

Item No.	Classification: Open	Date: October 12 2009	Decision Taker: Executive Member for Culture, Leisure and Sport
Report title:		Sport and Physical Activity Strategy 2009 – 13	
Ward(s) or groups affected:		All	
From:		Strategic Director of Environment and Housing	

RECOMMENDATIONS

1. That the Executive Member for Culture, Leisure and Sport endorses the adoption of the Sport and Physical Activity Strategy for Southwark.
2. That the Executive Member for Culture, Leisure and Sport notes the actions in the Action Plan and agrees the role that Southwark Council will play to develop and deliver those recommendations.

Executive Summary

3. The Sport and Physical Activity Strategy represents the shared objectives of Southwark's partners involved in the promotion and delivery of Sport and Physical activity for both young people and adults.
4. The main objective is to get people involved in sport and physical activity, either formally or informally; so that they can enjoy longer, healthier lives with less risk of the diseases associated with inactivity and enjoy positive life choices and diversion away from antisocial behaviour. The strategy will achieve this goal through the coordinated efforts of all Partners. The Council's main role is to bring Partners together and to provide the strategic vision to drive performance.
5. The Strategy will focus the attention of partners on seven Strategic Themes:
 - Using physical activity for the prevention and management of ill-health.
 - Maximizing the use of planning policy to provide for sport and physical activity.
 - Providing a network of appropriate places and spaces for sport and physical activity.
 - Improving access and choice for the whole population.
 - Building and maintaining an effective multi-agency delivery system for sport and physical activity.
 - Maximizing the use of London 2012 to promote physical activity.
 - Maximizing the impact of all resources.

6. The Sport and Physical Activity Strategy contains Actions in three timescales: **Short Term** (six – twelve months), **Medium Term** (twelve – eighteen months) and **Long Term** (eighteen – forty-eight months). This allows for quick wins on issue that require relatively little effort, as well as allowing partners to focus on the longer-term goals that will require more effort and coordination. The action plan outlines how partners will develop and build on the work of the overall strategy and on progress of performance.
7. The governance of the strategy will be through the Community Sport and Physical Activity Network, known as Proactive Southwark. This is an alliance of providers of sport and physical activity programmes across the Borough. It includes the Head of Leisure and Wellbeing for Southwark as well as representatives from Children’s Services, the Primary Care Trust, Southwark Education, Fusion, Southbank University and the Southwark Chamber of Commerce.
8. The strategy should be viewed as a working/evolving document; it does not commit any of the partners to the deployment of current or future resources which have not been properly agreed by their organisations. It is primarily about making the best use of currently identified resources.

BACKGROUND INFORMATION

9. Southwark has not had a formal Sport and Physical Activity Strategy for over a decade but sport and physical activity play key roles in the strategies and action plans of significant partners including Young Southwark; the Children and Young People’s Plan 2006/07-2008/09; the 2016 Sustainable Community Strategy; the Crime and Disorder Strategy; the Young Southwark Participation Strategy and the PCT Obesity Strategy.
10. Strategic Leisure (SL) was commissioned in December 2008 to research and develop a Sport and Physical Activity Strategy for the London Borough of Southwark (LBS). The resulting strategy is the result of a focused period of research and several stakeholder consultation exercises. Covering a four-year period (2009-2013) it responds to a number of strategic drivers and local opportunities.
11. SL undertook the following as part of the research for the strategy:
 - An appraisal of existing service provision and needs, including an assessment of the suitability and sufficiency of existing programmes.
 - An appraisal of the other delivery options which might be more effective but achievable within the currently known revenue and capital budgets of all partners.
 - Consultation with key agencies.
 - Consideration of ways in which to achieve greater collaborative working.
 - Improving access to service delivery, and
 - Alignment with other relevant strategies.
12. A comprehensive review of national strategy and policies influencing sport and physical activity is provided in the appendices to the full report. This does not include a synopsis of every individual strategy, but focuses on those providing strong drivers or influences at a Borough level. See Appendix 8 below.
13. The purpose of the review of national strategies and policies is to better understand the environment in which the sport and physical activity strategy needs to be delivered, the key considerations in terms of aligning and coordinating the priorities and to highlight potential issues and opportunities. From our review we can draw the following core considerations for future direction of our strategy:

- Sport and physical activity features as a key part of many local strategies and service plans. This will increase with the imminent development of a number of additional regional and local plans around, sport, health improvement and education.
 - Sport and physical activity contributes too many different aims and objectives. Aligning with all of these and producing a cohesive sport and physical activity strategy with a set of agreed objectives and 'buy in' from a range of stakeholders will be challenging.
 - A number of important strategies, at both a regional level and local level are in development at the time of writing. Although we can ensure the sport and physical activity strategy aligns with the emerging priorities of these, there may be potential issues in ensuring a robust fit with all relevant strategies.
14. There are a number of major projects and emerging developments across the Borough that offers potential opportunities for improving the sport and physical activity infrastructure. It is important that the strategy provides clarity on how to maximize these.
15. The strategy is shaped by three challenges and seven strategic themes which were initially developed by the Strategic Management Board with representatives from the following;
- Children Services (Education)
 - Children Services (Youth Service)
 - Leisure and Well Being
 - Leadership, Innovation and Learning Services
 - Regeneration and neighbourhoods
 - Soutwark School for the Future
 - Sport Action Zone
 - Sport England
 - Planning and Transport
 - Proactive Central, Sport and Physical Activity Group
 - Public Realm
 - Soutwark PCT
 - Community Safety
16. Consultation with stakeholders tested the level of support for these themes and assessed their relevance. The strategic themes were subsequently modified to reflect research findings and to represent the seven priority 'work streams' for future delivery.
17. In recognition of the multitude of factors influencing sport and physical activity participation and the numerous agencies involved, the strategy has been developed with the involvement of more than hundred stakeholders across the Borough.

KEY ISSUES FOR CONSIDERATION

18. Initial feedback from partners on the strategy is very positive in particular the sense of focus and the fact that the objectives are clear and easy to monitor and review.
19. The document consists of three parts:
- **Part one** of the document is the **core strategy**, which focuses on the scope, purpose, national, regional and local influences, key challenges and strategic

themes. Furthermore, it examines the current picture of supply and demand, the issues that need to be addressed and identifies a series of recommendations.

- **Part two** of the document is the detailed **Action Plan**, which identifies lead agencies, partners involved, resource implications, timescales, progress indicators and performance management.
- **Part three the evidence for the sport and physical activity strategy and rationale for the Action Plan.** The evidence consists of a series of appendices (one-four).

20. The strategy identifies communication, information, evaluation and community safety as four 'cross-cutting' issues, which underpin all of the strategy themes. These are very much inter-linked, and cannot be addressed in isolation. Addressing these issues is critical to successfully developing and delivering focused actions to address the seven strategy themes. Recommendations relating to these crosscutting themes are in fully detailed in Appendix 5.
21. Theme One. **Using physical activity for both the prevention and management of ill health.** This theme recognizes the important contribution sport and physical activity make to existing and emerging strategies in this area. Any recommendations or actions relating to this theme need to align with the emerging strategies, particularly the Health Inequalities Strategy and Healthy Weight Strategy.
22. Theme Two. **Maximizing the use of planning policy in providing for sport and physical activity.** Effective Planning Policy is key to ensuring that sport and physical activity services benefit from development and inward investment in the Borough. It is also important to ensure that any potential resources gained from Section 106 monies or other planning gain is allocated appropriately.
23. Theme Three. **Providing a network of appropriate places and spaces for sport and physical activity.** Providing a network of appropriate places and spaces for sport links to other themes, particularly work in promoting choice and access for all residents. For facilities such as parks and open spaces, the recommendations and actions delivered under the planning related theme are vital. In addition the "Building Schools for the Future Programme", known, as '4 Futures' will also both influence and be influenced by this strategy. This Strategy will also help inform the spend within the Southwark Schools for the Future programme.
24. Theme Four. **Improving access and choice for the whole population.** Although it is a part of all the other themes, improving access and choice has been identified as specific theme on its own. The need to ensure and improve access to facilities and recommendations on how this might be achieved are highlighted in the providing places and spaces theme. Identifying and targeting specific populations is mentioned within the management and prevention of ill-health theme. One of the key areas of focus in this theme is the effective promotion of existing services.
25. Theme Five. **Building and maintaining an effective multi-agency delivery system for sport and physical activity.** Through our research we have taken stock of all partners involved in delivering sport and physical activity programmes, services or projects and have built a picture of how the collective business works. The issues in this theme relate to the greater coordination of services provided by a diverse range of providers, including the voluntary and community sector, National Governing bodies of Sport and Sport England. There is a need to secure a Memorandum of understanding from all proactive Southwark stakeholders, to ensure mutual understanding of the tasks in hand and identification of the agencies responsible for promoting them.

26. Theme Six. **Maximizing the use of London 2012 to promote physical activity.** The 2012 Olympic and Paralympics Games offer a once in a lifetime opportunity to showcase sport and promote physical activity. The Council has a vision for involvement in the 2012 Olympic and Paralympics Games and for creating a legacy. The Olympics Member and Officer Group leads on Southwark's involvement in 2012 ensuring that people in Southwark gain the maximum benefit possible from the Games. This includes involvement in the Cultural Olympiad launched in September 2008 to develop a four year celebration and designed to engage the widest range of people across the UK in cultural activities.
27. Theme Seven. **Maximizing the impact of all resources.** As with the theme around access and choice, the need to maximize the impact of all resources expended on sport and physical activity programmes and initiatives is key to many of the other proposed priorities.
28. The seven Strategy Themes are supported by a series of issues and a list of recommendations, to form the Strategy Action Plan attached in Appendix 5.
29. The Strategy Action Plan details seventy six recommendations for delivery over the next four years (2009 – 2013). Specifically the plan lists the issues, recommendations and details of implementation (lead and resources if applicable) for each of the seven themes.
30. In summary the Action plan has the follows themes, which flow systematically, and examples are included to give a flavour of the detail.
31. **Theme one – Using Physical Activity for both the prevention and management of ill health** - Ten recommendations including the following.
 - The commissioning and management of a Physical Activity needs assessment to identify target areas and groups for focused interventions, with NHS Southwark as the lead agency involving a range of a partners, including Community Inclusion Development Team and Proactive Southwark.
 - Maximizing the use of new facilities through Southwark Schools for the Future Programme (4 Futures) linked to healthy Schools, focusing on a Healthy Living theme targeting obese /overweight children and families, with 4 Futures as the lead agency and a range of partners, including School Sport Partnerships and Young Southwark.
 - Assessment for the Community and Voluntary skills capacity and resources to be commissioned to deliver sport and physical activity programmes for improving the health of the borough, with Community Action Southwark and NHS Southwark as the lead and working with Proactive Southwark (the Community Sport and Physical Activity Network for Southwark)
32. **Theme two – Improving Access and Choice for the whole population** – Fourteen recommendations including the following
 - Set a number of KPI's for low participatory groups, specifically disability, women and girls linked to Sport England Active Peoples Survey, with the lead Agency being Proactive Southwark Strategic Group and a host of partners.

- A coordinated plan to achieve the '5 hour offer' programme of activities for every young person with the lead agency being LBS Children Services, School Sport Partnership, supported by Leisure and Well Being and Proactive Southwark.

33. Theme three – Maximizing the use of planning policy in providing sport and Physical Activity - Four recommendations including the following

- Develop a framework of priority projects for allocation of Section 106 funding in relation to Specific Planning Document and the partnership with Community Sport Development, with Leisure and Well Being as the lead agency, and supported by Planning and Regeneration, Public Realm and proactive Southwark

34. The Strategy Action Plan is designed to deliver the recommendations under the Strategy Themes. It was developed through a series of facilitated workshops with stakeholders. These workshops involved representatives from those organizations represented on the local Proactive Southwark. Participants came to an agreement about the relative importance of each recommendation and with ways in which to begin to address and achieve them.

35. Workshop participants were also asked to help develop the action plan, with regard to any specific action required to deliver the recommendations highlighted, the resources required and to identify a lead agency or person for those actions. Examples of the detail as above in paragraphs thirty one to thirty four.

36. As a result a detailed action plan was created for a clear direction to take sport and physical activity over the next four years and beyond. The Action plan includes details of timescales, resources and performance management for each recommendation.

Policy Implications

37. Sport and physical activity has featured in numerous strategy documents, both internally and externally. The Sport and Physical Activity Strategy will now formally align itself to these including the Core Strategy of people, places and services, Southwark NHS, Health Inequalities Strategy, Proactive London Central Strategy for Sport and Physical Activity, and Open Spaces Strategy.

COMMUNITY IMPACT STATEMENT

38. The focus of the strategy is to increase sport and physical activity participation for the whole community of Southwark, put simply, enabling more people to be more active more often.

39. Southwark suffers from high levels of inactivity as outlined in the Active People surveys 2007 and 2008. The strategy will direct a particular focus on specific areas of the population particularly those from disadvantaged communities, who suffer from health inequalities, as well as those from British Minority Ethnic backgrounds.

40. Similarly, Southwark suffers from the highest obesity and overweight levels in the UK for year six school children and greater coordination of services and realignment of resources will help to stabilise and reduce this problem.

41. The strategy will steer service providers to focus their efforts on current inactive individuals and groups, of all ages, to encourage participation into physical activity, whether by involvement in formal sport or more informal activity such as walking and

cycling.

42. It will also provide a strategic view of leisure facilities, incorporating the potential for new facilities such as developments Southwark Park athletics track, a BMX facility within the Borough and a series of Multigame Areas across all community Council areas.
43. The Sport and Physical Activity Strategy will also assist in maximizing the benefits that are being provided through the Leisure Investment programme and the new Leisure Management Contract with Fusion Lifestyle.

Financial Implications

44. The delivery of the Action Plan requires very limited resources as the whole strategy is about greater coordination of service providers. It requires officers, both internally and externally to commit to the list of recommendations and report on progress on a regular basis to Proactive Southwark.
45. The resources required to direct the Strategy on behalf the Council and to support particular recommendations will be met by Leisure and Well Being current revenue budgets and/or sharing of resources with other agencies both internally and externally. The Strategy will also shape investment decisions across the Borough ensuring we get the best possible value for money from both the Council spend on leisure facilities and that by the third and private sectors
46. The strategy should be viewed as a working/evolving document, which does not contractually or financially commit the Council to any specific ongoing funding levels or associated growth from its departmental budgets.

Consultation

47. The Strategy has been developed from desk research, individual interviews, group interviews, presentations, workshops and action planning days.
48. The consultation of this document has involved over 100 stakeholders, both internally and externally, including Community Action Southwark, local Sports and community organisations, Southwark PCT, schools, colleges. A complete list is available in Appendix 1.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Communities, Law & Governance (KM100909)

49. There are no specific legal implications relating to the recommendations in this report. The agreement of statutory and other strategies in relation to an Executive Member's area of responsibility is reserved for decision by Individual Decision Maker, except where they relate to crosscutting issues, so the recommendations set out in this report can be approved by the Executive Member for Culture, Leisure and Sport. Paragraph twenty five of this report notes that the Council will in the future be required to enter into a memorandum of understanding. Officers from the contracts team in Communities, Law & Governance will review and advise on any agreement to be entered into.

Strategic Director of Children Services (TP/100909)

50. The Strategic Director of Children's Services commissioned this strategy in partnership with Environment and Housing when it became apparent there was not a sufficiently

robust investment framework to support the schools capital programme, Southwark Schools for the Future. This Strategy is welcomed as it will help ensure that the £400m being spent on Southwark's schools can support the aim of all children being given access to five hours of sport a week.

Strategic Director of Health and Social Care (PCT/RDL140909)

51. As Healthy Southwark Partnership Manager I can confirm that Health have been working closely with the Council from the inception of this strategy through to delivery, to ensure that this strategy makes the important links between the sport and physical activity agenda with that of the Health Inequalities and Healthy Weight agenda. Healthy Southwark Partnership and subgroups has been supportive of the process to date and a needs assessment on physical activity has been commissioned to further build on the framework the strategy has provided to help our joint aim of making Southwark a more active and healthy Borough. This is a good example of joint work and presents an exciting and achievable vision for Southwark.

Strategic Director of Finance (Env/ET/090909)

The proposals and action plan set out in this report do not require any additional funding at this stage and the costs will be contained within the existing revenue budget for the business unit. If a requirement for more council resources is identified at implementation stage, this will be submitted for consideration as part of annual business planning and budgeting process during 2010/11 financial year.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None	160 Tooley Street Southwark SE17 1JJ	Adrian Whittle 020 7525 1577

APPENDICES

No.	Title
1	Sport and Physical Activity Strategy – Summary – 11 pages
2	Sport and Physical Activity – Main Document – 29 pages
3	Sport and Physical Activity Strategic Action Plan
4	Consultees
5	Strategic Context
6	Supply and Demand Detail
7	Issues and Priorities Detail
8	Figure 1 – Summary of National, Regional and Local Strategy Influences
9	Figure 2 - Strategy challenges and themes

AUDIT TRAIL

Lead Officer	Gill Davies, Strategic Director of Environment and Housing
Report Author	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure

Version	Final	
Dated	October 2009	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Director of Children Services	Yes	Yes
Director of Health and Social Care	Yes	Yes
Executive Member	Yes	Yes
Date final report sent to Constitutional Officer	12 th October 2009	

