



**Nottingham**  
**City Council**



## Core Cities Funding Proposal

**URN:**

**Organisation name:** Nottingham City Council

**Project name:** Disability Sport Insight and Participation Partnership

### Contents

1. Introduction and Rationale
2. Insight, Need and Evidence
3. Project Details:
  - Focus
  - Strategic Delivery Partnerships
  - Project Content
4. Project Governance and Management
5. Key Performance Indicators
6. Sustainability

### Appendices

- Appendix A: Infographics and Data
- Appendix B Core Cities Disability Partnership Budget (excel document)
- Appendix C: Core Cities Disability Partnership Delivery Plan
- Appendix D: Single Loop Learning
- Appendix E: Project Manager Job Description
- Appendix F: Risk Register
- Appendix G: NCVS disability Organisation List
- Appendix H: Nottingham TV data and example of other work in the city
- Appendix I: Nottingham City Leisure Centre Disability Data analysis
- Appendix J: Disability Access Video sample
- Appendix K: NCVS network proposal

1. Introduction and Rationale

Disability Sport Participation:

In Nottingham we are keen to use the Core City Funding to develop 'proof of concept' to help those living in the city with a disability or limiting illness to become more physically active. Proof of concept is one of the key criteria in the core city funding prospectus.

Creating a significant shift in physical activity levels and participation in disability sport has been a challenge for both national and local partners for a number of years despite a focus on this through numerous national and local strategies. Whilst following the London Olympic and Paralympic Games some improvement in overall numbers has been achieved it is not on a scale aimed for.

Participation amongst adults with a limiting illness or disability has significantly lagged behind able bodied adults as the table below shows:- (robust data at city level for disability participation is not available via the active people survey due to the sample size).

Table 1 - Sports participation - At least once a week 1x30mins (16+) (England)									
	2005/06 (APS1)	2007/08 (APS2)	2008/09 (APS3)	2009/10 (APS4)	2010/11 (APS5)	2011/12 (APS6)	2012/13 (APS7)	2013/14 (APS8)	2014/15 (APS9)
Limiting illness or disability	15.30%	17.20%	16.70%	16.80%	18.30%	19.00%	19.10%	17.60%	17.20%
No limiting illness or disability	38.20%	40.20%	40.10%	39.80%	38.60%	40.30%	40.10%	39.80%	39.60%

Government Strategy and emerging Sport England Strategy:

This project throughout will deliver against the key outcomes of the government sport strategy. It will help inform future learning to shape future investment into disability sport and inactive communities.



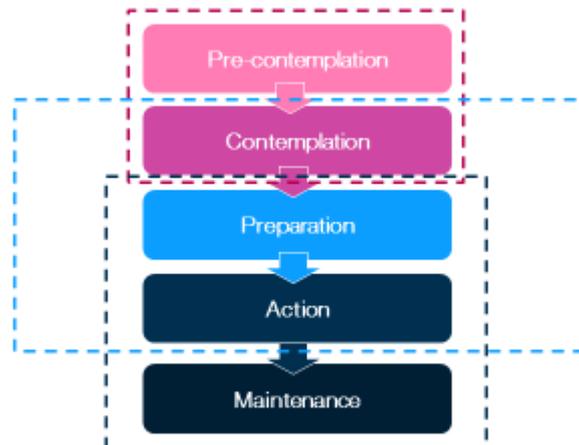
It will deliver a behaviour change approach to implementation and focus particularly on inactive communities and under-represented groups/individuals. In measuring success we will build on the proposed KPIs set in the government strategy from which Sport England's strategy will be built.

This project will support the approach emerging from the Sport England strategy consultation regarding a place based approach, working with new organisations in the context of sport and physical activity but embedded organisations within their field of expertise alongside the existing sporting family.

The project will focus on listening and learning, allowing people to shape and define their own offer around participation – building a customer centred approach.

The project has different strands which offer the opportunity to define approaches at each of the levels and seek to learn how you create a pathway through the process for example, creation of a stakeholder network with non-users and non-participants will provide greater insight to consumer needs, develop a user led approach which supports pre-contemplation and contemplation. The network will provide routes to new market audiences around preparation and action and provide the means to maintain activity. The delivery plan shows how different areas of work fit the model.

## Underpinned by Behaviour Change thinking



### Nottingham Demographics:

Nottingham Cities resident **population** is 314,300, having risen by over 6,000 since 2012. The population is projected to rise from 308,700 in 2012 to 323,400 in 2022 and to 352,200 in 2037.

**18%** of the population of Nottingham live with a **disability or limiting illness**. That's **over 56,500** people in the population. (Based on national participation figures at 17.2% (APS9) for adults with a limiting disability taking part in 1x30 mins of activity per week, that suggests that around 9,718 people with a disability or limiting illness are active and 46,782 are doing less than 1x30 mins of activity per week.

The economic cost of inactivity in Nottingham is £5.4m (Sport England Mini Sport Profile).

**Healthy life expectancy** for males living in the City is 57.8 years and 59.2 years for females compared to a life expectancy of 76.6 years for males and 81.6 years for females (2009-2013 data, ONS 2015). This means that the local population can be expected to live approximately a quarter of their life in poor health (**including with limiting illness or disability**) although women will spend more of their life in ill-health than men. People in Nottingham will spend more of their life living in poor health than those living in other areas. In terms of the proportion of total life expectancy spent in a healthy state, the city is ranked the seventh lowest local authority (from 152) for men and women (2009-2013 data, ONS 2015).

There are substantial **inequalities** within the city with a 9.9 year gap in life expectancy between areas in Wollaton West and Arboretum for men, and a 10.2 year gap between Wollaton West and Bridge for women (PHE, 2015).

In School Year 6, 21.7% of children are classified as obese, worse than the average for England. In 2012, 21.7% of adults were classified as obese.

Over one quarter (28%) of the resident population is aged 18 to 29. Full-time university students make up about 1 in 8 of the population. Almost 15% of the Nottingham population is aged 20-24 years, more than double the national average.

The City gains young adults due to migration, both international and within Britain, whilst losing all other age groups - this includes losing families with children as they move to the surrounding districts. There is a high **turnover** of population; 21% of people living in the City changed their address in the year before the 2011 Census.

The 2011 Census demonstrated that two-thirds (65.4%) of Nottingham's population are White British and one-third (34.6%) from Black and Minority Ethnic (BME) groups, which are defined as everyone who is not White British. This is an increase from 19.0% in 2001 and these populations make up a greater proportion of Nottingham's population than England's (20.2%).

The **Asian / Asian British** group is the largest BME in Nottingham making up 13.1% of the total population; Black / African / Caribbean / Black British, mixed or multiple ethnicity and White (not White British) groups each account for 6 – 7% of the total population.

The **ethnic profile** of the city's residents varies by ward and age group, for example 89.0% of Clifton South residents are White British compared to 50.4% of people in Arboretum and 50% of pupils are members of BME groups compared to 34.6% of the total population.

Nottingham City is the **eighth most deprived local authority in England** out of 326 (Index of Multiple Deprivation 2015, ranked on average score measure). There are also particularly deprived areas within the City: 61 of the 182 City LSOAs fall amongst the 10% most deprived in the country and all of the LSOAs in Aspley rank in the 10% most deprived. This pattern is reflected in the health and wellbeing of Nottingham's residents.

12.9% of the 16-64 age group have no qualifications, higher than the national percentage (England 9.1%). The difference is most evident in the 50-64 age group, where some 25.2% have no qualifications compared to 14.1% nationally. 29.3% of 16 to 64 year olds have qualifications at NVQ4 level – degree level or above, compared with 35.0% in England.

Employment rate for the City is 63.2%, compared with 72.5% for England.

Crime is the Indices of Deprivation domain on which Nottingham does worst.

#### Strategic Priorities for Nottingham City:

Tackling issues associated with disability and limiting illness are significant for Nottingham City Council.

Nottingham City Council's administration set out in its manifesto in May 2015 an ambition to "Make Nottingham the fastest growing city for disability sports participation in the UK".

Developing disability sport with a particular focus on our usage and membership of city leisure facilities is a significant priority in the cities Sport and Physical Activity Strategy launched in the summer of 2015.

Page 10 of the strategy is entitled Disability Sport and Leisure. It notes "we will focus on 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 communities to be able to participate on a regular basis." "the provision will be achieved by working collaboratively with local community interest providers and charities, alongside disability organisations and governing bodies of sport..."

The Nottingham Plan 2020 and Health and Well Being Strategy include in their priorities:

- Improved quality of life for those with long term conditions as a result of integrated health and care services. Rise in older citizens remaining independent after hospital admission.
- Reduction in the proportion of adults with poor mental wellbeing.
- A reduction in the inequalities of life expectancy across the City.

In a recent strategic commission project aiming to better align sport and physical activity outcomes with public health and adult social care we identified key priorities for the Director of Adult Social Care in the City included:-

- Assessments of mental health, physical disabilities, learning difficulties

We also found that Nottingham City Homes, the council's main social housing provider manages 28,000 properties - 20% of the city's housing stock. They report that some 40% of tenants have declared a disability presenting a significant opportunity for partnership working.

This project aims to make a significant contribution to the council achieving its wider well-being ambitions not just in sporting terms but in using sport and physical activity to contribute to wider outcomes as well.

#### Participation in the City - What we know.....

There are currently over 55,500 residents with a disability representing 18% of the city's population, of 314,300 people. (See Appendix A infographic)

Disability Sport is a key priority area for Nottingham as already set out.

There are 110,812 sport and leisure members of the City Councils leisure facilities. The data shows that 47.3% are male and 56.2% are female, and 51% are under the age of 30. 4.14% (4485) of current members have stated "yes" to having a disability (January 2016 data), but since April 2015, only 1 in 3 of these have used the Cities facilities. (See Infographic). Between April 2015 and November 2015, 20,297 bookings were accessed by disabled members; this was 2.7% of all activity.

We know that the most popular activities for adults with a limiting illness or disability in our facilities are fitness/gym and swimming. We know from Sport England research that the percentage of adults reporting limiting illness or disability increases with age and this is reflective of the data we have from Nottingham City Homes tenants too.

The City Council are currently working with the ASA to deliver a Dementia friendly swimming project, this project is live and is currently progressing well.

#### Get Out Get Active

Nottingham is one of 18 locations across England, Scotland, Wales and Northern Ireland who partnered and supported the English Federation of Disability Sport to lead a consortium of partners and secure £4.5 million of funding as part of the Spirit of 2012's Get Out, Get Active initiative (GOGA).

The programme fits well strategically in Nottingham, and has some shared ambitions around increasing participation in fun and inclusive physical activity and sport, so that disabled and non-disabled inactive people can enjoy recreational activity, which is a priority for Nottingham.

The GOGA project will link well with other wider work and compliment the Disability Sport Insight and Participation Partnership Disability Project. We are confident we can work with the GOGA project, ensuring synergy and complimentary activity provision, which adds value, not duplicates. An early discussion with Barry Horne from EFDS has taken place, and Barry has offered to sit on the Board of this project to ensure cross partnership and project working.

#### **And what we don't know..... the need for consultation!**

Consultation will be a key underpinning priority across this project. As has already been shown, whilst we have some data available, there are gaps in our knowledge. It is important that the project considers a range of consultation with inactive disabled people in the city, users and non-users, in addition to disability sector organisations or support groups. This is a significant undertaking and therefore forms part of the first 6 months delivery of the project itself.

We will work with a range of partners (within and outside of sport) to test out new ideas to grow participation for people with disabilities and limiting illness including those with learning as well as physical disabilities.

Working closely with Sport England to effectively understand the disability insight findings recently produced nationally we will apply the insight to grow participation in the city, evaluating a range of approaches from which learning can be taken and fed back into Sport England's approach to disability sport at a national level whilst also informing policy and practice locally.

As part of the above, we will aim to understand the national break down of disability impairment groups and how this can be applied to Nottingham. This will be an early element of the project as it will inform the size and scale of approach.

Working in partnership can provide us with simultaneous national and local learning and shaping, which can be shared, understood, and applied or replicated.

On the surface it would appear that many disabled people or those with a limiting illness are accessing particular organisations or services that pertain to their needs and circumstances.

Part of the scope of the partnership project needs to consider how sport and leisure understands and learns from a different set of central or specialist services, or non-sport and leisure experiences and how disabled people or those with limiting illness engage with them, like or dislike about them, which experiences provide them with a great, positive interaction, what works for them, what doesn't work, how they like to access a service, be communicated with in order that we, as sport and leisure can learn and replicate what works.

Developing the above insight will form part of the early stages of project development – understanding the customer service, the product, the outcome, the environment, the convenience, the technology, the communication, the hierarchy of importance placed upon these.

### 3. Project Details:

- Focus
- Consultation & Strategic Delivery Partnerships

#### A. Project Focus:

Taking into account the information/context provided above, our disability and limiting illness sport and physical activity participation project will have 4 key strands:

- 1) In a place develop a disability sport and physical activity "Stakeholder Network" that will:
  - i. Provide greater insight to consumer needs.
  - ii. Provide the opportunity to develop a user led approach to developing opportunities.
  - iii. Provide routes to new market audiences – including Nottingham City Homes.
- 2) Increase participation and throughput by residents with a limiting illness or disability within the City Councils built facilities.
- 3) Develop an offer to an older age population, supporting activity for adults who acquire a limiting illness in their lifetime.
- 4) Develop Sport Specific participation growth through working with a number of National Governing Bodies of Sport determined by the insight identified.

#### B. Strategic Delivery Partnerships:

There is a real need for partnering with both established experts in the disability and sports sector and the emerging voices in non-sporting community agencies who engage with our target audience. Consulting with disabled users and non-users of our city and services so that

we can offer innovation and excellence in the provision of sport and leisure participation opportunities for people with disabilities and limiting illness is also essential.

The project needs to create a culture whereby all parties strive to work closely together on the common goals, for the benefit of disabled people. The project will be open to new approaches and methodologies, and by building co-delivery partnerships will seek to develop innovative solutions to increase participation in sport by disabled people and those with a limiting disability in Nottingham, with solutions that deliver tangible participation, social outcomes, impact and value.

To achieve this we will work with key strategic and delivery partners. In particular we will partner with Nottingham Council for Voluntary Services (NCVS).

#### C. Project Content:

- 1) In a place develop a disability sport and physical activity "Stakeholder Network" that will:
  - i. Provide greater insight to consumer needs.
  - ii. Provide the opportunity to develop a user led approach to developing opportunities.
  - iii. Provide routes to new market audiences – including Nottingham City Homes.
  - iv. Engage adults with personalised budgets to meet their sporting and physical activity needs.

Working with NCVS we have identified that there are over 120 community organisations that have a specific disability focus to their objectives that are registered with NCVS. Alongside this we recognise that there will be a further significant number of organisations that have members with a disability/limiting illness engaging in their activity. (NCVS have a network of over 1,200 community organisations registered with them). Insight from Sport England's national disability work tells us disabled people are more likely to participate through a trusted person/organisation so embracing existing disability organisations is seen as a logical starting point.

This also provides the City Council with a significant "route to market" reach.

We will directly commission NCVS through this project to:

1. Establish and maintain a sport and physical activity network to engage primarily with community groups and service providers focussed on supporting adults with a limiting illness or disability to develop a feedback mechanism for improving engagement of disabled individuals in sport and physical activity in Nottingham. This network will also involve service providers and organisations wanting to develop sporting offers such as National Governing Bodies of Sport.
2. The network in general will:
  - Collect and analyse feedback through network members reach to service users to inform Nottingham City Council actions.
  - Meet at least quarterly (either at NCVS city centre premises or at Nottingham City Council leisure centres/sports facilities) to guide the development of sport and physical activity interventions.
  - Communicate with network members via a monthly e-bulletin and at other times as required to share and promote opportunities for network members to share with their service users.
  - Develop a strategy to engage other organisations that don't identify as limiting illness/disability focused but that will have disabled people using their services
  - Create a platform for organisations to influence Nottingham City Council delivery of leisure and sport services to citizens.

Specifically NCVS will:

3. Conduct a consultation exercise through the network organisations and with individuals to understand peoples' needs.
4. Develop an action plan with short, medium and long term aspirations to address barriers including programme development in agreement with Nottingham City Council and based on the consultation exercise.
5. Within the action plan set out the opportunities within and beyond the leisure centre environment that disabled people would like to take up.
6. Communicate the opportunities that the action plan affords to disabled customers to reinforce the value of their contribution to improving facilities and services.
7. Co-ordinate an agreed number of site visits to Council leisure facilities from disabled community groups and individuals from within the network to:
  - Evaluate the experience and:
  - Improve the accessibility of the facilities and the level of customer care offered.
  - Provide feedback through NCVS to NCC so that improvements can be made to both physical access and customer experience.
  - Identify training needs for staff at Nottingham City Council leisure centres to encourage a high level of customer care and information on impairment specific support needs.
8. Over the two and a half years of this project NCVS will continue to provide a brokerage mechanism through which the support needs of disabled people can be gathered to feed in to Nottingham City Council for action.
  - This will take a 'no wrong door' approach and may make use of existing social media platforms, comprise reports at quarterly network meetings and other formal and informal means to collect feedback from service users.
  - Create a 'Trip Advisor' style online presence so disabled people can see at a glance what opportunities are available for their specific needs. This site will be moderated and maintained to approve feedback before it goes live, to ensure the feedback is from real people. We will incentivise the use of the online rating system for example, a condition for someone having a free three month pass to use the leisure facilities.
  - Will look in depth at the barriers disabled people face and work towards solutions that can be implemented (short, medium and longer term).
  - All feedback to take a 'You said, We did' approach so that the dialogue between disabled people and NCC is meaningful and results driven.
  - Invite the network to disability activities to experience first-hand the offer and then to act as advocates/motivators/referrers to the activity.

To support the NCVS consultation and action plan, the City Council through its Active Nottingham City Card membership will offer people with a disability upto 50% off a range of activities taking place at City Council run facilities. This will incentivise take up and help the city to develop greater insight in the mid to long term.

In addition to the NCVS network we will work with our housing provider Nottingham City Homes (NCH) to extend our existing NCH lottery funded project to engage with residents with a disability/long term limiting illness directly to:

- a. Understand their Sport and Physical Activity Needs (through the NCVS survey).
- b. Build on our existing insight and work with Nottingham TV to develop a moving at home approach.
- c. Develop activities in the immediate local community/surrounds through partnerships including with Exercise Movement and Dance to develop a workforce in line with the new national coaching plan ethos.

Insight that supports this approach:

- Over 55,500 or 18.2% of the population of Nottingham City live with a disability or limiting illness.
- 55,000 people live in 28,000 social houses managed by Nottingham City Homes (NCH) – (20% of the housing stock in the city).
- 40% of NCH tenants have declared a disability thus 22,000 of NCH tenants will have a reported disability or limiting illness. (see table 2 below)
- This equates to 39.72% of those living in the city with a disability reside therefore in social housing.
- Notts TV has more than 300,000 viewers tuning in each week. The average Notts TV viewer watches 30-120minutes each week and reaches 750,000 monthly across social media. <http://nottstv.com/advertising/>

We will also work closely with our Adult Social Care team in the City to engage this audience and join up engagement with residents. Our strategic commissioning project (Sport England/CLOA Project) has recently identified opportunities to work collaboratively on this agenda. Key priorities within Adult Social Care include assessing mental health, physical disabilities, learning difficulties needs and providing services that help people with disabilities to survive longer.

We will develop an approach to personalisation with the adult social care team that integrates sport and physical activity as an offer for individuals.

Table 2 – limiting illness by ward:

Wards	% in ward with limiting illness
Arboretum	13.84%
Aspley	17.92%
Basford	19.63%
Berridge	15.27%
Bestwood	21.57%
Billborough	27.92%
Bridge	14.15%
Bulwell	22.18%
Bulwell Forest	20.68%
Clifton North	21.20%

Clifton South	23.84%
Dales	19.54%
Dunkirk and Lenton	9.48%
Leen Valley	20.96%
Mapperley	17.50%
Radford and Park	10.18%
Sherwood	17.22%
St Ann's	19.37%
Wollaton East and Lenton Abbey	11.37%
Wollaton West	17.41%

- 2) Increase participation and throughput by residents with a limiting illness or disability within the City Councils built facilities.

Nottingham City Council has spent £40 million pounds over the last 10 years transforming the city's leisure facilities into 'fewer better quality' facilities that are now some of the best in the country, with a focus on ease of access – changing rooms, WC's, floor levels, trained staff.

In Nottingham we want to work together with disabled people, users and non-users where disabled people contribute to and benefit from the sport, leisure, cultural and social offers our services and facilities can offer. We want to develop and improve the 'experience' which meets the expectations and needs of disabled people, so they can participate in sport, feeling confident, relaxed, and happy and satisfied with the service they receive.

For many disabled people leisure facilities, gyms and pools are still 'no-go zones' that have a host of features and attitudes that prevent a disabled customer from getting involved. We will produce a suite of access videos across our estate showing experiences from car park arrival through to departure through the experience of a disabled person.

Whilst our initial focus will be on swimming and gym/health suite take up, we will use the insight developed through the NCVS consultation and network to inform a future offer further. Currently our highest percentage participation activities by our sport and leisure members registered as having a disability and accessing a leisure centre (based on data April 2015-Jan 2016) are:

- Gym – 38%
- Swimming 29%
- Health Suite 18%
- Group Exercise 13%

We want to understand the physical accessibility of sites/access audits, determine what's feasible, what can't be changed and then to implement solutions to improving the customer experience.

We want to develop our workforce based on what will make the customer experience a better one. We recognise that this will involve us in a range of training programmes in different sites and delivering training from the reception desk to the activity instructor and within our management structures. We want to consult disabled people to inform this workforce development approach.

We are keen to work with partners to look at an accreditation process that will encourage a cultural change within our facilities and increase participation by people with disabilities and limiting illness. There are some accreditations and kite mark standards we feel Nottingham should work towards to help develop the confidence and awareness of our facilities amongst disabled users and non-users, and the disability health and adult social care sector as a whole.

DEAFinitely accreditation – a new accreditation scheme and quality kitemark to improve deafsport provision for sports clubs and leisure facilities. Led by UK Deaf sport.

#### Nimbus – CredAbility

Nimbus is a leading provider of disability related advice and support to business and are the creators of the national schemes CredAbility Quality Assurance and The Access Card.

We aim to work towards and achieve the CredAbility Kitemark for all our Leisure Centre Facilities. The CredAble Access mark denotes that a building has been assessed as meeting core accessibility standards for disabled people.



We will work with Nimbus and invite suitably experienced assessors to our facilities, undertake on-site assessments and work towards accreditation, through taking corrective action and improving our services and facilities for disabled people based on the CredAbility recommendations.

Once accredited we will be able to show the Kitemark logo, communicating quickly to disabled people that they are able to get into and out of buildings, use services and facilities and provide feedback. We hope this leads to increasing confidence, motivation, contemplation and accessing our facilities, participating in our sport and leisure offers and activity programmes.

Thus to support the above Nottingham City Council will:

- 1) Provide 50% discount to leisure centre access to all with a registered disability.
- 2) Offer opportunity and allow free access to a number of non-user disabled groups and individuals in the first consultative six months to book space and take part in group and individual activities on the proviso that they share their experience to inform our longer term delivery plan and improve the customer service.
- 3) Work with an external training provider (similar to TGC) to deliver a bespoke staff training programme based on the feedback of users and non-users.
- 4) Work to achieve credibility kitemark for all 8 leisure facilities and produce customer videos to support those in the contemplation and preparation phase of the behaviour change model.
- 5) Aim to increase our membership usage by people with a disability at our leisure centres from 2.3% in 2014, rising by 1% each year over 5 years, reaching 7.3% registered disabled users using our leisure centres by 2019.

- 3) Develop an offer to an older age population, supporting activity for adults who acquire a limiting illness in their lifetime.

We will do this working in partnership with Age Friendly Nottingham. It will be important to segment the older population – we often stereotype older people to “frail and infirm”, in reality we will need to better understand the older people market more accurately and define

what we mean, from older people retired from work and living independently through to older people in assisted living environments and in care.

The Sport England insight identifies that older people are more likely to associate with other older people rather than younger people with a disability hence to work with organisations such as Age Friendly Nottingham will provide an appropriate route to market/engagement vehicle.

#### Nottingham – An Age Friendly City

Age Friendly Nottingham (AFN) is a partnership of citizens, organisations, academics and service providers who are determined to build an age friendly future. They have recently become a member of the World Health Organisation Network of Age Friendly Cities and Communities; a growing global movement of places striving to meet the needs of their older residents and foster healthy and active ageing and share experience and good practice.



**Age Friendly  
Nottingham**

Our focus will be:

- 1) Providing an age disability friendly leisure offer in our leisure centres. (including new offers – ie daytime off peak etc)
- 2) Providing locally led community activity for older people working closely with other projects and partners such as Nottingham City Homes and their tenants associations.

Clifton Leisure Centre is part of the first wave of facilities that are being piloted and trialled as part of the AFN programme, promoting places where older people feel valued, can live or take part in activity as independently as possible and play an active role in their local communities.

AFN are building a coalition of partners and the intention is to work with them to incorporate all leisure centres into the wider partnership and work with AFN as a key partner to help shape services going forward.

- 4) **Develop Sport Specific participation growth through working with a number of National Governing Bodies of Sport determined by the insight identified.**

We have been working with a number of NGBs at national and local level seeking to identify those Governing Bodies that have the sporting expertise, understanding, readiness and aspiration to work differently in Nottingham to increase disability sport participation.

We are working closely with Sport England through their Community Sport Relationship Manager and National Disability Team to understand the appetite from a range of Para-NGBs or NGBs with para-sections to work closely with the city council on developing their offer in Nottingham. We will soon have clarity in terms of willingness to engage on the supply side and will marry this up with the demand side once community consultation has been completed through this process.

However we already know that there is demand for gym, group exercise, swimming and walking/jogging so have already started more detailed conversations in these sports.

Exercise Movement and Dance –

Nottingham is beginning to work more closely and in partnership with the Exercise, Movement and Dance Partnership (EMDP), the National Governing Body and Umbrella Organisation for Exercise, Movement and Dance (EMD) in the UK.

At a recent meeting in March 2016 a number of participation ideas were discussed and proposed to EMDP, with a view to the NGB taking a place based approach and focusing on the person and participation, rather than on the instructor and training academy.

The partnership with EMDP is an interesting and exciting one, as we know that most inactive people's first experience of exercise is EMD.

Collectively we will be looking at:

Inactive and Sedentary People in Nottingham, many of whom have a disability and or limiting illness. Consideration in developing a whole new lower level and layer of EMD designed around Insight and Participant need for the Insight, or for varying limiting levels of disability. Some early ideas for delivery are aimed at the 40% of people living in Nottingham City Homes who state they have a disability, using the medium of Notts TV and starting people moving and becoming active at home, before leaving the house to take part in a community setting.

A review of our Leisure Centre Community EMD and Health and Fitness in the context of the BME Community and increasing participation through the personalisation of EMD and Group Exercise for BME participants and communities within our Leisure Centres and Community Settings.

Based on the fact that 50% of Instructors registered to EMD used to be class participants, looking at a new type of instructor that can operate at a lower level of EMD offering a more suitable physical activity offer for people who have limited mobility or who are currently sedentary.

#### Athletics -

Nottingham has a partnership with England Athletics around recreational running which provides a full time Activator position as part of a Run Nottingham Partnership. The key outcome for Run Nottingham is " More people taking part in athletics recreational activity on a weekly basis, better health for people living in the city and have more access to take part in physical activity within their own communities at times that suit them".

#### KEY OBJECTIVES

- To increase participation in athletics through running in Nottingham and its fringe areas
- To increase participation in 14-25 year olds
- To increase participation in BME groups
- To increase participation in women
- To increase participation in disability – 8%
- Engage partnership investment.

#### OUTPUTS & KEY PERFORMANCE INDICATORS INCLUDE:

- 1000 new participants.
- 80 new participants with a disability.

Nottingham has had good success with this project, with overall participation and attendance on target for September 2016 with particular progress around the inactive to active through many and numerous couch to 5k jogging groups.

The project funding ends in September 2016, and is on target to meet all the participation targets. Rather than the project finish, Nottingham would like to build on this success and momentum and focus on provision for disabled people and those with limiting illness.

In August 2015 the Run Nottingham project organized a "Guide Running Workshop" with 22 attendees from across Nottinghamshire. Since then VI beginner running taster sessions and jogging groups take place in partnership with MySight and Guide Dogs. This type of provision for disabled people is something we are keen to develop and focus on with the project, as the interest and demand in walking, jogging and running is a national and local demand, where we feel we could make a difference, subject to continuation of the Run Nottingham Programme and Activator. It is proposed to continue to fund the post from September 2016 for 12 months and work with England Athletics and Recreational Running to look at a longer term model supported through England Athletics as part of the ongoing partnership, once known WSP settlements are known and commitments beyond 2017 can be made by the NGB.

We will work in partnership with NGBs on this project through a co-delivery model to develop and deliver provision. The co-delivery model will provide a new opportunity and vehicle to deliver shared priorities and inform a number of sports future plans.

A service level agreement will be put in place between the City Council and relevant sports once identified.

#### **4. Project Governance and Management**

Project governance is a critical element of any project. It is important that we create the right management framework to allow for the right project decisions to be made.

We will establish a Project Board led by an appointed Disability Lead Officer and consisting of Nottingham City Council colleagues, disability sector partners (EFDS), NCVS, Nottingham City Homes, Age Friendly Nottingham, Sport Nottinghamshire, the Universities and Sport England whose role will be to provide a decision making framework that is logical and robust yet flexible enough to allow new ways of working to be tried and tested, and learning shared.

Meeting quarterly, the Board will:

- Keep the project aligned with organisation strategy and direction
- Guide budget oversight
- Govern project risks
- Focus on realization of the outcomes and recommend opportunities
- Provide feedback.

The board will be established in the first 3 months of project award when an agreed board terms of reference will be agreed and shared with Sport England.

Underpinning the board will be the NCVS led Disability Physical Activity Network.

The Network function has already been set out in earlier pages of this document. In the early part of the project time will be spent 'understanding disabled people' accessing and utilizing both the national and local data and information to help shape the delivery plan which will be presented to the main board for approval/sign off. NCVS will sit on the main project board, providing continuity and a flow from practical/delivery to strategic leadership.

#### **Day to Day Project Management:**

Like any project, one of the most fundamental aspects is project accountability for the success of the project and therefore the project needs a Project Manager that can offer clear leadership and who has a clear understanding, and who assumes accountability for its success.

A job description for this post is attached as appendix E to this narrative.

The successful postholder will work closely with the Sport England national disability team to fully understand the insight that has been developed nationally and apply this in a local context. As this project is seeking to test out new ways of working, the postholder will on occasion spend time with Sport England's disability team to ensure that learning is being fed back into Sport England to affect national policy and approaches to developing disability sport in other localities. At the same time this will also ensure that we are learning and applying in real time insight and modifying approaches as we go.

The Post holder will be employed directly by Nottingham City Council and be line managed on a day to day basis by Sarah Retzalf. The postholder will report and take a steer from the Board which will include the Director of Insight and Research at Sport England. They will be the single point of accountability for effective project governance and they will be the accountable person from NCC overseeing the contractual agreement with NCVS. (will need to work closely with NCVS person leading on network).

The project manager must hold sufficient authority to ensure that they are empowered to make the decisions necessary for the project's success; timely decision making, clarifying priorities, communicate aspirations, issues success, engenders trust, manages relationships, develops meaningful partnerships, stakeholder management, working innovatively and embracing new thinking and learning. With these requirements in mind, the job will be advertised at a salary circa £40k per annum.

## 5. Key Performance Indicators

Key performance indicators for the project will focus on:

- 1) Overall participants – broken down by gender, age, ethnicity, disability type.
- 2) Overall participants – broken down by previous and current activity level.
- 3) Overall throughput.
- 4) Input/output measures including number of disability organisations worked with, number of facilities/spaces with a new engaging disability accessible sporting offer.
- 5) Number of leisure centres with accreditation, % increase Active Nottingham Card membership; % satisfaction rating, leisure centre attendances last week, last month, last year, % disabled users versus non-disabled users.
- 6) The project will also bring to life the impact of the project through a series of case studies/human interest stories which will include learning around applying the behaviour change model to this work.

And will take account of the 5 outcome measures emerging in the Government and Sport England strategy.

Specific targets for the project will be set within the first 6 months of the project off the back of a detailed delivery plan being established built on the consultation findings.

## 6. Sustainability

Project sustainability is difficult to define and several factors or measures can be applied to argue if a project has been sustained. Some are within the control of the project management, while others are influenced externally.

This project will:

- Create a Sustainable Culture and Customer Centric Approach across the City Council leisure estate.
- Connect and integrate into existing investment, campaigns, and programmes through the city council sport and leisure offer.

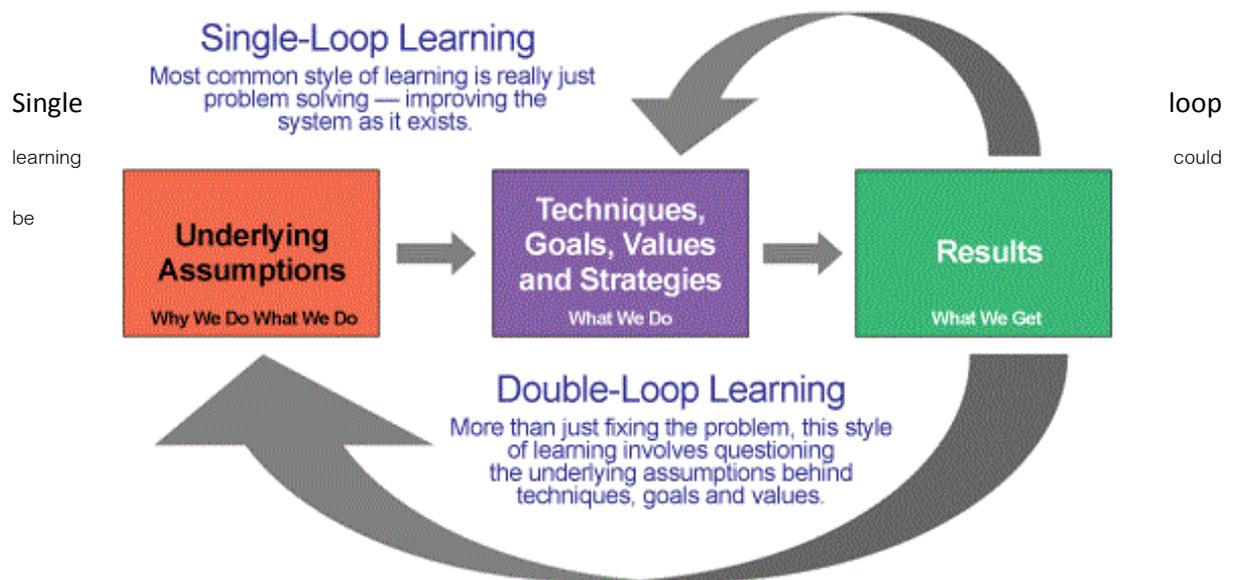
- Build capacity amongst identified partner organisations through training and sharing of knowledge and insight.
- Raise the profile of accessibility and the enjoyment and benefit of taking part in sport and PA for adults with a physical/learning or limiting disability.
- Deliver an upskilled and more knowledgeable workforce
- Create sustainable participation opportunities.

\* \* \*

Appendix D – Single Loop Learning:

We are familiar no doubt with the concept of “single loop learning”, the repeated attempt at the same problem, with little or no variation of method, without ever questioning the goal. In sport we have repeatedly been trying different ways to engage people in sport and increase participation, and more recently there is much more variation and differing methodology to increase participation.

We hope that partnership project offers us the opportunity for us to work together and consider a “double loop learning” approach, whereby we modify or reject the initial goal of increasing participation and instead re-evaluate and re-frame our goals, values and beliefs. This will allow us to engage with the experience, question underlying assumption and recognise that how we have historically gone about trying to increase participation, may in fact be a source of our problem, and that perhaps, together, working collaboratively, nationally and locally, might result in a different approach, yielding different results.



compared with a thermostat that knows when it is too hot or too cold and then turns the heat on or off. The thermostat performs the task because it receives information about the temperature of the room, and then takes the required corrective action. If the thermostat could question itself about whether it should be set at 68 degrees, it would be capable of not only detecting errors but perhaps also questioning the underlying goals as well as its own program.

Perhaps the same can be said historically about sport and participation and in this case disability sport. If our 'sport participation thermostat' is down, because it receives information about participation levels, then we take corrective action to try and improve participation, which often involves more of the same. If the sport thermostat could question itself about whether it should try and increase participation, or detect errors, or see opportunity for difference, would it yield a different outcome?

This disability partnership project around participation in sport for people with disabilities offers us our own thermostat that may well give us that wider perspective, and enable us collectively to confront the question, current methodology and objectives around increasing participation in sport for people with disabilities.