

Appendix 1

**Southwark Sport & Physical Activity Strategy 2009-2013
Draft Summary Report**

Introduction and Background

- 1.1 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) on behalf of Proactive Southwark (the local community sport and physical activity network). The resulting strategy is the result of a short focused period of research comprising desk research and several stakeholder consultation exercises. Covering a four year period (2009-2013) it responds to a number of strategic drivers and local opportunities. These include the need to address recently published statistics on childhood obesity which highlight that two out of every five primary school children are overweight.
- 1.2 A full report and range of appendices is available together with an action plan and proposals for ongoing monitoring and review. This summary report provides an overview of the issues and challenges identified through the research completed and the resulting recommendations.

Strategy scope and purpose

- 1.3 The strategy is shaped by seven *strategic themes* and three *challenges* initially developed by the Strategy Management Board¹. Consultation with stakeholders tested the level of support for these and assessed their relevance. The strategic themes were subsequently modified to reflect research findings and to represent the seven priority 'workstreams' for future delivery. Figure 1 provides a summary of the challenges and themes which form the basis of the strategy.

Figure 1 - Strategy challenges and themes

The 3 strategy challenges	The 7 strategic themes
<ul style="list-style-type: none"> • Ensuring ownership of the strategy and action plan by partners • Developing sustainable community sport and physical activity programmes • Developing a prioritised and strategic framework for facility provision 	<ul style="list-style-type: none"> • Using physical activity for both the prevention and management of ill-health • Maximising the use of planning policy in providing 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 • Maximising the use of London 2012 to promote physical activity • Maximising the impact of all resources

- 1.4 Overall the strategy seeks to increase sport and physical activity participation. Put simply, enabling more people to be more active, more often. Any strategy to deliver this needs to consider changing attitudes towards physical activity, increasing awareness of participation benefits in addition to the provision of formal and informal opportunities. Access to appropriate provision that is enjoyable is key. Factors influencing sport and physical activity participation are clearly complex, and include numerous social and economic drivers and settings which are often interrelated. Additionally facilitating participation opportunities is not the responsibility of a single provider or organisation. Developing the strategy therefore required a move away from traditional sport and recreation strategies. As such the strategy has been developed with the involvement of more than 100 stakeholders across the borough.

¹ The Strategy Management Board was convened to develop the consultants brief for the strategy and includes representatives from the PCT and Southwark Council.

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National, Regional and Local influences on the strategy

2.1 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 more on those providing strong drivers or influences on a Borough level strategy.

Figure 2 – Summary of National, Regional and Local Strategy Influences

National Influences	
<ul style="list-style-type: none"> • Securing Good Health for the Whole Population (2004) – A paper by Derek Wanless • At Least Five a Week (2004) – A report by the Chief Medical Officer • Choosing Activity – A Physical Activity Action Plan (2006) – A report by DoH • Healthy Weights, Healthy Lives – A cross government strategy for England (2008) • Health Challenge England – next steps for choosing health – DoH (2006) • Change 4 Life Campaign • Sport England Strategy 2008-2011 • Sport Playing Its Part (2005) • Before, During and After – Making the Most of the 2012 Games – DCMS (2008) • Taking Part Survey (2006) • Every Child Matters • Gameplan and the Framework for Sport in England (2003) • Understanding Participation in Sport – A systematic review (2005) • Playing to Win – DCME (2007) • Government Campaign for Sport – The 5 Hour Offer 	
Regional Influences	
<ul style="list-style-type: none"> • Living Well in London – The Mayor’s Draft Health Inequalities Strategy • The London Plan for Sport and Physical Activity – Working for an Active and Successful Sporting Capital • Pro-Active Central London – Sport and Physical Activity Strategy (2007-2016) • London Sports Forum – Inclusive and Active Action Plan 	
Local Influences	
<ul style="list-style-type: none"> • Community Strategy • Local Area Agreement • Southwark Healthy Weight Strategy • Children and Young People’s Plan (incl ECM) • Cultural Strategy • Local Development Framework • Making Good Great (SSF) 	<ul style="list-style-type: none"> • Disability Sport and Physical Activity Action Plan • Major projects, including SSF, area based regeneration • Emerging Strategies including the Extended Services Strategy, Open Space Study and Southwark Health Inequalities Strategy • London 2012 Olympic and Paralympic Pledges • Sustainable Modes of Travel Strategy

2.2 The purpose of the context review is to understand more fully 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 highlight potential issues and opportunities. From our review we can draw the following core considerations for the strategy development:

- Sport and physical activity features as a key part of many local strategies and service plans – this will increase with the emerging development of a number of additional regional and local plans around health improvement and education
- Sport and physical activity contributes to 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
- There are a number of major projects and emerging developments across the Borough that offer potential opportunities for improving the sport and physical activity infrastructure – it is important that the strategy provides clarity on how to maximise these.

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Sport and physical activity in Southwark – current picture

Who is involved in providing sport and physical activity?

3.1 An audit identifies a diverse range of agencies involved in provision spending in the region of £7m collectively annually. Including individual teams within the Council and PCT there are well over 30 ‘partners’ involved in delivering sport and physical activity initiatives in the Borough. Most of the stakeholders consulted reported they work in partnership with another agency, service, or external partner.

Figure 3 – Snapshot of the range of agencies involved in delivering initiatives

‘Agencies’ involved in delivering sport and physical activity initiatives	
<ul style="list-style-type: none"> • Southwark Council (various departments) • Fusion Lifestyle • Southwark Health and Social Care PCT (various departments) • Sport Action Zone • Proactive Central London • New Deal for Communities • Sport England • Youth Sport Trust • Learning and Skills Council • Police • Transport for London • Southwark Living Streets • Safer Southwark Partnership (WNF) 	<ul style="list-style-type: none"> • School Sport Partnerships (Bacons/Harris) • Private Schools • Local sports clubs • Local sports leagues • Local sports partnerships and forums • MEND (Mind Exercise Nutrition and Do it - an obesity intervention for young people and families) • Housing Associations • Funders • Southwark Cyclists • 50+ employment link • Millwall FC • The Salmon Centre • National Governing Bodies of Sport • Instructor.com

The delivery system for sport in Southwark

Governance and Leadership for the strategy

3.2 ‘Proactive Southwark, the local Community Sport and Physical Activity Network (CSPAN) has recently formed. It is anticipated that this network will play a key role in delivering the strategy, through commissioning action and monitoring progress. The strategy research has explored the appropriateness of this and arrangements for it to happen effectively as part of the strategy development process. Undertaking the role of Strategy lead fits within the agreed priority list developed at the recent CSPAN strategy planning event. Collaborative strategic planning leading to enhanced consultation and cohesive partnerships was agreed as a key priority for the network. CSPANs in other local authority areas are increasingly taking on the role as strategy lead. It accords with the terms of reference and the overarching objective of establishing CSPANs.

3.3 There has been full consultation on the recommendations made in this draft report – obtained agreement and buy in from stakeholders and partners, including specifically a formal Memorandum of Understanding with all Proactive Southwark Stakeholders.

Current supply

3.4 Overall provision comprises a range of facilities, programmes, services and local projects. Not all have a primary aim or objective related to increasing participation in sport and physical activity. Many initiatives involve the use of sport and physical activity to meet community safety, educational and broader social objectives for example.

Facilities – formal and informal

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- 3.5 Southwark Council is the principal provider of formal sports facilities across the borough, including seven public leisure centres (operated on behalf of the Council by Fusion Lifestyle, a charitable Trust). Through its Leisure Investment Programme the Council is spending more than £12m to improve facilities at Surrey Docks Water Sports Centre, and Dulwich and Camberwell Leisure Centres. This investment will also provide a facility for a new athletics at Southwark Park, improved synthetic turf facilities. There is also, subject to external funding, plans for a BMX facility at Burgess Park. Funding has also been agreed from the Youth Capital Fund for upgrading 16 MUGAs across the 8 Community Council areas.
- 3.6 Not all provision falls under the Leisure and Wellbeing Service. Some facilities are provided through Children's Services, through individual schools and via the Children and Families Service where sport and physical activity form part of the Youth Service and Play provision across the Borough. Playgrounds and play space offer alternative opportunities for children and young people to participate in physical activity. A considerable amount of provision also lies within the private sector, particularly within the Health and Fitness Market. Private Schools also contribute to the overall portfolio of facilities, along with London Southbank University, private sports clubs and some provision operated by major employers in the area.
- 3.7 Facilities for sport and physical activity also include those enabling 'informal' participation. Specifically these facilities include parks, open spaces and cycle routes. An audit of facilities has highlighted:
- Indoor sports facilities comprising 55 sports halls, 22 swimming pools and 36 health and fitness suites
 - 58 sports pitch sites accommodating more than 100 individual grass pitches and 8 artificial facilities
 - 65 Multi-Use Games areas, including more than 40 located in housing estates
 - 2 skate parks
 - Nearly 80 formal parks and open spaces
 - 12 play grounds (including Central Venture, Brimington etc)
 - 9 allotment sites
 - 38 green corridors
 - 5 recognised LCN cycle routes
 - An outdoor velodrome

Sport and physical activity development initiatives – Council and PCT led

- 3.8 In line with the offering of other local authorities, Southwark Council operates a sports development programme. A significant element of this is the Community Games programme, a year round programme of sports coaching and competition for young people aged seven to 16 years old. This is one of the main drivers for out of school provision. The Council also supports the local sports club structure to provide out of school opportunities. Additionally the Play Service operates a mobile sport and play unit and team of Play Rangers.
- 3.9 In addition to the more established and traditional sports development offering, the Council works to a specific Disability Sport and Physical Activity Plan for Southwark. It has also recently invested (and is supported by the PCT) in a programme of free physical activity opportunities for local residents. A Healthy Living Manager is in place to co-ordinate this work-stream which includes fitness qualification training for local residents to teach free exercise classes. The programme includes an educational element where groups are visited and informed about local opportunities and the benefits of physical activity as part of a healthy lifestyle.
- 3.10 Southwark PCT directly, or via funding partners and commissioning arrangements, delivers a number of physical activity programmes across the Borough. These encompass programmes targeted specifically for the management of ill health, and a range of wider public awareness initiatives and other prevention based programmes. The PCT is currently finalising its Healthy Weight Strategy and Health Inequalities Strategy. In addition a physical activity needs assessment has been commissioned. These workstreams, together with the recommendations of this strategy will identify additional priorities and actions and subsequent programmes and projects to address them.
- 3.11 Initiatives include:
- Community Games programme attracting more than 10,000 visits
 - GP Referral Scheme providing exercise on prescription
 - A cardiac rehabilitation scheme
 - Programme of Health Walks
 - Sponsored programmes including the MEND weight management programme

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- Physiotherapy and pulmonary rehabilitation schemes
- Health Trainers and Workplace physical activity initiatives
- Awareness raising programmes

Other Initiatives on a local level

3.12 A significant amount of information about a range of initiatives operating in Southwark has also been collected. Some of these are national initiatives operating locally within the borough. Others are locally developed, funded and managed projects. Our audit identified over 100 initiatives across the borough, including:

- Sport Unlimited, a national scheme managed in the Borough by Proactive Central CSP – covers whole borough and targets 'semi-sporty' young people across a range of settings (predominantly education)
- Healthy Walks and other healthy living projects operating from Burgess Park and other venues and targeting communities in Walworth, Peckham and Camberwell
- Recycled Teenagers providing dance activities for the Over 55's
- Kickstart programme using sport to tackle youth offending
- Rough Cricket programme operating across the borough
- Wider work not exclusively driven by an objective to increase participation – e.g. work of the Council's Transport Planning Team

Schools

3.13 Sport and Physical activity is a key part of education and learning and are important providers of sport and physical activity opportunities. Schools have a duty to 'foster enjoyment' and through the curriculum and out of hours learning programmes play a key role in stimulating, nurturing and developing participation in sport and physical activity. Ensuring schools are well supported in delivering this role should continue to be a key priority. There are clearly issues in how this can best be resourced and managed. In Southwark this can be a challenge given the diverse arrangements in place (mix of Voluntary, Academies, Foundation Schools). The Council does not directly control any secondary schools which makes the Schools Sports partnerships particularly important in delivering a large element of the Government's 5 hour offer pledge for Sport.

Sports clubs

3.14 The Council actively seeks information about local clubs and the current club database and audit comprises 70 clubs. We have used this as the basis for the consultation to inform our recommendations. However, it is estimated there are significantly more than this. For example, the Local Area Data published by the Football Association highlights almost 100 football clubs alone. Club make up, operational requirements and access to facilities varies from club to club. Community football clubs in the main rely on Council facilities to provide for competition and training needs.

Current demand

3.15 The results of a number of data sets have been reviewed to build a picture of demand. These include a review of the general demographic make up of the Borough and consideration of this in relation to the findings of research into participation characteristics.

Demographic review – implications for sport and physical activity participation

3.16 A review of the Borough demography suggests there are many complex challenges for sport and physical activity. With one in five of the total population being below the age of 15, Southwark has a relatively young population. The borough's population is set to rise to 285,000 by 2011 and some projections place population growth anyway between 280,000 and 340,000 in 20 years time. Clearly this has implications for planning services in the future. In addition, almost 40% of the borough population is from a black or minority ethnic community. This rises to 67% in the school population where more than 100 languages are spoken, and 43% of pupils speak English as a second language. This has implications for the profile of the future population, and given the obesity statistics there are implications and clear challenges for some types of provision, particularly awareness campaigns.

Active Peoples Survey – adult participation in sport and physical activity

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- 3.17 The Sport England Active People Survey is a comprehensive survey into adult sport and physical activity participation. Results showed significant divergence in participation across gender and disability, and participation among women is particularly low. The survey results for 2008 showed 22.3% of adults participating in 3x30 minutes moderate activity per week (up from 18.%% in 2006). While there have been increases in overall adult participation, a detailed breakdown of data is not available for sub-groups within the overall sample. As a result the survey findings do not show whether the increase is due to a general increase across the whole population, or a significant increase in participation among low performing populations. Although the results are positive in respect of participation, the reasons for this increase are not clear. Based on the overall Borough results, it is estimated that there is a significant zone of low participation across the Peckham Community Council area and large parts of the Walworth and Camberwell Community Council areas. The map also shows estimated low participation across South Bermondsey.

Sport England Market Segmentation (Adult)

- 3.18 Sport England has developed a segmentation model to help understand the attitudes, motivators and perceived barriers to sports participation. The segmentation model results for Southwark highlight some key issues for planning future services in Southwark. Just 41.7% of the adult population in Southwark belong to segments which are more likely than average to participate in sport and physical activity. In England as a whole, 59.5% of the population are found to be in these segments. At the same time, 58.3% of the Southwark adult population belong to segments which are less likely than average to participate. This compares to 40.7% of the population across England as a whole. Greater use of this data will allow more specific targeted programmes to be developed.

Young people's participation in sport and physical activity – school sport survey

- 3.19 The School Sport Survey provides an indication of the levels of activity among school age children. Within the Harris Academy Partnership, 83% of pupils overall participated in two hours of PE and school sport weekly. This figure is higher among Years 1-6 but low among Year 10 and 11 (only 47%). The results for Bacons School Partnership show 90% of pupils overall participating in two hours of PE and sport. These results compare favourably with the national target of 85%. The survey results provide a useful indication of where additional support may be required. In particular, individual schools within each partnership with particularly low participation figures may benefit from more targeted after schools programmes. The national results show clearly that the older age groups require more 'top up' time, or out of school provision to make up the two hours of sport.

National Child Measurement Programme 2007/2008

- 3.20 The report summarises the results of the Government's national programme of weight measurement in children. It highlights the prevalence of 'underweight', 'healthy weight', 'overweight' and 'obese' children in Reception and Year 6. The national results show that 22.6% of children are either overweight or obese. The results on a local level show Southwark has the highest prevalence of childhood obesity in the country. Over 27% of Reception aged children and over 40% of Year 6 children are overweight or obese. A target relating to obesity levels among children is included in the local area agreement (NI56).

Health Mapping

- 3.19 A number of mapping exercises have been undertaken by the local PCT. These include mapping the hotspots of children at risk of obesity (Year 6 and Reception Age children). The maps show high intensity of risk in the Borough and Bankside, Walworth, Bermondsey and Peckham Community Council areas. Pockets of moderate levels of intensity of risk are evidenced in other Community Council areas. Additionally, about a quarter of premature deaths among adults are due to cardiovascular disease (heart disease and stroke). Physical activity can to a greater or lesser extent help prevent cardiovascular disease, diabetes, obesity, hypertension, osteoporosis, depression and colon and breast cancer. Thirty minutes of moderately intense physical activity at least 5 times a week significantly reduces the risk of cardiovascular disease. Inactive people have double the risk of dying from coronary heart disease compared with those more active.

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4 Issues and recommendations

4.1 **Communication, information, evaluation** and **community safety** were identified as four ‘cross-cutting’ issues which underpin all of the strategy themes. These are very much inter-linked, and cannot necessarily be addressed in isolation. Addressing these is critical to successfully developing and delivering focussed actions to address the seven strategy themes. Recommendations relating to these cross-cutting issues are made within those identified for the seven themes below.

The Seven Strategy Themes – issues and recommendations

4.2 More detailed discussion and exploration of the issues relating to each of the seven themes is provided as an appendix to the full report. This includes examples of issues to provide additional context. For the purposes of this report we provide a brief summary of the issues and recommendations to address these

Theme: Using physical activity for both the prevention and management of ill health

Recognises the importance of sport and physical activity in contributing to existing and emerging strategies for preventing and managing ill-health. Recommendations or actions relating to this theme need to align with the emerging strategies (Health Inequalities Strategy and Healthy Weight Strategy).

Issue	Summary of recommendations
<i>Limited co-ordinated research on where physical activity can make the greatest impact on ill-health</i>	Commission a physical activity needs assessment (currently underway) and use the Sport England Market Segmentation Data and mapping, Active People results to target specific projects; Apply predictive modelling to gauge potential impact of physical activity on different conditions for the Southwark population
<i>Child hood obesity statistics show Southwark has highest prevalence of childhood obesity in England</i>	Develop and pilot more family based programmes; use the new SSF schools as a focus for healthy living themed programmes
<i>Potentially low awareness of key health messages around physical activity</i>	Undertake wider survey work to identify key motivators and participation drivers and barriers across the population and ensure opportunities for delivering physical activity messages are mapped and systematically refreshed and supported. Action also required to test use of incentives to encourage people to act on messages
<i>Limited review and evaluation of current health management programmes</i>	Review the core GP referral offering in the context of the demographics, market segmentation data and the potential to offer a greater range and choice of GP referred activity e.g formal cycling and walking
<i>The Voluntary and Community Sector under-utilised as a key deliverer of sport and physical activity programmes</i>	Complete a ‘fit for purpose’ audit of potential voluntary sector providers to help assess suitability for commissioning, and gaps in skills, capacity and resources – set a target around strengthening the role of the VCS in delivery

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Theme: Improving access and choice for the whole population

Improving access and choice has been identified as specific theme on its own but is key to other themes. Identifying specific issues and priorities, and making recommendations focuses on information and the promotion of services

<i>Issue</i>	<i>Summary of recommendations</i>
<i>Limited sharing of information – fragmented arrangements, general lack of quality information</i>	Develop/ maintaining a shared information database – potential core role for either an existing officer
<i>Existing opportunities for 'joined-up' information systems are not utilised consistently</i>	Audit existing 'data bases' and 'customer' information systems and seek to extend concessionary pricing and loyalty card scheme to young people
<i>Dissemination of information and the promotion of current opportunities for physical activity is fragmented</i>	Further discussion with the Libraries Service to use the ENGAGE database, using CSPAN to increase awareness and buy in to the Active Web-Portal, explore the opportunity to pilot some additional targeted information dissemination
<i>Targeting the whole population but maintaining specific focus on priority groups within</i>	Set KPIs ² around engagement of low participatory groups; 'trial test' 'more family-centred approaches; review the capability to produce promotional materials/deliver activities in different languages; continue to deliver the Disability Action Plan, pilot a model of a socially focused sports club; complete a co-ordinated mapping exercise overlaying several datasets; further consultation with sports clubs and public and voluntary sector providers re:access

Theme: Maximising 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. Also important to ensure any potential resources gained from Section 106 monies or other planning gain is allocated appropriately.

<i>Issue</i>	<i>Summary of recommendations</i>
<i>Out of date Open Space Strategy (2002) which is not compliant with PPG17 and does not assess quantity, quality and access for sport and physical activity</i>	Commission PPG17 assessment (under way), ensure physical activity included in site assessment; use indoor facility information collected to develop local standards
<i>No local provision standards for sport, recreation and open space – potentially limits monies achievable from the planning process</i>	Include typology specific local provision standards in the PPG17 assessment, using specified geographical areas (e.g. Community Council Areas).
<i>Potentially strong SPD in place, but limited awareness or process for using contributions</i>	Develop a framework or hierarchy of priority projects for allocation of Section 106 funding from developers for community sports development programmes
<i>Limited sport and physical activity stakeholder involvement in 'Project Bank'</i>	Explore a role for CSPAN in advising on the allocation of funding to Project Bank proposals relating to sport and physical activity

² Using Active Peoples, Health Inequalities Data and Market Segmentation data

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Theme: 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 also key.

<i>Issue</i>	<i>Summary of recommendations</i>
<i>Quantitative deficiencies in sports halls and swimming pool provision, limited data on access and poor perceptions of quality</i>	Use the strategy to inform the PPG17 assessment, additional research into user profiles of public leisure centres in Southwark and neighbouring authorities to produce a facilities framework
<i>Maximising the impact of the Leisure Investment Programme and ensuring it is delivered on time</i>	Ensure the programme is well managed, delivered on time and the impact on participation is measured
<i>Maximising the impact of Southwark Schools for the Future (SSF) and existing school facilities for community benefit in the context of educational transformation priorities and site spatial issues</i>	Formalise arrangements for community use at new sites; develop collective targets (for the LEP and Children's Services) re: community use & conduct further consultation with NGBs
<i>SSF – site specific issues: e.g Notre Dame School</i>	Investigate the potential to develop facilities jointly with London Southbank University, replacement Elephant and Castle Leisure Centre
<i>Maximising the use of existing school sites in light of the diverse arrangements (VA schools, academies, foundation schools)</i>	Develop the extended school strategy – links to involvement of Extended Services Manager on CSPAN and developing the 5 hour offer. Investigate a school governor involvement in CSPAN
<i>Incomplete picture of the role of parks and open spaces in providing for sport and physical activity</i>	Make greater use of parks user profiling data across relevant services and evaluate some initiatives involving tai-chi at parks, family/picnic zones, dog free zones, trim trails/green gym s etc
<i>Street scene under-utilised and limited active promotion of this as a resource</i>	Additional research to identify suitable walking routes across; improve the promotion of cycle and walking routes, more detailed mapping of street scene facilities
<i>MUGAs and other informal outdoor facilities (particularly for Young People) in need of improving</i>	Investment in 16 MUGAs across the 8 Community Council Areas, investment in BMX facilities at Burgess Park and investment in other outdoor facilities and playspace
<i>Limited involvement in planning and delivery of non-traditional facilities for physical activity</i>	Evaluate and share findings of current library based/led projects and pilot projects in partnership with Chamber of Commerce

Theme: Building and maintaining an effective multi-agency delivery system

The issues below relate to the coordination of services provided by a diverse range of providers and how to make a collective 'business' work more effectively

<i>Issue</i>	<i>Summary of recommendations</i>
<i>Lack of a sport and physical activity strategy for 10 years presents a challenge to ensuring 'buy into a shared strategy for the next 4 years</i>	<ul style="list-style-type: none"> ▪ Consult wider stakeholders about the recommendations made in this report and consider a wider 'virtual' CSPAN to engage deliverers who may work in 'collaborative advantage' including specifically: <ul style="list-style-type: none"> ▪ Council Executive ▪ LSP (relevant theme boards) ▪ NHS Southwark <p>Secure Memorandum of Understanding with all Proactive Southwark Stakeholders</p>
<i>Ensuring CSPAN is 'fit for purpose' to lead the delivery of the strategy</i>	Include a Planning and Extended Services Rep on CSPAN, nominate a Council 'Champion'/lead for a Sport and Physical Activity Group and seek additional resources for evaluation. Ensure current Disability Sport Action Plan and Proactive Disability Subgroup continue to deliver

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<i>Potential gaps in the workforce needed to deliver the strategy and related programmes</i>	Develop appropriate registers and pathways for all coaches/leaders that are required to support activity
<i>Relatively low level of resource expenditure and reliance on external short-term funding</i>	Further research to build on existing audit to identify current expenditure, source and timescales and consider a dedicated Funding Officer post to co-ordinate information; Examine commissioning arrangements for physical activity programmes to inform this

Theme: Maximising the use of London 2012 to promote physical activity

The 2012 Olympic and Paralympic Games offer a potentially once in a lifetime opportunity to showcase sport. The Council has a vision for involvement in the 2012 Olympic and Paralympic Games and creating a legacy. It has also assembled an Olympics Member and Officer Group.

<i>Issue</i>	<i>Summary of recommendations</i>
<i>Lack of clarity of the opportunities the Olympics and Paralympics present on a local level for promoting sport and physical activity</i>	Review the Council's current programmes to identify opportunities to embed a Games theme. The Southwark Community Games programme presents one example as does the London Youth Games (annual event).
<i>Maximising the impact of the Olympics and Paralympics may not align with other Sport and Physical Activity strategy themes</i>	Include non-sport physical activity within the wider cultural offering. For example - the '5 hour offer' programme of activities
<i>The need for Stakeholders to maximise the opportunities presented by London 2012</i>	PCT to investigate the opportunity for whole family involvement in physical activity using the Olympics as a motivator; Liaise with NGB's to support and raise awareness around 2012 with their local clubs and LBS members and Officer group need to promote and disseminate the 2012 work plan

Theme: Maximising the impact of all resources

As with the theme around access and choice, the need to maximise the impact of all resources expended on sport and physical activity programmes and initiatives is key to many of the other proposed priorities.

<i>Issue</i>	<i>Summary of recommendations</i>
<i>Incomplete information about the resources expended on sport and physical activity</i>	Review and assess ability to bend current spend and consider either incorporate this function in current staff time or the creation of an officer to investigate potential funding, review current resources both internal and externally.
<i>Duplication of effort and resource expenditure</i>	A shared information database - function to be part of the Funding Officer role, and should consider the current capacity role of the local CVS
<i>Potentially high number of 'free' activities with limited potential sustainability</i>	Further research to assess the impact of free provision, specifically relating to sustained participation
<i>Maximising the impact of the Leisure Investment Programme and ensuring it is delivered on time</i>	Ensure the programme is well managed, delivered on time and the impact on participation is measured
<i>Ensuring consistent quality across a diverse range of provider</i>	Develop a local quality accreditation. This could carry a CSPAN endorsement and include a suite of basic criteria
<i>No structured or coordinated effort to maximise external funding sources</i>	Consideration to appointing a Funding Officer; review approach to grant aid; consider linking grant aid to a 'quality mark' for sports clubs and other providers

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<i>Engaging local residents in coaching and providing regular coaching opportunities</i>	Develop a central, shared database of coaches and research into creating pathways for young coaches
<i>Limited outcome focused evaluation</i>	Further research to compile a more accurate picture of resource expenditure; use a Social Return on Investment method to identify the benefits of sport and physical activity

Next Steps

- 5.1 This report has provided a summary of the full report and appendices. This has been based on consultation with more than 100 stakeholders through face-to-face interviews, questionnaires, workshops and feedback on report drafts.
- 5.2 This summary report is intended to provide a guide for consultation and provide information to a wide audience. The full report is available by contacting Tim Hetherington at tim.hetherington@southwark.gov.uk
- 5.3 A detailed action plan is currently being developed to guide delivery of the recommendations for the next four years.