

**Nottingham City Council**

# Sport and Physical Activity Strategy 2015 – 2019

Setting The Pace and Building On Success

**Summary Document & Action Plan | January 2015**



**Nottingham  
City Council**

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# Introduction

The City of Nottingham has worked collaboratively with Sport England and key city partners to set out a future direction for the provision of leisure facilities and the development and delivery of sport and physical activity for 2015 – 2019.

Nottingham has a successful and strong reputation for sport and leisure. Compared with other Core Cities Nottingham has done many of the 'hard yards' in working to fund the large-scale improvements to its facilities despite the challenging financial climate. The service has successfully delivered an ambitious £40 million leisure facilities transformation programme over the past 10 years; the last phase of which will see the completed extension and refurbishment of the flagship Harvey Hadden Sports Village in summer 2015. This has resulted in the creation of a stock of predominantly modern, attractive, high quality and 'market competitive' sports facilities in the city.

Nottingham also has an established tradition and strong reputation for using sport and physical activity to inspire participation, encourage regeneration and promote social inclusion, which is evidenced through the successful delivery and implementation of the previous Physical Activity and Sports Strategy (PASS).

We have strengthened our partnerships, improved customer experience and been innovative in our approaches to community sport.



The Sport, Leisure and Community Service has structured itself in a more business-focused manner which has enabled delivery of effective facility-based services and community sport and physical activity, which has maximised social outcomes and delivered added value. This has ensured that the city's return on investment in both facilities and sport and physical activity development has impacted upon and is recognised by, residents, partners, councillors and other key stakeholders.

Our ambition is to continue to build upon this success and by 2019 we will have significantly increased levels of participation in sport and physical activity, continuing to make key contributions to the city's corporate ambitions in respect of improving health, employability, economic development and community cohesion.

The city, with its partners, is ambitious and aspires to be synonymous with excellence, innovation and success. The coming together of new documents: Setting The Pace and Building On Success documents and the subsequent Setting The Pace summary document, Sport and Physical Activity Strategy 2015 – 19, alongside an completed Playing Pitch Strategy and existing Community Strategy, marks our continuation on the 'good to great' journey meeting challenges, maximising opportunities and delivering meaningful outcomes.



# Vision

## Setting The Pace

Setting The Pace is complemented and informed by concurrent strategic reviews of Nottingham's indoor and built facilities base and its sports pitches. It is about initiating and confirming collective direction and determining priorities. These relate to issues in the city that are statistically self-evident plus aspirations and possibilities raised and included through consultation. The intention is that it will help to focus investment and add certainty with regard to areas for targeted support and future programmes. The core aim at all times is to get city residents to be more active, fitter and healthier.

By 2019, Nottingham will, building on the progress made to this point, have significantly increased the proportion of physically active adults by 1% per annum from **86,300** to **91,356** (people aged 14 & over) undertaking the recommended 1 x 30 minutes per week of sport and physical activity, making a key contribution to its corporate ambitions in respect of improving health, employability, economic development and community cohesion.



## Building On Success

Nottingham has done the 'hard yards' in working to fund the large scale improvements to its facilities despite the challenging financial climate; in this respect it is 'setting the pace'. However, building effectively on the work already undertaken over the next four years will need improved internal collaboration and strong partnership working. Key partners in this include the city's schools (and the School Sports Network), its universities and colleges, Sport England, Public Health, NGBs, Sport Nottinghamshire, agencies such as the YMCA, the broader voluntary sector and key clubs.

### The main task for the Council and its partners is to:

- Agree and adopt the components of the assessment.
- Develop and agree an action plan.
- Establish a group to oversee, and report on, implementation of the action plan.

The proposed vision is based upon clear, achievable framework of strategic objectives. It is recommended that the Council and its partners adopt the following strategic objectives (as policy) to enable it to achieve the vision of the Strategy:

### At its core this will, by 2019, mean that there is a measurable increase in the number of:

- City residents (young people and adults) converted from being non-participants to taking part in sport and physical activity (for 30+ minutes at least once per week). (Sport England APS)
- People who are no longer classed as overweight or obese. (Public Health Outcomes Framework)
- Residents from specified city (postcode) targeted neighbourhoods regularly participating in sport and physical activity. (Programme evaluation & Sport England APS)



By 2019 Nottingham will, building on the transformation work undertaken over the last four years, be serviced by a viable stock of Council owned/managed leisure centres supported by a complementary network of community based indoor and outdoor sports and exercise based facilities that make sport and physical activity accessible to people from the whole community.





# Our future role

In order for the Sports, Culture and Parks service to be able to deliver the visions of the two strategies it is essential to determine how future relationships will work in order to ensure their continued productiveness.

There is therefore a clear need to establish where the Sport, Culture and Parks Service sits in terms of the decision making, delivery and outputs with regard to sport and physical activity and also determine what the City Council will:

- Lead on
- Deliver directly
- Broker and support
- Influence.



The City Council's primary role is, thus, to:

- Plan and advocate.
- Develop market insight and intelligence to establish baselines and underpin target setting
- Develop and maintain 'delivery partnerships'.
- Implement (and/or oversee and/or be aware of implementation).
- Monitor progress and achievement.
- Review/evaluate effectiveness, value for money and collective return on investment.
- Orchestrate and drive effective communications between partners and with residents.



The strategy consultation highlighted a need to maintain existing, partnership-based work between Nottingham City Council (NCC) departments and this is a priority. Collaboration is essential with regard to the sporting infrastructure within and via which participants are introduced, entertained and retained in sport and physical activity. Setting The Pace is a statement, building on PASS, which re-affirms the collectively acknowledged importance of sport and physical activity to how the city lives. It confirms the value of the contribution that all partners can make to the health, wellbeing and life-chances of Nottingham's citizens. By establishing its future role in the delivery of sport and physical activity across the city, NCC will be able to focus its resources and expertise in order to bring about maximum success in its aim to increase participation by our residents.

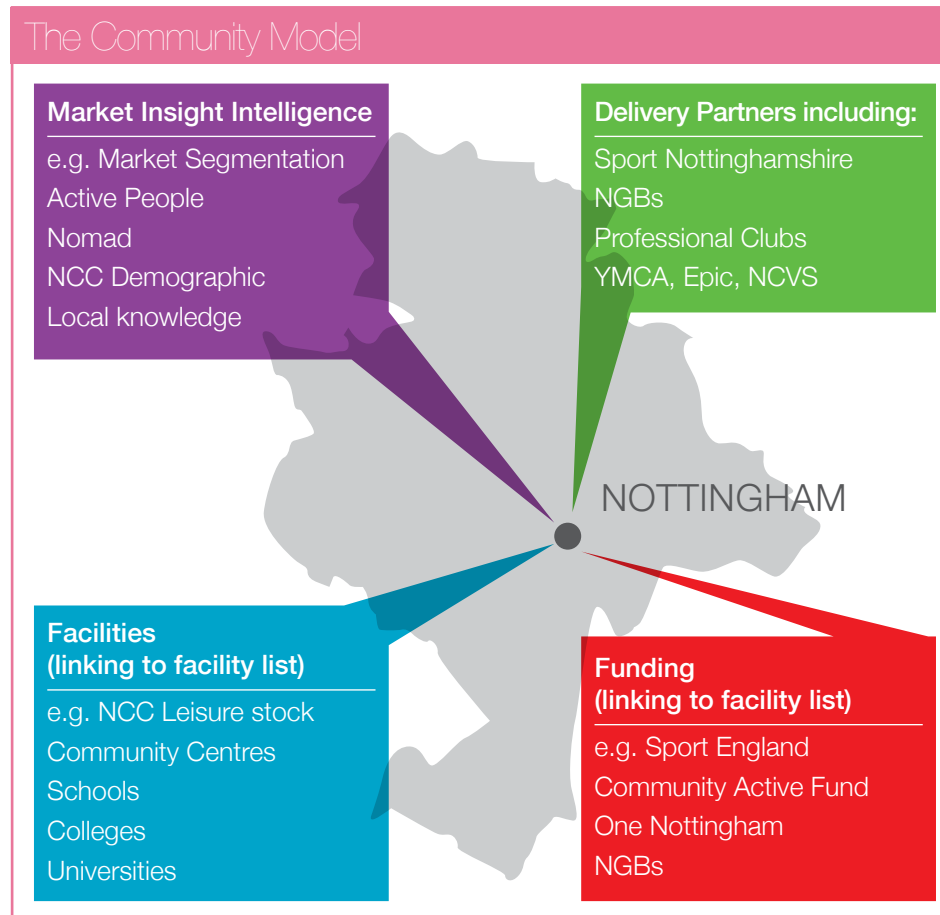
# Key future ways of working

Once the role of the Sport, Culture & Parks Service has been established there are two key ways of working which will be adopted to ensure that there is a progressive, focused delivery of sport and physical activity in the city in order to grow participation. The two key areas are to develop a community focus approach in specific identified areas in the city and, partnership working with the national governing bodies of sport to enable them to deliver their whole sport plans in the city to increase participation and improve talent development.

## Community Area Focus

The strategy work has identified a way forward which builds upon the current sport and leisure structure and will focus combined agencies, partners and resources in specific designated areas. These areas will be identified by making the optimum use of market insight and intelligence to inform and guide interventions and resources. In the first instance it will be used to make effective use of available market insight and intelligence to establish provisional baselines and underpin target setting. Funding to enable dedicated work in the areas identified will need to be allocated and work on delivering a comprehensive sport & physical activity offer through a variety of agencies and organisations at a range of traditional / non-traditional venues will be delivered in order to maximise participation.

(See Facility List, Appendix 1)



## National Governing Bodies of Sport (NGBs)

The Sport and Leisure team has, throughout the development of this strategy, been working with NGBs to establish their future focus and offer for Nottingham in relation to the delivery of their whole sport plans and participation targets. Fundamental to these discussions is to determine how the city's facilities and partners can help them to deliver their outcomes as well as ours, as described in their whole sport plans. Setting The Pace has highlighted the need to prioritise the level to which it works with the NGBs based on the city's appropriateness to engender a step change in an NGBs delivery potential in the city through an appropriate infrastructure and network of established delivery systems.

The city will provide ongoing and substantive support to NGBs that wish to work with and invest time and resource in Nottingham. It will, over the four years of Setting The Pace, have a particular focus on specific sports; the rationale for this is as follows:

- The sport offers potential to drive participation growth (A);
- The city's facility base will enable provision for that sport to be effectively made (B);
- The club sector in this sport in the city is strong and/or capable of further growth (C);
- The city is in the process of developing/extending its relationship with key NGBs (D);
- The sport features in the offer made by the city's schools/colleges/universities (E);
- It has potential to underpin specific ambitions with regard to disability sport (F);
- The sport is linked to upcoming already planned or potential events (G).

Proposed focus sports and sports to be more broadly supported are, thus:

### CORE

Athletics (A, B, C, D, F)  
 Cycling (A, B, D, G)  
 Swimming (A, B, C, D, F)  
 Tennis (B, D, F, G)  
 Football (A, B, C, D, E)  
 Cricket (A, B, C, D, E, G)  
 Badminton (A, B, C, D, E)  
 Squash (B, C, D, E)  
 Netball (A, B, C, D, E)  
 Archery (B, C, D, F, G)

### TO BE SUPPORTED

Ice sports (A, B, G)  
 Basketball (A, B, C, F)  
 Hockey (B, C, E)  
 Table Tennis (A, B, C, F)  
 Triathlon (A, B, C, G)





# Schools and community access

To enable the initiation of effective activities and programmes in identified areas of our communities and as part of the partnership work to develop key sports with NGBs. A plan needs to be developed for facilities in our schools and community centres.

This will enable there to be a direct response to findings in the Building On Success report and the Access To Schools Project undertaken by Sport England, so the city can look at how it can help address the pressures that our current sports facility stocks are facing by looking at our school and community facilities in order to meet identified current and future demand.

The Building On Success report took into account future population projections to 2023. One of the key findings from this report was the high levels of used capacity at both sports hall and pools venues, with sports halls across Nottingham operating at 73.5% and pools operating at just over 81%. However, this masked variations in used capacity at individual centres: 15 of the 34 sport halls were shown to be operating above the recommended Sport England 'comfort level' of 80%, and 9 of the 12 pools were operating above the recommended 70% comfort levels during peak times.

The report recommended exploring the opportunities for reducing the capacity issues, predominantly at the Nottingham City Council venues, by making better use of other facilities such as schools within the catchments of these venues. While there are no realistic opportunities to make better use of pools on school sites, there does appear to be some scope to increase the usage of halls on school sites.

**As part of the recommendations, the schools identified below should be engaged in order to develop partnerships which look at potential opportunities that may exist for these schools to absorb more demand/usage in order to reduce the used capacity at Nottingham City Council sports halls.**

- Farnborough
- Top Valley
- Bluecoat Academy
- Bulwell Academy
- Nottingham University Samworth Academy
- Big Wood Academy
- Ellis Guilford

# Disability sport and leisure

There are currently 55,382 residents with a disability, representing 18% of the city population, with 6,829 Citycard users indicating they have a disability or life-limiting illness.

2013/14 attracted over 31,000 attendances to our leisure centres, from customers with a disability, representing 2.3% overall.



Currently the most popular activities include swimming, fitness gym and health suite participation and we are achieving the highest attendances at Ken Martin and Victoria Leisure Centre.

The aim is to grow the city offer and we aspire to become the 'fastest growing regional city for disability participation'. We will focus on the young adult and adult age groups to extend and develop a new and diverse programme of sport, leisure and physical activity across all geographic areas, for all local communities to be able to participate on a regular basis, increasing the number of attendances of our leisure centres from 2.3% to 5%

The offer will feature inclusive activity as well as impairment and sport specific, as demonstrated by demand for each area. It will include regular ongoing clubs/sessions, as well as community engagement and training and events, all hosted within our portfolio of leisure centres, parks and open spaces and community venues.

The provision will be achieved by working collaboratively with local community interest providers and charities, alongside disability organisations and governing bodies of sport, as so much more can be achieved 'working together' for common goals.

# The Health and Wellbeing Strategy

There is a history of positive partnership between public health agencies and the sport and physical activity sector in Nottingham.

As part of this there has been considerable investment in programmes that it is believed will have a beneficial impact upon local people's health.

Sport and physical activity is just one of the factors, along with related elements such as nutrition and diet. Its importance to the achievement of key health-related outcomes is, however, not in question and for that reason increasing levels of participation, both among the presently inactive and sedentary and among those who already take part at a basic level, is central to this strategy. There are also a number of key national, regional and local strategies and policies that have both influenced and had an impact on the development of Nottingham City Council's Physical Activity and Sports Strategy.

The Nottingham Plan refresh process now recommends that the Public Health Outcomes Framework Indicator of 150 minutes minimum per week target is being adopted.

This strategy, while seeking to maintain the proportion of physically active adults who undertake 150 minutes of exercise per week, will use the Sport England Active People Survey to measure the increase in the number of adults (age 14 and over) who are active from 0 to 1 x 30 minutes per week, increasing the proportion of physically active adults by 1% per annum. This will see the number of physically active residents increase over the lifetime of this strategy from 86,300 to 91,356.





# Setting The Pace and Building On

The two strategy documents have brought together a huge amount of information about how we currently work, what the future influences will be, where there are gaps in the service and how we should implement change to our service while developing a better offer for our residents to participate in sport and physical activity across the city. The following section describes our future aims and objectives in order to attain the vision of Setting The Pace and will drive the action plan process.

## Setting The Pace

By 2019, Nottingham will, by building on the progress made in the city to this point, and adopting these aims and objectives, significantly increase the levels of physical activity and participation in sport. In doing so it will make a key contribution towards our corporate ambitions in respect of improving health, employability, economic development and community cohesion.

### AIM A

To increase levels of participation in sport and physical activity in the city. To:

1. 'Convert' a measurably increased number of people from being non-participants to taking part at least once per week. (1x30)
2. Maintain the number of adults (14+) who participate for a minimum of 3 x 30 minutes per week.

### AIM B

To ensure that delivery of Setting The Pace is collaborative, complementary, and supported by all partner departments, agencies, communities and sectors. To:

3. Re-assess the balance of council core and project-based provision with a view to adjusting relationships with Public Health, the School Sport Network, key council departments and/or other funders/partners to deliver mutually agreed key performance targets.
4. Work closely with key city council departments and partners to collectively drive the changes, improvements and practices needed to make a real impact in the city.
5. Create a City Sports Network to advocate, promote, implement and monitor the progress being made by the Setting The Pace Strategy.

# Success

## AIM C

To build the strength/capacity of sports clubs and the community voluntary sector to meet the city's current needs, maintain/sustain existing demand. To:

6. Work with identified focus sports to drive participation in the city.
7. Work with other sports to drive participation in the city.
8. Build the capacity and improve the ambition and skill set of the city's voluntary and community sector sport and physical activity workforce.

## AIM D

To raise the profile of sport and physical activity, and stimulate increased participation, by running a viable programme of major and community events. To:

9. Continue to work in partnership with Sport Nottinghamshire and other key partners to run/enable a programme of events designed to enhance city image and status and stimulate participation.

## AIM E

To maintain and further develop a viable stock of indoor and outdoor sport and leisure facilities and spaces. To:

10. Complete/embed the leisure transformation process for the city core facility stock.
11. Progressively address the current high levels of imported demand for city facilities.
12. Maximise community access to/use of all indoor/built sports facilities, outdoor pitches and ancillary facilities and artificial grass pitches in Nottingham.
13. Continue to improve the quality, and make maximum use, of the city's parks, pitches and outdoor recreation spaces and amenities.

## AIM F:

To develop more sophisticated and effective mechanisms to communicate about and measure the effectiveness of services, programmes and initiatives. To:

14. In the first instance make effective use of available market insight and intelligence to establish provisional baselines and underpin target setting.
15. Develop robust strategy action plan targets, indicators and outcomes to assist in driving a step change and in monitoring and evaluating participation increase in the longer term.
16. Improve communication with residents to drive service delivery and development across all elements of the city's work and programmes.

## Building On Success

The Building On Success leisure facilities strategy for Nottingham focuses on reporting the findings of the research, consultation, site assessments, data analysis and mapping that underpins the study and uses this evidence to develop the strategy. It is designed to provide justification for future provision of accessible, high-quality and financially sustainable facilities for sport and physical activity throughout the city. The table over the page shows the required functions to be addressed for this work.

### Sports halls summary

The review of sports halls raises the need to:

- Build upon the transformation achieved and implement a future investment strategy for city core facilities to ensure that sports halls and changing facilities are consistently maintained and refurbished;
- Ensure, where feasible, that planned school sports halls are accessible to the local community for as much time as possible (see proposed community use standard);
- Develop needs based, focused community use agreements with schools;
- Ensure that the programming of all sports halls is complementary and works to achieve maximum benefit for specific sports and the local community and catchments which it serves, rather than on a first-come-first-served basis;
- (In parallel) ensure that the cost of accessing facilities is appropriate for different client groups;
- Assist key sports including (indoors) basketball, netball, badminton and squash and (outdoors) in particular football to gain access to school sites.

### Swimming pools summary

The review of swimming pools raises the need to:

- Recognise the fact that they are a key asset in assisting the council and its partners to deliver on its commitment to increasing participation, operate viably and achieve generic community health improvements;
- Build upon the transformation achieved and implement a future investment strategy for core swimming facilities to ensure that key areas such as swimming pools and changing facilities are consistently maintained and refurbished;
- Ensure that the programming of all swimming pools is complementary and works to maximise occupancy, participation in swimming, income and local community benefit;
- Ensure that the cost of accessing facilities is appropriate to/for different client groups.

### Health and fitness summary

The review of health and fitness provision raises the need to:

- Recognise the fact that they are a key asset in assisting the council and its partners to deliver on its commitment to increase participation, operate viably and achieve generic community health improvements;
- Build upon the transformation achieved maintaining and further improving fitness facilities and services at City Council 'Core Sites' to ensure that key areas such as gyms, health suites, dance studios and changing facilities are consistently maintained and refurbished;
- Ensure that the programming of all health and fitness areas work towards maximising occupancy, participation, income and local community benefit;
- Ensure that the cost of accessing facilities is appropriate to/for different client groups.



### Access to schools summary

The strategy and related Access To Schools Programme work raises the following needs:

- Appoint community use champions (a head teacher and an elected member) and create a strategic group to oversee community access to schools and ensure this group is represented at the overall strategic group;
- A member of staff in Children's Services has specific responsibility to lead and champion the work of the Access To Schools Programme across service teams and with external partners;
- A pilot study is undertaken to identify and prioritise areas / locations within the city that will support them to deliver the outcomes of the priority sport NGBs;
- Establish clear policy on community use;
- Develop a needs-led approach to community usage;
- Appoint an officer in Sport and Leisure to manage, coordinate and drive the process;
- Provide advice, support and guidance to schools with regard to all the issues that surround this; from business planning to child protection.

### Programming summary

The strategy process highlights the need to:

- Programme facilities (in particular sports hall and swimming pools) to their optimum level to ensure that increases in participation can be managed;
- Consider whether and how the city can implement pricing and programming processes which give provision for residents higher priority;
- Collect and utilise management information/ intelligence to underpin any changes/actions;
- In the context of the city's aspirations, to increase participation among non and low-use participants;
- Enable services to develop innovative programmes and processes to improve impact amongst hard-to-reach groups.

### Management information and communications summary

Work in the city is ongoing with reference to the ICT-based systems and processes used to underpin the operation of sport and leisure facilities. It is essential that the ICT strategy developed enables required processes, systems and programmes to be effectively and cost-effectively implemented, for example:

- Develop a system to underpin the coordination of access to all main facilities meaning that 'auditing' and coordination of use is, by 2017, an automatic facet of the way that the city orchestrates the programming of indoor sports hall (and other) facilities;
- Make optimum use of leisure card (and front-of-house management, access and egress systems etc.) to identify and target marketing at key audiences.

# Emerging areas

Over the next four years the strategy has identified eight themes / areas on which to build. These themes will be key in being able collectively, to provide the greatest potential to improve the city's overall offer in the current political and social climate. The emergence of the 'Good To Great' agenda and its strong sports development history make for an ideal platform upon which to build and ensure we inspire more people to be more active, more often.

## THEMES

**1 INSIGHT-LED LEARNING** To make effective use of all available market insight to better understand behaviours and attitudes of the residents of Nottingham to inform programming delivery/targeting and decision making.

**2 PARTICIPATION** By 2019, Nottingham will, by building on the progress made in the city to this point, have significantly increased levels of physical activity and participation in sport, making a key contribution to its corporate ambitions in respect of improving health, employability, economic development and community cohesion.

**3 PARTNERSHIPS** To ensure that delivery of Setting The Pace is collaborative, complementary, and supported by all partner departments, agencies, communities and sectors.

## FOCUS AREAS

Use current insight measures from existing sources to better understand residents and inform programming and decision making and develop new insight where gaps exist.

Use existing insight, and develop new insight where gaps exist to gain an in-depth understanding of our residents to inform programme development and delivery.

To encourage innovation and creative thinking in the development and delivery of the service.

Through insight-led learning increase the number of adults (age 14 & over) physically active for 1x30 minutes per week.

A sport and physical activity offer through a variety of agencies and organisations at a range of traditional and non-traditional venues will be delivered.

Define through the delivery of this strategy where NCC is the lead, broker, influencer and deliverer.

Work with internal and external traditional and non-traditional partners to drive change to ensure that delivery of Setting The Pace is collaborative, complementary and supported by all partner departments, agencies, communities and sectors.

Use the commissioning agenda to develop projects and programmes with the Health, Adult Social Care and Children & Young People services which want to use sport and physical activity as a means of meeting their targets.

## THEMES

**4 SPORT & COMMUNITY VOLUNTARY SECTOR**

Innovation and development of the service

To build the strength/capacity of sports clubs and the third sector to sustain and grow participation in sport.

**5 EVENTS** Raise the profile of sport and physical activity, and stimulate increased participation, by running and/or supporting a viable programme of major and community events.

**6 FACILITIES** To maintain and further develop a viable stock of indoor and outdoor sport and leisure facilities and spaces.

**7 COMMUNICATION** To develop effective mechanisms to communicate the sporting offer in the city to reach more people and engage them in activity.

**8 MANAGEMENT** Ensure the city's sport and leisure services perform at their optimum level in terms of maximising participation and reducing subsidy.

## FOCUS AREAS

Work with identified focus and supported sports to drive participation and performance in the city.

Build the capacity and improve the ambition and skill set of the city's voluntary and community sector.

Continue to work in partnership with Sport Nottinghamshire and other key partners to run/enable a programme of events designed to enhance the city's unique sense of place, status and international standing.

Address the high percentage of dry-side peak time capacity by investigating delivery in non-traditional facilities.

Continue to improve the financial and operational performance of the city's own leisure centre stock.

Progressively address the current high levels of imported demand for city facilities.

Through partnership working improve community school access to indoor/built sports facilities in Nottingham.

Complete capital works in our sports facilities to provide required outcomes identified in whole sport plans and NCC strategic plans.

Continue to improve the quality, and make maximum use, of the city's parks, pitches and outdoor recreation spaces and amenities through the delivery of Breathing Space and the Playing Pitch Strategy.

To develop a communications plan to support the strategy.

To investigate sophisticated marketing and communication platforms which enable us to understand users and non-users.

Improve communication with residents to drive service delivery and development across all elements of the city's work and programmes.

Ensure the city's facilities perform at their optimum level in the context of their income generation, minimising the level of required subsidy while increasing their social contribution.



# Future Nottingham facility hierarchy

The future sport and physical activity offer depends on the city being able to increase participation by focusing on the themes shown previously. What the research has also shown is that in order to do this there needs to be a planned approach to how facilities can be used to provide sport and physical activity, including schools, community centres, access centres etc.

The Building On Success report shows that our facilities at peak times are near capacity and that other options need to be used in order to ensure a quality sport and physical activity offer can still be delivered in the city. The following hierarchy shows how the city's facilities can be used to implement new programmes and activities maximising all the indoor/built sports facilities and community access facilities in Nottingham.

DESIGNATION	ROLE AND FUNCTION
<p><b>LEVEL 1:</b> Citywide + provision</p>	<p>A nationally/regionally significant facility accommodating a range of sports specific development pathways from development to high performance.</p> <hr/> <p>A primary performance venue for a select number of sports.</p> <hr/> <p>A regionally significant facility attracting events and visitors to Nottingham.</p> <hr/> <p>Provides a wide range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of residents across Nottingham.</p> <hr/> <p>Provides/programmes opportunities for local people to try new activities, develop their skills and progress to significant performance levels.</p> <hr/> <p>Core venue for training/development of teachers, coaches, volunteers, officials and others in key sports organisations.</p> <hr/> <p>Offers large, comprehensive health and fitness provision.</p>

DESIGNATION	ROLE AND FUNCTION
<p><b>LEVEL 2:</b> Health and Wellbeing Centres</p>	<p>Stand-alone health and wellbeing facility designed to meet the sport and physical activity and wellbeing needs of a bespoke segment of the city. (e.g. Bulwell Riverside Centre)</p> <hr/> <p>Mix of wet, dry and fitness activity areas.</p> <hr/> <p>Provides a wide range of opportunities for residents/visitors to participate in sport and physical activity contributing to the quality of life of city residents.</p> <hr/> <p>Potential venue for elements of certain citywide, plus local events.</p> <hr/> <p>Highly visible and centrally located to accommodate the access requirements of a bespoke segment of the city.</p> <hr/> <p>Potential to accommodate a primary performance venue for 'secondary sports' or a secondary venue for 'primary sports'.</p> <hr/> <p>Provides/programmes opportunities for local people to try new activities, develop their skills and progress to significant performance levels.</p> <hr/> <p>Core venue for health and fitness activities across the city.</p> <hr/> <p>Core venues to accommodate the Nottingham Swim School.</p>
<p><b>LEVEL 3:</b> Community</p>	<p>Contributes to quality of life of residents within the local community, and provides a range of opportunities to participate in sport and physical activity.</p> <hr/> <p>Generally sports facilities on school sites designed to meet community need and have contractual dual-use agreements.</p> <hr/> <p>Increases/improves quality of PE and school sport opportunity for young people attending the school upon which it is based.</p> <hr/> <p>Provides a base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities.</p> <hr/> <p>Provides options for NGBs, leagues and clubs to develop skill, participate and compete within their chosen activity.</p> <hr/> <p>Supports voluntary sports sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport.</p> <hr/> <p>Facility use to reflect demographic profile of the local community.</p>
<p><b>LEVEL 4:</b> Neighbourhood</p>	<p>Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity.</p> <hr/> <p>Either stand-alone, smaller dry-side community centres or sports facilities on school sites which operate within a lettings policy.</p> <hr/> <p>Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity.</p> <hr/> <p>Facility use to reflect demographic profile of the local community.</p>





# Action Plan 2015 - 2019

## Introduction

Nottingham's Physical Activity and Sports Strategy has been undertaken and developed in conjunction with a range of partners and stakeholders across the city including users and non-users of the city council's indoor and outdoor leisure facilities. (see appendix 1 for list of partners engaged in the process).

The action plan has been developed with our partners, who have been involved throughout the process. The issues, needs and aspirations identified will be delivered in partnership. In order for the Sports, Leisure and Parks service to complete effectively the identified priorities contained within the strategy, it is imperative that it works positively with its partners, is innovative and that an effective structure is implemented to deliver on the outcomes over the next four years and beyond. The action plan will be actively managed and it is the city council's intention to create a City Sport Network to achieve this.

### LEADS KEY:-

Acads	=	Academies
FE	=	Further education
NCC	=	Nottingham City Council
NCVS	=	National Council for Voluntary Services
NGB	=	National Governing Body/Bodies
NCC	=	Schools
SE	=	Sport England
SN	=	Sport Nottinghamshire
CSN	=	Community Sport Network

### TIMESCALE KEY:-

S	=	Short-term (1 – 2 yrs) **
M	=	Medium-term (2 – 3 yrs)
L	=	Long-term (4 yrs)

\*\* Please note – All short-term targets have been resourced

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 1: INSIGHT-LED LEARNING</b> To make effective use of all available market insight to better understand behaviours and attitudes of the residents of Nottingham to inform programming delivery/targeting and decision making.				
Use current insight measures from existing sources to better understand residents' lifestyles and behaviours. Use this to inform programming and decision making and develop new insight where gaps exist.	Increased participation in: <ol style="list-style-type: none"> <li>1. City council – focus sports</li> <li>2. Geographical areas of the city</li> <li>3. Disability sport.</li> </ol> Increased throughput at council operated facilities, and targeted community use school sites.	NCC NGB	<ul style="list-style-type: none"> <li>● Establish profile maps of the city and undertake targeted market research to gain understanding of people's attitude as to why they are / are not participating in sport, to influence new approaches to marketing and programming (see page 27)</li> <li>● Develop baselines and targets through working with partners and using all performance and management tools               <ul style="list-style-type: none"> <li>○ For focus sports;</li> <li>○ For targeted geographical areas;</li> <li>○ For disability sports;</li> <li>○ Revise programming of facilities accordingly based on renewed insight;</li> <li>○ Establish and implement action plans for each focus sport based on insight.</li> </ul> </li> </ul> <p>Develop a disability sport project in the city based on insight.            Improve the reporting functionality of the software employed at the council's leisure centres to develop better insight into users of facilities.</p> <p>Develop use of Citycard from 40 to 60% to develop further understanding of behaviour patterns in sport.</p>	S

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
To develop understanding of performance and impact to secure future resource and inform future delivery.	Stronger evidence base to make the case for investment into community sport.	NCC NGB NCC NGB NCC SE NGB NCC NCC SE NCC NGB	<ul style="list-style-type: none"> <li>Develop and implement an agreed methodology that assesses both the economic and social value of sport and physical activity interventions/projects in the city (e.g. City Of Football, Nottingham City Homes)</li> <li>Use the findings to advocate continued investment and support from partners</li> <li>Use APSE data monitoring and benchmarking for all city council sports facilities, and establish joint monitoring systems for Nottingham City Council projects, such as City Of Football and Nottingham City Homes (NCH) project</li> <li>Extend the Active People Survey (APS) sample size to improve the confidence levels of the data for Nottingham</li> <li>Develop Playbook approach to City Of Football (COF) to monitor and evaluate the project and look at expansion to other projects / sports over years 3-5</li> </ul>	S/M S  S S  S  S
To encourage innovation and creative thinking in the development and delivery of the service through active dialogue with local residents and established local groups in identified geographical areas.	Informed decision making on the sporting offer provided to local residents leading to a sustained growth in participation.	NCC NCC NCC SE NGB NCC	<ul style="list-style-type: none"> <li>Complete market research in 6 wards in Yr 1, 2, 3 to better understand the barriers communities face to inform need</li> <li>Test a place-based approach to participation growth (collaboratively with partners) in 3 geographical wards with large populations</li> <li>Working with partners support applications to Sport England Community Sport Activation Fund to aid resourcing</li> <li>Test new approaches and encourage innovation by developing behaviour change models in at least 3 specific audiences each year. Use the audience journey to plan appropriate engagement, participation and experience</li> </ul>	M S S S



OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 2: PARTICIPATION</b>				
By 2019, Nottingham will, building on the progress made in the city to this point, have significantly increased levels of physical activity and participation in sport in the city making a key contribution to its corporate ambitions in respect of improving health, employability, economic development and community cohesion.				
Through insight-led learning increase the number of adults (age 14 & over) physically active for 1x30 minutes per week.	A 1% per annum increase from 86,300 (APS 8, Q2) to 91,356 in those 14+ living in the city that are active. As measured by Sport England's Active People Survey.  Nottingham has a strong infrastructure to deliver targeted sport and physical activity opportunities to increase participation.	NCC NCC NCC NGB NCC NGB NCC NGB	<ul style="list-style-type: none"> <li>Work with and through different agencies such as Nottingham City Homes (NCH), and other non-traditional sport and leisure providers as a route to gain access to currently inactive residents</li> <li>In the first instance, identify three geographical areas to test the insight led information based development work with the aim of specifically increasing participation from 0 to 1 x 30</li> <li>In Year 1, develop and implement agreed action plans with the following city council "core" sports: athletics, cycling, swimming, tennis, football, cricket, badminton, squash, netball, archery</li> <li>In Year 2, develop and implement agreed action plans with the following city council "supported" sports: ice sports, basketball, hockey, table tennis, triathlon</li> <li>Implement with partners the City Of Football project (Years 1 &amp; 2)</li> </ul>	S/M  S  S  M  S
A sport and physical activity offer through a variety of agencies and organisations at a range of traditional and non-traditional venues will be delivered.	The strong infrastructure developed with key partners is delivering increased opportunities for Nottingham residents in sport and physical activity contributing to an increase in participation of x target	NCC SE NGB  NCC NCVS  NCC  NCC SE Acads  NCC NGB	<ul style="list-style-type: none"> <li>Develop formal strategic partnership and action plans with key Sport England-funded national organisations: Sports Coach UK, Sporting Equals, English Federation of Disability Sport, and Women In Sport</li> <li>Develop and implement a Club Development programme with NCVS that will support non-traditional community organisations to develop a sporting offer for its members/users</li> <li>Develop a Disability Sport offer and work towards Nottingham being the fastest-growing city in the East Midlands for Disability Sport, increasing participation by 1% per annum</li> <li>Develop the community use of schools project in partnership with Sport England and education to sustain and increase access to facilities on school sites for community sport</li> <li>Work with identified partners to establish a 'route map' for delivery in the city developing the Playbook concept for wider sports, enabling partners to plan more effectively to maximise delivery. Engage and allow partner delivery against overarching city performance targets and outcomes for sport</li> </ul>	M  S  S  M  M

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 3: PARTNERSHIPS</b>				
To ensure that delivery of Setting The Pace is collaborative, complementary, and supported by all partner departments, agencies, communities and sectors.				
Define through the delivery of this strategy where NCC is the lead, broker, influencer and deliverer.	An identified set of actions and tasks where NCC are either the lead or the broker, will influence or deliver projects and programmes.	NCC	<ul style="list-style-type: none"> <li>Establishment of citywide sports network (CSN) to be the strategic body for sport in Nottingham and to monitor the progress being made by the Setting The Pace and Building On Success Strategies</li> <li>In developing partnerships, NCC to define its role in each project in order to clearly demonstrate its function, i.e. lead, broker, influences, deliverer</li> </ul>	S
		SE		S
Work with internal and external traditional and non-traditional partners to drive change to ensure that delivery of Setting The Pace is collaborative, complementary and supported by all partner departments, agencies, communities and sectors.	Partnership projects, both formal and informal, are always efficient, effective and economic and a 'route map' for delivery in the city is established.	NCC	<ul style="list-style-type: none"> <li>Utilise the schools 'sold services' agenda to develop delivery for priority focus sports</li> <li>Develop partnerships with our universities and FE colleges to link to their developments in sport across the city</li> <li>Work with planning and property services to add value to the sporting offer in the city – e.g. designing public spaces, planning permissions, transport (cycle agenda) and using S106/CIL to access funds to deliver improved pitches/facilities</li> </ul>	S
		NCC		S
		FE		M
Use the commissioning agenda to develop projects and programmes which want to use sport and physical activity as a means of meeting their targets.	Sport services both within the council and external providers contributing to wider outcomes through the role of sport (relevant targets to be established in partnership with commissioners).	NCC	<ul style="list-style-type: none"> <li>Understanding public health, Clinical Commissioning Group, Adult Social Care, CYP, NCH commissioning outcomes post election and using Sport England resources to support this agenda (i.e. advocacy, economic value of sport, strategic commissioning support)</li> <li>Determine commissioning opportunities within the city council where sport can play a role in achieving key outcomes</li> <li>Complete strategic commissioning appraisals, develop action plan and achieve at least four commissions over the three years</li> </ul>	M
		NCC		M
		NCC		L

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 4: SPORT &amp; COMMUNITY VOLUNTARY SECTOR</b>				
Innovation and development of the service				
To build the strength/capacity of sports clubs and the third sector to sustain and grow participation in sport.				
Work with identified “core” and “supported” sports to drive participation and performance in the city.	The city provides ongoing and substantive support to identified NGBs leading to increases in participation in those sports.	NCC SE NGB NCC	<ul style="list-style-type: none"> <li>To develop and implement the 10 “core” sports (athletics, cycling, swimming, tennis, football, cricket, badminton, squash, netball, archery) delivery plans through linking the insight-led learning and the NGBs whole sport plans to drive both participation and performance</li> <li>To work with the “supported” sports to plan specific areas of development within the city which drive both participation and performance (ice sports, basketball, hockey, table tennis, triathlon)</li> </ul>	S  M
Build the capacity and improve the ambition and skill-set of the city’s voluntary and community sector.	The city has a strong voluntary workforce network who can assist in providing support for programmes and events.	NCC NCVS	<ul style="list-style-type: none"> <li>Work with NCVS to strengthen current sporting clubs/organisations capacity in the city and identify and work with non sport organisations that are interested in developing a sporting offer. 275 clubs or groups receiving support. 2,000 new participants</li> </ul>	S
		NCC + Orgs	<ul style="list-style-type: none"> <li>Work with Sports Coach UK, Sporting Equals, Women In Sport, Street Games, EFDS, and Sport Nottinghamshire to develop the community voluntary workforce to facilitate the growth of participation in our 10 “core” sports</li> </ul>	S
	NCC	<ul style="list-style-type: none"> <li>Use behaviour change models to identify different partners and models to develop a community workforce of ambassadors, champions and activators</li> </ul>	M	
	NCC NGB	<ul style="list-style-type: none"> <li>Prioritise workforce plans over 3 years based on readiness of relevant NGB. Year 1 – athletics, football, tennis</li> </ul>	S	



OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 5: EVENTS</b>				
Raise the profile of sport and physical activity, and stimulate increased participation, by running and/or supporting a viable programme of major and community events				
Continue to support Sport Nottinghamshire to run/enable a programme of events designed to enhance the City's unique sense of place, status and international standing.	The city secures, hosts and delivers events which attract visitors, support inward investment and have a major impact on the local economy.	NCC NGB +Orgs	<ul style="list-style-type: none"> <li>Maximise the non-sporting music and cultural events to promote sport and physical activity (i.e. Market Square events, Splendour, Riverside, castle, parks, City Of Football)</li> </ul>	S
		SN	<ul style="list-style-type: none"> <li>Sport Nottinghamshire to work with partner organisations to provide a joined up city/county offer in order to attract major events to the city - i.e. accommodation, training, competition space, marketing and promotion</li> </ul>	M
		SN NCC	<ul style="list-style-type: none"> <li>Per year up to 2020, secure the delivery of 4 international events and 4 regionally significant events of a sporting/cultural nature in the city</li> </ul>	L
		NCC SE	<ul style="list-style-type: none"> <li>Year 1 - Tennis Women's ATP Event, cycling - Milk Race, British and European Archery Tour, Cerebral Palsy World Championships</li> </ul>	S
		NCC NGB	<ul style="list-style-type: none"> <li>With NGBs, develop community activation programmes linked to major events happening in the city to increase participation at a local level to create a legacy</li> </ul>	M
		NCC NGB	<ul style="list-style-type: none"> <li>Work with focus NGBs to identify sporting events which can be brought to Nottinghamshire to help promote their sports and increase participation</li> </ul>	M
		SN NCC	<ul style="list-style-type: none"> <li>To demonstrate the economic and social value of major and community sports events held in the city and link to the city council's corporate outcomes</li> </ul>	M
		NCC SN	<ul style="list-style-type: none"> <li>To work with Sport Nottinghamshire to develop the volunteer workforce required to support major and community events (event volunteer database)</li> </ul>	S

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 6: FACILITIES</b>				
To maintain and further develop a viable stock of indoor and outdoor sport and leisure facilities and spaces.				
Address the high percentage of both wet and dry-side used peak time capacity by investigating delivery in non-traditional facilities.	Community access to and use of strategically significant indoor/built traditional and non-traditional facilities in Nottingham is improved.	NCC	<ul style="list-style-type: none"> <li>Develop a facilities refurbishment / maintenance plan which keeps the current transformed stock of facilities in the best possible condition</li> </ul>	S
		NCC	<ul style="list-style-type: none"> <li>Review the programming across council-run centres (sport and community) in particular during peak periods to ensure it is responding to community need in the most effective way. In particular review programming at wet side centres in peak periods to spread use more evenly across peak/off peak</li> </ul>	S
		NCC	<ul style="list-style-type: none"> <li>Investigate programming opportunities / changes to reduce used capacity at peak times at all our wet sites and especially in the programming of the 2 x 25m pools at Harvey Hadden</li> </ul>	S/M
		NCC	<ul style="list-style-type: none"> <li>Investigate the use of non-traditional facilities to accommodate peak period activity, such as community centres, university assets, and schools by using the hierarchy of facilities approach documented in this action plan</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Complete the space audit of existing community centre facilities, identifying current and potential space to allow for displacement of sport activity from current leisure facility stock</li> </ul>	S
		NCC Acads	<ul style="list-style-type: none"> <li>To work with targeted schools to develop community use and increase their community sport provision (Farnborough, Top Valley, Bluecoat Academy, Bulwell Academy, Nottingham University Samworth Academy, Big Wood Academy, Ellis Guilford)</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Convene a strategic group to oversee all facility issues and use this group as a key part of any community access to schools issues/developments</li> </ul>	S
		NCC FE	<ul style="list-style-type: none"> <li>To work with both HE and FE partners to assist in their facility renewal/facility rationalisation planning and determine opportunity/routes for community use</li> </ul>	S
		NCC NGB	<ul style="list-style-type: none"> <li>Following on from the production of plans to grow sport across a number of NGBs, to identify any capital facility improvements required and work with relevant NGBs/clubs/community partners to deliver</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Use the 'Good To Great' and Invest To Grow agenda to underpin improvements which help transform the city</li> </ul>	M

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
Continue to improve the financial and operational performance of the city's own leisure centre stock.	Reduce the net revenue costs / operating subsidy of individual sites within the city's stock of facilities.	NCC	<ul style="list-style-type: none"> <li>Use APSE/NGB/NBS &amp; Quest data to benchmark and monitor city council-operated facilities, developing annual improvement and business plans for each to drive further savings and improve the offer</li> </ul>	S
Progressively address the current high levels of imported demand for city facilities.	A citywide policy for facility usage is adopted.	NCC	<ul style="list-style-type: none"> <li>Assess the need for developing a city resident-focused pricing policy</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Determine ways of encouraging more of our residents to activate their Citycards for leisure use in order to retain more demand within the city</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Work in partnership with neighbouring authorities to assist in their facility renewal/rationalisation planning. (in Yr 1 Gedling and Broxtowe)</li> </ul>	S
Maximise community access use of all indoor/built sports facilities in Nottingham.	A network of community facilities are being used to help increase the numbers of residents participating.	NCC	<ul style="list-style-type: none"> <li>To use Insight and NCC's GIS mapping information system (Nomad) to identify appropriate programmes of activity in our neighbourhood community facilities</li> </ul>	S
		NCC	<ul style="list-style-type: none"> <li>Using Insight information, to fully understand the hierarchy of facilities in order to utilise all the city's built infrastructure including schools, community centres, access centres etc</li> </ul>	S
		NCC	<ul style="list-style-type: none"> <li>Support Partners delivering in community facilities / teams for the delivery of quality sport &amp; physical activity i.e. NFITC, NCFITC, Epic</li> <li>In targeted geographical areas, maximise the value of existing community facility stock for the purposes of sport, and support securing minor capital budgets for improvements</li> </ul>	M S
Complete identified capital works in our sports facilities to continually grow our facilities to provide required outcomes identified in whole sport plans and NCC strategic plans.	The city's stock of facilities continue to be improved to provide a wider sustainable sport and leisure offer.	NCC SE	<ul style="list-style-type: none"> <li>In Year 1 complete capital works at: <ul style="list-style-type: none"> <li>Harvey Hadden</li> </ul> </li> <li>In Year 2 <ul style="list-style-type: none"> <li>Complete capital works at Forest Recreation Ground</li> <li>Victoria Embankment (Cricket Pavilion)</li> <li>Closure of Beechdale Swimming Centre</li> </ul> </li> </ul>	S M
	Schemes are proposed and developed which will help to achieve reduced operating costs (i.e. Invest To Grow schemes).		<p>Deliver the following 'Invest To Grow' Schemes;</p> <ul style="list-style-type: none"> <li>Year 1 – Ken Martin, Southglade, Victoria</li> <li>Year 2 - Clifton</li> </ul>	S M



OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
Continue to improve the quality, and make maximum use of the parks, pitches, and outdoor recreation spaces and amenities in the city.	Better parks, pitches and outdoor recreation are available across the city, appropriately resourced and maintained.  A strategic framework for the maintenance and improvement of existing outdoor sports pitches is delivered.	NCC	<ul style="list-style-type: none"> <li>Produce a long-term plan for our playing pitches that is agreed across the council based on the Playing Pitch Strategy recommendations currently being developed</li> <li>Through the Champions Group, ensure the Breathing Space action plan is delivered in terms of improving quality, developing and maintaining playing pitches as per the recommendations in the Playing Pitch Strategy</li> <li>Ensure suitable maintenance schedules are developed to ensure the playing pitches are maintained at the required level to deliver quality sport and physical activity opportunities</li> <li>Investigate funding options for improvements to pitches and outdoor recreation spaces to increase participation</li> </ul>	S

### THEME 7: COMMUNICATION

To develop effective mechanisms to communicate the sporting offer in the city to reach more people and engage in activity.

To develop a communications plan to support the strategy.	An agreed plan with targets and indicators is developed and implemented with partners.	NCC	<ul style="list-style-type: none"> <li>Using the Insight-led learning, develop appropriate communication routes to effectively engage users and non-users making use of a range of technology solutions</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Develop an ICT strategy to enable required processes, systems and programmes to be effectively and cost-effectively implemented</li> </ul>	M
To investigate sophisticated marketing and communication platforms which enable us to understand users and non users.	Platforms are utilised providing effective communication with residents contributing to a growth in participation in the city.	NCC	<ul style="list-style-type: none"> <li>Identify and develop use of appropriate platforms to more effectively communicate with both users and non-users</li> </ul>	S
		NCC	<ul style="list-style-type: none"> <li>Look at further ways of developing the member information held to identify the best way of communicating</li> </ul>	M
		NCC	<ul style="list-style-type: none"> <li>Make optimum use of Citycard (and front-of-house management, access and egress systems etc.) to identify and target marketing opportunities</li> </ul>	M
Improve communication with residents to drive service delivery and development across all elements of the city's work and programmes.	Programmes and projects are developed which local residents have helped to shape.	NCC	<ul style="list-style-type: none"> <li>Progressively expand and develop a customer relationship management (CRM) capacity to underpin improvements to communication systems</li> </ul>	L
		NCC	<ul style="list-style-type: none"> <li>Make greater use of social media to optimise capacity to communicate efficiently and cost-effectively with people across all age ranges in the city</li> </ul>	S

OBJECTIVES	OUTCOME	LEAD	ACTIONS / TASKS	S/M/L
<b>THEME 8: MANAGEMENT</b>				
Ensure the city's sport and leisure services perform at their optimum level in terms of maximising participation and reducing subsidy.				
Ensure the city's leisure services perform at their optimum level in the context of their income generation, minimising the level of required subsidy whilst increasing their social contribution.	The Sport and Leisure service manages its strategic choices while still increasing its number of users.	NCC	<ul style="list-style-type: none"> <li>To formally adopt the strategy and action plan through the portfolio holder process</li> </ul>	S
		NCC SE CSN	<ul style="list-style-type: none"> <li>To review the action plan with the portfolio holder, Sport England and with the Nottingham CSN at the end of each year to assess delivery against targets</li> </ul>	L
		NCC	<ul style="list-style-type: none"> <li>Undertake an options appraisal for the management of services during the strategy lifecycle</li> </ul>	S
		NCC	<ul style="list-style-type: none"> <li>Devise viable commercial opportunities to increase income/participation within the programmes of activity within the centres</li> </ul>	S
		NCC NGB's CSN	<ul style="list-style-type: none"> <li>In year 4, in partnership with the Community Sports Network and NGB's, determine whether a re-run of the facilities planning model is required to test specific scenarios, and the impact of any new facilities developed or planned in the strategy period.</li> </ul>	L

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