



<b>Report to:</b>	Environment and Neighbourhood Committee	<b>Date:</b>	27 June 2016
<b>Report title:</b>	Response to Sporting Future, A New Strategy for an Active Nation		
<b>Report from:</b>	Tolis Vouyioukas, Strategic Director, People Directorate		
<b>Ward/Areas affected:</b>	Borough Wide		
<b>Chair of Committee/Lead Member:</b>	Councillor Jill Whitehead		
<b>Author(s)/Contact Number(s):</b>	Andrew Clark, Promoting Independence and Wellbeing Manager, 0208 770 5245		
<b>Corporate Plan Priorities:</b>	<ul style="list-style-type: none"> <li>• An Open Council</li> <li>• A Green Council</li> <li>• A Fair Council</li> <li>• A Smart Council</li> </ul>		
<b>Open/Exempt:</b>	Open		
<b>Signed:</b>	Tolis Vouyioukas	<b>Date:</b>	1 June 2016

## 1. Summary

- 1.1 This report sets out a stakeholder network approach to implementing the Government's new sports strategy: 'A New Strategy for an Active Nation'.

## 2. Recommendations

The Environment and Neighbourhood Committee is recommended to:

- 2.1 Agree a stakeholder network approach to the implementation of the Government's Sports Strategy through the development of a Sutton Physical Activity Network, as set out in 5.3 to 5.6.

## 3. Background

- 3.1 With the continuation of the Government's deficit reduction policy, councils have had significant reductions in their funding from government grants. At the same time local government has faced increasing demand for services due to demographic pressures and the consequences of other national government policies such as welfare reform. The London Borough of Sutton faces further funding and grant reductions from national government over the medium term, with a funding gap of £27.5m projected by 2018/19. Departments are required to find savings, and Wellbeing services which include leisure are not exempt from this process.
- 3.2 In December 2015 the Government published its new sport and physical activity strategy, 'Sporting Future: A New Strategy for an Active Nation'. This strategy sets out a framework for local delivery (Appendix A) focussing on five outcomes:

- Physical Wellbeing
- Mental Wellbeing
- Individual Development
- Social & Community Development
- Economic Development.

- 3.3 The strategy prioritises engagement with people who do sport less than the population as a whole, focusing on particular sections of society that face barriers to taking part, or those who take part in sport and physical activity but at below average levels at the moment. For example people from lower socio-economic groups, older people, women and disabled people.
- 3.4 The strategy describes the role of Local Government as having an important part to play in bringing schools, voluntary sports clubs, National Governing Bodies of sport (NGBs), Health and the private sector together to forge partnerships, unblock barriers to participation and to improve the local sport delivery system.
- 3.5 The Local Authority does not have a statutory responsibility to provide or ensure specific provision for leisure or sporting/physical activity. The Council does have responsibility however for the management of rights of way and parks, which can play a significant role in addressing physical inactivity, as well as responsibility to promote wellbeing as part of its Public Health duties and through the Care Act 2014.
- 3.6 However, it needs to be recognised that real, sustainable change will only happen if individuals take responsibility for improving their own health and wellbeing and a change of behaviour is required.
- 3.7 Sutton's Sport and Physical Activity Strategy 2010-2012 – 'More People More Active More Often', ended in 2012. There are no longer resources within the Council for sports development activity but the Joint Health and Wellbeing Strategy 2013-2016 (actions 4 and 5); Sutton's Sustainable Transport Strategy (2015) and Sutton's Cycling strategy (2015) provide a foundation for action by individuals and communities in support of the Government's national sport strategy.

#### **4. Issues**

- 4.1 There is no statutory requirement placed upon a Local Authority to provide or ensure specific provision for leisure or sporting/physical activity. There is no budget provision within the Council's Leisure Service for planning or delivering any targeted sports projects within the Borough. However, the Council's Public Health Service does commission some services such as exercise on referral, football projects for people with learning disabilities and mental health problems, but this is on a year by year basis.
- 4.2 Going forward Public Health are implementing ideas for supporting a variety of sustainable initiatives across the Borough. This will include looking at the built environment, green spaces and will focus upon those at greatest risk due to inactivity and poor diet. The



priority is to encourage people to take responsibility for their own health and to lead healthy lifestyles which includes making use of all the universal services on offer.

- 4.3 The Council does provide universal services through its four leisure centres in the borough. These leisure centres are managed by 'Everyone Active' under contract to the Council. Activities on offer include gym membership, Zumba classes, badminton, squash and swimming.
- 4.4 The majority of physical activity and sport provision within the borough is delivered through schools and local sports clubs as well as residents themselves using parks and open spaces.
- 4.5 In addition to individuals taking responsibility for their own health and wellbeing, it is clear that there are many organisations that have a role to play in delivering the Government's Sporting Future strategy within Sutton. These include Sutton Council (leisure centres, parks, public health); sports clubs; national governing bodies (NGB); Health (the NHS); voluntary organisations; schools, local businesses and the local community.
- 4.6 Given the number of stakeholders and the lack of Council resource a network approach could be the most effective way to implement the Government's Sports Strategy. A network approach would serve to link organisations and their actions to the delivery of the outputs set out in the Government framework, in ways that will meaningfully contribute to the positive change in overall outcomes. This approach would also help members of the network to access new government funding as this becomes available. Bids that can demonstrate effective local collaboration in making a change at local level are most likely to be successful in accessing funding.
- 4.7 A Sutton Physical Activity Network with representatives from all organisations that have a role to play in delivering the Government's Sporting Strategy could help Sutton to achieve the five outcomes set out in the strategy. Whilst the Council could help to initiate this group the on-going involvement of officers would be limited and the responsibility for delivery and ownership of any actions will remain with the relevant member organisations of the network.
- 4.8 The focus of the Network could be on 2 of the 3 outputs set out in the strategy framework on the basis that the third output 'Maximising international and domestic sport success and the impact of major events' is less relevant at a local level. The two outputs would therefore be:
- More people from every background regularly and meaningfully: a) taking part in sport and physical activity, b) volunteering and c) experiencing live sport.
  - Supporting a more productive, sustainable and responsive sport sector.



More people from every background regularly and meaningfully: a) taking part in sport and physical activity, b) volunteering and c) experiencing live sport

- 4.9 Delivery of this output would require an understanding of which segments of Sutton's community is physically inactive, the reasons for non-participation, what would motivate them to become physically active as well as local opportunities for physical activities.
- 4.10 The strategy sets out the expectation that increases in people becoming physically active will take place in big steps rather than incremental year-on-year increases. In early 2017, Sport England will set out and agree with Government, targets for increasing engagement in sport by 2020 and 2025 along with the evidence supporting these targets.
- 4.11 The priority for this output will be to focus on those groups that are particularly unlikely to take part in sport and physical activity at the moment. The expectation is for actions delivered by Network members to align with national campaigns such as the 'This Girl Can Campaign' to ensure resources available are maximised and deliver the step changes expected.
- 4.12 In order to support this, Sport England will be adopting a more targeted approach to their marketing activity, considering: who is the target audience; what is the message; who is the messenger; what is the channel; how will it be activated with genuinely linked opportunities.
- 4.13 One priority group identified within the strategy is Children and Young People and the representation of Sutton Schools on the Sutton Physical Activity Network would be fundamental to Sutton achieving the outcomes in the Government Strategy. There are already some excellent initiatives taking place within Sutton schools, working in partnership with Public Health, for example the Daily Mile in which each primary school child walks/runs 1 mile per day. In the school where it was first implemented (St Ninian's in Stirling) there are no children that are overweight.
- 4.14 Schools receive a Primary Physical Education (PE) and Sport Premium to make additional and sustainable improvements to the quality of PE and sport they offer. Schools should use the premium to develop or add to the PE and sport activities that they already offer or make improvements that will benefit pupils joining the school in future years.
- 4.15 The strategy explains that new Primary PE and Sports Premium grants will be available and that conditions placed upon access to these grants will have a greater emphasis on generating sustainable improvements which enhance existing provision e.g. using specialist coaches to work alongside and upskill existing teachers.
- 4.16 However, this is not purely focused on what is delivered within schools with initiatives such as Active Travel to school through walking and cycling also contributes to increasing the physical activity of children as well as their parents and carers as well as supporting the many sports organisation that provide physical activity opportunities to be sustainable.



- 4.17 Consideration would also need be given to how and where resources can be deployed to best effect in order to increase physical activity in young people. For example, the continuation of Sutton's participation in both the School Games and the London Youth Games.
- 4.18 In relation to other partners, the national Strategy identifies a need for strong links between Health and the Sport/Leisure sector to fight inactivity, building on initiatives such as social prescribing where primary care services refer patients with social, emotional or practical needs to a range of local, non-clinical services.
- 4.19 The Government's strategy recognises that there are a variety of opportunities for people to engage in sport and physical activity and that there has been too heavy a focus on measuring this through traditional sports such as football, rugby, swimming or tennis. As a result, the Government are developing a new survey 'Active Lives' which will capture more types of activity that people do and the contribution of those activities to the outcomes of the strategy. Sport England has already started work on providing baseline performance data from which future targets will be set.
- 4.20 A Sutton Physical Activity Network, if established, could also consider how the use of technology could encourage people to be more physically active, whether this is through increased awareness of Apps like MapMyRun and Strava or the use of websites such Get Active London which help people find out about what is available locally. It is understood that some people will require support to access information from websites and the Council have already commissioned a new information and advice service which can support people to access this information. This service can be accessed either over the phone or face to face in venues, including the Council's libraries.
- 4.21 One of the biggest barriers people cite to engaging in physical activity is not being able to find the time. The involvement of local businesses in the Network would be key to addressing this by looking at ways that physical activity can be incorporated in and around people's working day as well as access to facilities such as showers and cycle storage as well as corporate gym membership. Additionally, initiatives such as The Workplace Challenge, which helps employers to get staff more physically active, can be considered.
- 4.22 For the first time, the sports strategy recognises the value and need for volunteering in providing local sport and physical activity opportunities. Sutton has a strong volunteering record within sport and physical activity, which is most evident in the Community Makers (formerly Sutton's Olympic Games Makers) in addition to the many volunteers that keep local sports clubs, walking groups and other community organisations going.
- 4.23 To support the development of volunteering, Sport England will be producing a volunteering strategy which will consider the need in areas such as recruitment, retention, reward and measurement as well as whether formal recognition should be provided for sports volunteers and if so, what.



Supporting a more productive, sustainable and responsive sport sector

- 4.24 The key areas relevant to local delivery within this output are:
- Financial sustainability;
  - Infrastructure;
  - Leadership and Administration; and,
  - Safety and Wellbeing.
- 4.25 The strategy explains the need to place the foundations of sport and physical activity on a more sustainable footing but that this must not be achieved to the detriment of access for all in society, including balancing inclusive pricing policies with revenue needs.
- 4.26 The Council's leisure centres already provide concessionary prices for some of the segments of Sutton's community that are less physically active including free swimming for people aged 60+ and concessions for people with a disability.
- 4.27 It is therefore important for organisations that are involved in sport to consider diversification of funding (including in kind funding) such as sponsorship; fundraising; social impact bonds as well as partnerships with the private sector as part of their Corporate Social Responsibility (CSR). There may also be opportunities to access grants aimed at 'grassroots' development such as facilities improvements, developing coaches and purchase of equipment.
- 4.28 However, financial sustainability can also be achieved through reducing costs and consideration must be given to opportunities for back office efficiencies, co-location and sharing services as well as maximising any tax incentives that are available through schemes such as the Community Amateur Sports Club (CASC).
- 4.29 The Government will also be working with sporting bodies and businesses to help them develop a business strategy for the sport and physical activity sector to support growth, improve access to finance and develop skills. This will be delivered through a new Sports Business Council which will be established in 2016 and whose membership will be drawn from a number of leading public and private sector organisations working in sport.
- 4.30 Development of the local infrastructure includes the design and build of parks and open spaces as well as sport and leisure facilities. A review of the accessibility of facilities is a priority area within the strategy. The strategy explains the need for consideration of co-location of sport with other services and multi-sport facilities as well as making use of school facilities. All of these options could be considered, as appropriate, by Sutton Physical Activity Network members.
- 4.31 The Sutton Physical Activity Network could provide the leadership and direction referred to within the sports strategy. The broad background and roles of Sutton Physical Activity Network members would help deliver an understanding of the workforce and career pathways as well as being in a position to deliver changes that are identified such as apprenticeship schemes and increased diversity.

4.32 The Sutton Physical Activity Network leadership role would also include the promotion of the safety and wellbeing of all people involved in the sector, be they employed, volunteers or participants. This could be through the promotion of safeguarding procedures and practices; reviewing the need for medical provision within local clubs including first aid training for coaches and other volunteers.

## 5. Options Considered

- 5.1 **Option 1:** The first option considered is a continuation of the approach that is currently in place where there is no forum to link sport and physical activity actions and organisations together across Sutton, to form collaborations or network arrangements for specific projects or funding applications.
- 5.2 Whilst local collaborations and partnership arrangements have delivered some success in the past these are not Borough wide and do not provide the wider joining up of actions or consistently engage partners such as private business and public sector organisations such as Health and Education. This option is unlikely to maximise the potential for successful funding applications for any grants that become available in the future.
- 5.3 **Option 2:** The Government's Sports Strategy provides a broad outline for implementation at a local level focussed on an approach that links organisations' actions in order to deliver the 5 outcomes detailed in the strategy. This approach provides the environment for new ideas and partnerships to develop across organisations that have not previously worked together.
- 5.4 A Sutton Physical Activity Network could be the means with which to deliver the change required by the Government Strategy by connecting organisations so that they can join up work they are doing and submit joint applications for funding as appropriate.
- 5.5 An initial Network meeting could be held with support from Sport England or London Sport. This would facilitate organisations understanding of each other's plans and priorities to enable them to make links. This would also be supported by presentations for organisations such as Sport England and London Sport on topics that support Sutton organisations help achieve the outcomes in the Government Strategy and increase physical activity for groups that are particularly unlikely to take part in sport and physical activity at the moment. These Network meetings could be held annually.
- 5.6 Representation from different Council directorates at the initiation stage could help to set up the Network but there is limited capacity within the Council to go beyond this phase. The Council's involvement thereafter would be as contributors to the Network and not as leads. Responsibility and ownership for delivery of actions with any implementation plan will remain with the relevant members and this is appropriate.
- 5.7 Option 2 is the recommended approach as this would ensure that a group of interested organisations are linked in a structured way, with terms of reference and an action plan for change.



**6. Impacts and Implications**

Financial

- 6.1 There is no provision within the Council’s budget or other resources allocated for sport development and the Government has not provided additional funding to implement the Sports strategy.
- 6.2 The implementation of the Government’s Sport Strategy within Sutton through a new Sutton Physical Activity Network could be achieved without impact on the Council’s existing budget. Furthermore, the establishment of a community focussed group that was well run and had an action plan would maximise the chances of bidding successfully for any grant funding that becomes available.

Legal

- 6.3 None

Equalities

- 6.4 The focus of the work detailed in this paper is to encourage people that are less physically active to become more active. Whilst work will be aimed at people from more disadvantaged communities in an attempt to address this inequality.
- 6.5 An Integrated Impact Assessment is attached at Appendix B. This document will be further developed through engagement with partners and stakeholder.

**7. Appendices and Background Documents**

Appendix Letter	Title
A	The Framework for a new sports strategy
B	Integrated Impact Assessment

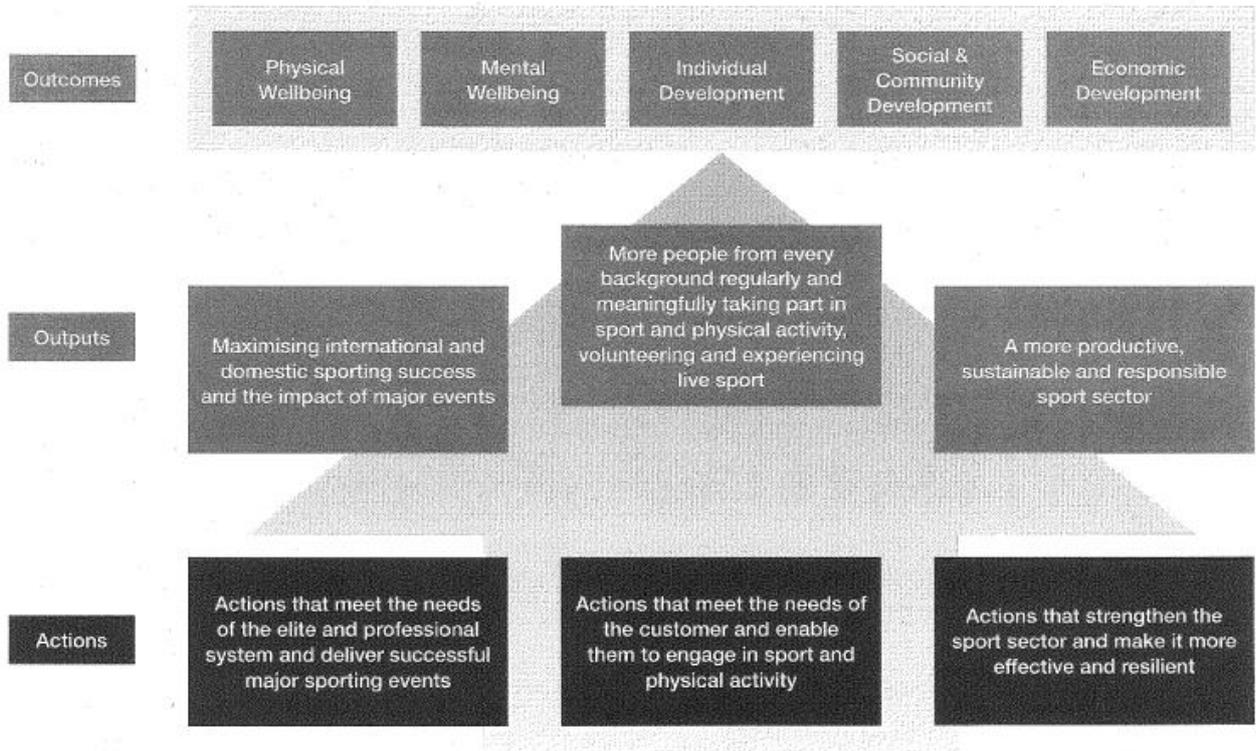
Background Documents
Sporting Future: A new strategy for an active nation

Audit Trail		
Version	Final	Date: 1 June 2016
Consultation with other officers		
Officer	Comments Sought	Comments checked by
Finance	Yes	Sue Hogg
Legal	Yes	Fiona Thomsen
Integrated Impact Assessment (IIA) required	Yes	Completed



## Appendix A

### The Framework for a new Sport Strategy



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