agencies or organisations. If the strategy is to influence change, it needs the commitment and partnership working of all the stakeholders and any new partners who may become involved.

Policy Framework

- 2.5 The national and regional policy framework for sport and physical activity contains a large number of guidance documents with stretching ambitions. The key issues that have been reflected in the strategy report are as follows:

- A recognition of the wider contribution of sport & physical activity in particular with reference to improving health and community safety and contributing towards greater social cohesion
- The key national requirement is that we should increase the number of adults participating in sports and physical activity for at least three sessions of 30 minutes by 1% per annum (the government recognise this is a challenging target which equates to 6000 more people taking up regular activities over the next 3 years) in the Staffordshire Moorlands.
- The Chief Medical Officers recommendation of 30 minutes of activity every day
- The Government's Strategy on PE and school sport requires that we should increase the number of children who participate in at least 5hrs quality PE per week.
- National policy suggests that the most effective way of improving participation at all age groups is through the creation of a pathway to enable people to continue participation from childhood through to adulthood
- There are bold ambitions to develop sporting excellence nationally and there are a number of priority sports linked to the 2012 Olympics

- 2.6 Sport England's delivery system for sport has seen the creation of County Sports Partnerships across the country. These have been established to promote sport and physical activity at a sub-regional level. Resources have been deployed to enable success of these partnerships. The strategy takes into account the work that is being undertaken by the county sports partnership (Sport across Staffordshire and Stoke-on-Trent (SASSOT) to ensure that there is effective use of resources by avoiding duplication of effort.

- 2.7 A key priority for the strategy is to reflect the local strategic priorities that are established in the Staffordshire Moorlands Community Plan and the priority outcomes contained within the Council's own Corporate Plan. The successful implementation of the strategy should have a significant influence on the following local priorities:

- Improving community safety
- Providing for older people
- Improving health

- Providing activities and facilities for young people
- Protecting the environment
- Improving the quality of community life

Local Demographic and Health Issues

2.8 The key demographic issues that have been taken into account in the development of the strategy are as follows:

- The population of the district is predicted to grow to by 3.7% to 98,000 by 2021
- There has been a significant decrease in the number of young people and people in 'working age' groups this is expected to continue
- There has been a significant increase in residents in older age groups and this is predicted to continue
- There are low levels of income poverty but there are some concentrated areas of deprivation
- A significant proportion of residents live in rural villages, hamlets or isolated settlements

2.9 The latest health and IMD profile for the district reveals the following:

- The increase in life expectancy in the district has matched the national trend and life expectancy is around the average for the UK
- There are higher than average levels of adult obesity
- There are high levels of obesity among young people
- There is a higher than average proportion of residents with diabetes
- There has been a steady decrease in early deaths from circulatory disease and stroke over last decade and rates are similar to the UK average
- Staffordshire Moorlands has very low usage of public transport when compared nationally

Sport England Strategy 2008-2011

2.10 The new strategy focuses on building a world leading community sports system, which will result in substantial growth in the number of people across the community who play sport. It also aims to identify talented people for all backgrounds and provide an opportunity to progress to elite level and to ensure that everyone who plays sport has a quality experience and is able to fulfil their potential.

2.11 The focus is now more clearly on sport rather than the whole range of active recreation and physical activity shown in Appendix F. Sport England aim to act as a national strategic commissioner, upholding public interest by ensuring partners deliver. It will also add value through the sports sector through the development of centres of excellence and the provision of regional and local knowledge and connectivity to delivery partners.

2.12 Sport England has developed a clear set of measurable achievements these have been based on the key strategic themes of:

- Grow
- Sustain
- Excel

2.13 Sport England is committed to delivering:

- 1 Million people doing more sport by 2012-to be achieved by working with National Governing Bodies of Sport and key partners such a Local Authorities
- A reduction in the post 16 drop off in at least 5 sports by 25% by 2012-13
- A quantifiable increase in satisfaction
- Improved talent development systems in at least 25 sports (improving the talent pathway for both able bodied and athletes with disabilities
- A major contribution to the 5-hour sport offer engaging more 5-19 year olds in sport

2.14 Sport England has developed structured market segmentation analysis to provide those working in community sport an insight into the sporting behaviours and the barriers and motivations to taking part amongst our existing participants and those we wish to engage in a more active lifestyle. This analysis shows that a considerable proportion of our population falls into a small number of segments. It can also be concluded from the analysis that given our segmentation profile our levels of adult participation should be higher than they are currently.

2.15 The market segmentation analysis has been carefully considered and used to inform the development of the strategic action plan shown in Appendix D.

Current Facilities and Activities

2.16 Sport and physical activity can be undertaken at numerous facilities and venues across the district. These range from the formal venues such as Council leisure centres and playing pitches, school premises, and sports club facilities. There are also more informal venues where activities take place such as village and town halls, community and youth centres, private venues and importantly the natural environment. There is some understanding of the fitness for purpose of the venues on offer, which has been identified in the PPG Assessment for indoor Leisure and Sports Pitches. A detailed analysis of fixed play facilities has also been produced and forms part of the Districts Play Strategy. These show primarily that the Staffordshire Moorlands has generally adequate facilities that are of average condition when set against current standards. It may also be beneficial to further audit all local provision to fully understand quality and sufficiency of facilities and venues across the District.

Assessment of Progress made to Date

- 2.17 This version of the strategy builds upon previous actions and success. The implementation of the Council's previous strategy saw a number of successful initiatives. The key successes included development of the community coach schemes, implementation of a number of community activities supporting health and community safety initiatives, supporting the introduction of the school sport partnership and assisting clubs with accreditation.
- 2.18 The Council also continues to support grassroots activity through the funding of the Biddulph, Cheadle and Leek Sports Council's to provide grass-roots support to local sports clubs, awarding sports grants for coaches, individuals and clubs, and recognised achievement through the development of annual sports awards
- 2.19 In order to assess the progress to date the Council sought an external assessment of the sports development function through the Quest Accreditation Scheme (This is widely accepted as the industries quality scheme developed by Sport England). The first assessment was completed in December 2007 and the Council was assessed and accredited in the Highly Commended category after improving the Quest score by 11% to 78%. This result gives comfort about the progress made but importantly a number of areas for improvement were identified in the assessment report and are reflected in the strategy delivery plans.

Current Activity Levels and Support Structure for Participation

- 2.20 The strategy and action plan have been developed with a clear understanding about the current levels of activity and support structures. Sport England's Active People Survey provides a comprehensive picture of participation and the results from the 2005/06 and subsequent surveys have been analysed in detail to understand local issues.
- 2.21 With regard to adult participation the key messages that emerge from the findings of the survey are as follows:
- Adult participation is slightly below the national rate
 - Participation for those residents with a limiting disability is comparatively low
 - The level of participation of 16 to 34 year old adults is comparatively higher than average
 - Participation of adults over 55 is significantly lower than the county rate;
 - The over 55 participation rate is also significantly lower than our near neighbours
 - The participation rates for those in lower skilled occupations are significantly lower than the county rates
- 2.22 The survey reveals the following facts about the participation structure locally:

- Club membership across the district is comparatively low
- The level of coaching is considerably lower than the national and county rates
- The percentage of those taking part in competitive sport is lower than the national average however the percentage of females taking part in competitive sport is higher than the national average
- The level of volunteering in the district is below the national rate and the County rate and significantly below the average rate of our near neighbours however the level of volunteering by adults aged over 16 is significantly higher than the County rate and the average rate of our near neighbours

2.23 Despite the comparative below average activity rates and low level of support structure, satisfaction with sports provision in the local area is comparatively higher than the national, regional, and county rates. The only group where there is a consistently lower than average level of satisfaction is for 16-34 year olds.

Consultation Outcomes

- 2.24 It is essential that the strategy is underpinned with effective consultation. The consultation process was based on draft priorities identified in June 2007. Over 100 responses from a range of stakeholders including the general public. All responders were supportive of the priorities identified and there was strong support for an additional priority focussing on activities for older people.
- 2.25 Further consultation has also been undertaken following the first draft of the strategy, which has included partners and sports clubs. These stakeholders were supportive and helped to develop the action plan for implementation.

The Strategy

2.26 The strategy was approved by members at the Cabinet on 1st of April 2008. A summary is provided at Appendix A. The vision included in the strategy is as follows:

“Staffordshire Moorlands will have an active population that is able to engage in exciting opportunities for sport and physical activity in high quality facilities”

2.27 The vision is articulated further by three aims. These are as follows:

- **Provide opportunities for sports and physical activity by people of all abilities**
- **Improve and make accessible sports and leisure facilities throughout the district**
- **Support the development of sports clubs and individuals**

2.28 The objectives that support the vision and aims and will underpin successful delivery are as follows:

- **Increase participation** in sports and physical activity
- **Increase the level of volunteering** to support sports and leisure activity
- Ensure **equality of access** to sports and physical activity
- Provide **choice and opportunity** for participation across the district
- Ensure a **high level of quality** of facilities and activities
- Maintain a **high level of user and resident satisfaction**
- **Increase the sporting achievement and performance** of sports clubs and individuals across the district
- Ensure that public sports and facilities provide **value for money**

2.29 The strategy also details the priorities that have been established to ensure the greatest focus for action and investment of resources. The justification for the above priorities are summarised in Appendix B. The priorities are as follows:

- To achieve health benefits and tackle obesity by increasing participation in sports and physical activity
- To reduce health inequalities and social exclusion by widening access to participation in sports and physical activity
- Develop sport by increasing capacity in the voluntary sector
- To use sport to help improve community safety and reduce the fear of crime
- To encourage opportunities to develop sports and physical activity in education and strengthening the link to clubs
- To increase opportunities for participation in sports and physical activity for older people

2.30 The outcomes that will be achieved by successful implementation of the strategy are as follows:

- Improved health and reduced health inequalities
- Reduction in crime and anti-social behaviour
- Increased sporting achievement and performance
- Greater social capacity, cohesion and social inclusion

Delivery Structure

2.31 The Staffordshire Moorlands Community Activity Network (CAN) has been established to fulfill the local drive behind sports and physical activity participation. The CAN is reviewing its areas of influence and developing an action plan which is based on utilizing partnership resources to achieve outcomes where gaps have been identified.

Strategy Action Plan

2.32 The strategy action plan is summarised at Appendix D and is caterorised into the following themes, which are to be identified as 'GOALS'

Goal 1:	Increasing participation
Goal 2:	Developing the infrastructure for sport – Places
Goal 3:	Improving sports performance
Goal 4:	Developing and infrastructure for sport – People
Goal 5:	Widening access
Goal 6:	Measuring success and continuously improving

The above GOALS are designed to deliver the vision, aims and objectives of the strategy and will be seen in Staffordshire Moorlands District where:

- More people will be leading physical activity and active lifestyles with greater numbers enjoying taking part
- There will be more high quality places to play and participate in sport and physical activity
- More people will be aware of the benefits and values of sport and physical activity
- It will be easy to try out and take up new opportunities to become involved in sport and physical activity irrespective of personal background
- Barriers to participation will be reduced and the providers of services will be quick to respond to any emerging barriers
- The value of volunteers and sports clubs will be recognised and support will be provided to ensure effective support structures
- All schools in the Staffordshire Moorlands will provide high quality physical education and school sport programmes, and will have developed strong links with local structures and clubs
- Young people will be able to access a wide range of programmes in both school and community settings
- Any individual will be able to progress in their chosen sport or activity to the level to which they aspire and are capable of reaching
- There will be more individuals and teams reaching the highest level of performance and achievement
- There will be more role models (Champions) to encourage people to take part
- There will be a strong workforce sufficient to meet the and sustain the increased participation and improved levels of performance

Monitoring & Review

2.33 The national and local performance indicators that will be monitored to ensure the successful implantation of the strategy are detailed in Appendix E.

2.34 It is proposed to undertake a formal review of progress with the strategy on an annual basis. On the basis that this report has reviewed the strategy against

the new National Strategy and the further facility assessment the life of the strategy is to be 3 years 2010-2013.

2.35 A number of successful projects and initiatives resulted from the Sport and Physical Activity Strategy approved by Cabinet on April 1st 2008. A number of examples are listed below:

- As part of the Community Coach Scheme, our Outdoor Activities Coach delivered nearly 600 hours of coaching to over 2000 school children across the district.
- Supporting the development of clubs, individuals and coaches by providing an additional £20,000 of grant money.
- Establishing the development of major facility improvement in the towns of Cheadle, Biddulph and Leek. The project at Cheadle has secured £800,000 funding and the build phase will commence early in the New Year, and the Leek project will be going out for public consultation in December.
- The Health Trainer programme was established in partnership with NHS North Staffordshire to target health inequalities and lifestyle change in targeted wards of the district.
- 2 new Sports Development Officer posts have been established in partnership with Parkwood Leisure to improve accessibility to leisure facilities, to implement joint Sports Development plans and to work closely with local sporting organisations in towns and outlying rural areas to increase participation in sport and physical activity.
- The continuation of the successful Be Healthy project in partnership with the Children's Fund, worth over £24,000 over 2 years. The project targets young people and their families across the district who are considered at risk of obesity, offering them health living advice and opportunities to participate in physical activity.
- The successful staging of a Community Games in Oakamoor, engaging with the local community in a rural area, with assistance from the county's 2012 Olympics co-ordinator. The Games are now a case study for the county and the model is being developed for future events leading up to the 2012 Olympics.
- Providing financial and delivery assistance to the School Sports Partnership e.g. the delivery of the Outdoor Activities Programme.
- In partnership with the School Sports Partnership, 89% of Moorlands children take part in at least 2 hours of high quality P.E and 57% take part in at least 3 hours (national average= 50%).
- 20% of Moorlands school children now take part in sports volunteering or leadership compared to 11% in 2007.
- Establishing the Sport Unlimited programme with the School Sports Partnership targeting those who are defined as being 'semi-sporty'.
- A new joined up approach to the provision of holiday activities in partnership with the Community & Learning Partnership and other major local providers (Parkwood Leisure, Youth Service). The initiative has seen the delivery of multi-sports sessions across the district and the partnership approach has resulted in much greater exposure and therefore take up of the activities.

- The establishment of the free swims for over 60's and under 16's initiative in association with national Government and Sport England and the successful first phase of delivering free swimming lessons to targeted groups in partnership with the Amateur Swimming Association.
- The development of the Staffordshire Moorlands Community Activity Network (CAN). The CAN group includes representatives from all the major partners that the Sports Development service work with including the NHS, the School Sports Partnership, the local Sports Councils, the Community & Learning Partnership, County Sports Partnership, Age Concern, the Youth Service and Parkwood Leisure.
- 3 sports outreach projects delivered in Biddulph, Leek and Cheadle in partnership with the Youth Service and Parkwood Leisure. These projects aim to offer young people the opportunity to engage in positive activities rather than risk becoming involved in anti-social behavior.
- Working in partnership with the County Sports Partnership to facilitate club/coach development through hosting a series of accredited courses including Safeguarding and Protecting Children, Equity in Coaching and sport specific first aid courses.
- Facilitating development groups in cricket and football to provide support and encourage growth and expansion of opportunities within each sport.
- Working with the County Sports Partnership to encourage clubs to work towards accreditation e.g. funding opportunities to encourage clubs to work towards accreditation.
- Major investment made across the 3 leisure centres to improve the water quality of the swimming pools.
- Significant pitch drainage improvement work at Thorley Drive, Cheadle.

3. Evaluation of Options / Risk Assessment

3.1 There are two options to consider:

- Option A – Approve the Strategy (recommended) – The strategy is based upon sound empirical evidence and has been developed in conjunction with key stakeholders and with extensive consultation. Approval of the strategy will ensure that the Council achieves national targets in respect of participation in sports and physical activities. In addition by ensuring that opportunities are available to people of abilities the successful implementation of the strategy will provide a major contribution to the local priorities for the Council and the wider LSP.
- Option B – Do not approve the strategy (not recommended)

3.2 The strategy contains a high-level risk analysis and proposed actions to mitigate risks. The key risks identified and the risk management actions are summarised below:

Risk	Action
Lack of buy in from partners	Manage delivery and monitor progress through CAN
Resources not available to deliver actions	Base all actions on empirical data and reflect national and regional funding priorities
Condition of existing facilities is not known	A comprehensive condition survey is included in the action plan
Target audiences will not be reached	Base activity development upon market segmentation analysis and market effective
Plans are too ambitious	Adopt effective project management and monitoring system
Lack of buy in from sports clubs	Develop sports councils and involve clubs in sports specific plans
Duplication of effort	Ensure that SASSOT are involved in delivery
Change in national policy	Ensure the strategy is focussed on the delivery of local issues.

4. Implications

4.1 Community Safety: Many of the actions within the 'Action Plan' may impact on reducing anti-social behavior.

4.2 Employees: The delivery of the strategy will require a refocus of the Sports Development Team. A review of the staffing structure will be presented to Cabinet at its next meeting

4.3 Diversity: This report has been prepared in accordance with the Council's Diversity and Equality Policies.

One of the objectives in the strategy is to ensure equality of provision and a number of actions are to target specific excluded groups of the population

4.4 Financial: The majority of the strategy actions will be delivered within existing resources. For the Council this may mean redirecting existing resources from within the Leisure, Sports & Culture budget.

However to be successful the strategy needs to attract substantial investment from national and regional funding bodies. The total capital investment that could be drawn down by the strategy is estimated to be in excess of £3 million

Any additional funding required from the Council as the strategy develops with need to be properly assessed for inclusion in the Council's Medium Term Financial Plans

4.5 Legal: None

4.6 Sustainability: None

ANDREW P STOKES
Corporate Director and Chief Finance Officer

Background Papers

Location

Contact

National, Regional & Sub-Regional Strategies and Plans

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Previous Report to Cabinet April 2008
Previous report to Cabinet July 2009.

Active People Survey and Market Segmentation Analysis (Sport England)

Decision:

Reason:

Interests Declared:

5. Background and Introduction

- 5.1 The Council of Europe definition of Sport, adopted by Sport England is: *“sport means all forms of physical activity, through casual or organised participation, aims at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”*. This suggests that a sports strategy should cover informal physical activity and fitness activities as well as traditional sports development work and competitive sport.
- 5.2 The Council's Sports Strategy 2003 – 2007 covered the Staffordshire Moorlands District and was produced by the District Council. The Strategy also took into consideration the voluntary, private and education sections. It aimed to focus on what the District Council and its partners in all sectors were doing, enabling, influencing and commissioning to address local needs involving sport and wider cross-cutting issues, such as health and community safety, whoever the provider.
- 5.3 Cabinet received a report in June 2007, which proposed that a new Sport and Physical Activity Strategy would direct activity and investment over the three-year period 2008 to 2011, this has now been reviewed and the strategy now covers the period 2010-2013. It was considered essential that the strategy was developed in partnership with key stakeholders through a robust consultation process. A consultation strategy was proposed and approved as part of the report.
- 5.4 It was also agreed that the delivery of the strategy will need to be managed through a process of annual action plans, monitoring through performance indicators and service delivery targets and through benchmarking activities to aid continuous improvement. Any capital element of the strategy will be monitored as part of the Council's Corporate Asset Management Plan and Capital Strategy.
- 5.5 The June 2007 report to Cabinet commenced the development of the Sport and Physical Activity Strategy by undertaking the following:
- Reviewing progress made with the implementation of the current sports strategy.
 - Summarising the key drivers for a new strategy at the national, regional, sub-regional and local levels
 - Committing to identify the key strategic priorities for sport and physical activity in the Staffordshire Moorlands through a consultation process to inform the development of a new Strategy
- 5.6 It was originally intended that the strategy would have been developed in time for consideration by Cabinet in December 2007. The finalisation of the strategy was delayed due to the desire to ensure that all stakeholders who will be involved with the delivery strategy are “on board” and their views and aspirations are reflected in the final plans. The additional time has allowed significant progress in the development of the Staffordshire Moorlands

Community Activity Network, which will be the vehicle for ensuring effective implementation of the strategy. Great effort has also been made in developing an improved relationship with the Staffordshire Moorlands Sports Clubs through the structure of Sports Councils and dialogue with individual clubs.

5.7 The Cabinet has previously approved the following:

- The policy framework for the strategy including the national, regional, sub-regional and local influences on the strategy;
- Local demographic issues and market segmentation;
- Progress made to date through the Council's previous strategy;
- Current levels of physical activity and participation and the support that is provided;
- Consultation undertaken and the outcomes;
- Proposed vision, aims and objectives of the strategy;
- Priority areas for attention;
- Outcomes expected;
- Proposed delivery structure;
- Details of key actions;
- Proposed monitoring and review process; and
- Details of the impact on the Council's delivery resources and action required to ensure effective delivery.

5.8 This report also seeks approval for the additional inclusions within the Strategy:

- A set of values by which partners can work together to ensure the aims of the strategy are embedded within the strategies and plans of partners
- The revision of the strategic action plan taking into consideration of the new Sport England Strategy for Sport 2008-2011 and assessments of facility provision
- The interpretation of the Vision for sport and physical activity into a visible set of long-term outcomes for the Staffordshire Moorlands
- To update the key performance measures, which will help monitor the impact of the strategy to 2013. Revisions to the policy framework resulting from national, regional policy change since the last report in April 2008.
- The inclusion of a strategic context for Sport and Physical activity with key definitions

6. Policy Framework

6.1 There is a considerable amount of national and regional policy that seeks to influence local plans for the delivery of sport and physical activity. The key policies that should be noted are as follows:

National Policy

- Sport England Strategy 2008-2011
 - 2012 Olympics Legacy Action Plan 2 Million Target (LAP) Be Active be Healthy-A plan to get the Nation moving (Dept Health-Feb 2009)
 - Healthy Weight, Healthy Lives: Cross Government Strategy for England-Nov 2008
 - Before during and after-making the most of the London 2012 games, DCMS, June 2008
 - Governing Body of Sport, Whole Sport Plans and One-stop Plans.
 - The Delivery System for Sport.
 - PE and School Sport for Young People Strategy
 - Sign up For Sport: A Regional Plan for Sport in the West Midlands.
 - Physical Activity Network-West Midlands (PAN-WM) delivery plan
 - Healthy Choices? You Decide: developing a Regional Health and Well-Being Strategy (Consultation Document).
 - Sport Across Staffordshire and Stoke-on-Trent-Annual Delivery Plan 2009-2010 and future plans.
- 6.2 The publication and subsequent implementation of Sport England's Delivery System for Sport brought about the creation of the County Sports Partnerships who operate at a sub-regional level. The County Sports Partnership for our sub-region is Sport Across Staffordshire & Stoke-on-Trent (SASSOT). Its vision is *'Promoting increasingly active, healthy and successful communities'*.
- 6.3 The role of SASSOT is "interpreting and shaping national, regional and local policy to best-fit future community needs". The role of SASSOT is to:
- Advocate – as the 'one voice for sport' – leading and communicating the product and influencing public, political and organisational opinion
 - Enable – supporting medium and long-term planning through the production of sub-regional strategies
 - Deliver outcomes – co-ordinating delivery to avoid duplication
- 6.4 SASSOT has therefore provided a significant input into the strategy development in order to ensure that relevant information has been fed into the strategy and to ensure local requirements meet national policy and are fully understood and interpreted into the strategy.
- 6.5 The strategy seeks to support the delivery of the Staffordshire Local Area Agreement (LAA). As members will be aware the LAA is still going through the development process but is approaching final agreement. The delivery of the LAA will be monitored through 35 designated performance indicators. There are four indicators included in the proposed list of 35 that have particular relevance for the Sports and Physical Activity Strategy. These are as follows:

Active, cohesive and safe communities

NI 6: Participation in regular volunteering

NI 110: Young people's participation in positive activities

Improved health and sense of well being

NI 8: Adult participation in sport

NI 56: Obesity among primary school children in Year 6

There are numerous cross cutting National Indicators which although not chosen within the priority Local Area Agreement top 35 priorities still need to be contributed to. The key ones area:

NI 57 School Club Links

NI 1 People who believe people from different backgrounds get on well together in their local area

NI 5 satisfaction with the local area

NI 17 Perceptions of anti-social behavior

NI 55 Obesity among primary aged children in reception year

NI 121 Mortality rates from all circulatory disease at ages under 75

NI 151 Overall employment rate

- 6.6 It is essential that in addition to meeting the national, regional and sub-regional priorities that the strategy displays a level of local distinctiveness and has particular relevance to local issues. The Staffordshire Moorlands Community Strategy 2007 – 2020 'Moorlands Together' is now fully embedded into the strategic vision of the area.
- 6.7 The Sports and Physical Activity Strategy is particularly important in helping to deliver the vision in the Community Strategy. If successful the impact will cut across a number of the five strategic themes with particular relevance to the following:
- Responding to the needs and aspirations of older people and adults at risk from exclusion
 - Investing in our children and young people;
 - Supporting the quality of community life; and
 - Protecting our environment and respond to the threat of climate change
 - Enhance the conditions for business growth
- 6.8 The Council's Corporate Plan also should have a significant influence. Two of the Council's priority outcomes will be impacted by successful implementation of the Sports and Physical Activity these are as follows:
- Improving Health - by effective health improvement and by increasing participation in sport & physical activity at all levels and abilities to ensure equality
 - Improving Community Safety - by reducing crime and the fear of crime

6.9 The provision of sport and physical activity also impacts upon the local environment. This will contribute to:

- Protection of the Environment - with effective planning policy and a robust response to the challenge of climate change

6.10 The extensive natural environment locally provides a significant opportunity for increasing participation in physical activity, active recreation and active travel.

Areas of influence

6.11 The policy framework provides significant challenges for the effective delivery of a Sport and Physical Activity locally. The key issues that need to be highlighted from the analysis above are as follows:

Area of Influence	Issues for Strategy
Wider contribution of Sport & Physical Activity to community well being	Ensure that the strategy maximises outcomes for improvements in: <ul style="list-style-type: none"> • Health • Community Safety • Social Cohesion/ inclusion • Educational attainment • Local Economy
Required deliverables and targets	The strategy should deliver a number of key national requirements: <ul style="list-style-type: none"> • Increased participation rate for adults (1% p.a. increase in % participating in 3x 30 with a stretch target of 5x 30 each week) • Increased participation rate for children (meeting 3 and 5hrs of quality PE per week) • Help to deliver NGB performance/ participation pathways
Sporting Ambitions	The strategy needs to help to deliver: <ul style="list-style-type: none"> • Sporting performance (Playground to podium, gifted and talented) • The delivery of outcomes linked to 'Whole Sport Plans' and sport specific priorities
Funding Priorities	In order to secure additional resources locally the strategy should have regard to national and regional funding priorities

Area of Influence	Issues for Strategy
Sub-Regional Delivery	<p>The County Sports Partnership is delivering on a number of issues and the local strategy should not duplicate this provision. SASSOT is delivering on the following areas:</p> <ul style="list-style-type: none"> • Developing support to voluntary sector • Sub Regional Facilities Strategy • Workforce Development Plan • Research programme • Club Development Strategy • Support 2012 Sub Regional Agenda and the Cultural Olympiad
LSP Priorities	<p>The strategy should have particular focus on positive outcomes across the following strategic themes of the Community Strategy:</p> <ul style="list-style-type: none"> • Older people; • Children and young people; • Quality of community life; and • Protecting of the environment
Council Priorities	<p>The strategy should be focussed upon delivery of the following Council priority outcomes:</p> <ul style="list-style-type: none"> • Community safety • Health improvement • Protection of the environment

6.12 The policy framework sets out a clear picture of the aims of the overall context of the strategy. However it is important to provide a picture, which brings together each facet of the strategy including the aims and objects to show how the Sport and Physical Activity Strategy will improve people lives. This can be shown by the following statement of intent:

The Staffordshire Moorlands will be a place where:

- More people will be leading physical activity and active lifestyles with greater numbers enjoying taking part
- There will be more high quality places to play and participate in sport and physical activity
- More people will be aware of the benefits and values of sport and physical activity

- It will be easy to try out and take up new opportunities to become involved in sport and physical activity irrespective of personal background
- Barriers to participation will be reduced and the providers of services will be quick to respond to any emerging barriers
- The value of volunteers and sports clubs will be recognised and support will be provided to ensure effective support structures
- All schools in the Staffordshire Moorlands will provide high quality physical education and school sport programmes, and will have developed strong links with local structures and clubs
- Young people will be able to access a wide range of programmes in both school and community settings
- Any individual will be able to progress in their chosen sport or activity to the level to which they aspire and are capable of reaching
- There will be more individuals and teams reaching the highest level of performance and achievement
- There will be more role models (Champions) to encourage people to take part
- There will be a strong workforce sufficient to meet and sustain the increased participation and improved levels of performance

6.13 To ensure that the implementation and future development of strategic priorities for sport and Physical activity are fully embedded within the service plans, strategies working practices of those organisations responsible for delivering the strategy it is recommended that a set of common values be agreed. The following list of values below has been developed from using best practice across the sector:

Values:

- To promote effective partnership working
- Develop shared agendas
- Promote equal opportunity and access for all to participate
- Value volunteers
- Ensure respect for and between individuals and groups
- Support the principle of fair play and the promotion of fun and enjoyment through participation
- Promote sustainable, quality opportunities in safe environments
- Ensure effective development pathways exist

7. Demographic Issues and Market Segmentation

7.1 The strategy takes into account the demographic profile and related issues in the Staffordshire Moorlands area. With a clear understanding of the population make-up and distribution so that strategic actions can be targeted towards the right people and in the right locations:

7.2 The following demographic factors have particular relevance for the strategy:

- The current population of the district is approximately 94,500 but this is predicted to grow to 98,000 by 2021;
- There has been a significant decrease in the number of young people and people in 'working age' groups this is expected to continue;
- There has been a significant increase in residents in older age groups and this is predicted to continue; and
- There are low levels of income poverty but there are some concentrated areas of deprivation
- A significant proportion of residents live in rural villages, hamlets or isolated settlements

7.3 Given the strong link from participation in sport and physical activity to health improvement the Health Profile of the district has a particular relevance to the focus of the strategy. The latest health profile produced by the NHS and the English Indices of Deprivation (IMD 2007) reveals the following issues:

- The increase in life expectancy in the district has matched the national trend and life expectancy is around the average for the UK
- There are higher than average levels of adult obesity
- There are high levels of year 6 obesity
- There is a higher than average proportion of residents with diabetes
- Steady decrease in early deaths from heart disease and stroke over last decade and rates are similar to the UK average
- There are a number of priority wards, which are either in the top 10 or 20 of the most deprived in England. These wards are located in Biddulph, Leek and Cheadle and relate to income, employment, health younger and older people.

7.4 The strategy aims to the increase adult participation rates in physical activity. This is measured in the form of the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week and is being measured via the Sport England Active People Survey. The survey started in October 2005, and was completed (with 363,724 completed interviews nationally) in October 2006. Sport England has committed to repeating the survey for the next three years, with Active People 2 completed and Active People 3 to be completed December 2009. Working with the Department of Health the Chief Medical officers target of 5 or more 30 minutes of activity' also provides a challenging stretch target.

7.5 The Government Olympic Legacy Action Plan (LAP) sets a 2 Million more adult's active target (3x30 mins of moderate intensity physical activity) by 2012.

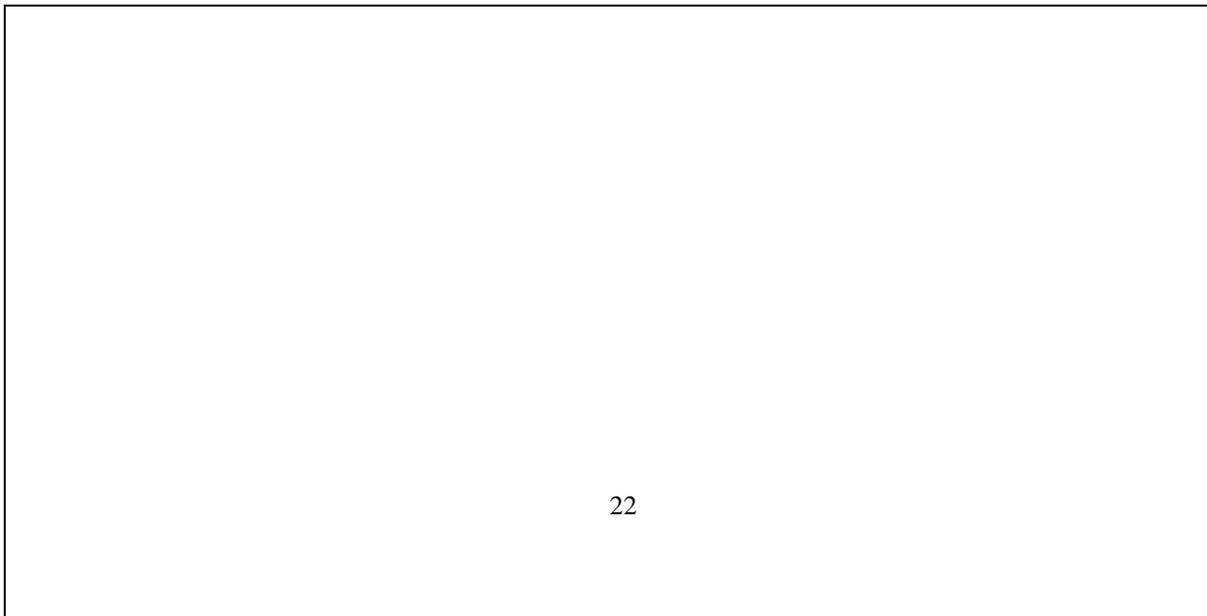
7.6 The diagram shown in Appendix F been developed as best practice to show the strategic context of Physical Activity and the relationships between sport, active recreation and physical activity. The diagram also shows the areas of responsibility for delivering each activity category.

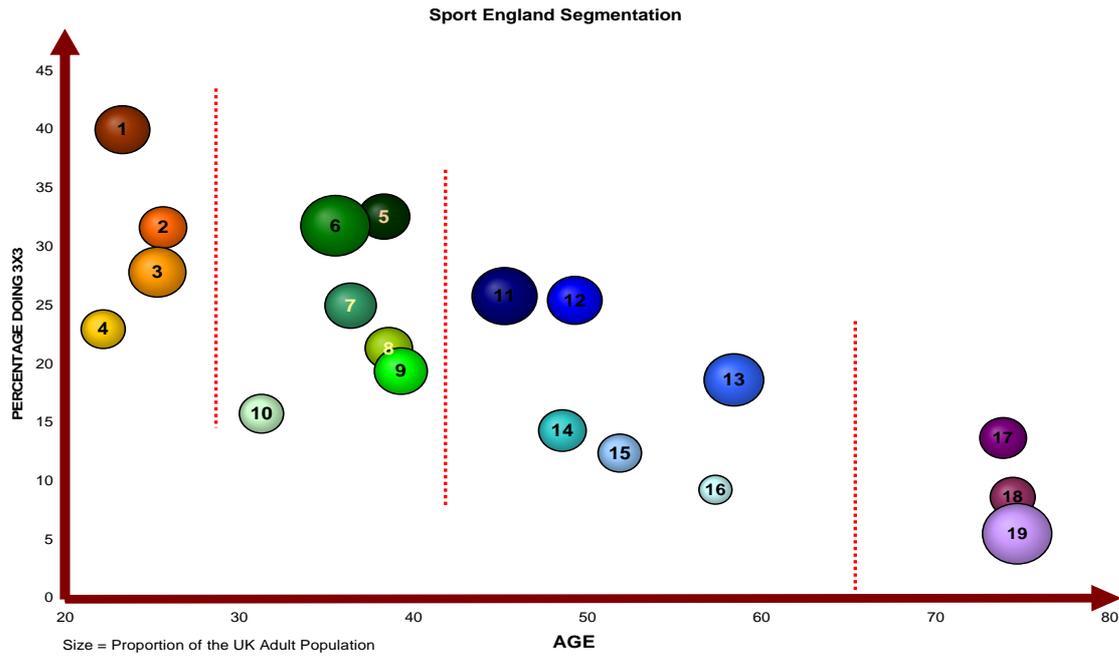
7.7 Sport England has developed a market segmentation analysis to provide those working in community sport an insight into the sporting behaviours and the barriers and motivations to taking part amongst our existing participants and those we wish to engage in a more active lifestyle.

7.8 Sport England and its appointed consultants, Experian Business Strategies, worked together to analyse data on the English population (18+), producing 19 market segments with distinct sporting behaviours and attitudes. This includes information on specific sports people take part in as well as why people do sport, whether they want to do sport and the barriers to doing more sport. In addition, the segments provide information on media consumption and communication channels, social capital, health indicators including obesity and engagement in the wider cultural sphere. The segments provide the knowledge to influence people to take part.

7.9 This research builds on the results of Sport England's Active People Survey, the Department of Culture, Media and Sport's Taking Part survey and the Mosaic tool from Experian.

7.10 The nineteen segments have a different appetite for participation. The relationship between the relevant segments and their average rate of participation is set out in the diagram below:



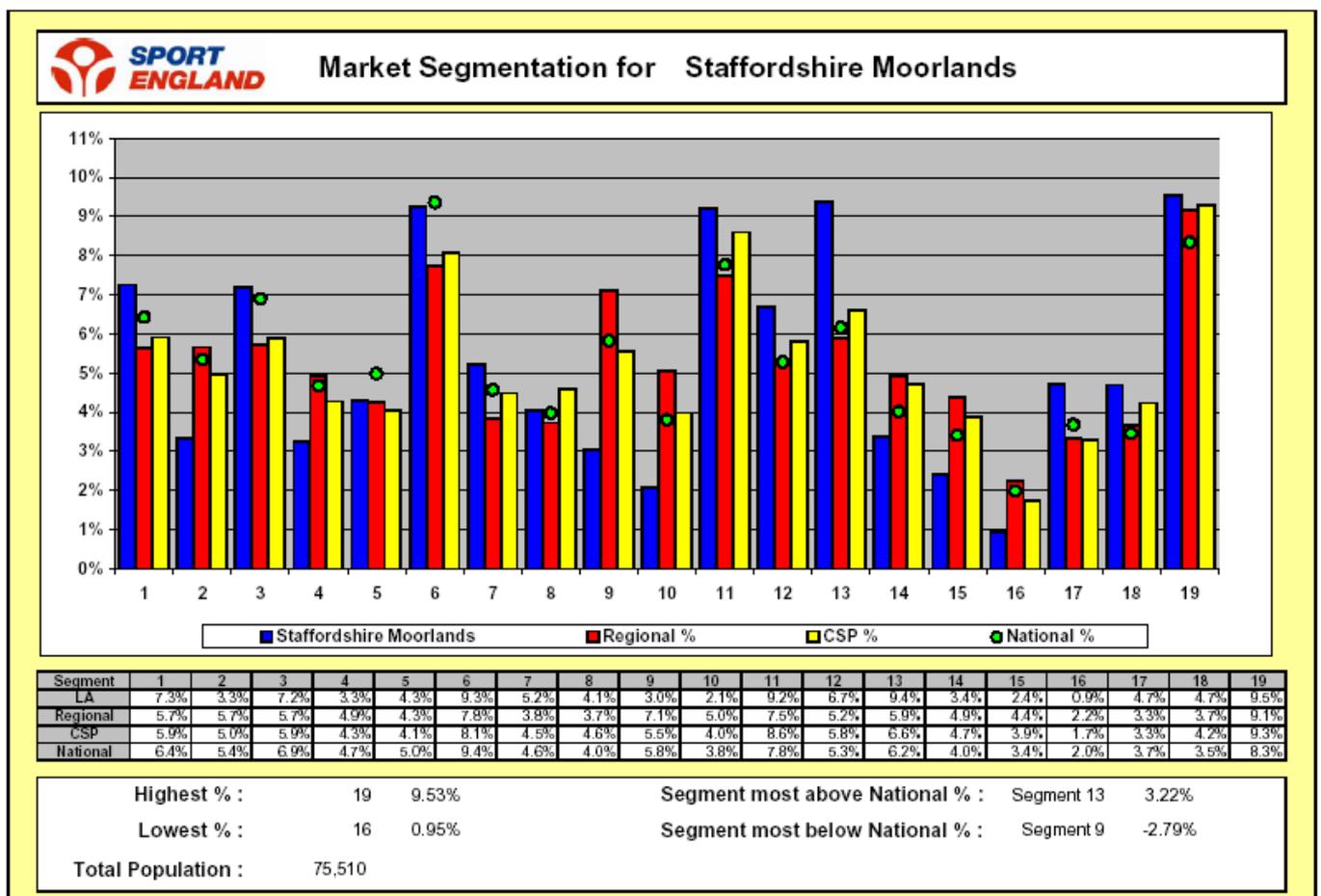


7.11 As expected the diagram illustrates that there is a general downward trend in participation as people age. However what is also highlighted is that certain segments in all age groups have lower than average participation rates. Examples are summarised in the following table:

Age Group	Segment	Segment Title	Segment Description
18-30 years old	A04	Supportive Singles	Young busy mums and their supportive college mates
30-40 years old	B08	Middle England Mums	Mums juggling work, family and finance
	B09	Pub League Team Mates	Blokes who enjoy pub league games and watching live sport
	B10	Stretched Single Mums	Single mums with financial pressures, childcare issues and little time for pleasure

Age Group	Segment	Segment Title	Segment Description
40-65 years old	C14	Older Working Women	Middle aged ladies, working full time to make ends meet
	C15	Local 'Old Boys'	Generally inactive older men, low income and little provision for retirement
	C16	Later Life Ladies	Older ladies, recently retired, with a basic income to enjoy their lifestyles

7.12 The profile of the market segments in the Staffordshire Moorlands is shown in the diagram below:



7.13 The market segmentation analysis highlights the following issues:

- 37.4% of our adult population fall into four of the nineteen segments which compares with 31.7% nationally:
 - Settling Down Males (B06) - Sporty male professionals, buying a house and settling down with partner

- Comfortable Mid-Life Males (B11) - Mid-life professional, sporty males with older children and more time for themselves
 - Early Retirement Couples (C13) - Free-time couples nearing the end of their careers
 - Retirement Home Singles (D19) - Retired singles or widowers, predominantly female, living in sheltered accommodation
- 10.4% of our adult population falls into the two highest participating segments in the 18 to 30 age group compared with 11.8% nationally
 - 13.6% of our adult population falls into the two highest participating segments in the 30 to 40 age group compared with 14.4% nationally
 - 15.9% of our adult population falls into the two highest participating segments in the 40 to 65 age group compared with 13.1% nationally
 - 9.4% of our adult population falls into the two highest participating segments in the over 65 age group compared with 7.2% nationally
 - Only 19.2% of our adult population falls in to the low participation segments highlighted in 9.9 above which compares to 28.0% nationally

7.14 The demographic statistics and market segmentation analysis need to be carefully analysed when considering the priorities for the strategy and the detailed action plans. A research document commissioned by Sport England and published in May 2008 'Increasing Participation in Sport Research Debrief' sets out the characteristics of each market segment grouping and advise on the key interventions which can be used to encourage people to increase participation. This research in addition to further guidance on understanding what are the determining factor which influence participation in more generic groups of people (recently retired people, 15-19 year old women etc) will be used to develop specific actions within the annual service plans of the District Council and partners to reduce inequalities and increase participation in sport and physical activity.

8. Current Facilities and Activities

8.1 A key factor in participation in Sport and Physical Activity is the access and quality of places to play and participate. Facilities need to be fit for purpose, future proofed and meet minimum specifications determined by Sport England and the National Governing Bodies of Sport.

8.2 The venue types available for sport and physical activity across the Staffordshire Moorlands include the following:

- Leisure Centres – one in each of the towns in the district
- Playing pitches
- Schools
- Village halls/community centres – these are plentiful due to the high number of villages and hamlets throughout the district

- Club facilities
- Town halls
- Private venues
- Parks, Countryside and Open Spaces
- Multi-use games areas and ball parks
- Fixed play facilities

8.3 The requirements of indoor and outdoor leisure facilities have been assessed in a number of ways. These include an 'Open Spaces Assessment' used to provide an evidence base for future development and to assess any surplus and shortfall in facility needs based on a quality assessment and the setting of minimum standards.

8.4 The assessment forms part of the evidence base for the Local Development Framework (LDF), in particular supporting the policies of the Core Strategy and other Development Plan Documents (DPD), including the site allocations DPD. It will also help shape the strategic direction of Supplementary Planning Document (SPD) on the provision of open space in new developments.

8.5 The Council has also used Sport England Facilities Planning Model to inform future facility demands based on projected population increases and expected increases in participation. These are considered below:

9. Facilities Planning Model (FPM) and Planning Policy Guidance (PPG) 17 Open Space Assessment

Facilities Planning Model

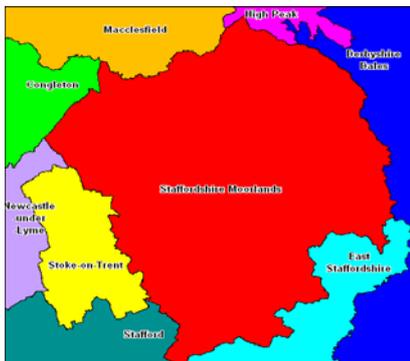
9.1 Staffordshire Moorlands District Council in association with Sport England, commissioned Genesis Management Consultants to undertake a review of the provision of swimming pools and sports halls across the Staffordshire Moorlands.

9.2 Separate reviews were completed for pools and halls but the general assessment principals included:

- The extent to which the supply of swimming pools and sports halls is meeting current demand based on the current levels of population
- The impact of projected changes in population in the authority and the authorities surrounding the District up to 2019 on the demand and supply for swimming pools and sports halls
- The impact a projected 1% per year increase in participation in swimming pool and sports hall usage between 2009-2019 has on the supply and demand for swimming pools and sports halls
- The impact of projected replacement of certain venues (both halls and pools) on the supply and demand for swimming pools and sports halls in 2019

- 9.3 The framework for both reviews included a study area that was not limited to the Staffordshire Moorlands boundaries based on catchment areas for facilities overlapping boundaries into other authority areas, which may result in imported demand from these areas and exported demand of Moorlands residents into other authorities.
- 9.4 Staffordshire Moorlands is at the heart of the study but the 8 local authorities that border the district are also included. Some of these have a very small border with SMDC e.g. Newcastle, therefore the findings for import and export are not as significant as for areas with a greater border.

The Study Area



- 9.5 Both reviews were broken down into a number of different areas of analysis, so as to build up a picture of change.
- 9.6 In the case of both swimming pools and sports halls the first 3 runs were essentially the same.
- Run 1 looked at the baseline position for 2009 in SMDC and the surrounding areas based on the current levels of participation and frequency, the population estimate and the current supply of swimming pools and sports halls in SMDC and surrounding local authorities.
 - Run 2 assesses how the supply and demand for swimming pools and sports halls changes from the baseline position in 2009, to the position in 2019, based on the estimated population growth.
 - Run 3 assesses the impact of the projected increases in population between 2009-2019, PLUS a projected 1% increase in participation for each year in SMDC and the surrounding authorities between 2009-19.
- 9.7 In the review for swimming pools:
- Run 4 is based on run 3 and also assesses the impact of the closing of 2 existing pools at Brough Park (BPLC) and South Moorlands Leisure Centre (SMLC) and the opening of 2 replacement pools on the same sites, on the demand and supply for pools by 2019.

- Run 5 is based on run 3 and also assesses the closure of SMLC pool and its replacement on a different site (Cheadle High School).

9.8 In the review for sports halls:

- Run 4 assess the opening of a replacement sports hall of smaller size at SMLC and increasing the number of peak hour's use at Cheadle High School from 24 peak hours to 35.5 peak hours.

Summary of the FPM key findings

- 9.9 In terms of run 1 for both swimming pools and sports halls the headline finding is that there is more capacity than demand, particularly for swimming pools where the used capacity is only at 38.3%, which is well within the "pools full" level of 70%. The figure for sports halls is higher with 66% of the total capacity being used at peak times but there is still some spare capacity before the "halls full" level of 80% is reached.
- 9.10 In run 2 there are no changes to the facilities but the impact of the projected change in population between 2009-2019 is considered. The population increase is estimated to be 3.4% taking the population from 96,100 to 99,040. As a result of this the increases in total demand for both swimming pool and sports hall use are very small (9 visits per week for swimming pools and 15 per week for sports halls). This is largely because the existing resident population will have aged by 10 years, meaning there are fewer people than in 2009 in the main participation group (15-44 for pools and 15-39 for halls).
- 9.11 The conclusion from run 2 is that population increase is not a major driver in the need to increase the supply of swimming pools and sports halls.
- 9.12 Run 3 clearly shows that the 1% annual increase in participation rather than the increase in population creates an increase in demand and projected throughput for both swimming pools and sports halls. In the case of sports halls this brings sports hall usage to 75.4% of sports hall capacity, meaning that they would now be extremely close to the "halls full" level of 80%. However, despite the 1% annual increase, the figure for swimming pool capacity demand is 40.6%, which is still way below the "pools full" level of 70%.
- 9.13 Run 4 looks at changes to facility provision and in the case of swimming pools shows a significant impact. Replacing the 2 pools mentioned earlier with new, bigger pools, sees used capacity increase from 40.6% to 64.5% as the new pools will not only be bigger but will have a 'draw or attraction factor' which will attract demand to them from SMDC area and surrounding authorities. It is important to remember however that this figure is based on a 1% annual increase in participation rates and no other new pool developments across the study area
- 9.14 In terms of sports halls, run 4 with the closure of SMLC and the opening of a new, smaller centre, combined with increasing peak usage at Cheadle High

School shows that the projected level of capacity to be 83.5%, now above the “halls full” level. In short, the reduction in sports hall capacity is too much in terms of overall supply and demand. It is logical therefore that any new development in Cheadle retains the 6-badminton court size to ensure there is sufficient capacity to meet demand.

- 9.15 In run 5 the opening of a new pool at Cheadle High School but no changes at Brough Park still gives a projected pool capacity usage of 63.2%, a very considerable increase on the 40.6% from run 3. In essence this is almost as high a figure as for run 4, without the need to modernise Brough Park. Clearly run 5 has the advantage of having almost as good a supply and demand balance as run 4 but without the cost of a replacement pool at Brough Park. Run 4 has the advantage of achieving a better quality of swimming experience by redeveloping 2 pools.

Overall conclusions drawn from the FPM assessment

- 9.16 From the first three FPM runs for both swimming pools and halls the conclusions are fairly clear. Using the baseline figures for 2009 it is evident that there is significant available capacity for both swimming pools and sports halls in the venues across the authority. It is also clear that the projected population increase to 2019 does very little to increase the potential used capacity. Even a 1% annual increase in participation doesn't dramatically alter the swimming pools figures, although the sports halls become closer to capacity.
- 9.17 For swimming pools, redeveloping 2 pools dramatically improves the capacity used but this would clearly involve a significant capital investment. Any redevelopment would have to fit into an overall strategy for improving facilities but clubs, community participation, schools and elite development.
- 9.18 Run 4 for sports halls clearly shows that a reduction to a 4-badminton court hall is not a viable option due to the impact on available capacity.
- 9.19 Run 5 for swimming pools demonstrates almost the same level of supply and demand balance as run 4 but at a significantly reduced cost due to the redevelopment of only one site.

Implications

- 9.20 Accessibility to swimming pools and sports halls across the district is a significant consideration due to the rural nature of the district. Accessibility to sports facilities is becoming more important for reasons of strategic and locational planning to meet planning policies of increasing accessibility; decreasing car borne travel; measures of accessibility to sports facilities under Local Authority performance measures by Central Government and: health objectives of encouraging a more active population.

- 9.21 SMDC compares less favorably with accessibility to swimming pools and sports halls than for the study with some 55% of the population having access to no swimming pools based on the 20-minute/1 mile walk to the catchment area, (average is 48% in the study area) and 52% having no access to a sports hall. Clearly this relates to the rural nature of the district.
- 9.22 Accessibility for people to walk to pools and halls is a significant issue. Only 10.7% of visits to pools and 9% of visits to sports halls are made by people walking to the venue. The review suggests the pools and halls are well located in terms of the 20-minute drive time catchment (only around 1% of the SMDC population is outside this) and if this was the only measure of accessibility then there are no significant issues. However in consideration of the strategic priorities targeting improved health, reducing obesity and increasing participation, make existing facilities more accessible should be a priority.
- 9.23 Public transport has been identified as a barrier to participation. Only 1.3% of visits to sports halls and 2% to swimming pools are made using public transport compared to the national average of 10%. In addition 87.3% of journeys to pools and 91.1% to halls are made by car, a figure that is significantly higher than the national average of around 73% for both.
- 9.24 There is significant scope to develop strategies to support access to places to participate in sport and physical activity. This has therefore be reflected in the Strategic Action Plan under Goal 2 and includes for closer working relationships with transport strategies and the development of green ways and corridors.

Open Space Assessment (PPG 17) Summary of Key findings

- 9.25 The assessment has shown that there is general dissatisfaction by user groups with the current levels of provision for outdoor sports and recreation facilities, particularly with more formal facilities such as tennis courts. This is in addition to the Playing Pitch Strategy identifying the need for improved sports pitches and changing facilities.
- 9.26 The distribution of both local and strategic sports facilities is considered as being good, access to facilities at school sites is perceived to be difficult. Increasing access to existing school facilities would reduce the pressure on other sites and ensure all residents have genuine access to all local facilities. This will significantly contribute to improving participation in areas such as the 5-hour offer for young people.
- 9.27 There is even distribution of young people's facilities across the District, however there are an small number of areas such as Biddulph, Leek and some rural settlements that are outside the recommended distance threshold for access to facilities.
- 9.28 Young people are identified as having most difficulty accessing facilities out of school where transport becomes a barrier to participation. This is supported by 61% of respondents from the National Household survey saying there is

not enough provision for young people, particularly in Cheadle where the figure is 65%. The new Cheadle Sports Village will begin to address this although Gaps in current provision will still exist and it is recommended that 3 new young people's facilities are required in other areas such as Biddulph East and North and where there are identified opportunities to develop further facilities such as Churchill Road and Hammersley Hayes in Cheadle

- 9.29 The report recommends that the District Council champions the protection of existing rural facilities and supports parish councils on ongoing provision and maintenance where quality is at risk. There should also be new facilities provided where there is sufficient population or where local demand/need is identified. This again involves working closely with partners such as Community Safety and Community Learning Partnerships etc, to identify priorities for development.
- 9.30 The assessment strongly advises that public transport links are considered when developing new facilities for young people and ensuring that facilities are accessible to young people within rural areas.
- 9.31 The wider impact of programmes such as Building Schools for the Future (BSF) are highlighted as real opportunities to improve access to facilities. Working with governing bodies for sport and the Education Authorities will ensure future development is planned and meets demand.
- 9.32 The use of Parks and open spaces play a key role in active transport such as recreational walking and cycling so it is important opportunities are considered when developing new provision.
- 9.33 The Leek and Cheadle Sports Village projects are highlighted in the Staffordshire and Stoke on Trent Sports Facilities Framework 2009-2021. The framework states that full sized 3G pitches should be a priority for Staffordshire Moorlands, particularly in Leek and Cheadle.
- 9.34 The distribution of different facility types is uneven. There is a particularly high quantity of tennis courts in the rural areas, and the supply of bowling greens is biased towards Leek. However nearly all residents in the Staffordshire Moorlands area have access to at least one outdoor sports facility within the recommended travel times. Further more almost all residents have access to a Bowling Green, tennis court and synthetic turf pitch within the recommended 15-minute drive time.
- 9.35 Grass pitches are evenly distributed and the majority of residents do have access to a grass pitch, however deficiencies are evident in the Leek area and some rural settlements.
- 9.36 When considering future development it has been identified that sites offering multiple activities are more cost effective as well as providing greater opportunities for local residents.

9.37 Outdoor sports facilities should be protected from development unless it can be proven that the site is surplus to demand, or that development of one site will result in improved facilities at a nearby site. This should be incorporated through the provision of appropriate policies in the Local Development Framework.

9.38 There are deficiencies in sports facility provision in some of the larger outlying rural towns e.g. Blythe Bridge and Werrington. Further consultation will need to be carried out to ascertain and future demand requirements.

Playing Pitches

9.39 A study was undertaken at the end of 2008 to determine the Playing Pitch Strategy for the Staffordshire Moorlands. Ten action points were highlighted and are outlined below:

1. Pitch sites should be afforded protection within the Local Development Framework. Policy should be produced to ensure developer contributions to improve pitch provision in the District.
2. 1ha of playing pitch provision per 1000 population should be applied as a minimum standard.
3. The sports pitch database should be kept up to date and reviewed regularly.
4. Playing pitch facility improvements should be prioritised, based on both pitches and ancillary accommodation.
5. Securing additional school facilities for community use should be investigated.
6. Where possible, community use of school pitches should be assigned for youth/junior games.
7. Consideration should be given to coordinate school playing pitches available to the community within the existing pitch booking system.
8. A full access audit should be undertaken, including an assessment of compliancy with DDA.
9. Consideration should be given to the temporary relocation of teams to pitches, which are currently underused.

9.40 The District has an oversupply of adult pitches and an undersupply of junior pitches with overall average quality, although there is great variance across the District. The main areas of concern which impact of the quality of provision are dog fouling, uneven playing surfaces and poor drainage. There are a number of school site pitches that also have Community use, however much of this is on an informal basis and presents an opportunity to develop underused capacity.

9.41 Currently the District has 151 individual playing pitches. This equates to 1 full sized playing pitch per 761 residents. This is better than the national average (1:989). However only 56% of the pitches have secured Community usage. This is in line with the national average. This figure does not include those pitches that have community use on an informal basis, estimated to be 36%, although this is extremely difficult to measure.

9.42 Within the District there is a shortfall in provision in three out of four areas of: Leek, Cheadle and Rural areas. There is generally sufficient supply in Biddulph.

	Biddulph	Cheadle	Leek	Rural
Football <i>Adult</i>	+ 5.1	+ 1.1	+ 2.9	+ 13.7
<i>Junior</i>	- 5.0	- 7.0	- 4.0	- 2.0
<i>Mini</i>	+ 5.5	+ 1.0	+ 3.5	+ 1.0
Cricket	- 3.6	- 1.9	+ 0.1	- 8.4
Rugby <i>Adult</i>	0	0	0	+ 4.5
<i>Junior</i>	0	0	0	- 4.5

Table showing theoretical surplus/shortfall for each area. Key: (+) surplus, (-) deficit.

9.43 Current provision is 0.77 hectares per 1000 population, however to ensure no undersupply by 2016 (including 10% strategic reserve) there should be 1ha/1000. For future planning/development purposes 1ha/1000 should be used to inform supplementary planning guidance. An example of how this may work is that for every 417 dwellings, the developers provide sufficient funding for 1 ha of playing pitch provision (this equates to approximately one adult football playing pitch). 2.4 per dwelling.

9.44 The quality of sports pitches across the District needs to improve. This assessment is based on the comparisons of quality standards with other local authorities and providers. The table below shows that most pitches are of average quality.

Quality of Pitch	Proportion of Pitches
Excellent	0%
Good	23%
Average	63%
Below Average	14%
Poor	0%

Table showing the quality of playing pitches across the District.

9.45 This will not only have an effect on the users, but will also increase the capacity of each venue, which is a desirable approach to ensuring sustainable pitch provision. Throughout the District, when consulted, clubs felt that the pitches were adequate, however the Cricket facilities were considered to be good. It is not surprising to find that the pitches of the highest quality were at sites independently operated from the District Council.

9.46 The highest scoring pitches being at Leek Cricket Club, Leek Rugby Club and Ball Haye Green FC.

- 9.47 Within the District the facilities that are found at sites are generally average, however there are many (specifically smaller) sites where there are no facilities provided. Car parking is also generally sufficient, but again, many smaller sites do not have any parking. Three sites scored 100% for their facilities: Checkley Cricket Club, Longton Harriers FC and South Moorlands Leisure Centre Football Pitches. Of the District owned sites, only four of the ten have any changing facilities. This variation in facility quality also impacts on underrepresented groups, e.g. lack of facilities for female teams, and issues with junior and senior teams having to share changing rooms.
- 9.48 As the provision of quality facilities is essential to encourage people to participate, the areas that have been identified in the Playing Pitch Strategy that need improvement should be focused on first. These are: drainage, ancillary accommodation, and increased secured Community Access to School sites and facilities. However when planning improvements to sites the standard of play, demand, current NGB facility specifications and the need to facilitate concurrent usage by target groups needs to be considered.
- 9.49 Within the Moorlands, potential accessibility to the pitches is generally good. Within the three main towns the majority of the population is within a 10 minute walk of a grass pitch and within the District the majority of the population is within 15 minutes drive of a synthetic pitch.
- 9.50 As many of the pitches are on school sites the access agreements for community use at these venues are paramount to ensure sufficient use of these facilities. However it must be ensured that the potential users are suitable for the site, i.e. many school sites would prefer junior or youth teams using their facilities rather than adult teams.
- 9.51 A limited amount of work has been undertaken to assess the condition of the facilities across the Staffordshire Moorlands. The outcomes of these assessments can be summarised as follows:
- The condition of the Council leisure centres is good and is protected by an effective contract with the service provider Parkwood Leisure;
 - There are a number of issues with the quality of the playing pitches across the district both in Council and other ownership the majority of issues associated with poor pitch drainage;
 - The changing facilities that support the playing pitches throughout the district are generally of poor standard and in need of modernisation;
 - The village halls are of reasonable quality due to the scale of investment made by parish councils; and
 - The quality of the natural environment is arguably the districts greatest asset.
- 9.52 A formal condition analysis is required to facilitate a proper structured improvement plan, this should also be supported by effective programming.

10. Previous Strategy and Assessment of the Progress Made

10.1 The previous Sports Strategy has been implemented successfully and has resulted in a number of key deliverables. The key achievements are as follows:

- Supporting a number of sports clubs with accreditation
- Implementation of the Community Sports Coach programme
- Provision of Outreach Sports Projects in Biddulph, Cheadle and Leek to target 13 – 16 year olds in danger of being socially excluded or becoming involved in anti-social behaviour and crime.
- Creation of an effective School Sports Partnership
- Internal partnership working including supporting Community Pride Action Days through provision of sports activities, co-ordination of the Walk this Way project and Spaces for Sport project in Haregate.
- Supporting sports facility development
- Provision of summer holiday sports courses and activity programme for 8 – 16 year olds, particularly in rural areas
- Development and co-ordination of “Be Healthy”, a physical and healthy improvement initiative to prevent childhood obesity.
- Funding of the Biddulph, Cheadle and Leek Sports Council’s to provide grass-roots support to local sports clubs
- Sports Grants for Coaches, Individuals and Clubs.
- Annual Sports Awards

10.2 In order to assess the level of progress made with the previous Sports Development Strategy the Council sought reassessment under the Quest Quality Standard.

10.3 Quest is the UK Quality Scheme for Sport and Leisure and is a tool for continuous improvement, designed primarily for the management of leisure facilities and leisure development. Quest defines industry standards and good practice and encourages their ongoing development and delivery within a customer focused management framework.

10.4 An assessment was made under Quest’s Sports Development (SD) model that is aimed at the management of any team, which provides or facilitates participation in an activity; in the public, private, trust and voluntary sectors.

10.5 The accreditation is in the form of an objective external assessment, undertaken by trained assessors from the industry. The assessment reviews progress against industry standards and provides a percentage score. Quest scores are classified into the following categories:

- Approved - above 60%
- Commended - 68% to 74%
- Highly Commended - 75% to 83%
- Excellent - 84% and above.

10.6 The Assessment undertaken of the Council covered all of the activities and processes involved in the delivery of services by the Sports Development Team. The services assessed included:

- School club links and development
- Community engagement
- Club Coach Development
- Health and physical activity links.

10.7 The Quest on-site Assessment carried out on 12th and 13th November 2007. The Assessment report was presented to the Council in December 2007. The Quest percentage score achieved by the service was 78%. The service is therefore categorised as “Highly Commended”. The accreditation runs from 20th November 2007 to 19th November 2009.

10.8 The detailed score is shown in the table below:

Management Issues		Your SAQ Score	Assessor's Scoring	
		Col C	Col D Best practice principles	Col E Assessment score (out of 10)
S1	Research and Community Engagement	20	27	8.4
S2	Planning	39	41	8.5
S3	Partnerships	21	24	8.6
S4	Continuous Improvement	25	29	8.1
P1	Management Support and Leadership	32	37	8.4
P2	People Management and Development	37	34	7.7
D1	Delivery Planning and Improving	27	27	7.5
D2	Health and Safety Management	29	30	7.5
D3	Customer Relations	22	22	6.9
D4	Marketing	35	33	6.9
Total Percentage score				78%

10.9 The assessor noted that the Council has shown considerable improvements since its first Assessment (two years ago) and in particular over the past year. As a result of this, the overall percentage score has improved by 11% and the accreditation category improved by two categories.

10.10 In the Assessment report, the Assessor highlighted the following key strengths and examples of good practice:

- The Team has benefited recently from a much stronger strategic lead. The relevant Director is an effective leader with the ability to make accurate decisions quickly. In addition, he is accessible
- Furthermore, the new political make up of the authority has emphasised the importance of sport. This has resulted in a renewed sense of worth and value for the Team. The relevant Portfolio Holder is keen for action and is supportive to achieve this

- The Team have grown in size since the previous Assessment, resulting in a greater capacity and ability to deliver outcomes. Again, this change in personnel has invigorated the Team
- Consultation for the new Sport and Physical Activity Strategy has been comprehensive, including non-users, partners, and participants and using other secondary research, such as the Active People Survey. The Team are excited by the opportunities this will bring once in place.

10.11 The report also identified areas, which could be considered for improvement. Some key suggestions, along with others identified in the report, included:

- Much of the good work that has been achieved is in the early stages of implementation; the Team will benefit from the time for this to embed
- The Team may wish to consider providing greater feedback for their sessional Coaches so that their performances can be reviewed and improved upon if required.
- The Team may also want to consider the opportunities the new website will offer; including the use of technology as a marketing tool especially for young people and those that are disaffected.

10.12 It is important that progress made to date is used as a platform for the development of the Sports and Physical Activity Strategy. It is also essential that the improvement areas highlighted in the Quest assessment are dealt with during the early implementation of the strategy.

11. Analysis of Current Levels of Activity and Support Structure

11.1 In order to provide an in depth analysis of the current levels of participation and support structure for sport and physical activity throughout the Staffordshire Moorlands extensive use has been made of Sports England's Active People Survey.

11.2 The Active People Survey is the largest ever survey of sport and active recreation to be undertaken in Europe. The survey provides by far the largest sample size ever established for a sport and recreation survey and allows levels of detailed analysis previously unavailable. It identifies how participation varies from place to place and between different groups in the population.

11.3 The survey also measures; the proportion of the adult population that volunteer in sport on a weekly basis, club membership, involvement in organised sport and competition, receipt of tuition or coaching, and overall satisfaction with levels of sporting provision in the local community.

11.4 The questionnaire was designed to enable analysis of the findings by a broad range of demographic information, such as gender, social class, ethnicity, household structure, age and disability.

11.5 The first year of the survey was conducted between October 2005 and October 2006, and was a telephone survey of 363,724 adults in England (aged 16 plus) and is unique in providing reliable statistics on participation in

sport and active recreation for all 354 Local Authorities in England (a minimum of 1,000 interviews were completed in every Local Authority in England).

11.6 The national headlines of the survey can be summarised as follows:

Adult Participation

- 21% of the adult population aged 16 and over (8.5 million people) take part regularly in sport and active recreation
- 28.4% of adults (11.5 million) have built some exercise into their lives
- 50.6% of adults (20.6 million) have not taken part in any moderate intensity sport and active recreation of 30 minutes duration in the last 4 weeks. Many of these will be switched off from sport but many more are likely to want to participate but face barriers that make it difficult for them to be active.
- Regular participation (this is defined as taking part on at least 3 days a week in moderate intensity sport and active recreation for at least 30 minutes continuously in any one session) in sport and active recreation varies across different socio-demographic groups:
 - Males 23.7% (4.7 million); Females 18.5% (3.8 million)
 - 32.7% 16 to 24 years; 24.7% 35 to 44; 16.0% 55 to 64; and 6.0% 75 to 84 years
 - People with a limiting longstanding illness or disability 8.8%; those without 23.3%
 - Black and other ethnic minority groups 18.6%; Adults of white origin - 21.2%.
 - 17.5% of Black Caribbean's regularly participate and 17% of Asians.
 - Lowest socio-economic groups 16.3%
 - highest socio-economic group 25.1%
- Regular participation ranged from a high of 22.6% in the South East region to a low of 19.3% in the West Midlands. The most active Local Authority area is Richmond upon Thames, and Boston in Lincolnshire is the least active.
- Walking is the most popular recreational activity, followed by swimming and going to the gym. Cycling, football, running and jogging, golf, badminton, tennis and aerobics make up the top 10.

Club membership, receiving tuition, taken part in organised competition

- 25.1% of the adult population (10.2 million) are members of a club where they take part in sport - an increase from 17% in 2002.
- 18% of adults (7.3 million) have received tuition from an instructor or coach over the last 12 months – an increase from 11% in 1996 and 16% in 2002.
- 15% of adults (6 million) have taken part in organised competitive sport in the last 12 months – an increase from 12% in 2002.

Satisfaction with sports provision in the local area

- 69.5% of adults are fairly or very satisfied with sports provision in their local area

Volunteering

- 4.7% of the adult population (1.9 million) contribute at least one hour a week volunteering to sport. This equates to over 54,000 full time equivalent jobs.
- Over 2.7 million people put some voluntary time into sport.
- Volunteering levels ranged from 5.4% in the South East to 3.5% in the London region

11.7 The relative performance in the district against the six Sport England key performance indicators when compared nationally, regionally and sub-regionally is detailed in the table below:

Key Performance Indicator	<i>National</i>	<i>Regional</i>	<i>County Sports Partnership</i>	<i>County</i>	<i>District</i>
	England	West Midlands	Staffordshire and Stoke-on-Trent	Staffordshire	Staffordshire Moorlands
KPI 1 - At least 3 days a week x 30 minutes moderate participation	21.00%	19.30%	20.30%	21.60%	20.40%
KPI 2 - At least 1 hour a week volunteering to support sport	4.70%	4.70%	4.60%	4.80%	4.40%
KPI 3 - Club membership	25.10%	23.50%	24.00%	25.60%	22.90%
KPI 4 - Received tuition from an instructor or coach in last 12 months	18.00%	16.40%	16.50%	17.60%	15.70%
KPI 5 - Taken part in organised competitive sport in last 12 months	15.00%	13.90%	13.10%	14.00%	13.70%
KPI 6 - Satisfaction with local sports provision	69.50%	69.10%	70.60%	71.30%	74.30%

11.8 A more in depth analysis of the survey results has been conducted by an additional comparison that focuses on our neighbouring districts. This comparison allows a more balanced judgment as our neighbours have a similar demographic make up and are semi-rural in nature. The authorities used in the near neighbour comparison are as follows:

- Newcastle-under-Lyme
- East Staffordshire
- Stafford
- High Peak
- Congleton
- Macclesfield

- Derbyshire Dales

11.9 After the further analysis the following conclusions can be drawn about the levels of adult participation and the support structure in the Staffordshire Moorlands:

Adult Participation

- The level of adult participation at 20.4% is slightly below the national rate of 21.0%;
- The level of participation for those residents with a limiting disability is 6.7% which is considerably lower than the national rate of 8.8%, the Staffordshire average of 9.0%, and the average rate of our near neighbours of 10.3%;
- Despite the overall participation rate being lower than the rate for Staffordshire districts the level of participation of 16 to 34 year old adults in the area is higher (33.5% compared to 32.0%) and the level of participation of adults over 55 is significantly lower (11.2% compared to 12.8%) than the county rate;
- The over 55-participation rate of 11.2% is also significantly lower than our near neighbours (average 13.6%)
- The participation rates for those in lower skilled occupations are significantly lower than the County rates (NS-SEC4 is 16.8% compared with 21.1% and NE-SEC5, 6,7,8 is 14.6% compared with 15.8%);

Club membership, receiving tuition, taken part in organised competition

- Club membership across the district is comparatively low at 22.9% compared with 25.1% nationally and 25.6% across the County;
- The level of coaching received by the adult population locally (15.7%) is considerably lower than the national (18.0%) and county rates (17.6%);
- The percentage of those taking part in competitive sport is lower than the national average (13.7% compared to 15.0%);
- The percentage of females taking part in competitive sport is higher than the national average (9.4% compared to 8.7%)

Satisfaction with sports provision in the local area

- Satisfaction levels with local sports provision (74.3%) are comparatively higher the national (69.5%), regional (69.1%), and county (71.3%) rates;
- The only group where there is a consistently lower than average level of satisfaction is for 16-34 year olds (61.8% locally compared to 65.9% across the county)

Volunteering

- The level of volunteering in the district of 4.4% is below the national rate of 4.7%, the County rate of 4.8%, and significantly below the 6.6% average rate of our near neighbours;
- The level of volunteering by males is considerably lower in the district when compared to our near neighbours (4.8% compared to an average of 6.6%);
- The level of volunteering by adults in the 16-34 age group (3.9%) is significantly lower than the County rate of 5.4% and the average rate of our near neighbours of 6.3%;
- The level of volunteering by adults aged over 55 (4.4%) is significantly higher than the County rate of 3.1% and the average rate of our near neighbours of 3.5%.

11.10 In respect of children's participation in sport and physical activity progress is monitored against the PE, School Sport and Club Links () Strategy. The headline requirement of the original strategy was that 85% of children will be participating in at least two hours of high quality PE per week. A number of other important targets are monitored in addition to high quality PE.

11.11 The results are produced annually. A comparison of the performance of the schools in Staffordshire Moorlands with national performance is detailed in the table below:

Measure	Staffordshire Moorlands 2008-09	National 08-09	Staffordshire Moorlands 2006-07	National 06-07
% of children who participated in at least two hours of high quality PE			84%	86%
% of children who participated in at least three hours of high quality PE	57%	50%		
% of children who participated in Intra sports competitions	69.30%	66%	54%	58%
% of children who participated in Inter sports competitions	61%	42%	38%	35%
% of schools who held School Sports Days	98%	99%	97%	98%
Average number of sports offered by each school partnership	19	17.4	17	17
Average number of school club links	6	7.8	7	7
% of children who participated in one or more community sports	50%	30%	35%	29%
% of children who been involved in sports volunteering and leadership	20%	19%	11%	12%
% of children who are registered as gifted and talented	8.60%	7%	3.30%	7%

12. Consultation Process and Outcomes

12.1 The desktop analysis has identified five potential priorities:

- To achieve health benefits and tackle obesity by increasing participation in sports and physical activity

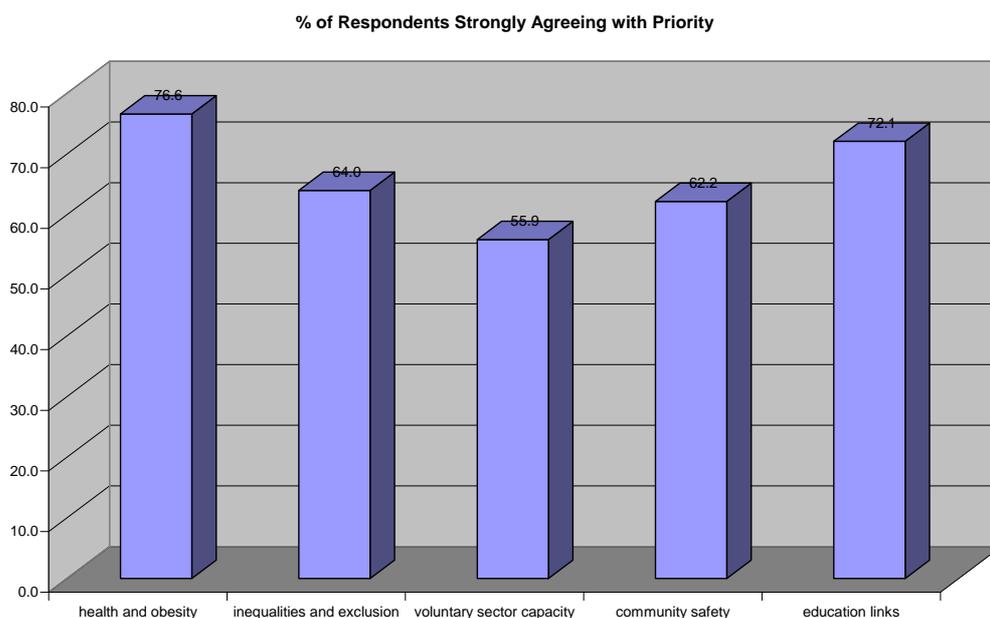
- To reduce health inequalities and social exclusion by widening access to participation in sports and physical activity
- Develop sport by increasing capacity in the voluntary sector
- To use sport to help improve community safety and reduce the fear of crime
- To encourage opportunities to develop sports and physical activity in education and strengthening the link to clubs

12.2 The desired outcome of the consultation was to ensure that the Sport and Physical Activity Strategy meets the needs of the local community.

12.3 The main consultation was in the form of a questionnaire, which requested respondents to rate how strongly they agreed with the five priorities.

12.4 There were in excess of 100 responses to the questionnaire. Responses were received from a wide range of partners and included in excess of 50 responses from residents.

12.5 Almost every response agreed that the five areas should be priorities for the Sports and Physical Activity Strategy. In order to assess the relative strength of support the graph below shows the percentage of responders who strongly agreed with each of the priorities.



12.6 In addition to requesting responders to show their relative support to the priorities an option was given to make any other relevant comments. A summary of the issues raised is detailed in the table below:

Partners: Summary of Comments	Public: Summary of Comments
Financial help is appreciated Activities for older people Planning permission is an issue	Make leisure facilities more accessible for over 50's Promote physical activities available Have more cycle lanes/guided walks

<p>Improve communication with sports councils Improve SMDC sports website Need to acknowledge partners in the strategy Reduced prices for teenagers Free CRB checks especially for volunteers More outreach workers to go out to communities Get more 'non-sporty' people involved in sports</p>	<p>Make more people aware of leisure key schemes Better pricing Better use of schools sports facilities Make sports more accessible</p>
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12.7 There was a particular strength of response that requested more focus on activities for older people. This has particular relevance given the demographic make-up of the district and the current levels of participation. The conclusion drawn from this element of the consultation was that a further area of priority should be added:

- To increase opportunities for participation in sports and physical activity for older people

12.8 The second key element of the consultation was with the Staffordshire Moorlands Community Activity Network (CAN). This is the forum that has been established in response to Sport England's Delivery System for Sport. The network has representatives from all of the key agencies involved in the delivery of sport and physical activity across the Staffordshire Moorlands. Outcomes for consultation with the CAN resulted in the following actions identified:

- Review of the draft strategy that had been compiled following completion of the first stage consultation
- Review of the delivery structure and consideration of the organisations that should be represented on the CAN
- Development of an action plan in response to the strategy

12.9 The CAN fully supported the draft strategy and endorsed the priorities including agreement of the new priority focussed on older people,

12.10 Following agreement of the draft strategy by the CAN the third stage of the consultation was undertaken in the form of a meeting with the sports clubs in the Staffordshire Moorlands. This took place in mid March and was attended by approximately 25 sports clubs from a range of sports. The strategy and draft action plan was shared with those present and clubs were given an opportunity to comment.

12.11 There was general support for the strategy including the priorities. The clubs did however raise a number of issues, which can be summarised as follows:

Improvement of Facilities

- There needs to be a specific Facilities Strategy
- Communication could be improved between Sports Development and Planning departments.

- Clubs who own land should be consulted more widely over the way they can contribute to the strategy e.g. community use.
- Should consider how specific assistance could be provided to clubs for improvement of facilities
- A number of clubs suggested that their facilities could be used more often by the community if they are developed.
- Improved facilities may encourage more volunteers, participants etc e.g. a quality sports facility in Biddulph

Coaching

- Increased cost and time commitment means it is increasingly difficult for clubs to put people onto coaching courses.
- Suggestion of one coach per focus sport across the district who could go into schools, clubs etc.
- Increase in participation levels means more coaches needed due to ratios, which again brings up issues relating to cost and time commitment.
- Need to work closer with funding providers to access funding
- A lot of clubs are already going into schools developing links to their clubs.
- Issue raised about not enough Level 2 coaches but its difficult to achieve that level due to cost/ability of coach

Volunteering

- Clubs are struggling to attract more volunteers but the potential is there with parents etc
- Schools run Sports Leaders Awards, which are the first step towards becoming a coach. They are required to do a certain amount of voluntary work to get their accreditation.

Schools

- Need to address the access issues around schools facilities
- Need to get more skilled coaches into schools so teachers with 'generic' but not 'sports specific' skills can be assisted when delivering a particular sport.

Sports Councils/Clubs

- Need to encourage clubs to be a part of the Sports Councils

12.12 The comments made and the issues raised by the clubs need to be considered as detailed action plans are developed.

13. Proposed Strategy

13.1 After taking the strategic analysis as summarised the draft strategy has been developed with the inclusion of the revisions highlighted within this report. A summary is provided at Appendix A.

13.2 The vision included in the strategy is as follows:

“Staffordshire Moorlands will have an active population that is able to engage in exciting opportunities for sport and physical activity in high quality facilities”

13.3 The vision is articulated further by three aims. These are as follows:

- **Provide opportunities for sports and physical activity by people of all abilities**
- **Improve and make accessible sports and leisure facilities throughout the district**
- **Support the development of sports clubs and individuals**

13.4 The objectives that support the vision and aims and will underpin successful delivery are as follows:

- **Increase participation** in sports and physical activity
- **Increase the level of volunteering** to support sports and leisure activity
- Ensure **equality of access** to sports and physical activity
- Provide **choice and opportunity** for participation across the district
- Ensure a **high level of quality** of facilities and activities
- Maintain a **high level of user and resident satisfaction**
- **Increase the sporting achievement and performance** of sports clubs and individuals across the district
- Ensure that public sports and facilities provide **value for money**

13.5 The implementation of Vision, Aims and Objectives of the strategy will result in a Staffordshire Moorlands where:

- More people will be leading physical activity and active lifestyles with greater numbers enjoying taking part
- There will be more high quality places to play and participate in sport and physical activity
- More people will be aware of the benefits and values of sport and physical activity
- It will be easy to try out and take up new opportunities to become involved in sport and physical activity irrespective of personal background
- Barriers to participation will be reduced and the providers of services will be quick to respond to any emerging barriers
- The value of volunteers and sports clubs will be recognized and support will be provided to ensure effective support structures

- All schools in the Staffordshire Moorlands will provide high quality physical education and school sport programmes, and will have developed strong links with local structures and clubs
- Young people will be able to access a wide range of programmes in both school and community settings
- Any individual will be able to progress in their chosen sport or activity to the level to which they aspire and are capable of reaching.
- There will be more individuals and teams reaching the highest level of performance and achievement
- There will be more role models (Champions) to encourage people to take part
- There will be a strong workforce sufficient to meet the and sustain the increased participation and improved levels of performance

13.6 The values upon which the strategy is based will underpin the vision, goals and success criteria for the delivery of the vision aims and objects of the strategy. These values are:

- To promote effective partnership working
- Develop shared agendas
- Promote equal opportunity and access for all to participate
- Value volunteers
- Ensure respect for and between individuals and groups
- Support the principle of fair play and the promotion of fun and enjoyment through participation
- Promote sustainable, quality opportunities in safe environments
- Ensure effective development pathways exist

13.7 The strategy also details the priorities that have been established to ensure the greatest focus for action and investment of resources. These are as follows:

- To achieve health benefits and tackle obesity by increasing participation in sports and physical activity
- To reduce health inequalities and social exclusion by widening access to participation in sports and physical activity
- Develop sport by increasing capacity in the voluntary sector
- To use sport to help improve community safety and reduce the fear of crime
- To encourage opportunities to develop sports and physical activity in education and strengthening the link to clubs
- To increase opportunities for participation in sports and physical activity for older people

13.8 The justification for the above priorities is summarised at Appendix B.

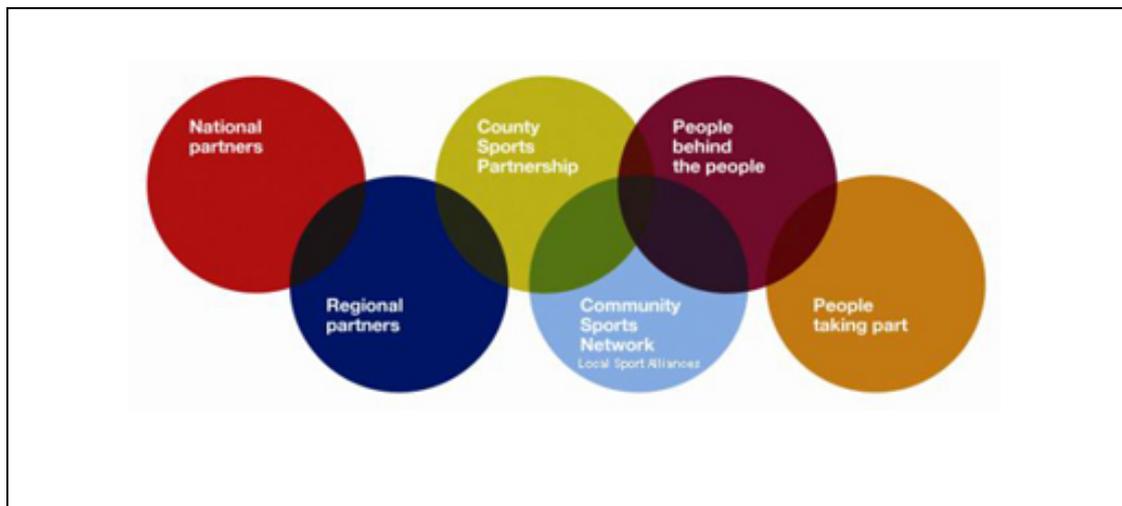
13.9 The outcomes that will be achieved by successful implementation of the strategy are as follows:

- Improved health and reduced health inequalities

- Reduction in crime and anti-social behaviour
- Increased sporting achievement and performance
- Greater social capacity and cohesion
- Greater social inclusion

14. Delivery of the Strategy

- 14.1 The diagram below summarises Sport England's Delivery System for Sport. The system demonstrates the required link from the national priorities through to the people who are taking part in sport and physical activity.



- 14.2 As previously highlighted above the Staffordshire Moorlands Community Activity Network has been established to fulfill the local drive behind sports and physical activity participation. The CAN in reviewing the strategy and developing the action plan undertook a review of the representation on the network.

- 14.3 Appendix C details the proposed make-up of the CAN. Representatives are as follows:

- Staffordshire Moorlands District Council – Leisure Sports & Culture, Planning Policy and Communities
- Staffordshire County Council – Schools Sports Partnership, Community Learning Partnership, Youth Service
- North Staffordshire PCT
- Sports Council – representing the clubs
- Parkwood Leisure
- Peak National Park Authority
- Leek College of FE
- Voluntary Sector – including Staffordshire Moorlands CVS, Age Concern & Beth Johnson Foundation
- Staffordshire Moorlands Crime & Disorder Partnership

- U3A
- SASSOT – representing the national governing bodies of sport

14.4 The CAN's principal role will be to monitor and manage the implementation of the strategy.

14.5 Critical to the effective implementation will be the relationship with the sports clubs throughout the District. The improved relationship that has developed over the last few months needs to be built upon and the clubs need to be engaged fully throughout the implementation of the strategy

15. Action Plan

15.1 An action plan has been developed to support the achievement of the strategy vision, aims and objectives. Particular attention has been given to the priorities identified in the strategy.

15.2 The following themed actions form the basis of the service development plan. These target key priority areas, each of which has a number of specific actions aimed at achieving the higher outcomes identified within this strategy:

- Goal 1: Increasing participation
- Goal 2: Developing the infrastructure for sport – Places
- Goal 3: Improving Sports Performance
- Goal 4: Developing the infrastructure for sport – People
- Goal 5: Widening Access
- Goal 6: Measuring success and continuous improvement

15.3 A programme of actions will be implemented over a three-year period until 2013. Key milestones will be developed to allow for monitoring of progress these will form part of the annual service plan and be reviewed on an annual basis. The action plan identifies the lead agencies based on the Sport England delivery system.

SPORT AND PHYSICAL ACTIVITY DEVELOPMENT PLAN-2010-2013

Goal 1: Increasing Participation across all sectors of the community but with specific emphasis on: older people, people living in rural communities, girls post 16 and PESSYP (3-5 hour offer)

Ref	Aim and beneficiaries	Action	Lead Partners
G1.1	To increase the number of adults (16+) (this equates to 6000 people by 2013) who participate in sport and active recreation at moderate intensity for at least 3x30 minutes per week National indicator 8). This inline with the National Olympic legacy action plan of 2 Million more adults more active by 2012.	To develop and implement a NI8 achievement plan.	Community Activity Network (CAN).
G1.2	To increase physical activity levels amongst people who live sedentary lifestyles (Older people 45+)	Develop programmes using the following themes: Everyday activity, Active recreation and Sport	Primary care trust (PCT). Community Learning partnership (CLP) Parkwood leisure
G1.3	To increase levels of physical activity by for people living in rural communities	Develop programmes which overcome barriers to participation using the following themes: Everyday activity, Active recreation, Sport	Community Learning partnership (CLP), Community Activity Network.
G1.4	To use the inspiration of the 2012 Olympic Games to act as a stimuli and help promote and increase participation in sport and physical activity targeting rural communities.	To develop a 2012 events programme across High Peak and Staffordshire Moorlands, which is largely self-funding. This to be linked to the key strands of, Club and Volunteer development.	CAN
G1.5	Increase participation rates for young people (post 16) with an emphasis on girls.	To develop opportunities to take part in sport and physical activity in the following settings: School and after school (Sport Unlimited and extended school provision), Club and community, unstructured activity.	– Staffordshire Moorlands Schools Sports Partnership (SMSSP).
G1.6	To increase the number of young people participating in a minimum of 60 minutes of at least moderate intensity physical activity each day. At lease twice a week this should include activities to improve bone and health.	To develop and promote a programme of out of school activities in club and community settings. With strong links to school provision.9Be healthy programme).	SMSSP SMDC CLP Parkwood Leisure PCT Staffordshire Youth Service
G1.7	To increase the number of	Actively promote and coordinate	The CAN,

	positive activities for young people aged between 11-19 years.	physical activity holiday provision across the district. To develop coordinated youth sport offer within statutory and voluntary youth provision to widen access and opportunity to quality sport and active recreation.	Staffordshire Youth Services.
G1.8	Identify the opportunities to take part in sport and physical activity and make available to the whole community.	To produce a fully up to date sports club and provider database and directory.	SMDC

Goal 2: Develop the infrastructure for sport - places

	Aim and beneficiaries	Action	Lead Partner
G2.1	To improve quality and accessibility of school sports facilities particularly to widen community use.	To audit the accessibility of school provision and develop an advocacy programme prioritising under used provision where participation rates are low and demand is high.	School Sports Partnership and individual schools
G2.2	To improve the asset condition of sport sports facilities in the Staffordshire Moorland to improve quality, accessibility and safety. Facilities to include: Sports pitches and changing facilities, leisure centres, clubs and private sector provision and community venues.	Assess the condition of all existing facilities in order to identify areas for investment based on areas of highest demand and lowest participation.	Staffordshire Education, SASSOT, CAN
G2.3	To instigate improvements to sports facilities in Leek to meet current identified deficiencies in quality and quantity and to improve player pathways.	To coordinate with stakeholders a viable scheme leading to facility improvements in Leek. To secure funding and manage the scheme to it's fruition.	SMDC – Cultural Services
G2.4	To instigate improvements to sports facilities in Cheadle to meet current identified deficiencies in quality and quantity and to improve player pathways.	To manage the construction and buildings phased of the Cheadle Sports Village scheme and implement effective management arrangements.	SMDC – Cultural Services
G2.5	To instigate improvements to sports facilities in Biddulph to meet current identified	To coordinate with stakeholders a viable scheme leading to facility improvements in Biddulph. To	SMDC – Cultural Services

	deficiencies in quality and quantity and to improve player pathways.	secure funding and manage the scheme to it's fruition.	
G2.6	To ensure that adequate provision of sports facilities and open space informs Planning Policy and Development	Develop effective planning policy in order to appropriately reflect needs in the core strategy and Local Development Framework and develop effective guidance for planning applications to meet demand.	SMDC – Planning
G2.7	To continuously improve the quality and accessibility of facilities managed by the District Council	Develop a set of benchmarks to demonstrate year on year improvement. This to include the use of Quest) industry standard quality mark) and customer satisfaction measure via the Comprehensive Area Assessment and Active People surveys.	SMDC – Cultural Services
G2.8	Raise awareness to promote accessibility of places to play sport and take part in physical activity	To utilize emerging Information technology to develop options customer accessible information relating to the provision of activities and places to participate in sports and physical activity.	SMDC
G2.9	To reduce barriers to participation associated with facilities and venues and demonstrate increase in participation.	To establish stronger links with transport strategies, Building Schools for the future programmes, greenways developers etc, to ensure all strategic plans account for the priorities with the Sport and Physical activity strategy.	SMDC, CAN, SASSOT

Goal 3: Improving Sports Performance

	Aim and beneficiaries	Action	Lead Partner
G3.1	To Improve the quality and raise standards of sports coaching and instruction in the Staffordshire Moorlands.	Produce a comprehensive coaching accreditation scheme in partnership with High Peak Borough Council for all coaches working in the Staffordshire Moorlands. To enable easy access to coach CPD and training opportunities. Provide financial support to coaches through an effective	SMDC SASSOT, CAN

		grants scheme.	
G3.2	To raise the profile and recognise and celebrate the achievements of local sports people, coaches and volunteers.	To review and develop a structured system of awards and attract sponsorship.	Sports Councils SMDC
G3.3	Increase the number of young people who are involved with talent development schemes (Playground to Podium) etc.	To increase the value of the Staffordshire Moorlands grant scheme for talented athletes by attracting sponsorship and review the criteria to include minor sports and active recreation.	SMDC SMSSP

Goal 4: Develop the infrastructure for sport – people

	Aim and beneficiaries	Action	Lead Partner
G4.1	To increase the number of accredited clubs and organisations year on year.	Promote and support clubs with accreditation – NGB, generic or SASSOT Quality Mark	SMDC SASSOT
G4.2	To ensure that the Staffordshire Moorlands has effective, fit for purpose partnerships, which will lead and develop Sport and Physical Activity to 2013.	To review the Staffordshire Moorlands Community Sports Network and develop a robust partnership plan targeted at meeting gap in provision.	CAN
G4.3	Increase the number of adults and young people volunteering in sport across the Staffordshire Moorlands.	Utilizing the Voluntary Compact develop a volunteer support system with the Staffordshire Moorlands Council for Voluntary service and other voluntary sector partners. This to include a communication plan aimed at raising awareness of the services available to the sports sector.	SMDC Sports Councils CVS
G4.4	To build capacity and promote inward investment for clubs, organizations and individuals.	Provide financial support for individuals and clubs through a targeted grant scheme, which meets strategic priorities. The grant scheme to be reviewed to ensure effective use of the resources available and promote leverage.	SMDC, Voluntary sector partners.

		Provide assistance for clubs applying to funding bodies by developing partnerships with the voluntary sector to increase the effectiveness of the resources currently available.	
G4.5	To have a high quality workforce to deliver Sport and Physical activity across the Staffordshire Moorlands.	Produce a workforce development plan aimed at increasing quality and capacity at all levels.	SMDC, CAN, SASSOT

Goal 5: Widening Access to reduce the gap in participation rates between different sectors and groups in the community

	Aim and beneficiaries	Action	Lead Partner
G5.1	Increasing the participation rates of underrepresented groups and those identified within the market segmentation for the Staffordshire Moorlands.	In partnership with Parkwood produce an annual improvement/ sports development plan to be delivered through Staffordshire Moorlands Leisure Facilities. To review pricing policy along with other barriers to participation to develop a clear policy to be reviewed annually.	SMDC Parkwood
G5.2	Increase the number of young people with disabilities accessing and progressing through sport at all levels.	Establish a Staffordshire Moorlands forum for disability sport and develop a participation plan.	SMDC, SMSSP
G5.3	Increase the number of women and girls officiating and coaching in the Staffordshire Moorlands.	Conduct an audit of women and girls participation levels in officiating and coaching. Establish a working group to develop an improvement plan to meet any gaps in provision.	SMDC, SMSP SASSOT
G5.4	To reduce Health inequalities as identified in the Staffordshire IMD and Health Profile linked with physical activity.	Develop an annually reviewable action plan targeting both the wards and individuals within the identified demographic groups who are the least active and who would benefit from increases physical activity.	PCT, CAN, SMDC
G5.5	To promote and encourage the benefits and opportunities available to participate in sport and physical	Develop an annual marketing and communication plan with partners targeted at priority groups to assist	SMDC, CAN

	activity in the Staffordshire Moorlands.	<p>in meeting the actions within this action plan. This to be annually reviewed to assess its effectiveness.</p> <p>Produce a publicly accessible summary for the Staffordshire Moorlands Sport and Recreation Strategy 2010-2013.</p>	
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Goal 6: Measuring Success/ continuous improvement

	Aim and beneficiaries	Action	Lead Partner
G6.1	To demonstrate year on year improvement in meeting the aims of the Staffordshire Moorlands Sport and Recreation Strategy.	<p>To agree with partners a common performance management framework. This to be benchmarked with partners across the sector.</p> <p>To produce an annual improvement plan, which targets areas of high risk in achieving agreed outcomes.</p> <p>To produce an annual commentary outlining the success and areas for improvement in achieving the priorities within this Sport and Physical Activity Strategy.</p>	SMDC, CAN

15.4 All of the key actions detailed above will be managed as a programme by the CAN. Each of the actions will be implemented as a project with appropriate project management put in place. The CAN is currently developing project briefs and business cases for each project in order that the achievement of the desired benefits can be monitored effectively.

15.5 The actions that require support from the Council are included in the Service Plans that are in the process of being agreed by members.

15.6 The action plan is summarised at Appendix D for ease of reference.

16. Measures of Success

16.1 It is essential that the effectiveness of the implementation of the strategy is properly assessed throughout the life of the strategy. This is to be undertaken

by a structured performance framework that contains the following measures of success:

- A package of key national and local performance indicators to track progress against each of the objectives;
- Milestones for each of the projects in the action plan; and
- High level monitoring of the desired outcomes

16.2 The national and local performance indicators that will be monitored are detailed in Appendix E.

16.3 Baselines and targets are currently being developed for each of the indicators. However the headline requirements to be achieved by 2011 are as follows:

- To increase adult participation in sports and physical activity by 1% year on year across all demographic groups
- To meet the governments requirements in respect of children's participation in structured sport and physical activity of 3-5 hours per week
- To increase resident satisfaction with the quality of sports provision across the Staffordshire Moorlands

16.4 Progress against the following outcomes will also be tracked:

- Health Improvement
- Health inequalities
- Levels of crime
- Fear of crime
- Levels of anti-social behaviour
- Sporting achievement
- Social capacity and cohesion
- Social inclusion

17. Monitoring and Review

17.1 It is essential that the strategy is kept under review to ensure that new drivers are identified and accounted for and that adjustments can be made in light of performance.

17.2 There are a number of national and local issues that will impact upon the strategy within the next twelve months examples are as follows:

- Publication of the results of the latest Active Participation Survey
- Emerging plans for London 2012
- Emerging Local Planning Policy
- The Staffordshire Local Area Agreement
- Annual review of the Staffordshire Corporate Plan
- Local Strategic Partnership review process

Summary of Sports and Physical Activity Strategy

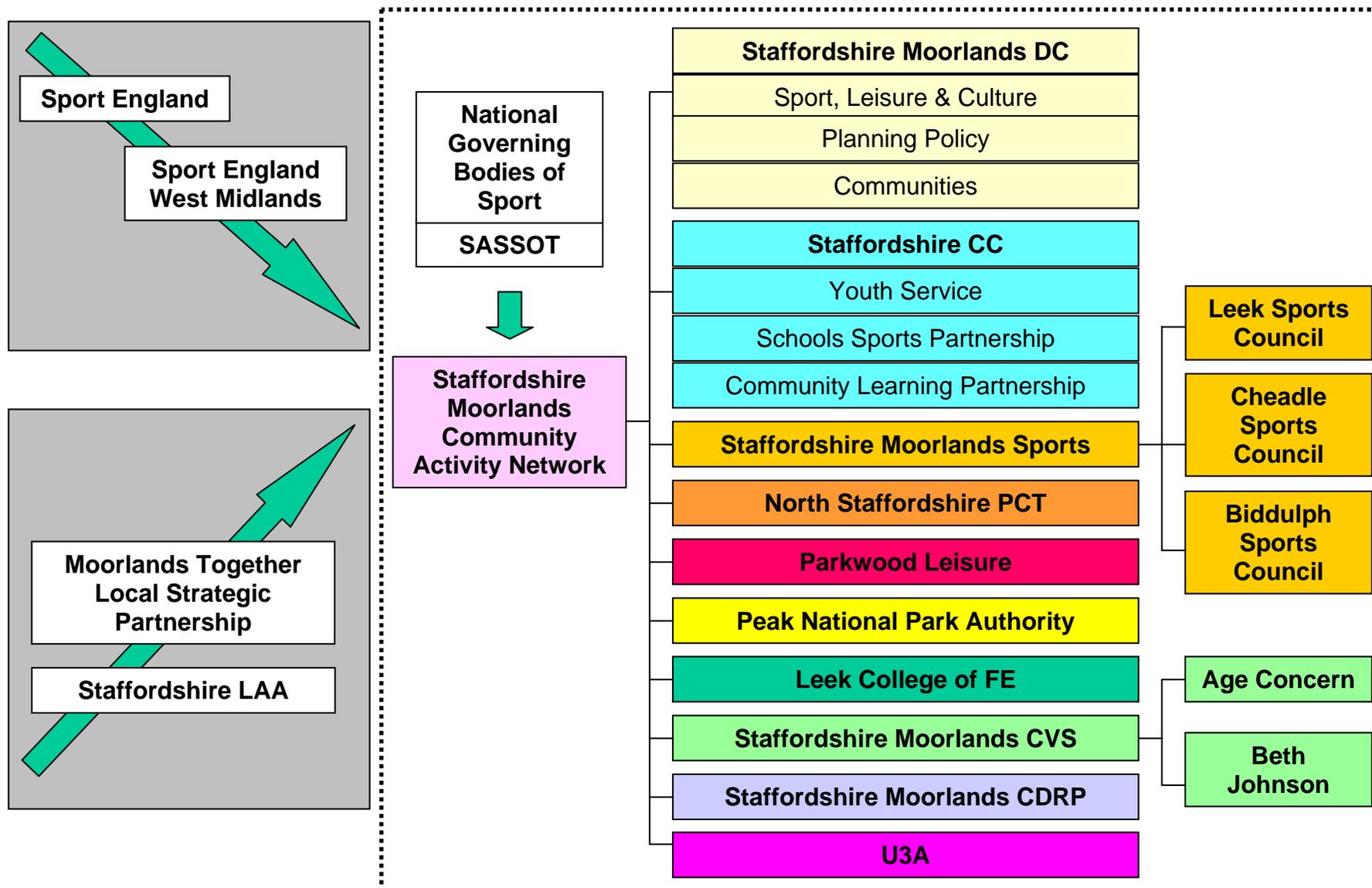
VISION	Staffordshire Moorlands will have an active population that can access exciting opportunities for sport and physical activity in high quality facilities				
VALUES	To promote effective Partnership working	Develop shared agendas	Promote equal opportunity and access for all to participate	Value volunteers	
	Ensure respect for, and between, individuals and groups	Support the principle of fair play and the promotion of fun and enjoyment through participation	Promote sustainable, quality opportunities in safe environments	Ensure effective development pathways exist	
AIMS	Provide opportunities for sports and physical activity by people of all abilities	Improve and make accessible sports and leisure facilities throughout the district		Support the development of sports clubs and individuals	
OBJECTIVES	Increase participation in sports and physical activity	Ensure equality of access to sports and physical activity	Provide choice and opportunity for participation across the district	Ensure a high level of quality of facilities and activities	Maintain a high level of user and resident satisfaction
	Increase the level of volunteering to support sports and leisure activity	Increase use of natural environment for sports and physical activity	Increase the sporting achievement of sports clubs and individuals across the district	Ensure that public sports and facilities provide value for money	
	Achieving health benefits and tackling obesity	Reducing health inequalities and social exclusion		Increasing capacity in the voluntary sector	
	Improving community safety and reducing the fear of crime	Developing activity in education and strengthening the link to clubs		Increasing the opportunities for older people	
OUTCOMES	Improved health and reduced health inequalities	Reduced crime and anti-social behavior	Increased sporting achievement	Greater social capacity and cohesion	Sustained natural environment

Justification for Priorities in Sports and Physical Activity Strategy

Priority	Policy Framework	Demographic / Health Issues	Current Facilities / Activities	Progress to Date	Current Activity Levels / Support Structure	Consultation Outcomes
Achieving health benefits and tackling obesity	Recognising the wider benefits of sports participation Local Priority Outcome	Above average levels of adult obesity in the district There is a higher than average proportion of residents with diabetes		Positive outcomes from implemented initiatives such as “be Healthy” project		76.6% strongly agree with priority
Reducing health inequalities and social exclusion	Local Priority Outcome	There are low levels of income poverty but there are some concentrated areas of deprivation Health inequalities exist in more deprived wards		Positive outcomes from implemented initiatives such as “be Healthy” project		64.0% strongly agree with priority
Increasing capacity in the voluntary sector			No structure for volunteering		Levels of volunteering significantly lower than the national rate	55.0% strongly agree with priority Sports clubs agree that this is a priority
Improving	Recognising the			Positive outcomes to		62.2% strongly

Priority	Policy Framework	Demographic / Health Issues	Current Facilities / Activities	Progress to Date	Current Activity Levels / Support Structure	Consultation Outcomes
community safety and reducing the fear of crime	wider benefits of sports participation Local priority outcome			date including diversionary activities in areas where section 40 notices issued		agree with priority
Developing sports and physical activity in education and strengthening the link to clubs	Need to meet the PESSYP target of 5 hours per week structured activity Need to improve sporting achievement Activities for young people is a local priority		High number of links between schools and clubs as improved participation for younger people	Good progress with School Sport Partnership	PESSCL targets need to be met Levels of club membership are relatively low	72.1% strongly agree with priority
Increasing the opportunities for older people		Growing number of older people in the district Significant proportion of our population are in the older market segments	Structure of activities for older people is unknown		Level of participation of adults over 55 is significantly lower than the county rate	Consultees consistently raised older people as a desired priority

Proposed Delivery Structure for Sports and Physical Activity Strategy



Sports and Physical Activity Strategy – Summary of Action Plan

GOAL 1 – Increasing Participation

- To increase the number of adults who participate in Sport or Active Recreation
- To increase physical activity levels amongst people who live sedentary lifestyles
- To increase levels of activity for people living in Rural areas
- 2012 Olympic legacy
- Increase participation rates for young people with an emphasis on girls
- Increase rates for young people who participate in at least 60 minutes activity per day
- Positive activities for young people (11 – 19)
- Identify sporting opportunities for the whole community

GOAL 2 – Developing the Infrastructure for Sport – Places

- Quality and availability of school facilities
- To improve the condition of assets within the District
- Cheadle Sports Village
- Leek Sports Village
- Facility improvements in Biddulph
- Planning, Policy and Development to incorporate provision of sports facilities
- Improve quality and accessibility of District Council owned facilities
- Raise awareness of places to play sport and participate in physical activity
- Reduce barriers to participation associated with facilities and venues

GOAL 3 – Improving Sports Performance

- Improve the quality and standard of sport coaching and instruction
- Raise profile and celebrate achievements of local sports people, coaches and volunteers
- Increase the number of young people who are involved with talent development schemes

GOAL 4 – Developing the Infrastructure for Sport – People

- Increase the number of accredited clubs and organisations
- Ensure that the Staffordshire Moorlands has effective, fit for purpose partnerships
- Increase the number of volunteers in sport
- Build capacity and promote inward investment for clubs, organisations and individuals
- To have a high quality delivery workforce

GOAL 5 – Widening Access

- Increase participation rates of underrepresented groups
- Increase the number of young people with disabilities accessing sport
- Increase the number of women and girls officiating and coaching
- Reduce health inequalities as identified in the Staffordshire IMD and Health Profile
- Promote the benefits and opportunities of participating in sport and physical activity

GOAL 6 – Measuring success

- Demonstrate year on year improvements, meeting the aims of the strategy

Sport and Physical Activity Strategy – Performance Measures

Objective	Indicator	Source	Frequency of Report
Increase participation in sports and physical activity	The percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week.	Sport England Active People Survey	Bi-annual with annual interim report.
	% of children who participated in at least 3 and 5 hours of high quality PE & Sports Activity.	PESSYP	Annual
	Leisure centre attendance for active participation. These to be broken down into specific user categories and target groups.	Parkwood	Monthly
	Number of young people taking part in positive activities.	County Youth Service & CLP	Annually

Objective	Indicator	Source	Frequency of Report
Increase the level of volunteering to support sports and leisure activity	The percentage of the population (adults 16+) volunteering in sport and active recreation for at least one hour a week	Sport England Active People Survey	Bi-annual with annual interim report.
	% of children who been involved in sports volunteering and leadership	PESSYP	Annual

Objective	Indicator	Source	Frequency of Report
Provide choice and opportunity for participation across the District	The percentage of the population that are within 20 minutes travel time (Urban areas – by walk; Rural areas – by car) of a range of three different sports facility types of which one has achieved a quality assured standard	Sport England	Annual

Objective	Indicator	Source	Frequency of Report
Ensure equality of access to sports and physical activity	% adult participation from the most deprived socio-economic groups	Sport England Active People Survey	Bi-annual with annual interim report.
	% adult participation by people aged over 60yrs	Sport England Active People Survey	Bi-annual with annual interim report.
	% adult participation by people with a limiting disability	Sport England Active People Survey	Bi-annual with annual interim report.
	Number of Leisure Key members	Parkwood	Annual
	Number of leisure key users in leisure centres	Parkwood	Annual
	Average number of sports offered by each school partnership	PESSYP	Annual
	% of children who participated in one or more community sports	PESSYP	Annual
	Average number of school club links	PESSYP	Annual

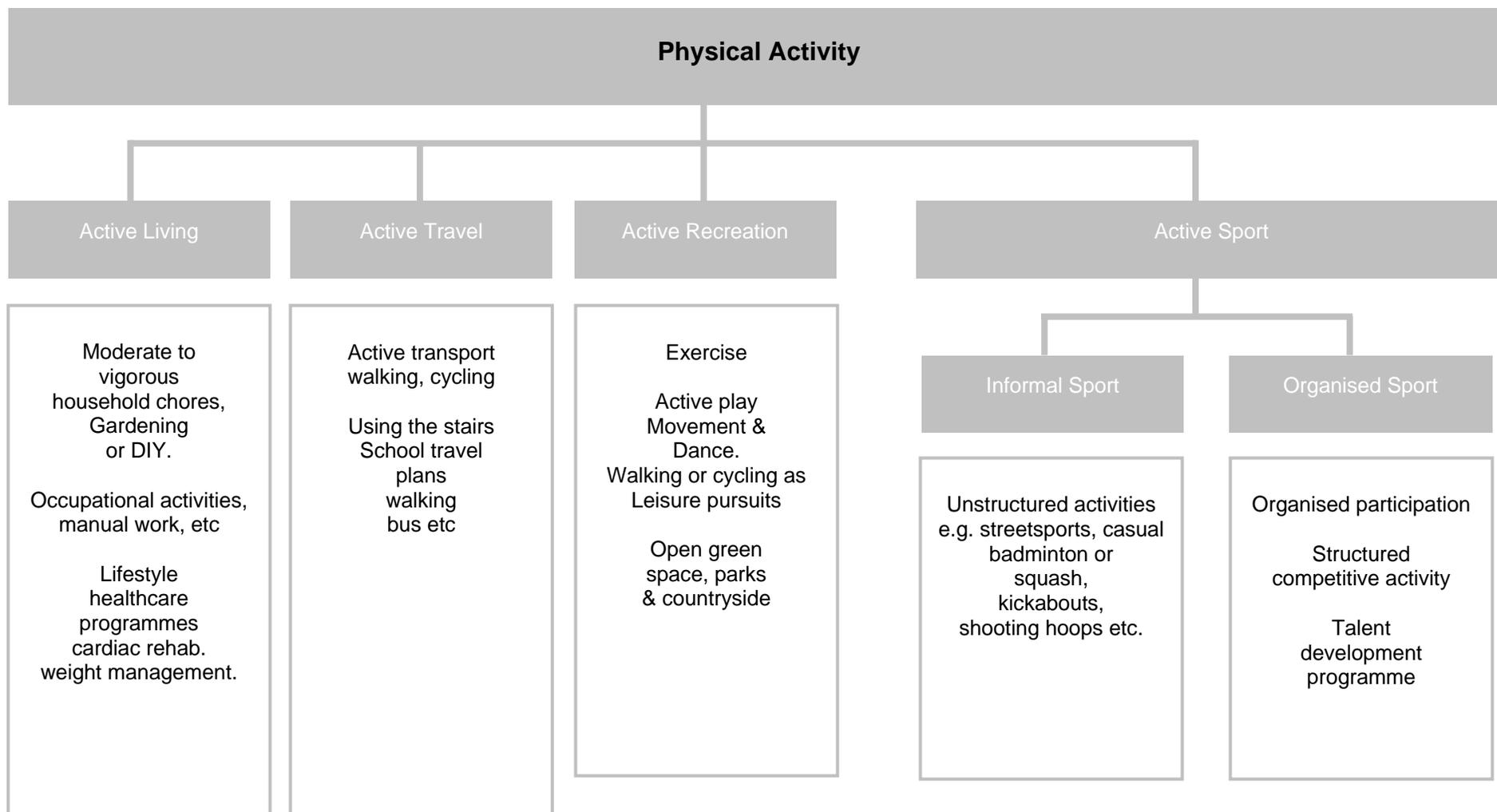
Objective	Indicator	Source	Frequency of Report
Ensure a high quality level of facilities and activities	User Forum feedback	Parkwood	Quarterly

Objective	Indicator	Source	Frequency of Report
Maintain a high level of user and resident satisfaction	The percentage of residents satisfied with sport and leisure facilities	Sport England Active People Survey. Place survey	Annual Bi-annually
	% of users satisfied with facilities	Parkwood	Half Yearly
	% of users satisfied with quality of activity	Parkwood, SMDC	Half Yearly

Objective	Indicator	Source	Frequency of Report
Increase the sporting achievement of sports clubs and individuals across the district	% of population that has Club Membership	Sport England Active People Survey	Annual
	% of population that has received tuition from an instructor or coach in last twelve months	Sport England Active People Survey	Annual
	% of adult population that has taken part in organised competitive sport in last twelve months	Sport England Active People Survey	Annual
	% of children who participated in Intra sports competitions	PESSYP	Annual
	% of children who participated in Inter sports competitions	PESSYP	Annual
	% of schools who held School Sports Days	PESSYP	Annual
	% of children who are registered as gifted and talented	PESSYP	Annual

Objective	Indicator	Source	Frequency of Report
Ensure that public sports and facilities provide value for money	Subsidy per visit at Council facilities (full data set to be established using the Association of Public Service Excellence, APSE).	Parkwood	Annually

Objective	Indicator	Source	Frequency of Report
Increase use of natural environment for sports and physical activity	Number of organised activities in the natural environment	Local	Quarterly



PE and School Sport and Young People (PESSYP strategy)

Physical Activity Strategy

Sport and Active Recreation Strategy

NHS Primary Care Trust Contribution