



Sports Development and Physical Activity Strategy 2016 – 2019

Hertsmere Borough Council



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01

Foreword



I am delighted to introduce the refreshed Sports Development and Physical Activity Strategy 2016-2019. Following on from the Government's Sporting Future: A New Strategy for an Active Nation, Hertsmere Borough Council is looking forward to the new challenges which have been set out. The Government's strategy acknowledges the important role local authorities have in delivering sport and physical activity opportunities.

Sport and physical activity are good for us; they teach individuals how to rise to the challenge, as well as nurturing character and discipline. Sport is fun; learning to play can lead to a lifetime of enjoyment.

I have seen first-hand how sport and physical activity can change lives and improve individual's health and wellbeing.

The impact sport and physical activity has on physical and mental health is huge and we want to keep making a difference to the lives of local residents.

Achieving the objectives in this strategy will improve opportunities for people in Hertsmere.

Cllr Brenda Batten

Portfolio Holder for Leisure, Culture and Health

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Executive summary

The Sports Development and Physical Activity Strategy sets out the council's approach to increasing participation in sport and physical activity by promoting its value and improving opportunities for everyone to take part in it in Hertsmere. This strategy recognises Hertsmere Borough Council's corporate goals, the aims of the Local Strategic Partnership and other local and national priorities, and provides a framework within which sport and active recreation can effectively contribute to improving the quality of life for everyone in Hertsmere. It acknowledges 'cross-cutting' issues such as community cohesion, health and learning and proposes a more targeted and focused approach to sports development and physical activity in Hertsmere to make the best use of available resources. This document acknowledges Sporting Future: A New Strategy for an Active Nation which the Government produced in December 2015, their first strategy for sport in over a decade.

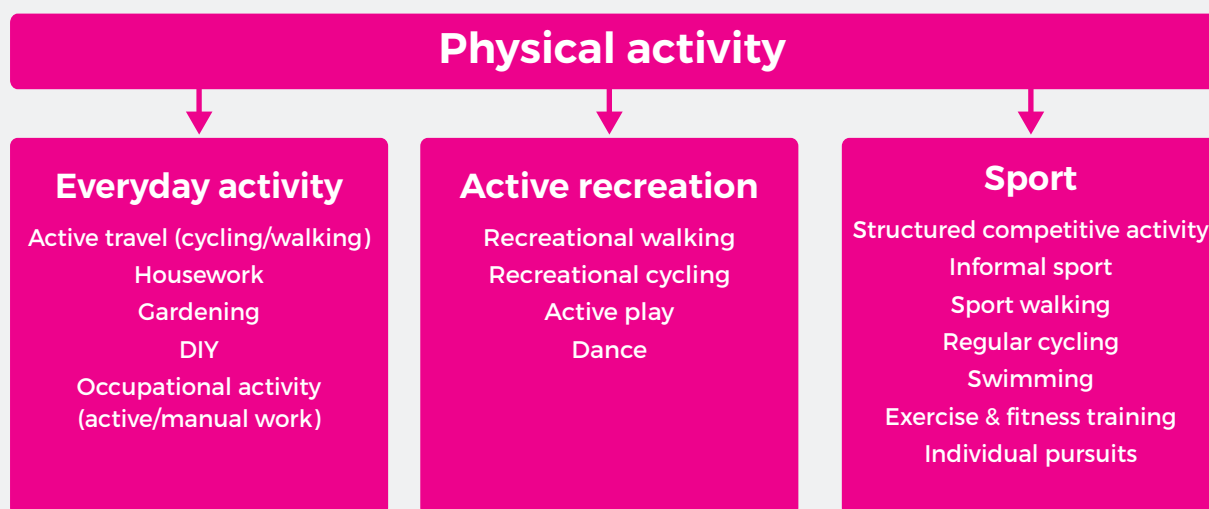
What is 'sport'?

The Council of Europe (2001) in The European Sports Charter recognises a broad definition of sport and defines it as follows: "Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels". This strategy assumes the same definition throughout and recognises all activity that falls within this definition; it is therefore not restricted to 'traditional' sports but relates to a full range of activities.

What is 'physical activity'?

Physical activity includes any form of movement which raises heart rate and so helps to improve mental and physical wellbeing (see figure 1)

Figure 1 What counts as physical activity



<https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>

Physical Activity Definition Diagram (Department of Health, 2009)

- It includes everyday activities such as housework, gardening, walking or cycling as a mode of transport, and being active at work.
- Physical activity also includes more structured and organised activities (often termed exercise) such as dancing, swimming and active recreation. It also includes individual and team sports whether competitive or not.
- Moderate physical activity causes an individual to feel slightly warm, breathe slightly heavier and increases heart rate. Typically people are still able to have a conversation whilst participating in moderate intensity physical activity.
- Vigorous physical activity requires an individual to breathe very hard, have a rapid heartbeat and often be short of breath. Individuals are unable to carry on a conversation whilst doing vigorous intensity physical activity.

To effectively improve opportunities for people to participate in and to promote the value of sport in Hertsmere, five broad priorities have been developed in this strategy along with 11 objectives. These priorities and objectives create the framework for the action plan that will be shared and delivered by a wide range of partners in Hertsmere. The overall intended outcome by delivering these priorities and objectives is to increase participation in sport in Hertsmere. It will also contribute to the Council's vision "Working with you, for you, improving our communities, our places" and will be delivered through the below priorities:

Improve health and well-being

- In partnership with key agencies through the Health and Wellbeing group and local sports clubs, continue to develop school and community networks and deliver a wide range of sporting and educational activities programmes to people in Hertsmere.
- Coordinate a range of sport and activities for specific, targeted groups including older people, females, disabled people, people from areas of multiple deprivation and black and minority ethnic groups, through community outreach work and at the borough's leisure facilities.

Contribute towards reducing crime and fear of crime

- In partnership with key agencies and sports clubs, provide a range of sport and physical activities, targeted at local residents at venues across the borough.
- In partnership with key agencies through the Hertsmere Youth Network engage and motivate young people through opportunities to take part in minority and non-traditional sports.



Engage and empower communities

- Undertake research with partners into the voluntary and community sports sector in Hertsmere, identifying needs, priorities and support requirements.
- Continue to develop 'Active Hertsmere', providing a supporting forum for voluntary sports clubs in Hertsmere.

Provide and improve facilities

- Through the planning process, identify opportunities to invest in sport and leisure facilities in Hertsmere, maintain and improve access for all and ensure adequate provision across the borough.
- Influence design and use specifications for new or redeveloped facilities and identify opportunities to provide community use and increase access for all sections of the community to facilities in Hertsmere.
- Create safe and attractive environments where everyone can walk or cycle regardless of age or ability.

Contribute to economic wellbeing

- Identify and support the delivery of a range of volunteering opportunities in sport for all people and support initiatives that provide links between educational leadership programmes and community sport.
- Effectively promote training opportunities for coach development and continue to develop 'Active Hertsmere' as a supporting forum for coaches in Hertsmere.

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Introduction

Hertsmere is a largely rural Borough with 80% of its 38 square miles being Green Belt land. The main settlements –Borehamwood, Bushey, Potters Bar, Shenley and Radlett– are the only urbanised areas and home to the majority of the Borough's 100,000 residents. The population is expected to grow to 116,500 in 2028. Within this the proportion of older people is expected to rise significantly.

Hertsmere is generally prosperous and parts of the Borough are amongst the most affluent areas in the country. As a result life expectancy is good. Hertsmere has a good number of jobs and in 2011 the level of unemployment stood at 2.5%. The knowledge-based sector is particularly strong. The Borough is a net exporter of labour with 37% of the resident workforce commuting to London. Some pockets of deprivation do exist; Cowley Hill Ward in Borehamwood is one of the most deprived in Hertfordshire.

Obesity remains an issue and almost one third of 11 & 12 year olds are overweight or obese which is above the Hertfordshire average. 20% of adults are obese and 60% overweight. Mortality from cardiovascular disease in adults under 75 is increasing. Levels of physical activity are increasing but there is room for improvement. Although more than 50% of Hertfordshire adults surveyed say they are achieving healthy levels of physical activity, over 40% of people in most districts still say they do not take enough exercise.

In Hertsmere in 2013, 62.85% of the adult population were physically active (see figure 2).

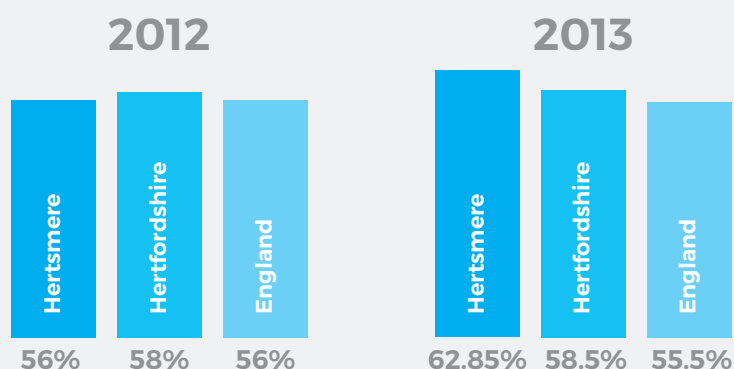
Participation in sport and activity has long been recognised as a positive activity for a range of reasons, creating a sense of enjoyment and camaraderie, keeping fit and healthy, and allowing participants to set and achieve personal challenges. Sport can be a cost-effective driver for social change on many levels and makes an important contribution to health, educational attainment, social inclusion, community cohesion, crime and disorder reduction, personal development and even economic prosperity.

Those who play sport are healthier, happier and more likely to be successful in academic study and professional life.¹

As in many other local areas, Hertsmere Borough Council wants to continue to improve its role as a coordinator of physical activity and community sports provision in the area and an enabler of opportunities. Local authorities are critical partners in the provision of local activity, not only in their influence over indoor and outdoor facilities and the contract management specifications for leisure operators in their areas.

¹ CASE: The Culture and Sport Evidence programme, March 2015: 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur.'

Figure 2 Proportion of physically active adults in Hertsmere



Source: PHE Health Profiles, 2015; Active People Survey, Sport England

Through this strategy, Hertsmere Borough Council is placing itself at the centre of a network of partners, promoting and coordinating opportunities provided by the voluntary and community sector, schools, leisure operators and others to participate in sport. Continuing to build on the Olympic and Paralympic legacy, Hertsmere will work in partnership to deliver initiatives, to make sport and physical activity an integral part of everyday lives.



Hertsmere Borough Council provides direct functions in sports development and health and wellbeing through its Community Sports Officer, Health and Wellbeing Policy Manager and Health and Wellbeing Apprentice roles. In addition a range of other services are undertaken by Hertsmere Leisure Trust on behalf of the council that seek to improve opportunities for residents to take part in activity. These include for example a 'fifty plus' programme for active older people, play schemes and positive and diversionary activities for young people. In addition we are committed to the health and wellbeing of its employees. We are working towards the development of a comprehensive health and wellbeing offer for all staff. Existing opportunities include free membership of local leisure centres through the council's leisure contract with Hertsmere Leisure Trust, access to a free wellbeing website via CareFirst and participation in the cycle to work scheme which provides access to tax free bicycles and accessories.



Hertsmere has a vibrant voluntary sports sector with a large number of sports clubs which make a significant impact on the communities that they serve. Sports clubs also provide opportunities to take part in activity and contribute to key social agendas. 'Active Hertsmere' was established in 2008 and is one of ten community sports networks in Hertfordshire. It aims to support the voluntary sports sector, promote and deliver sporting activity in the borough for the benefit of all, and act as an advocate for sporting excellence, fun and participation. Recognising that the voices of a wide range of sporting interests need to be heard, the partnership is inclusive and functions as a forum for discussion and debate. Members are identified in acknowledgement of their existing commitment to sport bodies as well as the relevance of their input to the partnership and include: sport clubs, the School Sports Partnership, leisure operators, the health and voluntary sectors and many more. This strategy will build on the foundations made by Active Hertsmere and provide a way forward for its continued development.



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Statement of policy

In December 2015 the Government published **Sporting Future: A New Strategy for an Active Nation**, the first government strategy for sport in more than a decade. At the heart of the strategy sit five fundamental outcomes: physical health, mental health, social and community development and economic development. The strategy looks at the following, the role of central and local government, the outcome of government investment, getting more people taking part regularly and meaningfully, maximising international and domestic success and measuring the impact.



The strategy acknowledges the vital leadership role local authorities play in forging partnerships, unlocking barriers and improving the local delivery system. It also references that local authorities are the providers of high quality multi-use green open space which can be used as alternative setting for sport and physical activity. This is especially evident in Hertsmere, where the council is proud to manage six award winning parks.

The strategy recognises the power of sport with positive outcomes for both individuals and society. In the future the Government is going to prioritise work which engages those who do not regularly take part in sport and physical activity.

The strategy has a new focus on the broader outcomes that sport can deliver. There are 23 key performance indicators, some of which can be directly influenced by this strategy and will be referenced in chapter 7.

Following on from the Government's strategy, Sport England will be developing a new strategy for 2017-2021; this will include a number of strategic objectives that potentially will already be covered in this strategy and the resulting work. The Sport England strategy will be announced after the publication of this document and be reflected on in the annual review and action plan.

Start Active, Stay Active, a report on physical activity for health from the four home countries' Chief Medical Officers is a UK wide report with guidelines on the volume, duration, frequency and type of activity required to achieve general health benefits. It was produced in July 2011 and followed in September 2015 with infographics on the benefits of physical activity for adults and older adults² and children³. The report draws on global evidence for the health benefits people can achieve from regular physical activity as well as cost savings for services such as health and social care. The report also highlights the risk of sedentary behaviour for all age groups. The guidelines allow great flexibility for achieving the recommended levels of physical activity and give a life course approach.

Hertsmere Borough Council has acknowledged the strategy and aligned the Sports Development and Physical Activity Strategy to harness the power of sport for the good of local residents.

The council is bound by a range of goals and objectives that have been identified in partnership, through the Community Strategy, and then locally adopted by the council through its Corporate Plan. These goals direct the work of the council by identifying areas that are important to our partners, the council, and most importantly, local residents.

The council recognises the importance of reviewing its strategies, policies and practices to ensure that they continue to reflect the council's vision, corporate goals, and key objectives. This three-year strategy will be delivered through an action plan, reviewed on an annual basis, to ensure it remains effective and takes account of changes in legislation and best practice.

Hertsmere Borough Council's strategic vision in relation to physical activity and sports development is...

Increasing participation in sport and activity in Hertsmere, by promoting its value and improving opportunities for everyone to take part.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/469457/Physical_activity_infographic.PDF

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/507158/CYP_infographic.pdf



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Making the case for sport and physical activity and guidelines

Sport and physical activity can be a cost effective driver for social change, makes an important contribution to physical and mental health (can help to prevent and manage over 20 chronic conditions). It can also contribute to promoting social cohesion, reducing youth crime, economic generation, tackling anti-social behaviour and reducing health inequalities. In addition physical activity and sport can increase productivity and concentration and reduce absenteeism.⁴

Physical activity is a win-win intervention which can help achieve multiple objectives across public health, transport, the environment, education, healthy ageing, childcare and social care.⁵

Physical inactivity represents 10% of total societal costs when compared to other top-tier public health concerns including sexual health, smoking, obesity and drug and alcohol misuse. It is costing the economy in Hertfordshire £16,638,263 per 100,000 people every year. But on average only 2.4% of the public health budget is spent on programmes to tackle inactivity.⁶

The Chief Medical Officers recommend the following guidelines for the amount of physical activity to achieve substantial health benefits:

Children and young people (5–18 years old)

1. All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
2. Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.
3. All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.

⁴ Hertfordshire Physical Activity and Sport Framework 2015

⁵ Start Active, Stay Active: A report on physical activity from the four Home Countries. Chief Medical Officers, Department of Health 2011

⁶ Turning the Tide of Inactivity, UK Active 2014

Adults (19–64 years old)

1. Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least five days a week.
2. Alternatively, comparable benefits can be achieved through 75 minutes (1¼ hours) of vigorous intensity activity spread across the week or a combination of moderate and vigorous intensity activity.

Older adults (65+ years)

1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.
2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes (1¼ hours) of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.
4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.
5. Older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.
6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.⁷

In line with the Chief Medical Officer's recommendations and Healthier Herts, a Public Health Strategy for Hertfordshire, we will adopt the life course approach for this strategy. We will consider the four life stages starting well, developing well, living well and ageing well when developing our action plan.

⁷ Start Active, Stay Active: A report on physical activity from the four Home Countries. Chief Medical Officers, Department of Health 2011



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Strategic objectives

Recognising that participation in sport and activity can contribute towards a wide range of positive benefits; the overall intended outcome from this strategy is to increase participation in sport and physical activity. The Active People Survey (2014/15) reported that, overall in Hertsmere, the rate of adult (those aged 16 years and above) participation in sport and active recreation (30 minutes of moderate intensity activity) once per week was 37.8% and three or more times a week was 20.9%.

In consultation with partner organisations and considering local and national goals and priorities, five broad, strategic priorities have been identified in Hertsmere. In order to meet these key priorities the strategy sets out 11 objectives to focus on during 2016–2019. The associated targeted and measurable outcomes are important in relation to the priorities themselves, but also in the collective contribution most of them make to an increase in participation in activity. The implementation of all objectives will require working in partnership and across the key providers of services within the borough. Supporting action and service plans will demonstrate how Hertsmere Borough Council, with partners, will deliver against these objectives.

Strategic priority: Improve health and wellbeing

Evidence shows that increasing your levels of physical activity can have a profound effect on your health and wellbeing. It is medically proven⁸ that people who do regular physical activity have:

- up to a 35% lower risk of coronary heart disease and stroke
- up to a 50% lower risk of type 2 diabetes
- up to a 50% lower risk of colon cancer
- up to a 20% lower risk of breast cancer
- a 30% lower risk of early death
- up to an 83% lower risk of osteoarthritis
- up to a 68% lower risk of hip fracture
- a 30% lower risk of falls (among older adults)
- up to a 30% lower risk of depression
- up to a 30% lower risk of dementia

⁸ NHS England

This is of obvious benefit to the individual but also has a wider benefit for society as a whole in terms of cost savings to the health service but also by increasing an individual's capacity to learn, work and participate in their community.

Whilst the health of people in Hertsmere is generally good and largely in line with the Hertfordshire average, there are a number of areas that still require improvement.⁹ Health priorities to reflect these areas have been identified in the Hertsmere Health and Wellbeing Strategy:

1. Increase physical activity and healthy eating
2. Improve mental health and wellbeing
3. Reduce drug and alcohol related harm
4. Increase numbers of people giving up smoking
5. Reduce hip fractures and excess winter deaths.¹⁰

Through this strategy Hertsmere Borough Council aims to improve health and wellbeing among specific target groups, by improving and promoting the opportunities for people to take part in physical activity.

Two objectives relating to this priority are outlined below:

Improve health and wellbeing

Objective 1: In partnership with key agencies through the Health and Wellbeing group and local sports clubs, continue to develop school and community networks and deliver a wide range of sporting and activity programmes for people in Hertsmere.

Objective 2: Coordinate a range of sporting activities for specific, targeted groups including older people, females, disabled people, people with mental health problems, people from areas of multiple deprivation and black and minority ethnic groups, through community outreach work and at the borough's leisure facilities. In terms of participation these are the groups which are underrepresented.

⁹ Public Health England, Health Profile 2015

¹⁰ Hertsmere Borough Council's Health and Wellbeing Strategy 2014–2017

Strategic priority: Contribute towards reducing crime and fear of crime

A wealth of evidence demonstrates that regular involvement in sport contributes to: a reduction in offending and anti-social behaviour; an increase in the culture of respect and tolerance; a reduction in crime and in alcohol and drug misuse and a reduction in the fear of crime. This evidence applies to a wide range of traditional sports but, in addition, there is evidence that alternative, non-traditional sports (including street dance, skateboarding and ultimate frisbee) can have improved engagement particularly among 'hard-to-reach' groups.

The residents' survey in 2011 highlighted the biggest issue reported by residents was teenagers hanging around on the streets, with over a fifth feeling that this is a very or fairly big problem in their local area (23%), however in the latest survey (2015) this has decreased (14%). The residents who reported that teenagers hanging around on the streets are a very or fairly big problem in their local area are significantly more likely to disagree that the police and other local public services are successfully dealing with the issue.¹¹

Contribute towards reducing crime and fear of crime

Objective 3: In partnership with key agencies and sports clubs, provide a range of sport and physical activities, targeted at local residents at venues across the borough.

Objective 4: In partnership with key agencies through the Hertsmere Youth Network engage and motivate young people through opportunities to take part in minority and non-traditional sports.

Strategic priority: Engage and empower communities

The council is one of many organisations serving the local community. The delivery of modern public services depends on a network of organisations working together to deliver what is needed in a particular local area.

It is widely accepted that greater community cohesion can be achieved through cultural, sport and leisure activities. Regular involvement in sport can benefit individuals and communities and contribute to positive outcomes including: local people with a greater voice and influence over decision making; an increase in 'third sector' capacity; more cohesive, tolerant and inclusive communities and more sustainable communities with local pride.

¹¹ Hertsmere Borough Council, Residents Tracker Survey, January 2015



According to the Active People Survey (2014/15), 29.6% of adults in Hertsmere were members of sports clubs, 19.6% received sports coaching or tuition and 17.2% took part in organised, competitive sport. Hertsmere has over 100 voluntary community sports clubs delivering approximately 25 different sports. Through this strategy Hertsmere Borough Council aims to better identify the needs and priorities of the voluntary and community sports sector and support its clubs to develop and to improve opportunities for all to take part in sport and physical activity.

Two objectives are outlined below in relation to this:

Engage and empower communities

Objective 5: Undertake research with partners into the voluntary and community sports sector in Hertsmere, identifying needs, priorities and support requirements.

Objective 6: Continue to develop 'Active Hertsmere', providing an information sharing forum for voluntary sports clubs in Hertsmere.

Strategic priority: Provide and improve facilities

Good design and quality neighbourhoods have an impact on people's health and wellbeing as well as a feeling of belonging within the community. Hertsmere Borough Council is therefore committed to ensuring the quality of the built environment. Good design and quality sport and leisure facilities (both indoor and outdoor) also improve opportunities for people to take part in sport, meeting rising expectations so that everyone can have reasonable access to sport.

Through the planning process, Hertsmere Borough Council is in a position to undertake needs assessments of facilities, taking account of accessibility, quality and quantity, which can form the basis of improving facilities. Hertsmere Borough Council can also work to prevent the loss of facilities and should redevelopment be unavoidable, provide equivalent or better replacement facilities in a suitable location. The Government's National Planning Policy Framework (NPPF) is clear about the role that sport plays in delivering sustainable communities through promoting health and well-being. Sport England, working with the provisions of the NPPF, recommends that local planning policy protects, enhances and provides sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring. Planning obligations should be used, where appropriate, to seek increased provision, enhance existing facilities and remedy local deficiencies in quality or quantity of provision.

Hertsmere Borough Council is developing an Indoor Sports and Playing Pitch Strategy which feeds into the process of providing and improving sports facilities in Hertsmere. The strategy will contain a needs assessment for indoor and outdoor facilities and will inform the local plan as well as guiding spending of Section 106 and Community Infrastructure Levy (CIL). Hertsmere Borough Council will also continue to work in partnership with other agencies, to ensure that sport provision is considered in major capital investment programmes.

In order to meet this identified priority, the following objectives are outlined:

Provide and improve facilities

Objective 7: Through the planning process, identify opportunities to invest in sport and leisure facilities in Hertsmere, maintain and improve access for all and ensure adequate provision across the borough.

Objective 8: Influence design and use specifications for new or redeveloped facilities and identify opportunities to provide community use and increase access for all sections of the community to facilities in Hertsmere.

Objective 9: Create safe and attractive environments where everyone can walk or cycle regardless of age or ability.

Strategic priority: Contribute to economic wellbeing

Regular participation in physical education and sport can contribute towards raising educational standards and aspirations, and improved school attendance and behaviour. The sport and leisure sector can also provide opportunities for increased skills and capacity within the community including through paid employment and more local people participating as volunteers in community life, and a reduction in people not in education, employment or training. Supporting sector development and increasing the proportion of people working or volunteering in sport also builds the capacity of community and voluntary groups to deliver opportunities for people to participate in sport.

According to the Active People Survey (2012/13) those adults volunteering for at least one hour per week in sport was just 16.1% in Hertsmere.

Through this strategy Hertsmere Borough Council aims to support opportunities for skills development in the sport and leisure sector and support and promote schemes that lead to paid and voluntary opportunities for people.

Two objectives are identified as follows:

Contribute to economic wellbeing

Objective 10: Identify and support the delivery of a range of volunteering opportunities in sport for all people and support initiatives that provide links between educational leadership programmes and community sport.

Objective 11: Effectively promote training opportunities for coach development and continue to develop 'Active Hertsmere' as a supporting forum for coaches in Hertsmere.





07

Partnership working

Hertsmere Borough Council alone does not, and cannot, provide opportunities for everyone in the borough. Providing efficient, improving and sustainable sport, activities and cultural services in Hertsmere is dependent on strong and cohesive partnerships in which community organisations work collectively to deliver high quality services that improve outcomes. A wide range of partnerships exist supported and, in some cases, coordinated by Hertsmere Borough Council. In developing this strategy, Hertsmere Borough Council has consulted with these partners through its coordination of Active Hertsmere and through other channels. This strategy takes account of the aims and objectives of these partners in order to develop a framework based on identified need and reflective of local priorities.

Active Hertsmere is the Community Sports Network (CSN) for the borough and was set up in 2008. Sport England defines a CSN as a collection of people who have a desire to develop and promote sport and physical activity in their area. Representatives from schools, sports clubs, sports centres, volunteer networks and wider community groups make up a CSN.

The core aims of all CSN are to:

- increase the number of people taking part in sport and active recreation
- widen access to opportunities for sport and active recreation
- bring together and align partners' existing priorities and targets within one joined up local action plan for sport and active recreation within the area, based upon the needs of the local communities and ensuring clarity in roles and responsibility.

'Arsenal in the Community' was set up in 1985 by Arsenal Football Club and was one of the first in professional football. Since the beginning, the Community department has led in innovative sports development in the local community and is committed to offering a range of sporting, social inclusion, educational and charitable projects, the success of which is testament to the commitment and dedication of its staff and the power of

football and Arsenal Football Club to touch people's lives on a local, regional and global scale. In 2008 'Arsenal in the Community' started delivering a community programme through a planning agreement and has been contributing to the above strategic objectives. The programme incorporates a number of strands: the 'Double Club', primary schools curriculum football, girls' football development, holiday soccer schools and diversionary football activities.

The **Department for Culture, Media and Sport (DCMS)** aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries. They are responsible for Government policy on sport, and funding for sport through the National Lottery, among other things. Their priorities include providing a lasting legacy for the 2012 Olympic and Paralympic Games.

Hertsmere Leisure Trust is a registered charity and a company limited by guarantee established to provide and promote community sport, recreational and arts services. As a charitable trust it is governed by a Board of Trustees and as such, members of the community are able to participate in the governance of this major service provider. It commenced trading in February 2002 and has enjoyed much success and growth in the intervening period, contributing to a number of the above objectives and managing the facilities owned by Hertsmere Borough Council among others. Hertsmere Leisure not only deals with the operational aspects of running facilities on behalf of Hertsmere Borough Council, it is also increasingly involved in work delivering the council's corporate goals, service quality and improvement. Their annual Service Delivery Plan provides an overview and a mechanism to report against.

Hertfordshire County Council provides a range of services for the community of Hertfordshire including schools, libraries, health and environmental services. The county council sponsors Countryside Management Service, who work with communities in Hertfordshire to help them care about the environment. As part of their remit they promote outdoor recreation, offer volunteering opportunities and provide advice.



Herts Sports Partnership was established in 2003 as one of 49 county sport partnerships in England, as part of the long-term plan for delivering sport across the nation. Its vision is: “working together to encourage more people to be more active more often” and its work supports the objectives within this strategy, as well as the broader aims of increasing and sustaining participation in sport and sports volunteering, developing the infrastructure and widening access. Herts Sports Partnership works alongside a number of partners from the public, private and voluntary sectors, bringing together expertise, resources and ideas.

Sport England is the government agency responsible for developing a world-class community sport system in England and aims to create opportunities for people of all ages and abilities to play sport in every community. Sport England works strategically with a wide range of partners including county sports partnerships, community sports networks, local authorities, governing bodies of sport, health partners, Youth Sports Trust, higher and further education, and many more from the private, statutory and voluntary and community sectors. Sport England is focused on helping people and communities create a sporting habit for life and in 2012 launched their current strategy, “A Sporting Habit for Life”.

The priorities and outcomes that this strategy can contribute to include:

- Taking sport to where people are
- See more people taking on and keeping a sporting habit for life
- Unlock local funding
- Ensure real opportunities for communities

The **Watford and Hertsmere School Sports Partnership** is a partnership of infant, primary, secondary and special schools across Watford, Bushey, Borehamwood and Potters Bar. The Partnership, established in 2004, is based at Queens’ School, Bushey. The team work together to increase participation in high quality physical education and school sport through co-ordinated PE, school sport and out-of-school-hours learning activities that link with local community sports facilities, clubs and development programmes. The partnership offers opportunities for young people to experience different sports, access higher quality coaching, engage in leadership and volunteering and take part in competition, including the Herts School Games.

Voluntary Sector

Increasingly the voluntary sector has been recognised as key in providing activities for hard to reach groups, or those that are less likely to engage with mainstream services. In addition to initiatives run by individual organisations and the many voluntarily run sports clubs within the borough, a number of projects have been delivered on behalf of, or in partnership with the borough council. Organisations such as Herts Mind, Guideposts Trust, Groundwork Hertfordshire and Community Action Hertsmere have enabled all sections of the community to experience the health and wellbeing benefits of increasing physical activity.

The council provides direct funding for the voluntary sector and through funding pots such as Health and Wellbeing Grants, Community grants, the Ward Improvement Initiative Scheme and the Public Health Fund. Voluntary Sector bodies are also included in the membership of the Hertsmere Health and Wellbeing Partnership and are therefore able to shape local health and wellbeing priorities alongside spend against the Public Health Fund.

08

Performance management

Existing research tools such as the Active Lives which has replaced the Active People Survey (a national survey which gathers data on the type, duration and intensity of adult participation in different types of sport, as well as information about volunteering, club membership receiving coaching and satisfaction with local provision), and data collected through Hertsmere Leisure Trust, will provide mechanisms for measuring progress towards these performance indicators and outcomes. Supplementary local indicators will be developed where the outcomes cannot be measured through these existing methods.

This strategy will be delivered in a physical activity and sports development action plan which will be renewed annually.

Sporting Future: A New Strategy for an Active Nation, the government's new strategy has 23 key performance indicators, six of which can be contributed to by this strategy.

- KPI1 Increase in percentage of the population taking part in sport and physical activity at least twice in the last month
- KPI2 Decrease in percentage of people physically inactive.
- KPI3 Increase in the percentage of adults utilising outdoor space for exercise/health reasons
- KPI6 Increase in the percentage of young people (11-18) with a positive attitude towards sport and being active
- KPI7 Increase in the number of people volunteering in sport at least twice in the last year
- KPI8 The demographics of volunteers in sport to become more representative of society as a whole.





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Implementation

The Sports Development and Physical Activity Strategy will be implemented by the council across services and through Active Hertsmere and the Health and Wellbeing Partnership. An annual action plan will be produced and will show all work undertaken which contributes to the strategy's delivery. This action plan will be reviewed and evaluated annually according to the council's overall performance management framework, and in consultation with partners. The strategy will continue to evolve and reflect local priorities based on evidence of changing needs and aspirations.

We will implement key priorities and approach outlined in this strategy by:

- Working together in partnership as part of Active Hertsmere and the Health and Wellbeing group
- Commissioning projects through the public health fund
- Pooling resources and skills to deliver better initiatives
- Responding to consultations and intelligence at local and national levels to champion sport and physical activity in Hertsmere.





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Contact details

We welcome feedback on all aspects of the Sport Development and Physical Activity Strategy. If you have any comments or would like to discuss opportunities for working in partnership, please contact:

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