

## Appendix 3

### **Southwark Sport and Physical Activity Strategy: Action Plan**

#### **Developing the Action Plan**

The following action plan has been developed through a series of 3 facilitated workshops with stakeholders. Specifically these workshops involved representatives from those organisations represented on the local CSPAN (Proactive Southwark). Workshops were structured to assess the level of agreement with recommendations and their suitability to address the issues identified. The workshop programme was also designed to prioritise the issues identified and recommendations. Workshop participants were also asked to help develop the action plan, with specific regard to any specific action required to deliver the recommendations highlighted, the resources required and who should lead on specific actions.

#### **Structure of the plan**

The following action plan is largely self-explanatory. It details 76 recommendations for the delivery over the next four years (2009-2013). Specifically the plan lists the issues, recommendations and details of implementation (lead, resources etc) for each of the 7 strategy themes identified.

- **Issue being addressed** - The issue being addressed column provides a summary of the issues identified that the recommendations aim to address. Issues are discussed in more detail in the appendices to the report.
- **Recommendation No.** - This is the number given to the recommendation. The recommendations numbers are not an indication of priority actions (i.e. recommendation '1' is not more of a priority than recommendation '2' and so on).
- **Recommendation and Action** – Provides a description of the recommended action
- **Lead / Action Owner** – outlines the organisation(s) and/or departments responsible for taking a lead and overseeing the delivering of the recommendation / action
- **Partners** – outlines the organisations / departments who should be involved in delivering the action
- **Resource implications** – provides an indication of the type and level (if financial) resources required
- **Priority / timescale** - Priority relates to the level of impact stakeholders agreed delivery of the recommendations would have on increasing participation. 'High Impact' (High Priority) recommendations represent those likely to have a significant impact on increasing sport and physical activity participation rates. These recommendations were agreed by the majority of partners (at least 75% of those involved in the workshops). 'Medium Priority' recommendations were also largely supported by all stakeholders, although there was less consensus about the level of impact on participation rates. A number of 'Medium' priority recommendations relate to those where the impact on participation rates is likely to be less direct. The results of this prioritisation has been used to categorise the recommendations within the following action plan. In terms of timescale the following applies:
  - *Short = to be delivered in the next 6-12 months*

- *Medium = to be delivered between 12 and 18 months from now*
- *Long = to be delivered in 18 – 48 months time*
- **Progress Indicator** – provides a description or indication of whether the recommendations has been delivered or progressed
- **Performance Management (RAG'd)** - This column relates to how often the recommendation, and progress made towards delivery and the impact of this needs to be reviewed. RAG's is the abbreviation for 'red', 'amber' and 'green' -the suggested 'status' to be attributed to each recommendation at its review time.

Colour coding has been used to identify the 'High Impact' / Short timescale recommendations – these are denoted by green shading – these provide the focus for immediate efforts.

**Theme 1 – Using physical activity for both the prevention and management of ill-health**

Issue being addressed	Rec. No.	Recommendation and Action	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale	Progress Indicator
Limited co-ordinated research on where physical activity can make the greatest impact on ill-health	1	Commission and manage a Physical Activity Needs Assessment to identify target areas and groups for focused interventions	NHS Southwark	Vaga Associates (consultancy commissioned to complete the Assessment)  Proactive Southwark  Healthy Southwark	Funded. Resources may be required to address findings.	High Priority / Short	Needs Assessment completed and findings circulated
	2	Use the Sport England Market Segmentation Data and mapping, Childhood Obesity mapping, Active People results (when sub-group statistics are available) alongside the results of the above assessment to identify target areas and populations for focused interventions. Ensure this data is summarised and circulated via Proactive Southwark (part of outputs of above)	Southwark Council: Leisure and Wellbeing  NHS Southwark	NHS Southwark  Proactive Southwark  Young Southwark  Healthy Southwark	Resources may be required to use data and address findings (as above)	High Priority / Short	Target areas and populations identified and agreed
	3	Apply predictive modelling to gauge the potential impact of physical activity on different conditions for the Southwark population	NHS Southwark	Healthy Southwark	Officer time	High Priority / Short	Impact highlighted and disseminated across
Potentially low awareness of key health messages around physical activity	4	Undertake wider survey work to ascertain awareness levels (of key health messages around physical activity). Specifically explore the use of the Citizens Panel and inclusion of an appropriate question on the Annual MORI Survey. Circulate survey findings via Proactive Southwark.	NHS Southwark  Southwark Council: Leisure and Wellbeing	Southwark Council Communications team  Proactive Southwark  Healthy Southwark	Additional resources required. Potentially £5k	High Priority / Medium	Survey question piloted and survey completed  Proactive Southwark

	5	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	NHS Southwark Southwark Council: Leisure and Wellbeing	Proactive Southwark Healthy Southwark Young Southwark Fusion	Additional resources required. Potentially £5k for low level monitoring	High Priority / Medium	Monitoring results in place – levels of population responding  Fusion database
	6	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. Action also required to test use of incentives to encourage people to act on messages.	NHS Southwark	Fusion Healthy Southwark Southwark Council: Leisure and Wellbeing  Proactive Southwark	Within existing resources. Some Officer time required.	High Priority / Medium	Monitoring results in place – levels of population responding
<b>Issue being addressed</b>	<b>Rec. No.</b>	<b>Recommendation and Action</b>	<b>Lead / Action Owner</b>	<b>Partners</b>	<b>Resource Implications</b>	<b>Priority / Timescale</b>	<b>Progress Indicator</b>
Potentially low awareness of key health messages around physical activity	7	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.	Southwark Council: Leisure and Wellbeing	Southwark Council Communications team  Fusion  Proactive Southwark	Within existing resources. Some Officer time required.	Medium Priority / Short	Revised marketing priorities identified and
Limited review and evaluation of current health management programmes	8	Review the core GP referral offering in the context of the demographics of the borough, market segmentation data and explore 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)	NHS Southwark  Fusion	Southwark Council: Leisure and Wellbeing Sustainable Transport (Active travel / cycling)  GPs  NHS Southwark  Proactive Southwark	Some additional subsidy required depending on activities promoted	Medium Priority / medium	Retention/ programme completion rates

	9	Maximise the use of new facilities developed through Building Schools for the Future programme and link with Healthy Schools criteria. Specifically plan and pilot more family based programmes - use the new SSF schools as a focus for healthy living themed programmes targeting obese/overweight children and their families	School Sport Partnerships Individual Schools	NHS Southwark Extended Services Manager Southwark Council: Leisure and Wellbeing Young Southwark Healthy Schools	Some additional resources required – estimate £5-10k for a pilot	High Priority / Long	Themed programmes in place Levels of take-up by target groups and in
The Voluntary and Community Sector is potentially under-utilised as a key deliverer of sport and physical activity programmes	10	Conduct more research 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.  Collect additional data from deliverers about utilisation of services, audit under-utilised facilities provided across the VCS and identify other specialist 'providers' to engage with based on target group rather than what they offer e.g. Scouts and Guides focus on Young People	Community Action Southwark and PCT	All PROACTIVE SOUTHWARK members	Officer time	High Priority / Short	Research complete

**Theme 2 – Improving access and choice for the whole population**

Issue being addressed	Rec. No.	Recommendation and Action	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
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Limited sharing of information – fragmented arrangements, general lack of quality information	11	Develop and maintain a shared information database as a core role for the new Funding and Information Officer. 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.	Southwark Council: Leisure and Wellbeing  Funding & Information Officer	Proactive Southwark	Resources as per Funding Officer	High Priority Short
Existing opportunities for 'joined-up' information systems are not utilised consistently	12	Audit existing 'data bases' and 'customer' information systems e.g. leisure cards and assess the potential to share information, use this in marketing efforts and targeted programme development	Southwark Council: Leisure and Wellbeing – Funding and Information Officer Post	Proactive Southwark	Resources as per Funding Officer	High Priority Short
	13	Extend the current loyalty card and pricing policy to Young People to help bridge the gap between Free activities and mainstream provision. Initial action required to assess the cost and feasibility. Also make existing information via appropriate web-links e.g. CVS webiste	Fusion  Culture, Libraries, learning and Leisure (CLLL)	Community Action Southwark  Proactive Southwark  Southwark Council Communications team	Resource implications if rolled out	Medium Priority Medium
Dissemination of information and the promotion of current opportunities for physical activity is fragmented	14	Undertake further discussion with the Libraries Service to use the ENGAGE database to publish information about local providers – specifically set up a facility for small groups and clubs to have a web page linked to the ENGAGE, Council and other appropriate websites (including those of individual schools)  Update and maintain the Council Webpage on Sport and Leisure	Culture, Libraries, learning and Leisure (CLLL)	Southwark Council Libraries  Southwark Council Communications team  Healthy Southwark  Young Southwark  Proactive Southwark	Some officer time	High Priority Short
	15	Take advantage of the opportunity to provide a better information system for all residents and partners via the Active London Portal and information helpline	Proactive Central	Proactive Southwark	Resources already allocated - £3k	Medium Priority Short
	16	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	Southwark Council: Leisure and Wellbeing	Children's Services  Proactive Southwark  Young Southwark	Some resources required. Estimated £5k	Medium Priority Medium

	17	Undertake a small feasibility study to assess the relevance of producing local area 'Physical Activity Maps' for areas of Southwark - to be piloted in one of the Community Council areas.	Southwark Council: Leisure and Wellbeing NHS Southwark	Proactive Southwark	Some resources required. Estimated £2k	Medium Priority Medium
Issue being addressed	Rec. No.	Recommendation and Action	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
Targeting the whole population but maintaining specific focus on priority groups within	18	Set a number of KPIs around engagement of low participatory groups (specifically Disability / Women) as identified by the Active People Survey, Health Inequalities data and Market Segmentation data (in addition to a 'global' figure for increasing participation by 1% per annum)	All Proactive Southwark Members	Southwark Council: Leisure and Wellbeing  Healthy Southwark	Officer time	High Priority Short
	19	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 – This links with Recommendation/Action 7.	Southwark Council: Leisure and Wellbeing  NHS Southwark	Proactive Southwark  Healthy Southwark  Young Southwark	Some resources required. Estimated £5k	High Priority Medium – L
	20	Review the capability to produce promotional materials and deliver activities in different languages as appropriate to the population of Southwark	Southwark Council: Leisure and Wellbeing  NHS Southwark	Southwark Council Communications team / Inequalities Team  Proactive Southwark	Officer time for review. Potential resources if action required	Medium Priority Medium
	21	Pilot a model of a socially focused sports club as an exit route to one of the Sport Unlimited activities	Southwark Council: Leisure and Wellbeing	School Sport Partnerships  Extended Services Team	Some resources needed for Leaders / Coaches. £1k - £2k	High Priority Medium
	22	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 - to Link with Physical Activity Needs Assessment, Recommendation 1	NHS Southwark  Southwark Council: Leisure and Wellbeing	Proactive Southwark  Healthy Southwark	As part of Physical Activity Needs Assessment	High Priority Short
	23	Further consultation with sports clubs and public and voluntary sector providers to assess access and equality across hiring and priority use policies	Proactive Southwark Southwark Council: Leisure and Wellbeing	Local Sports Clubs NHS Southwark (happy to support but not capacity to deliver in short	Officer time – some resources may be required to address findings	High Priority Short

				term)		
	24	Produce a co-ordinated plan to achieve the '5 hour offer' programme of activities, including menu of activities that are included and linked to other recommendations	Southwark Council: Children's Services	School Sport Partnerships Extended Services Team Proactive Southwark	Officer time – may be some resources needed to develop specific activities within the 'offer';	High Priority Short

**Theme 3 – Maximising the use of the planning policy in providing for sport and physical activity**

Issue being addressed	Rec. No.	Recommendation and Action	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
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	25	<p>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.</p> <p>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 – this will involve using the outputs of Actions 29-32</p>	Southwark Council: Leisure and Wellbeing and Planning	Parks Service Fusion Schools Children's Services Proactive Southwark <i>PMP (Consultancy undertaking PPG17 assessment)</i>	Some additional research may be needed re: Quality audits of facilities	High Priority Short
No local provision standards for sport, recreation and open space – potentially limits monies achievable from the planning process	26	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).	Southwark Council: Leisure and Wellbeing and Planning	Parks Service Fusion Community Councils Proactive Southwark <i>PMP (Consultancy undertaking PPG17 assessment)</i>	Some additional research may be needed beyond scope of current PPG17.	High Priority Short



Potentially strong SPD in place, but limited awareness or process for using resulting developer contributions	27	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	Southwark Council: Leisure and Wellbeing and Planning	Proactive Southwark	Officer time to access Section 106 monies	High Priority Short
Limited sport and physical activity stakeholder involvement in 'Project Bank'	28	Explore a role for Proactive Southwark in advising on the allocation of funding to Project Bank proposals relating to sport and physical activity – discuss and explore with Planning and Project Bank Officer	Southwark Council: Leisure and Wellbeing	Parks Service  Public Realm  Proactive Southwark	Officer time	High Priority Medium

**Theme 4 – Providing a network of appropriate places and spaces for sport and physical activity**

Issue being addressed	Rec. No.	Recommendation and Action	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
Quantitative deficiencies in sports halls , limited data on access and poor perceptions of quality	29	Include the findings of the strategy research and Proactive Southwark member views to inform the qualitative and accessibility audit in the planned PPG17 study – the output should be a clear prioritised framework for facilities across all typologies	Southwark Council: Leisure and Wellbeing	Fusion  Parks Service  Proactive Southwark  PMP ( <i>Consultancy undertaking PPG17 assessment</i> )	Officer time	High Priority Short

	30	Complete additional research into user profiles of public leisure centres in Southwark and neighbouring authorities – identify catchments for leisure centres and role of neighbouring provision in providing opportunities for local residents. This should be done as part of the CLOA meetings	Southwark Council: Leisure and Wellbeing	Fusion	Officer time – may be resource implications of addressing findings, cross subsidy etc...	High Priority Medium
	31	Audit the potential of wider community venues to provide for sport and physical activity	Southwark Council: Leisure and Wellbeing	Community Action Southwark	Officer time	Medium Pri Medium
	32	Use the current discussions through the Chief Leisure Officers network to explore imported/exported demand at leisure centres	Southwark Council: Leisure and Wellbeing	Fusion Sport England Proactive Southwark / Central	Officer time – may be resource implications of addressing findings, cross subsidy etc	High Priority Medium
Maximising the impact of SSF facilities for community benefit in the context of the key educational transformation priorities and site spatial issues	33	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.	Southwark Council: Leisure and Wellbeing  Children's Services and SSF lead  Individual Schools	Fusion Balfour Beatty Extended Services team School Sport Partnerships	Potential resources needed to support community use	High Priority Medium
	34	Develop collective targets (for the LEP and Children's Services) around community use	Southwark Council: Leisure and Wellbeing  Children's Services and SSF lead  Individual Schools	Individual SSF Schools Balfour Beatty Extended Services team School Sport Partnerships	Officer time and as above	High Priority Medium

Issue being addressed	Rec. No.	Recommendation and Action	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
Maximising the impact of SSF facilities for community benefit in the context of the key educational transformation priorities and site spatial issues	35	Conduct further consultation with NGBs to identify facility development priorities, investment opportunities.	Proactive Central London	NGBs Southwark Council: Leisure and Wellbeing	Officer time – surveys and meetings	High Priority Short
	36	Work with the LEP and the Client Design Advisor to provide specialist sports facility advice to support individual schools in developing their design briefs.	Southwark Council Children’s Services and SSF lead  Individual Schools	Southwark Council: Leisure and Wellbeing  Fusion  Proactive Southwark	Ongoing Officer time	High Priority Short
	37	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 (see Recommendation 9)	NHS Southwark  Southwark Council Children’s Services and SSF lead	Individual SSF Schools  Balfour Beatty  Extended Services team  School Sport Partnerships	Officer time and some potential resources for programme development	Medium Priority Medium
SSF – site specific issues: Notre Dame School	38	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.	Southwark Council: Leisure and Wellbeing  Planning / Regeneration – Major Projects, Elephant and Castle  SSF	Southbank University  Balfour Beatty  Fusion  School Sport Partnerships  Proactive Southwark	Officer time – capital resources dependent on scheme	High Priority Medium
SSF – site specific issues in light of new SSF programme	39	Regeneration projects in the Canada Water /Rotherhithe area . There is also further potential to utilise SSF funding to support enhanced community provision/ on the new schools sites and refurbished schools. A more strategic vision will be crucial to provide the most up to date and potentially sport specific quality facilities	Southwark Council: Leisure and Wellbeing  Planning / Regeneration - SSF	Balfour Beatty  Fusion  School Sport Partnerships	Officer time – capital resources dependent on scheme	High Priority Medium

				Proactive Southwark		
Maximising the use of existing school sites in light of the diverse arrangements (VA schools, academies, foundation schools)	40	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	Southwark Council: Children's Services and Leisure and Wellbeing	Extended Services team School Sport Partnerships Individual Schools	Officer time – potential subsidy required for some schools	High Priority Medium
<b>Issue being addressed</b>	<b>Rec. No.</b>	<b>Recommendation and Action</b>	<b>Lead / Action Owner</b>	<b>Partners</b>	<b>Resource Implications</b>	<b>Priority / Timescale</b>
Incomplete picture of the role of parks and open spaces in providing for sport and physical activity	41	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 – link data to CGS process and work of Community Council's so that spend is targeted	Southwark Council: Parks	Southwark Council: Leisure and Wellbeing Parks Wardens Proactive Southwark	Profiling is expensive would need resource. Estimate £5k	High Priority Short
	42	Use data collected from user profiling to build a clearer picture of parks use across the Borough. Validate existing data to ensure it is accurate. Some profiling techniques are being used within the Heritage Lottery Fund's Parks for People programme which might be applicable	Southwark Council: Parks	Southwark Council: Leisure and Wellbeing Parks Wardens Proactive Southwark	Profiling is expensive would need resource. Estimate £5k	High Priority Medium
	43	Develop a base-standard approach to evaluating parks projects. Evaluate initiatives running involving tai-chi at parks, trim trails, green gyms etc. We recommend these initiatives are evaluated, to assess their impact on leading to regular participation. Explore / Pilot approach of zoning parks i.e. the creation of a Sport and Physical Activity Zone	Southwark Council: Parks	Southwark Council: Leisure and Wellbeing Parks Wardens Parks Projects Proactive Southwark	Within existing resources – potentially some training on evaluation tools (External Trainer - £1k)	High Priority Medium

The street scene is under-utilised and active promotion as a resource for sport and physical activity is limited	44	Undertake additional research to identify suitable walking and cycling 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)	Southwark Council: Leisure and Wellbeing Sustainable Transport Walks Coordinator  NHS Southwark	Parks Wardens  Proactive Southwark	Officer time Some resource implications to action findings (i.e. potential maps, publications)	High Priority Short
	45	Improve the promotion of walking and cycle routes – this needs to be undertaken in partnership with the Council's Sustainable Transport team and appropriate stakeholder organisations and should involve the development of a marketing plan. A baseline needs to be established.	Southwark Council: Cycling Officer and Leisure and Wellbeing  NHS Southwark  Walks Coordinator	Proactive Southwark Southwark Council Communications team Sustainable Transport	Additional resources required	High Priority Short
<b>Issue being addressed</b>	<b>Rec. No.</b>	<b>Recommendation and Action</b>	<b>Lead / Action Owner</b>	<b>Partners</b>	<b>Resource Implications</b>	<b>Priority / Timescale</b>
The street scene is under-utilised and active promotion as a resource for sport and physical activity is limited CONTD	46	Undertake more detailed mapping of street scene facilities / opportunities for physical activity – Include this as part of Recommendation 17	Southwark Council: Leisure and Wellbeing  NHS Southwark	Proactive Southwark	Some resources required. Estimated £5k	Medium Pri Medium
Limited involvement in planning and delivery of non-traditional facilities for sport and physical activity	47	Evaluate and share findings of current library based/led projects promoting physical activity	Southwark Council: Culture, Libraries, learning and Leisure (CLLL)	Leisure and Wellbeing  Individual Libraries  Proactive Southwark	Officer time	High Priority Short

	48	Pilot a small number of projects in partnership with the Chamber of Commerce (who are members of Proactive Southwark) to test workplace initiatives across a range of small and medium businesses to develop a model that could be rolled out more widely	Chamber of Commerce NHS Southwark	Southwark Council: Leisure and Wellbeing  Proactive Southwark	Estimate £5k	High Priority Medium
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***Theme 5 – Building and maintaining an effective multi-agency delivery system for sport and physical activity***

<b>Issue being addressed</b>	<b>Rec. No.</b>	<b>Recommendation and Action(s)</b>	<b>Lead / Action Owner</b>	<b>Partners</b>	<b>Resource Implications</b>	<b>Priority / Timescale</b>
Lack of a sport and physical activity strategy for 10 years presents a challenge to	49	Consult widely on the recommendations made in this draft report – obtain agreement and buy in from stakeholders and partners,	Southwark Council: Leisure and Wellbeing	Healthy Southwark  Young Southwark	Officer time	High Priority Short

ensuring 'buy into a shared strategy for the next 4 years		including specifically: <ul style="list-style-type: none"> <li>▪ Council Executive</li> <li>▪ LSP (relevant theme boards)</li> <li>▪ NHS Southwark</li> </ul> Secure Memorandum of Understanding with all Proactive Southwark Stakeholders	Proactive Southwark	Children's Services Elected Members		
	50	A wider 'virtual' Proactive Southwark is considered to engage deliverers and stakeholders who may be engaged in 'collaborative advantage' rather than as partners – action needed to establish who these should be – continually review and revise make up of membership	Southwark Council: Leisure and Wellbeing  Proactive Southwark	Proactive Southwark	Ongoing Officer time	High Priority Short
Ensuring CSPAN is 'fit for purpose' to lead the delivery of the strategy	51	A representative from Planning is invited to join the Strategic Group and the Extended Services Manager be recruited to the Delivery Group	Southwark Council: Leisure and Wellbeing	Southwark Council Planning and Children's Services  Proactive Southwark	Officer time	High Priority Short
	52	Nominate an Internal Strategy 'Champion' and lead the development of an internal Council Sport and Physical Activity Group to provide more structure for all services involved – secure 'buy-in'	Southwark Council: Leisure and Wellbeing	Lead Member / Service heads of all Council Services i.e Planning, Regeneration, Children's Services	Officer time	High Priority Short

	53	Discuss and agree the best approach to evaluating Proactive Southwark and earmark additional resources for evaluation. We suggest an external consultant or critical friend should play a role in ensuring objective evaluation	Southwark Council: Leisure and Wellbeing  Proactive Commissioning Group	Consultants (if applicable)  Proactive Southwark	Estimate £2k	Medium Priority Medium
Potential gaps in the workforce needed to deliver the strategy and related programmes and services	54	Develop appropriate registers and pathways for all coaches/leaders that are required to support activity	Proactive Southwark Workforce subgroup	Proactive Southwark	Officer time	Medium Priority Medium
<b>Issue being addressed</b>	<b>Rec. No.</b>	<b>Recommendation and Action(s)</b>	<b>Lead / Action Owner</b>	<b>Partners</b>	<b>Resource Implications</b>	<b>Priority / Timescale</b>
The need for formal monitoring , evaluation and progress of the strategy	55	Links to Recommendation 44. Implement formal monitoring and progress reporting, and it is suggested that the recommendations are 'RAGed' on a quarterly basis.	Southwark Council: Leisure and Wellbeing	Proactive Southwark	Officer time	High Priority Short
	56	Formal annual reporting and review of the Strategy – Nominated Strategy Champion to prepare an annual progress and achievements report for Proactive membership	Southwark Council: Leisure and Wellbeing – Strategy Champion	Proactive Southwark  Young Southwark  Healthy Southwark  LBS SMT	Officer time	High Priority Short



<p>The Voluntary and Community Sector is potentially under-utilised as a key deliverer of sport and physical activity programmes (Also highlighted as an issue in the Health Theme)</p>	<p>57</p>	<p>Conduct more research 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 – Links to actions 58 and 59</p>	<p>Southwark Council: Leisure and Wellbeing</p> <p>NHS Southwark</p>	<p>Proactive Southwark</p> <p>Young Southwark</p> <p>Healthy Southwark</p>	<p>Officer time</p>	<p>High Priority Medium</p>
<p>Relatively low level of resource expenditure and reliance on external short-term funding</p>	<p>58</p>	<p>Explore the potential for a 'commissioning group' as part of Proactive Southwark. This group could meet quarterly to co-ordinate funding issues and information gathering.</p> <p>Complete further research to build on the existing audit to identify current expenditure, source and timescales – this should highlight the percentage of activity funded via external funds.</p>	<p>Southwark Council: Leisure and Wellbeing</p> <p>Southwark Council: Leisure and Wellbeing</p>	<p>Proactive Southwark</p> <p>Funding Officer</p> <p>Proactive Southwark</p> <p>Funding Officer</p> <p>Young Southwark</p>	<p>Could be included as part of the Funding Officer Post (see below)</p> <p>No resource requirements</p>	<p>High Priority Medium</p> <p>Medium Pri Medium</p>
	<p>59</p>	<p>Cross-Sector Funding and Information Officer post to co-ordinate information about funding, investment and external funding opportunities. Identify shared funding for the post and monitor return on investment. This post, with the Commissioning group should lead on co-ordinating large funding bids.</p>	<p>Southwark Council: Leisure and Wellbeing</p>	<p>Proactive Southwark</p> <p>Community Action Southwark</p> <p>Healthy Southwark</p> <p>Young Southwark</p>	<p>Dependent on amount of shared funding.</p> <p>Potentially £40k (incl on-costs)</p>	<p>High Priority Short</p>

**Theme 6 – Maximising the use of London 2012 to promote physical activity**

Issue being addressed	Rec. No.	Recommendation and Action(s)	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
Lack of clarity of the opportunities the Olympics and Paralympics present on a local level for promoting physical activity	60	Review a number of the Council's current programmes to identify opportunities to embed a Games theme. The Community Games programme and London Youth Games present examples 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. Explore how to manage the expectations of Southwark Residents and focus planning on post-Olympic period	Southwark Council: Leisure and Wellbeing  Southwark Council Olympics Group	Proactive Southwark  Community Action Southwark	Depends on project list agreed	Medium Priority Short
	61	Proactive Southwark involved in identifying potential Olympic themed projects – identify potential and realistic projects at a local level	Proactive Southwark  Sport England	Southwark Council Olympics Group	Officer time	Medium Priority Short
Maximising the impact of the Olympics and Paralympics may not align with other Sport and Physical Activity strategy themes	62	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	Southwark Council Olympics Group	School Sport Partnerships  Proactive Central  Southwark Council: Leisure and Wellbeing	Some resource implications	Medium Priority Short
The need for Stakeholders to maximise the opportunities presented by London 2012	63	PCT to investigate the opportunity for whole family involvement in physical activity and use the Olympics as a motivator for their siblings and making links with organisations engaging the 'whole' family (e.g. some faith Churches)	NHS Southwark	Proactive Southwark  Southwark Council Olympics Group  Southwark Council: Leisure and Wellbeing Community Action Southwark	Some, depending on individual projects developed	Medium Priority Medium

	64	Liaise with NGB's to support and raise awareness around 2012 with their local clubs	Community Action Southwark Proactive Southwark	Local Sports Clubs NGBs Southwark Council: Leisure and Wellbeing	Officer time	Medium Priority Short
	65	LBS members and Officer group need to promote and disseminate the 2012 work plan across the whole of the borough	Southwark Council Olympics Group	Southwark Council: Leisure and Wellbeing Community Action Southwark Proactive Southwark	Officer time	Medium Priority Short

**Theme 7 – Maximising the impact of all resources**

Issue being addressed	Rec. No.	Recommendation and Action(s)	Lead / Action Owner	Partners	Resource Implications	Priority / Timescale
Incomplete information about the resources expended on sport and physical activity	66	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.	Southwark Council: Leisure and Wellbeing	Proactive Southwark	Resources as per Funding Officer	High Priority Short
Duplication of effort and resource expenditure	67	Developing and maintaining a shared information database (building on the Electronic Youth Services System EYSS) 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 CVSs for funding office plus overview of all activities	Proactive Southwark Community Action Southwark Children's Services	Proactive Southwark	Funding required – estimated £3k	High Priority Short
Potentially high number of 'free' activities with limited potential sustainability	68	Undertake further research to assess the impact of free provision, specifically relating to sustained participation – link to Leisure Card review  Need to give more thought to ways of encouraging people to be willing to pay for physical activity – or greater promotion of low/no-cost activities (e.g. walking and cycling)	Southwark Council: Leisure and Wellbeing	Proactive Southwark	Officer time – possible resources if external review	High Priority Short

Ensuring consistent quality across a diverse range of provider	69	Explore scope to develop a local quality accreditation. This could carry a Proactive Southwark endorsement and include a suite of basic criteria (e.g. for clubs/organisations. CRB checks) - Local mark is being developed	Southwark Council: Leisure and Wellbeing  Community Action Southwark	Sports Clubs  Local organisations  Proactive Southwark	Officer time / research time	High Priority Medium
No structured or coordinated effort to maximise external funding sources	70	Appointment of a Funding and Information Officer– need to identify and secure funds from all stakeholders	Southwark Council: Leisure and Wellbeing  Role of new Funding Officer  Proactive Southwark	Proactive Southwark  Sports Clubs	Resources as per Funding Officer	High Priority Short
	71	Review approach to Grant Aid and commissioned services including maximising the use of Discretionary Rate relief for sports clubs with their own facilities	Southwark Council: Leisure and Wellbeing  Proactive Southwark	Sports Clubs  Proactive Southwark	Depends on review outcomes	Medium Pri Medium
<b>Issue being addressed</b>	<b>Rec. No.</b>	<b>Recommendation and Action(s)</b>	<b>Lead / Action Owner</b>	<b>Partners</b>	<b>Resource Implications</b>	<b>Priority / Timescale</b>
No structured or coordinated effort to maximise external funding sources	72	Consider linking grant aid to a 'quality mark' for sports clubs and other providers	Southwark Council: Leisure and Wellbeing  Proactive Southwark	Sports Clubs  Proactive Southwark	Depends on review outcomes	Medium Pri Medium
Engaging local residents in coaching and providing regular coaching opportunities	73	More research into creating pathways for young coaches - the Workforce Development subgroup of the Proactive Southwark should play a key role in this	Proactive Southwark Workforce Sub-Group	Southwark Council: Leisure and Wellbeing  School Sport Partnerships	Officer time	High Priority Medium
Maximising the impact of the Leisure Investment Programme and ensuring it is delivered on time	74	Ensure the programme is well managed, delivered on time and the impact on participation is measured	Southwark Council: Leisure and Wellbeing	Fusion	Allocated	High Priority Medium

Maximising the impact of the Leisure Investment Programme and ensuring it is delivered on time	75	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	Southwark Council: Leisure and Wellbeing  Role of new Funding Officer	Proactive Southwark	Resources as per Funding Officer	High Priority Short
Limited outcome focused evaluation	76	Use a Social Return on Investment method to identify the benefits of sport and physical activity to other services – Link to other recommendations on Evaluation	Southwark Council: Leisure and Wellbeing	Proactive Southwark	Training / some external support (£2k)	Medium Pri Medium