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# Southwark Sport and Physical Activity Strategy

Main Document  
July 2009



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## 1. 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. The strategy covers a four year period and responds to a number of strategic drivers and local opportunities. This report has been produced as a draft for consultation and is supported by a suite of Appendices and Maps. A short summary report is also available.

### Brief background

- 1.2 There are many complex contextual challenges facing the Borough, not least its demography. The Borough is the ninth most densely populated borough in London. Current population is estimated at 269,200 and expected to grow significantly during the life of the strategy. The extent of this growth differs across projections but is broadly expected to be in the region of 285,000 by 2012. The borough is densely populated and is subject to substantial population flux. In 2005/06, 21% of the population moved into or out of the borough. Additionally, over one-third of the population is of BME origin, with this proportion increasing significantly among the Under 19 age group. This rises to 67 per cent in the school population where more than 100 languages are spoken and 43 per cent of pupils speak English as a second language. The resident population of those over the age of 64 is also projected to increase. All of these factors have implications for the range and type of opportunities and wider support required to engage resident in sport and physical activity.
- 1.3 In addition to the resident population, Southwark is London's fastest growing tourist quarter and a thriving business location with a flourishing small business sector. Also, more than 40% of the borough is covered by a current or planned regeneration area contributing to making Southwark part of London South Central, connecting the middle of the borough with the City economy. The scale of regeneration schemes is significant. The key schemes in Elephant and Castle, Canada Water, Bermondsey Spa and the Aylesbury Estate are projected to attract investment of up to £3 billion over the next 10 years.

### Study aims and objectives

- 1.4 The overall requirement aim of the strategy is to provide a robust, realistic, and detailed action plan for sport and physical activity in the London Borough of Southwark. This is shaped by a number of key objectives, on which the strategy should specifically be based, specifically:
- An appraisal of existing service provision and needs, including an assessment of the suitability and sufficiency of existing programmes;
  - An appraisal of the range of delivery options achievable within the projected revenue and capital budgets of all partners;
  - Consultation with key agencies;
  - Consideration of the development of greater collaborative working;
  - Access in service delivery; and
  - Alignment with other relevant strategies.
- 1.5 The strategy is shaped by seven *strategic themes* and three *challenges* initially developed by the Strategy Management Board<sup>1</sup>. 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

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

**Figure 1 - Strategy challenges and themes**

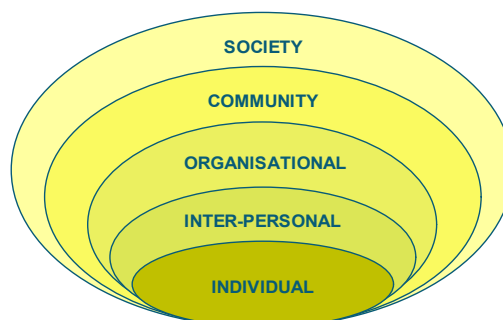
The 3 strategy challenges	The 7 strategic themes
<ul style="list-style-type: none"> <li>• Ensuring ownership of the strategy and action plan by partners</li> <li>• Developing sustainable community sport and physical activity programmes</li> <li>• Developing a prioritised and strategic framework for facility provision</li> </ul>	<ul style="list-style-type: none"> <li>• Using physical activity for both the prevention and management of ill-health</li> <li>• Maximising the use of planning policy in providing for sport and physical activity</li> <li>• Providing a network of appropriate places and spaces for sport and physical activity</li> <li>• Improving access and choice for the whole population</li> <li>• Building and maintaining an effective multi-agency delivery system for sport and physical activity</li> <li>• Maximising the use of London 2012 to promote physical activity</li> <li>• Maximising the impact of all resources</li> </ul>

- 1.6 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 (a list of consultees is provided as Appendix 1).
- 1.7 In addition to the core aims and objectives, a number of specific developments were key drivers for the strategy. These include the Building Schools for the Future programme (known locally as Southwark Schools for the Future) a £200m programme to replace or refurbish twelve secondary schools. Maximising the benefits to the wider community of the sports facility elements of these schemes is a key driver for the strategy.
- 1.8 The strategy provides a ‘living document’. When completed it will include an action plan with identified key priorities and explicit actions, some baseline data where appropriate and KPIs based on consultation with key partners. Where agreed it details responsibilities and financial implications of delivery. The strategy will also include a monitoring and evaluation framework which should be used to measure and review the impact of the strategy over the course of the next four years.

### General considerations

- 1.9 Developing an effective sport and physical activity strategy requires a move away from traditional sport and recreation strategies. Factors influencing sport and physical activity participation are complex. They include numerous social and economic drivers and settings which are often interrelated.
- 1.10 A “social-ecological model” can be used to understand these factors. As shown in Figure 2 this suggests any portfolio of programmes and services need to include intervention on a number of levels. On an individual level, programme activities will focus on changing

**Figure 2 - Social ecological model**



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people's knowledge, attitudes and beliefs. But this may have little impact if inter-personal groups do not reinforce positive behaviour. In addition, if individuals want to change their behaviour but community settings are not appropriate then interventions may have little impact. We have tried to accommodate this line of thinking in undertaking our research.

### National strategy and policy context review (Further Detail Appendix 2)

- 1.11 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 3 – Summary of National, Regional and Local Strategy Influences**

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

- 1.12 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

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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.



## Sport and Physical Activity Strategy 2009 – 2013 - A Time for Action

**The Sports and Physical Activity Strategy for Southwark** has now arrived and will take us all up to and beyond London 2012. At Southwark, we recognise that the United Kingdom has a high rate of childhood obesity, with 27% of young people now being overweight, and research indicates that this is as a result of a substantial reduction in the amount of exercise that they do. It is clear that more needs to be done with under 16's and older people in order to improve their health and life chances for the future.

This strategy is our roadmap for providing better delivery of health for the people of Southwark. I must thank all the partners who have helped develop this forward-thinking programme of work and who I hope will continue to work with us to deliver results in the coming months.

The key themes are very clear, the issues have been debated with over 100 stakeholders and we now have a Plan of Action to make a difference to young people and adults lives, with a mission to get 'More People, More Active, More Often'.

The key themes can be summarised under the title of doing **Better and Better** by using Sport and Physical Activity as one of the tools for change.

**Better Health** – Getting more people healthy; both young and not so young, reducing the number of young people who are overweight and making sure we work alongside key health providers to target services and achieve a real change in the health of our population.

**Better Access and Choice** – Improved marketing and resources for information, widening the opportunities for sports and physical activity which are available at a local level, and building on the success of the Free Swimming programmes which has broadened choice and opportunity for large numbers of Southwark's residents.

**Better links with Planning and Regeneration** – Improving the environment in Southwark, making the best of opportunities and working with developers to support sport and physical activity programmes and facilities.

**Better Places and Spaces** – Working with partners and departments to raise the quality and quantity of sport and physical activity. As well as the developments currently underway in leisure centres and parks, there are our exciting plans to refurbish Southwark Park Athletics Track which we hope will be completed by 2012. Better facilities also include Active Travel routes for walking and cycling and working alongside Southwark Schools for the future, to provide new sport and physical activity programmes for the local neighbourhoods.

**Better Partnerships and Multi Agency Delivery.** – Building on the success of the Community Sport and Physical activity Network for Southwark (Proactive Southwark) ensuring coordinated delivery and avoiding duplication of services.

**Better 2012** - Get the message out, let's inspire young people and families to try something new. We are building or refurbishing a range of facilities for swimming, athletics, sailing as well as gyms and field sports. There are also plans in the pipeline for a new BMX track in Burgess Park.

**Better use of resources** – We will be working together with our partners to make sure every penny counts and delivers something useful.

These are the seven themes for a better Southwark, for young people, families and the whole community. I am delighted we have a Strategy for Sport and Physical Activity for Southwark. A special thank you must go to all the partners involved in developing it and who are also now taking individual responsibility for implementing the numerous recommendations.

The strategy is a true reflection of the energy, imagination and innovation we have in the borough. Targets have been set that are challenging and will require flexible partnership approaches to achieving them – and we will achieve them, with the shared mission of all our partners to get More People, More Active, More Often.

Cllr Lewis Robinson

## 2. Sport and physical activity in Southwark – the current picture (Further Details Appendix 3)

### Introduction

- 2.1 In this section we provide a summary of the current picture of sport and physical activity in Southwark. We highlight who is involved in delivering sport and physical activity and some of the key features of ‘demand’ and ‘supply’. Additional to formal facilities, there are a vast number of sport and physical activity programmes, across many different providers currently operational in the borough. We provide an overview of the delivery partners involved and comment on the resources ‘expended’ on sport and physical activity programmes.
- 2.2 We also provide an overview of the key indicators of participation, and the opportunities that currently exist for participation in sport and physical activity participation. We outline the results of analysis and appraisal undertaken, specifically for those facility or provision types where recognised supply and demand modelling methodologies exist.

### Who is involved in providing sport and physical activity?

- 2.3 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 4 – 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"> <li>• Southwark Council (various departments)</li> <li>• Fusion Lifestyle</li> <li>• Southwark Health and Social Care PCT (various departments)</li> <li>• Sport Action Zone</li> <li>• Proactive Central London</li> <li>• New Deal for Communities</li> <li>• Sport England</li> <li>• Youth Sport Trust</li> <li>• Learning and Skills Council</li> <li>• Police</li> <li>• Transport for London</li> <li>• Southwark Living Streets</li> <li>• Safer Southwark Partnership (WNF)</li> </ul>	<ul style="list-style-type: none"> <li>• School Sport Partnerships (Bacons/Harris)</li> <li>• Private Schools</li> <li>• Local sports clubs</li> <li>• Local sports leagues</li> <li>• Local sports partnerships and forums</li> <li>• MEND (Mind Exercise Nutrition and Do it - an obesity intervention for young people and families)</li> <li>• Housing Associations</li> <li>• Funders</li> <li>• Southwark Cyclists</li> <li>• 50+ employment link</li> <li>• Millwall FC</li> <li>• The Salmon Centre</li> <li>• National Governing Bodies of Sport</li> <li>• Instructor.com</li> </ul>

- 2.4 Some of the findings from our review of the local strategy and policy context are reflected in the mix and diversity of provision on the ground. Specifically, there is clearly a significant amount of facility provision where sport and physical activity opportunities are part of the core offer, but where increasing rates of physical activity participation is not necessarily the primary aim.
- 2.5 While most facilities within Council ownership are managed (directly or through a contract) by the Leisure and Wellbeing, Environment and Housing Directorate, other facilities are managed through other directorates.



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- 2.6 For example, Youth Services (part of the Education and Children's Services Directorate) operate a number of Youth Centre facilities with dedicated sports facilities. The Damilola Taylor Youth Project is one example providing a three badminton court sports hall and third generation five-a-side football pitch. These facilities support a programme of structured sports activities for young people between the ages of 11 and 19. Additionally, play facilities for children and young people provide outlets for less formal sport and physical activity. These include 11 Adventure Playgrounds across the borough.

## The delivery system for sport in Southwark

### Governance and Leadership for the strategy

- 2.7 '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. We have explored the appropriateness of this and arrangements for it to happen effectively as part of the strategy development process.
- 2.8 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.
- 2.9 Proactive Southwark's key objectives are as follows:
- To ensure the effective planning, coordination and delivery of joint priorities for sport and physical activity in Southwark.
  - To establish an agreed mechanism for the prioritisation of the majority of funding applications for sport and physical activity within Southwark.
  - To promote and deliver policy for sport and physical activity which will contribute to, improved health, active living, social inclusion, positive engagement, regeneration and civic pride.
  - To ensure effective partnership working between key agencies involved in delivering services designed to increase sport and physical activity among Southwark residents.
  - Work collaboratively with partners to find and deliver jointly funded opportunities in order to maximise opportunities and resources for sport and physical activity groups in the borough.
  - Use local, national and international evidence on effectiveness, cost and health inequalities to ensure that programmes make the best use of resources and target those most in need.
  - Create a consistent method of data collection, monitoring and evaluation that can be used by all partners to assist in the development of activities and sustainable funding streams.
  - Develop an information system on all local opportunities in sport and physical activity for use by partners and residents.
  - Ensure effective communication in dissemination of Southwark Pro-Active information to local partners, residents and similar programmes in neighbouring boroughs.
  - To act as an advocate for sport and physical activity within Southwark, by influencing and informing decision makers at a local, regional and national level.
  - To lead on delivering activities that meet Local Area Agreement (LAA) and national targets on sport and physical activity.
  - To build a commitment to sport and physical activity in the borough that forms part of a 2012 Olympic legacy in Southwark.

## Current Supply

### Formal Sports Facilities – Sports Halls, Swimming Pools and Health and Fitness facilities

- 2.10 Our audit of facilities has been compiled using the Sport England Active Places database, review of databases and facility listings held by key stakeholders, consultation findings (stakeholder survey) and the local knowledge of the strategy sponsors. One of the key issues for the strategy (explored in more

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detail later in this report) relates to the quality and availability of detailed information. Information is limited for some facility types. Additionally, our audit has focused on quantity and some access criteria, rather than providing a comprehensive picture of the quality of provision.

- 2.11 In summary, the collective provision across the Borough is summarised in Figure 5 below. We have also mapped these facilities (see Appendices) to show their distribution.

**Figure 5 - Sports Halls, Swimming Pools, Health & Fitness Facility summary**

Facility type	Comments
<b>Sports Halls</b>	A total of 55 sports halls identified collectively providing 126 badminton courts. 16 of these facilities are Sports Halls with 4 or more courts. Only 24% of all facilities identified have 'pay and play' access.
<b>Swimming Pools</b>	A total of 22 swimming pools identified. These include learner pools and those provided as part of health clubs. Only 5 facilities across the Borough have 'pay and play' access.
<b>Health and Fitness</b>	A total of 36 health and fitness suites identified collectively providing 1,422 fitness stations. Less than 40% of this provision has 'pay and play' access.

- 2.12 Southwark Council is the principal provider of formal sports facilities across the borough. This includes seven public leisure centres (operated on behalf of the Council by Fusion Lifestyle, a charitable Trust). The 'Investing in Leisure' programme is underway with £12.3m of investment in re-furbishing and developing some of the core facilities on offer. Much of this has been spent at Dulwich Leisure Centre (£5.5m). Camberwell Leisure Centre is due to undergo £1.2m of investment, and the remainder of the funding is earmarked for improvements across the portfolio. There will be new investment to provide a facility for new athletics at Southwark Park, improved synthetic turf facilities. There is also, subject to external funding, 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.
- 2.13 Although Southwark Council is the principal provider, not all provision falls under the Leisure and Wellbeing Service. 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. Facilities for sport and physical activity also include those enabling 'informal' participation.

#### **Formal Sports Facilities – Outdoor Sports facilities**

- 2.14 We have used the Active Places database supplemented by local consultation to identify the provision of outdoor sports pitches. A full Playing Pitch Assessment using the *Toward A Level Playing Field* guidance<sup>2</sup> has not been completed as part of this study, but is expected to be part of the planned PPG17 assessment. This is about to be commissioned and will provide a more detailed appraisal and analysis in relation to the adequacy of formal sports pitch provision, in addition to assessments of all open space typologies.

<sup>2</sup> Toward A Level Playing Field – Guidance published by Sport England on developing local Playing Pitch Strategies

**Figure 6 - Outdoor Sports Facilities summary**

Facility type	Comments
<b>Sports Pitches (natural turf)</b>	58 playing pitch sites identified accommodating 106 sports pitches. Around 66 of these pitches (62%) have 'pay and play' or free public access.
<b>Synthetic Turf Pitches</b>	8 full size synthetic turf pitches. Most have some form of community access. All but one of the pitches is sand based. There are several 5-a-side synthetic pitches across the borough, and a number on Youth Centre sites.
<b>Multi-Use Games Areas (MUGAs)</b>	65 MUGAs including 45 estate and park based facilities with open access.
<b>Specialist sports facilities</b>	Key facilities include an all weather 8-lane athletics arena at Southwark Park, an outdoor cycling velodrome at Herne Hill and a specialist watersports centre at Surrey Docks.

- 2.15 Although the quality of facilities, and a detailed appraisal of access has not been completed as part of our research, we are aware of a number of developments. A number of additional community venues have been developed in recent years through securing external funding. For example, new facilities have been developed at Geraldine Mary Harmsworth Park, Mellish Fields and improvements made to provision at Burgess Park Sports Centre including the development of a Synthetic Turf Pitch.
- 2.16 Increasingly, providers outside of the Leisure 'function' are playing a larger role in facility provision. Current proposals are also in place to improve or re-instate provision at a number of other key sites across the borough and funding is increasingly also being allocated from services outside of Leisure. For example, part of the Youth Capital Programme involved the allocation of £400,000 for refurbishing a series of multi-use games areas. This programme, together with the Youth Opportunity Fund provides up to £700,000 per annum for projects led by Young People.

**Informal facilities – Parks, Open Spaces and Play Facilities**

- 2.17 While much of the formal sport and physical activity provision accommodated on parks sites (for example pitches, MUGAs) has been included in the figures above, parks and open spaces themselves provide potentially important facilities for less formal participation. We classify them as informal on the basis of the types of activities they (potentially) accommodate. Walking, jogging and cycling are among a range of activities accommodated. Consultation with Parks Managers also highlights activities such as in-line skating, the use of recumbent bikes and nature walks as potentially popular activities in some parks.
- 2.18 Although a Parks and Open Space Strategy is in place (2005-2008) this is based largely on audit data collated during the 2002 borough wide assessment of open space. The strategy makes little reference to the role and function of parks and open spaces in providing for sport, physical activity and health improvement. A summary of major parks and open space provision is summarised in the figure below.

**Figure 7 - Parks, Open Spaces, Play Area summary**

Facility type	Comments <sup>3</sup>
<b>Parks and Gardens</b>	79 sites in total including 5 major parks, 41 local parks, 33 squares and gardens
<b>Play Space</b>	12 playgrounds (10 play areas and 2 adventure playgrounds) identified in the Strategy. 9 Adventure Playgrounds and 2 Community Playgrounds operated by Children's and Families Services
<b>Allotments and City Farms</b>	9 sites identified in the Open Space Strategy. Includes 8 allotments sites, some of which have waiting lists and specific residency based access criteria
<b>Green Corridors</b>	38 sites identified, including 8 green links and 30 restricted railway routes

- 2.19 In terms of access, the higher quality sites are located away from the Borough's most deprived areas. The study indicates that there are a number of pockets of deficiency in the north west, north east, eastern and southern parts of the Borough.

#### **Informal facilities – Cycle routes**

- 2.20 The Southwark Borough accommodates part of the London Cycle Network (LCN), a programme commenced in 1995. There are 5 recognised LCN routes in Southwark, and a map of these can be accessed via the Council website. Additional to this provision, there are other cycle routes serving local areas of the borough, and a number of projects proposed and under development. Significant investment has been made recently in the cycling network across London. This included an investment of £371,000 in the London Cycle Network in Southwark, funding eight projects including installing signage on some routes and improving the general environment of others. With support from Sustrans the Council is working towards installing signage on all the LCN routes in the Borough.

#### **Southwark School Sports Partnerships**

- 2.21 Southwark has over 70 Primaries, with 16 secondary and Academies. There are 2 Schools Sports Partnerships and are led by Harris Girls Academy, East Dulwich and Bacons College in Rotherhithe. In addition there is a Specialist Sports College at the City of London Academy.
- 2.22 The two School Sports Partnership, led nationally by the Youth Sport Trust, service all the schools in the borough through the School Sport Coordinator Programme, which is funded through the DCMS and DCSF. The Ssco's provided a range of support under a number of themes, including ensuring 2 hours of PE for pupils, creating local club links for young people, providing opportunities for young people to learn through leadership, and provide competitive opportunities.

#### **Council led sport and physical activity development initiatives**

- 2.23 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. There is also sport related vocational training for teachers and young people aged 16 years and older. It takes place across the eight community council areas in schools, after school clubs, estate and community

<sup>3</sup> Taken from 'An Open Space Strategy for Southwark' (Scott Wilson, 2002)

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settings. A new structure has been put in place to improve the quality and capacity of the programme. This has included the appointment of ten new full time community sports coaches.

- 2.24 The community sports coaches work in dedicated areas of the borough, based on the community council areas. The delivery of coaching consists of school based work, the after school programme and coaching on community venues or housing estates.
- 2.25 The community sports development programme also comprises a dedicated Disability Sport programme, guided by a Disability Sports Action plan for the Borough, and a role in developing participants for the London Youth Games programme.
- 2.26 Through Proactive Southwark, various programmes for adults have been put in place supported by partnership funding from agencies and through the Sport England Community Investment Fund.
- 2.27 The Community Sports Development programme attracts in the region of 9,000–13,000 users a year. A number of internal and external partners are involved in planning and delivery, including the PCT, Police, local sports clubs and Housing Associations.
- 2.28 A range of Council Teams are involved in delivery of opportunities, including the Play Partnership Group and Youth Play Offer Strategy Group.

#### **Council led health and wellbeing programmes**

- 2.29 In addition to the more established and traditional sports development offering, the Council has 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.
- 2.30 Specific initiatives include a programme of ante and post natal exercise classes, Dance Classes, Older Adults Exercise Classes and a Borough wide Walking programme. In the region of 800 residents benefit from the programme, which is part sponsored by Southwark PCT.

#### **Southwark Health and Social Care (PCT) led programmes**

- 2.31 Southwark PCT directly, or via funding partners and commissioning arrangements, delivers a number of physical activity programmes across the Borough, including a GP Referral Scheme in partnership with Fusion Lifestyles and a number of awareness raising programmes. These encompass programmes targeted specifically for the management of ill health, and a range 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.

#### **Other Initiatives on a local level**

- 2.32 In completing an audit of local provision we have collected a significant amount of information about a range of initiatives operating in Southwark. Some of these are national initiatives operating locally within the borough. Others are locally developed, funded and managed projects. Stakeholders we consulted found it difficult to categorise many of these initiatives using a fixed list of 'types of intervention'. In many cases initiatives cut across types or have a number of key objectives.
- 2.33 Our audit identified over 100 initiatives across the borough. Some of the programmes above are included in this number. In the figure below we outline some of the programmes and initiatives operating in the borough. These include examples of structured national programmes operated locally, and those developed specifically as a result of local demand.

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Figure 8 – Example sport and physical activity initiatives

Service / Initiative	Comments
<b>Sport Unlimited</b>	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)
<b>HEAL (Healthy Eating, Active Living)</b>	Healthy Walks and other healthy living projects operating from Burgess Park and other venues and targeting communities in Walworth, Peckham and Camberwell
<b>Recycled Teenagers run by the Carl Campbell Dance Company</b>	Contemporary Caribbean Dance activities for the Over 55, sessions at Peckham Pulse Leisure centre but targeting the whole community
<b>Kickstart</b>	Using sport to help prevent youth offending; football, boxing and gym sessions across a range of facilities in the Borough. Run jointly with Millwall Football Club
<b>Rough Cricket programme</b>	Informal cricket programme operated by <i>1<sup>st</sup> Framework</i> across the Borough targeting all ages and cultures
<b>Estate Based Football and Street Dance activities</b>	Run by Jubilee Hall Clubs Ltd across the a number of target areas for young people
<b>Surrey Docks Farm</b>	Gardening activities targeting socially disadvantaged communities in Bermondsey and Rotherhithe

- 2.34 A range of initiatives operate across the borough, including some of those detailed above, which although not driven exclusively by an objective to increase physical activity participation can help make a positive contribution. These include the work of the Council’s Transport Planning Team which runs a number of initiatives to increase travel awareness and offer cycle training. The team lead on travel plans for workplaces and schools, ensuring that new developments can be accessed via sustainable travel modes.

### Schools

- 2.35 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**

- 2.36 It is not known how many sports clubs there are in the Southwark Borough. The Council club database comprises 70 clubs and we have used this as the basis for the consultation to inform our recommendations. However, we estimate 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. At the time of writing sports club questionnaires were still being received. We did not have a sufficient sample from which to draw robust findings relating to resources, average membership or other key audit findings. However, issues and priorities have been identified, based on the views of around 30 sports clubs. These are included within our analysis and thematic summaries in the following chapter.

### **Current demand**

- 2.37 We have reviewed the results of a number of data sets 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**

- 2.38 A review of the Borough demography suggests there are many complex challenges for sport and physical activity. With a population of approximately 266,400, and one in five of the total population being below the age of 15, it 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.
- 2.39 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 (see later in this section) there are implications and clear challenges for some types of provision, particularly awareness campaigns. Consultation with Health Sector Staff also identifies challenges with differing levels of 'cultural acceptance' of being overweight or obese.

### **Active Peoples Survey – adult participation in sport and physical activity**

- 2.40 The Sport England Active People Survey is a comprehensive telephone interview based survey into the adult populations sport and physical activity participation habits. The first 'run' of the survey (2005/06) involved interviews with a representative sample of 1000 residents of each local authority district in the country. This has been followed by a second survey (2007/08) of 500 residents in each local authority area. The survey collects information relating to six key performance indicators (KPIs), providing useful information about the 'demand' for sport and physical activity in Southwark. The survey also provides context in terms of comparing the performance of Southwark with other local authorities. Survey results for each KPI are summarised in

Figure below.

- 2.42 Regular participation in sport and active recreation is defined as taking part on at least three days a week in moderate intensity sport and active recreation (at least 12 days in the last 4 weeks) for at least 30 minutes continuously in any one session. Participation includes recreational walking and cycling. The other KPIs provide an indication of the levels of volunteering, club membership, the percentage of those receiving some form of tuition (such as formal coaching) and the percentage of adults involved in competitive sport.
- 2.43 Results of the two surveys provide an indication of the overall participation rate for Southwark adults, and show an emerging trend in relation to increases or decreases over the last two years. We highlight positive changes to results in green, and negative changes in red in the figure below.

**Figure 9 - Active Peoples Survey results**

Key Performance Indicator	Active People Survey 1	Active People Survey 2
KPI1 Participation	18.4%	22.1%
KPI2 Volunteering	2.2%	3.8%
KPI3 Club Membership	21.8%	21.0%
KPI4 Tuition	16.4%	18.5%
KPI5 Competition	10.7%	12.3%
KPI6 Satisfaction	59.6%	58.2%

- 2.44 The Active People's Survey 1 results showed significant divergence in participation across gender and disability, and participation among women is particularly low. The results provide some indication of target audiences for future programme focus.
- 2.45 The Survey 2 results show positive changes in all but two of the indicators. 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. For example, it is not clear from our audit whether any of the increase is attributable to a shift in focus by the main providers, additional resources or specific initiatives targeted at low participatory groups.
- 2.46 Participation estimates for Middle Order Super Output Areas have been mapped by Sport England. 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)**

- 2.47 Sport England has developed a segmentation model to help understand the attitudes, motivators and perceived barriers to sports participation. The model is made up of nineteen 'sporting' segments based on the results of the Active Peoples survey, Taking Part Surveys and relevant external data sources. These segments have been allocated a segment name to reflect the key characteristics of people within them. The model can be used to help develop tailored interventions, communicate more effectively with target markets and better understand participation in the context of life-stages and life-cycles.
- 2.48 The segmentation model results for Southwark highlight a number of key considerations for the sport and physical activity strategy. These results, together with the implications of the Active Peoples results and findings of the local Physical Activity needs assessment should be used to target interventions more effectively.
- 2.49 The segmentation statistics 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.
- 2.50 Southwark has significantly higher percentage (more than double) of pub league team mates than the national population. 16.9% of adults are estimated to fall within this market segment. A review of the lifestyle characteristics of this group is key in the development of future programmes, particularly

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drawing on the characteristics of the active participants within this segment. This segment profile suggests the social aspects of sport and recreation are important and likely key drivers to participation. Team sports, especially football are likely to be popular with this segment. In terms of addressing non participants among the segment, help with childcare and better facilities are highlighted as key factors.

- 2.51 The *Older Working Women* segment is another where significantly more residents in Southwark fall than the national average. This segment is less likely to have taken part in organised competition or be a member of a sports club. Participants among this segment are more likely to participate in walking. A large number in this segment are not interested in participating in sport, or have difficulty finding the time. In terms of addressing non participation among this group, longer opening hours and cheaper admission fees would help.

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

- 2.52 The School Sport Survey provides an indication of the levels of activity among school age children. There are obvious limitations to the use of this data as an indicator, as the survey covers participation in physical education and school sport only. The survey is based on all schools included within a school sport partnership. In Southwark, all schools are included within this framework. As it is an annual survey, the results provide some indication of trends in participation.
- 2.53 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%.
- 2.54 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.
- 2.55 The School Sport Survey also collects data around the numbers of pupils actively involved in sports volunteering and leadership activity. Results reported for Southwark suggest 8% of pupils are activity involved. This is below the national figure of 13%.

#### National Child Measurement Programme 2007/2008

- 2.56 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 (aged 4-5 years) and Year 6 (aged 10-11 years). 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 more than 40% of Year 6 children are overweight or obese.

#### Health Mapping

- 2.57 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). Both maps show similar pictures of the potential risk of obesity among children. They are useful in targeting specific activity to tackle these indices and should be used alongside the results of the physical activity needs assessment in identifying targeting of resources.
- 2.58 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 the Camberwell, Rotherhithe and Nunhead and Peckham Rye Community Council areas. There are also pockets of risk in the other areas. Generally the risk of obesity appears to be greatest in areas of high deprivation. In areas where there is little recorded deprivation, such as parts of the Dulwich Community Council area, there is a low risk of childhood obesity.

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- 2.59 A map has also been produced to indicate the prevalence of Strokes across the Borough. There is less of a pattern across the Borough in terms of synergy with deprived areas. There is an estimated high prevalence among adults in at least one area within each of the eight Community Council areas.

#### Deprivation mapping

- 2.60 A map of Super Output Areas by the Indices of Multiple Deprivation Index (2007) also highlights some potential challenges for the promotion and delivery of physical activity programmes. The north of the Borough is generally more deprived than the south. There are Super Output Areas (SOAs) in the 10% most deprived of all SOAs in England in the Wards of East Walworth, Peckham, Nunhead, The Lane and Rotherhithe. In the case of Camberwell Green Ward, all SOAs are in the top 30% of deprived SOAs. Village and East Dulwich Wards have the least prevalence of deprivation.

#### Resource Mapping

- 2.61 Any strategy needs to take stock of the resources available. Part of our consultation therefore sought to build an audit of resources expended on providing sport and physical activity interventions. At an early stage it was apparent that a comprehensive audit was not going to be achievable within the parameters of the strategy development.

#### Spend on sport and physical activity

- 2.62 A rough estimate based on our audit is that in the region of £7million is spent annually on the sport and physical activity related facilities, programmes, services, and projects. This includes estimated expenditure on improving parks and allocations from service budgets where the core priority is not sport and physical activity. Education spend (in terms of an estimate of the cost of operating school sports facilities, and the resources required for the School Sport Coordinator programme) is not included within this figure. The sports budget for the University is also discounted from this figure, with some of the resource expended on supporting students and projects across a wider area than Southwark. This figure is obviously subject to fluctuation dependent on securing annual budgets and the levering in of external funding and figures are based on predominantly revenue funding, i.e. the resources required to run specific development and awareness programmes, and operate facilities.
- 2.63 This figure is likely to be significantly less than the true expenditure on sport and physical activity. It does not include any allowance for the financial equivalent of volunteer time, or the expenditure from sports clubs and many private providers. In most cases the cost of providing these services is offset with income. The estimate does not include additional resources that are spent through national programmes such as the Change 4 Life campaign, where posters and other awareness initiatives are operating within the Borough.
- 2.64 It is estimated (based on the above figure) that in the region of £26 per resident per year is spent on providing services, facilities, programmes and other initiatives related to physical activity. Of this, it is estimated that in the region of 3% is spent on programmes to prevent or manage ill-health, or increase awareness of the benefits of physical activity. We have based this on the estimated PCT funding allocated to all Health led projects.
- 2.65 Through our audit we also sought to collect information about the 'source' of funding. On a basic level we have tried to build a picture of the extent to which resources for sport and physical activity related provision is core funding, or made up of short term external sources.
- 2.66 Our audit provides a snapshot only of which areas of the borough, and which population groups are the key beneficiaries. The same finding relates to the type of activity funded. In some cases this is because resources are spent on facilities, and are not necessarily geographically targeted.

## Summary

- 2.67 It is clear from our audit that current provision is diverse. The list of agencies and partners involved is also extensive. To a large extent this confirms the findings of our context review, with a range of 'uses' of sport and physical activity. The emerging issues, explored in more detail in the next section, is that although there is significant provision, much of it is not as part of a co-ordinated strategic approach.

## 3 Issues, challenges and recommendations – a summary

### Introduction

- 3.1 In the previous sections of this report we have provided a brief overview of the key drivers for the strategy, the context within which the strategy will need to be delivered and an overview of the current provision. More detail will be provided in the final report appendices. In this section of the report we summarise the key issues, challenges and priority recommendations. We do this based on a 'business appraisal' approach – put simply a review of the readiness or suitability of current structures to address the agreed Strategy Themes in the context of the current picture and key strategic context. We draw on the research completed, and consider the results in relation to the strategy scope as driven by the strategy themes and challenges identified in the original brief.

### The Strategy Themes

- 3.2 In undertaking our research to develop the strategy, we tested the support for a number of proposed strategy themes. We did this using a number of consultation exercises. Specifically we sought to establish whether the themes reflected the key priority areas where effort should be placed. Both the initial planning workshop and stakeholder questionnaire involved 'voting' on these themes, an opportunity to question their relevance and an ability to shape revised themes to shape the scope of the strategy. We also considered whether there was a common understanding of the themes and the extent to which progress in delivering action could be easily measured.
- 3.3 We found widespread support in general for the strategy themes in relation to the priority areas on which they focused. Some feedback was received relating to clarity of some themes, potentially misleading wording, and the ability of wider stakeholders to gain a clear view of what the strategy is trying to achieve. As a result the seven themes were re-worded as detailed in the figure below.

**Figure 10 - Revised Strategy Themes**

Revised Strategy Themes
Using physical activity for both the prevention and management of ill-health
Improving access and choice for the whole population
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
Building and maintaining an effective multi-agency delivery system for sport and physical activity
Maximising the use of 2012 to promote physical activity
Maximising the impact of all resources

- 3.4 These themes provide the framework for the strategy. Although they broadly cover the same priorities as those originally proposed, community safety is not as explicit within one single theme as was originally proposed. This is not because it is not seen as important, but instead it underpins many of the themes, particularly priorities around providing a network of appropriate settings for physical activity and improving access.
- 3.5 We summarise the issues, challenges and priority recommendations relating to each one in the remainder of this section of the report.



## Cross cutting issues

- 3.6 We identified **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 necessarily be addressed in isolation. For example, effective communication is required to share information and maximise learning from evaluation. Addressing these cross-cutting themes is critical to successfully developing and delivering focussed actions to address the seven strategy themes. Recommendations relating to these cross-cutting themes are made within those detailed for each theme.

## Issues and Recommendations for the Seven Strategy Themes

- 3.7 We provide the findings of in relation to each of the seven themes in the remainder of this section. These relate to the issues, challenges and priorities emerging from an appraisal of the current provision. In some cases issues and priorities relate to more than one of the themes. There is also a natural relationship and inter-dependency across the themes. For example, getting the planning policy right will potentially lead to an improved network of places and spaces for sport and physical activity. It is therefore important that in developing a detailed action plan, all of the themes are addressed.
- 3.8 More detailed discussion and exploration of the issues relating to each of the seven themes will be provided as an appendix to the final 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.

**Using physical activity for both the prevention and management of ill-health**

3.9 This theme recognises the importance of sport and physical activity in contributing to existing and emerging strategies for preventing and managing ill-health. Any recommendations or actions relating to this theme need to align with the emerging strategies, particularly the Health Inequalities Strategy and Healthy Weight Strategy.

<i>Issue</i>	<i>Recommendations</i>
<i>Limited co-ordinated research on where physical activity can make the greatest impact on ill-health</i>	<ul style="list-style-type: none"> <li>▪ Commission a physical activity needs assessment (currently underway)</li> <li>▪ Use the Sport England Market Segmentation Data and mapping, Active Peoples results (when sub-group statistics are available) alongside the results of the above assessment to target specific projects</li> <li>▪ Apply predictive modelling to gauge potential impact of physical activity on different conditions for the Southwark population</li> </ul>
<i>Child hood obesity statistics show Southwark has highest prevalence of childhood obesity in England</i>	<ul style="list-style-type: none"> <li>▪ Develop and pilot more family based programmes</li> <li>▪ Use the new SSF schools as a focus for healthy living themed programmes utilising the new facilities that are developed</li> </ul>
<i>Potentially low awareness of key health messages around physical activity</i>	<ul style="list-style-type: none"> <li>▪ Undertake wider survey work could be undertaken to inform this – potential to use the citizens panel</li> <li>▪ Monitor and analyse responsiveness to key health messages such as the Change for Life campaign in terms of the uptake of physical activity for families and children</li> <li>▪ Ensure opportunities for delivering physical activity messages are mapped and systematically refreshed and supported where possible with a face to face interaction encouraging behaviour change.</li> <li>▪ Use the Sport England Market Segmentation Data and mapping to identify key motivators and participation drivers and barriers. Use this to produce a list of potential marketing actions.</li> </ul>
<i>Limited review and evaluation of current health management programmes</i>	<ul style="list-style-type: none"> <li>▪ Review the core GP referral offering in the context of the demographics of the borough, market segmentation data and the potential to offer a greater range and choice of GP referred activity - – this should include the promotion of Active Travel (walking and cycling within appropriate organised provision)</li> <li>▪ Maximise the use of new facilities developed through Building Schools for the Future programme</li> </ul>
<i>The Voluntary and Community Sector is potentially under-utilised as a key deliverer of sport and physical activity programmes</i>	<ul style="list-style-type: none"> <li>▪ Conduct more research is undertaken to 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.</li> </ul>

**Improving access and choice for the whole population**

3.10 Improving access and choice has been identified as specific theme on its own. However, the importance of effective work-streams under this theme to the delivery of others cannot be underestimated. The need to ensure access to facilities, and recommendations for improving this are highlighted in the providing places and spaces theme. Targeting specific populations and prioritising who these are is mentioned within the management and prevention of ill-health theme. For the purposes of identifying specific issues and priorities, and making recommendations, we focus on information, the promotion of services and comment on the range and type of provision currently available.

<b>Issue</b>	<b>Recommendations</b>
<i>Limited sharing of information – fragmented arrangements, general lack of quality information</i>	<ul style="list-style-type: none"> <li>Developing and maintaining a shared information database becomes a core role for either an existing officer, or as part of a new post. A job appraisal exercise should be carried out to assess the potential for this function to be part of the Funding Officer role, and should consider the current capacity role of the local CVS.</li> </ul>
<i>Existing opportunities for ‘joined-up’ information systems are not utilised consistently</i>	<ul style="list-style-type: none"> <li>Audit existing ‘data bases’ and ‘customer’ information systems e.g. leisure cards</li> <li>Extend concessionary pricing and loyalty card scheme to young people</li> </ul>
<i>Dissemination of information and the promotion of current opportunities for physical activity is fragmented</i>	<ul style="list-style-type: none"> <li>Undertake further discussion with the Libraries Service to use the ENGAGE database to publish information about local providers</li> <li>Use CSPAN to increase awareness and buy in to the Active Web-Portal</li> <li>Explore the opportunity to pilot some additional targeted information dissemination. SMS text messaging could also be used in monitoring and evaluation to ‘track’ the impact of involvement in some activities over a longer period</li> <li>Undertake a small feasibility study to assess the relevance of producing local area ‘Physical Activity Maps’ for areas of Southwark - this could be piloted in one of the Community Council areas.</li> </ul>
<i>Targeting the whole population but maintaining specific focus on priority groups within</i>	<ul style="list-style-type: none"> <li>Set a number of KPIs around engagement of low participatory groups as identified by the Active People Survey and Market Segmentation data (in addition to a ‘global’ figure for increasing participation by 1% per annum)</li> <li>Trial test more family-centred approaches. These could build on the success of the MEND programme, but could include ‘Healthy Home Tutor’ based projects providing home based physical activity and healthy eating activities</li> </ul>

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<i>Issue</i>	<i>Recommendations</i>
<p><i>Targeting the whole population but maintaining specific focus on priority groups within (contd)</i></p>	<ul style="list-style-type: none"> <li>▪ Review the capability to produce promotional materials and deliver activities in different languages as appropriate to the population of Southwark</li> <li>▪ Pilot a model of a socially focused sports club as an exit route to one of the Sport Unlimited activities</li> <li>▪ Continue to deliver the Disability Action Plan</li> <li>▪ Co-ordination of the various datasets, and specific mapping exercises. Specifically, a co-ordinated mapping exercise overlaying several datasets relating to obesity, deprivation and low participation rates would help clarify priorities for geographical targeting</li> <li>▪ Further consultation with sports clubs and public and voluntary sector providers to assess access and equality across hiring and priority use policies</li> </ul>

**Maximising the use of planning policy in providing for sport and Physical activity**

3.11 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.

<i>Issue</i>	<i>Recommendations</i>
<i>Out of date Open Space Strategy (2002) which is not compliant with PPG17 and does not explicitly assess quantity, quality and access for sport and physical activity</i>	<ul style="list-style-type: none"> <li>▪ Include assessment of open spaces and other relevant typologies as resources for physical activity within PPG17 assessment - this will require the assessing access and quality of sites from this perspective. Use the information collected during the strategy to inform the PPG17 assessment of Indoor Sports Facilities and to use the PPG17 to clarify the facilities framework for the Borough.</li> </ul>
<i>No local provision standards for sport, recreation and open space – potentially limits monies achievable from the planning process</i>	<ul style="list-style-type: none"> <li>▪ Include local provision standards in the PPG17 assessment. These should be typology specific, take account of the different population groups (e.g. age) and involve different standards across specified geographical areas (e.g. Community Council Areas).</li> </ul>
<i>Potentially strong SPD in place, but limited awareness or process for using resulting developer contributions</i>	<ul style="list-style-type: none"> <li>▪ Develop a framework or hierarchy of priority projects for allocation of Section 106 funding for Sports Development – to include provision to expand existing programmes to meet the requirements of the individual developments</li> </ul>
<i>Limited sport and physical activity stakeholder involvement in 'Project Bank'</i>	<ul style="list-style-type: none"> <li>▪ Explore a role for CSPAN in advising on the allocation of funding to Project Bank proposals relating to sport and physical activity</li> </ul>

**Providing a network of appropriate places and spaces for sport and physical activity**

3.12 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>Recommendations</i>
<i>Quantitative deficiencies in sports halls, limited data on access and poor perceptions of quality</i>	<ul style="list-style-type: none"> <li>▪ Use the findings of the analysis completed as part of this strategy to inform the PPG17 study and produce - the output should be a clear prioritised framework for facilities across all typologies</li> <li>▪ Additional research into user profiles of public leisure centres in Southwark and neighbouring authorities</li> <li>▪ Use the current discussions through the Chief Leisure Officers network to explore imported/exported demand at leisure centres</li> </ul>
<i>Maximising the impact of the Leisure Investment Programme and ensuring it is delivered on time</i>	<ul style="list-style-type: none"> <li>▪ Ensure the programme is well managed, delivered on time and the impact on participation is measured</li> </ul>
<i>Maximising the impact of SSF facilities for community benefit in the context of the key educational transformation priorities and site spatial issues</i>	<ul style="list-style-type: none"> <li>▪ Formalise arrangements for community use at the new sites (and appropriate existing schools) - to be undertaken in consultation with the Local Education Partnership (LEP) and involve consideration of the management of the Council's Leisure Facility Portfolio and the emerging Extended Schools Strategy.</li> <li>▪ Develop collective targets (for the LEP and Children's Services) around community use</li> <li>▪ Conduct further consultation with NGBs to identify facility development priorities, investment opportunities.</li> <li>▪ Work with the LEP and the Client Design Advisor to provide specialist sports facility advice to support individual schools in developing their design briefs.</li> <li>▪ Subject to the findings of the physical activity needs assessment, it is proposed that the SSF schools could provide a local Healthy Lifestyle focus rather than a more traditional approach to facilities management of sports facilities. This would potentially align well with the core objectives and mechanisms highlighted in the emerging Healthy Weights Strategy and Extended Schools Agenda.</li> </ul>
<i>SSF – site specific issues: Notre Dame School</i>	<ul style="list-style-type: none"> <li>▪ Further investigate the potential to develop facilities jointly with London Southbank University and replacement Elephant and Castle Leisure Centre. This could include consideration to an 8 badminton court hall. Also regeneration projects in the Canada Water /Rotherhithe area.</li> </ul>



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<b>Issue</b>	<b>Recommendations</b>
<p><i>Maximising the use of existing school sites in light of the diverse arrangements (VA schools, academies, foundation schools)</i></p>	<ul style="list-style-type: none"> <li>▪ Develop the extended school strategy – this recommendation links to involvement of Extended Services Manager on CSPAN and developing the 5 hour offer. Investigate a school governor involvement in CSPAN</li> </ul>
<p><i>Incomplete picture of the role of parks and open spaces in providing for sport and physical activity</i></p>	<ul style="list-style-type: none"> <li>▪ Share and make greater use of parks user profiling data across relevant services. Specifically there is a potential value in this data informing investment from the Cleaner Greener Safer Programme.</li> <li>▪ Use data collected from user profiling to build a clearer picture of parks use across the Borough. Some profiling techniques are being used within the Heritage Lottery Fund's Parks for People programme which might be applicable</li> <li>▪ Evaluate some initiatives have been run involving tai-chi at parks, involving tai-chi, family/picnic zones, dog free zones, trim trails/green gym s etc We recommend these initiatives are evaluated, to assess their impact on leading to regular participation.</li> </ul>
<p><i>The street scene is under-utilised and active promotion as a resource for sport and physical activity is limited</i></p>	<ul style="list-style-type: none"> <li>▪ Undertake additional research to identify suitable cycling and walking routes across the Borough - – identify the Council lead and ensure they are represented on Proactive Southwark – this should build on the work of the Council's Transport Planning Team (including School and Workplace travel plans)</li> <li>▪ Improve the promotion of cycle routes</li> <li>▪ Undertake more detailed mapping of street scene facilities / opportunities for physical activity</li> </ul>
<p><i>MUGAs and other informal outdoor facilities (particularly for Young People) are in need of improving</i></p>	<ul style="list-style-type: none"> <li>▪ Investment in 16 MUGAs across the 8 Community Council Areas</li> <li>▪ Investment in BMX facilities at Burgess Park</li> <li>▪ Investment in other outdoor facilities and playspace</li> </ul>
<p><i>Limited involvement in planning and delivery of non-traditional facilities for sport and physical activity</i></p>	<ul style="list-style-type: none"> <li>▪ Evaluate and share findings of current library based/led projects promoting physical activity</li> <li>▪ Pilot a small number of projects in partnership with the Chamber of Commerce (who are members of CSPAN) to test workplace initiatives across a range of small and medium businesses to develop a model that could be rolled out more widely</li> </ul>

**Building and maintaining an effective multi-agency delivery system for sport and physical activity**

3.13 Through our research we have attempted to take stock of all ‘partners’ involved in delivering sport and physical activity programmes, services or projects and build a picture of how the collective ‘business’ works. The issues below relate to the coordination of services provided by a diverse range of providers.

<i>Issue</i>	<i>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"> <li>▪ All wider stakeholders are consulted about the recommendations made in this draft report – obtain agreement and buy in from stakeholders and partners, including specifically:               <ul style="list-style-type: none"> <li>▪ Council Executive</li> <li>▪ LSP (relevant theme boards)</li> <li>▪ NHS Southwark</li> </ul> </li> <li>▪ Secure Memorandum of Understanding with all Proactive Southwark Stakeholders</li> <li>▪ A wider ‘virtual’ CSPAN is considered to engage deliverers and stakeholders who may be engaged in ‘collaborative advantage’ rather than as partners</li> </ul>
<i>Ensuring CSPAN is ‘fit for purpose’ to lead the delivery of the strategy</i>	<ul style="list-style-type: none"> <li>▪ A representative from Planning is invited to join the Strategic Group and the Extended Services Manager be recruited to the Delivery Group</li> <li>▪ The development of an internal Council Physical Activity Group to provide more structure for all services involved, to include a Council ‘Champion’/lead</li> <li>▪ Additional resources are earmarked for evaluation. We suggest an external consultant or critical friend should play a role in ensuring objective evaluation</li> <li>▪ Ensure the current Disability Sport Action Plan and Proactive Southwark Disability sub-group continue to deliver</li> </ul>
<i>Potential gaps in the workforce needed to deliver the strategy and related programmes and services</i>	<ul style="list-style-type: none"> <li>▪ Develop appropriate registers and pathways for all coaches/leaders that are required to support activity</li> </ul>
<i>The need for formal monitoring, evaluation and progress review of the strategy</i>	<ul style="list-style-type: none"> <li>▪ Implement formal monitoring and progress reporting, and it is suggested that the recommendations are ‘RAGed’ on a quarterly basis.</li> <li>▪ Formal annual reporting and review</li> </ul>

*Relatively low level of resource expenditure and reliance on external short-term funding*

- Further research to build on existing audit to identify current expenditure, source and timescales
- Consider a dedicated Funding Officer post
- Examine commissioning arrangements for physical activity programmes to inform the above

### Maximising the use of London 2012 to promote physical activity

3.14 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. This group leads on the Council's involvement with the Cultural Olympiad initiative, a London Organising Committee of the Olympic and Paralympic Games (LOCOG) sponsored programme launched in September 2008 to develop a four year celebration designed to engage the widest range of people across the UK in cultural activities.

<i>Issue</i>	<i>Recommendations</i>
<i>Lack of clarity of the opportunities the Olympics and Paralympics present on a local level for promoting physical activity</i>	<ul style="list-style-type: none"> <li>▪ Review a number of the Council's current programmes to identify opportunities to embed a Games theme. The Community Games programme presents one example as does the London Youth Games (annual event) where there is the potential for linkages with the wider Cultural activity programme (e.g. dance) and reflecting some of the range of Olympic sports within the offering.</li> <li>▪ CSPAN be involved in identifying potential Olympic themed projects.</li> </ul>
<i>Maximising the impact of the Olympics and Paralympics may not align with other Sport and Physical Activity strategy themes</i>	<ul style="list-style-type: none"> <li>▪ Include non-sport physical activity within the wider cultural offering across the work plan being developed. We are aware of the 'Big Dance' project and other arts based programmes which might provide a basis for this. The '5 hour offer' programme of activities is also being developed and clarified at the time of writing. There maybe potential to include an Olympic theme to cut across the sporting and cultural elements of this</li> </ul>
<i>The need for Stakeholders to maximise the opportunities presented by London 2012</i>	<ul style="list-style-type: none"> <li>▪ PCT to investigate the opportunity for whole family involvement in physical activity and use the Olympics as a motivator for their siblings</li> <li>▪ Liaise with NGB's to support and raise awareness around 2012 with their local clubs</li> <li>▪ Southwark Council members and Officer group need to promote and disseminate the 2012 work plan across the whole of the borough</li> </ul>

## Maximising the impact of all resources

3.15 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>Recommendations</i>
<i>Incomplete information about the resources expended on sport and physical activity</i>	<ul style="list-style-type: none"> <li>▪ Review and assess ability to bend current spend and consider incorporating this function in current staff time or the creation of an officer to investigate potential funding</li> <li>▪ Review current resources both internal and externally</li> </ul>
<i>Duplication of effort and resource expenditure</i>	<ul style="list-style-type: none"> <li>▪ Developing and maintaining a shared information database (a core role for either an existing officer, or as part of a new post). A job appraisal exercise should be carried out to assess the potential for this function to be part of the Funding Officer role, and should consider the current capacity role of the local CVS</li> </ul>
<i>Potentially high number of 'free' activities with limited potential sustainability</i>	<ul style="list-style-type: none"> <li>▪ Undertake further research to assess the impact of free provision, specifically relating to sustained participation</li> </ul>
<i>Maximising the impact of the Leisure Investment Programme and ensuring it is delivered on time</i>	<ul style="list-style-type: none"> <li>▪ Ensure the programme is well managed, delivered on time and the impact on participation is measured</li> </ul>
<i>Ensuring consistent quality across a diverse range of provider</i>	<ul style="list-style-type: none"> <li>▪ There may be some scope to develop a local quality accreditation. This could carry a CSPAN endorsement and include a suite of basic criteria (e.g. CRB checks)</li> </ul>
<i>No structured or coordinated effort to maximise external funding sources</i>	<ul style="list-style-type: none"> <li>▪ Consideration to appointing a Funding Officer</li> <li>▪ Council to review its approach to grant aid including maximising the use of Discretionary Rate relief for sports clubs with their own facilities</li> <li>▪ Consider linking grant aid to a 'quality mark' for sports clubs and other providers</li> </ul>
<i>Engaging local residents in coaching and providing regular coaching opportunities</i>	<ul style="list-style-type: none"> <li>▪ Develop a central, shared database of coaches - this should prioritise suitable local coaches</li> <li>▪ More research into creating pathways for young coaches - the Workforce Development subgroup of the CSPAN should play a key role in this</li> </ul>
<i>Limited outcome focused evaluation</i>	<ul style="list-style-type: none"> <li>▪ Further research is conducted to compile a more accurate picture of resource expenditure. We have suggested this could form part of a new Funding Officers role</li> <li>▪ Use a Social Return on Investment method to identify the benefits of sport and physical activity to other services</li> </ul>

## Next Steps

- 3.16 This report provides a summary of the findings, in relation to issues and recommendations, of the research and consultation undertaken to date. The report is intended as a consultation draft for stakeholders to comment on the proposed recommendations. A number of workshops are being planned to develop an action plan following agreement on the recommendations.