

UNIVERSITY OF BOLTON

FACULTY OF WELL-BEING AND SOCIAL SCIENCES

SPORTS DEVELOPMENT

SEMESTER ONE EXAMINATIONS 2011/12

**STRATEGY AND PLANNING IN SPORT, PHYSICAL
ACTIVITY AND HEALTH**

MODULE NO: SPD3008

Date: Thursday 19th January 2012

Time: 10.00am - 12.00 noon

INSTRUCTIONS TO CANDIDATES:

There are four questions on this paper.

Answer two questions.

All questions carry equal marks.

Candidates will be allowed to bring 2 sides of A4 handwritten notes and an unmarked copy of Preston's on the Move: Physical Activity and Sport Strategy 2010-2015

Faculty of Well-Being and Social Sciences
Sports Development
Semester One Examination 2011/2012
Strategy and Planning in Sport, Physical Activity and Health
Module No. SPD3008

ANSWER TWO QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

All questions relate to Preston's on the Move: Physical Activity and Sport Strategy 2010-2015

1. Using examples from the case study assess the impact on the strategy of recent Governmental change and of the movement towards a "Big Society" approach to community delivery.
2. Using examples from the Case Study to highlight your discussion assess the importance of effective monitoring and evaluation to both the strategic planning process and the successful achievement of key objectives.
3. Using examples from the case study assess the role that effective leadership and management could play in the successful delivery of key objectives.
4. Using examples from the case study assess the challenges that historical precedence will have on the delivery of sustainable change in the future.

END OF QUESTIONS

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Preston's on the Move

Physical Activity and Sport Strategy 2010-2015

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Strategy produced by Knight Kavangh Page

Foreword

Preston's current high level of commitment to physical activity and sport began with the foundations laid in the city's first physical activity and sport strategy produced in 2001. Since this time, the city's innovative 2006-2010 strategy (Preston's Working Out) has underpinned the rapid expansion in the range, quality and impact of the widely acclaimed development work undertaken in the city.

The challenge is to build on this excellent work so that more people become and remain active more regularly and acquire lifestyle habits that incorporate physical activity and sport appropriate to their interest, ability and life-stage.

This strategy seeks to capitalise on the city's strong current performance, its designation as World Health Organisation (WHO) International Healthy City and The European Capital of Sport Association (ACES) European City of Sport 2012. It is designed to underpin multi-agency inputs and City Council service planning to raise the profile of physical activity and sport across the city and increase participation levels. This will be done by ensuring better awareness of opportunity, improving co-ordination, direction and targeting of resources. As a result, inactive people will be given opportunity to become active and experience the beneficial change that accompanies this and those who already participate will be supported and encouraged to do so with greater frequency.

This strategy applies to Preston for the period between 2010 and 2015. It has been drafted, and takes account of stakeholder consultation undertaken, between November 2009 and March 2010.

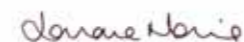
The 'actions' required to deliver stated strategy objective are extensive and are intended to underpin a directive but flexible work programme for the City Council (Sports and Recreation which incorporates Sport and Health Development), the Preston Physical Activity and Sport Alliance (SPAA) and key partners. A key tenet of the Strategy is the provision of an entitlement to and for people in Preston designed to embed lifelong participation in physical activity and sport.



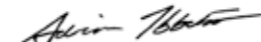
Councillor Christine Thomas
Executive Member for Community Services



Maggie Morris
Director of Public Health



Lorraine Norris
Preston City Council Chief Executive



DR Adrian Ibbetson
Academic Director of Sport Chairman of Preston SPAA

Executive Summary

The Vision:

Our vision is that Preston residents will be the best *informed* and most *engaged* in physical activity and sport opportunities in the Northwest and as a result will progressively become the most physically *active* community in the region.

The city of Preston will champion the benefits of an active lifestyle by using physical activity and sport as a tool to address social agendas such as education, health, regeneration, and crime reduction. We will provide a first class infrastructure fit for the 21st century, which will inspire and motivate more people to become active, stay active and fulfil their potential regardless of ability.

Benefits of Physical Activity and Sport:

It is important that physical activity and sport is recognised as a key part of a lifestyle habit acquired at an early age and which remains with the individual. It has the potential to cut across all age groups and every community, delivering on some of the wider government targets of health, education, regeneration and crime reduction.

Increasing the take-up of physical activity, nurturing confidence and enthusiasm and developing skills to enable people to be independently physically active is central. The Preston philosophy is that physical activity should ideally flow naturally from our daily 'habitual' lifestyle activity and be integral to people's social lives and the function of friendship groups.

It should be enjoyable and getting fitter and healthier should be a by-product of daily living rather than an end in itself.

There is a body of evidence to confirm, and it is increasingly recognised by the community at large, that the benefits of providing and taking part in physical activity and sport, include:

- Improved mental health and wellbeing
- Health improvements.
- Reduced anti-social behaviour.
- Improved community cohesion.
- Improved educational attainment
- Increased economic activity.
- Increased civic pride.

Strategy Themes:

Strategy credibility and ownership is crucial. It must gain official support, recognition, approval and 'buy-in' from all key parties (Appendix One demonstrates partner roles and responsibilities). There is a concerted one team, one plan approach to delivery of the core entitlement to, for and among the people of Preston. It is essential that partnerships are strengthened and that the resident or 'customer' is the focus for delivery.

The Strategy is set within the context of the city's Sustainable Community Strategy and reflects the aims contained therein. It comprises of five 'core theme' sections, as follows:

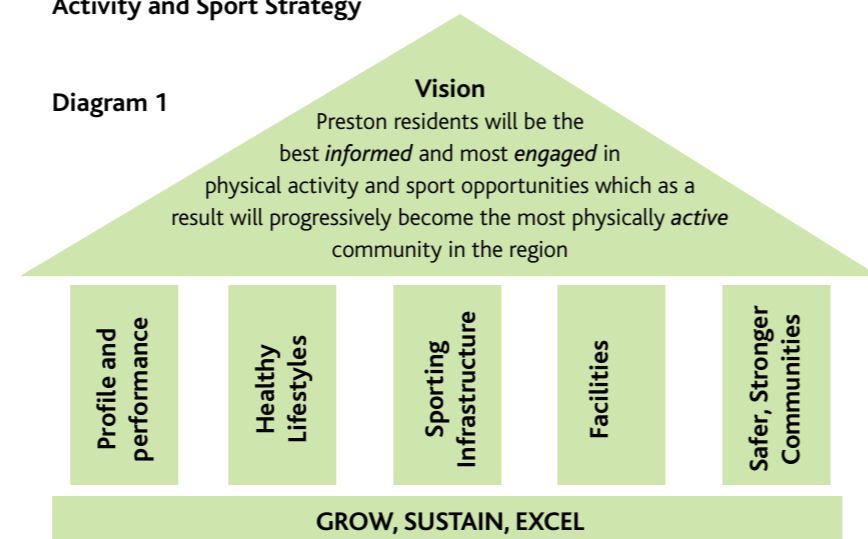
Core themes	Entitlement
Profile and performance	For all Preston residents to be better informed about the benefits of Physical Activity and Sport and have access to a portfolio of accredited high quality services and events
Healthy lifestyle	For all Preston residents to have the opportunity to adopt and maintain a physically active and healthy lifestyle.
Sporting infrastructure	Ensure that people across the community are fully informed about, and have access to a high quality network of facilities, clubs and volunteering opportunities with pathways in place for progression.
Facilities	Access to a high quality indoor and outdoor facility provision
Safer, stronger communities	Using access to sustainable local community based physical activity and sporting opportunities as a vehicle to bring communities together.

Preston will work to provide clear, seamless pathways which contribute to the city's vision (informed, engaged, activate) reflecting Sport England strategy outcomes (Table 1).

Table 1

Grow	More people taking part in sport and physical activity more often.
Sustain	More people satisfied with their experience and remaining involved in sport and physical activity.
Excel	Improved sport talent development and support people to reach their personal potential.

Diagram 1 illustrates the systematic representation of Preston's Physical Activity and Sport Strategy



Monitoring and Evaluation

The progress of this strategy will be monitored and evaluated by the sport and physical alliance on a six monthly basis this will be qualitative as well as quantitative. An annual report will also be produced which will be forwarded to the Preston Strategic Partnership.

Section One: Introduction

This is the third iteration of a city wide Physical Activity and Sport Strategy. This strategy refreshes the Preston's Working Out 2006 – 2010 and has been adopted by the city (and now the Sport and Physical Activity Alliance). It builds upon the successes achieved and the lessons learnt during the course of delivery of the 2002-06 and 2006-10 strategies.

The aim is to provide a focus for the city in its work to develop physical activity and sport whilst contributing to improving standards and the achievement of national, regional and local performance targets.

The Strategy will reflect the breadth and extent of the city's proactive sport and recreation work and it provides a framework to inform future decision making and prioritisation. To this extent, it also seeks to ensure that its delivery will inform future direction for physical activity and sport development for the city beyond 2015.

Over the lifetime of the strategy, with the added impetus of the profile of the London Olympic and Paralympic Games in 2012 and the 2014 Commonwealth Games in Glasgow, there will be an unparalleled domestic focus on sport in the UK. It is vital for the city to capture this in the presentation and delivery of the Strategy. The national focus on community high profile events is also highlighted locally via the celebration of the prestigious Preston Guild in 2012 and the city's designation as European City of Sport 2012. There is a clear desire to grasp these opportunities to further promote and instil physical activity and sport habits into the everyday lives of the people of Preston.



Section Two: Strategic Context

Development of physical activity and sport in Preston will take place in the context of a rapidly changing environment in which Government policy, budget cuts and changing user expectation places demands on new approaches to delivery. This section highlights key national, regional, sub-regional and local policies and documents which inform the local delivery of physical activity and sport in Preston.

National context

The national policy relevant to the development of the Strategy includes:

- **Game Plan** - Government's strategy for sport and physical activity through to 2020
- **Sport England Strategy (Grow, Sustain, Excel)** – its stated aim is to get more people playing and enjoying sport and to help those with talent get to the very top.
- **Playing to Win** - Government's plan to get more people participating simply for the love of sport.
- **Physical Education and Sport Strategy for Young People** – the core of which is to offer children and young people in England at least five hours of high quality PE and sport every week.

- **Be Active, Be Healthy** - this establishes a new framework for the delivery of physical activity alongside sport for the period leading up to the London 2012 Olympic Games, Paralympic Games and beyond.
- **National governing bodies of sport** - whole sport plans.
- **Be Inspired** - Northwest Legacy Framework for the 2012 Games
- **Every Child Matters** - the aim of which is to give all children the support they need to:
 - Be healthy
 - Stay safe
 - Enjoy and achieve
 - Make a positive contribution
 - Achieve economic well-being.

Regional context

The regional policy relevant to the development of the Strategy includes:

- **Lancashire Sport Partnership:** A Physical Activity and Sport Strategy 2009 – 2012: The vision is to “inspire people and places in Lancashire to reach their full potential through sport and physical activity”.
- **Lancashire Children and Young People's Plan 2009-2012** – the vision is to “make a positive difference to the lives of children and young people in Lancashire”.
- **Lancashire PE and Sport Framework** - designed to enable agencies in the county to achieve the '5 hour sports offer' in Lancashire in an inclusive, coordinated manner and build new partnerships, strengthen existing ones and empower delivery experts.
- **Lancashire Youth Strategy** – Lancashire Youth Offer 2010 - 2012

Local context

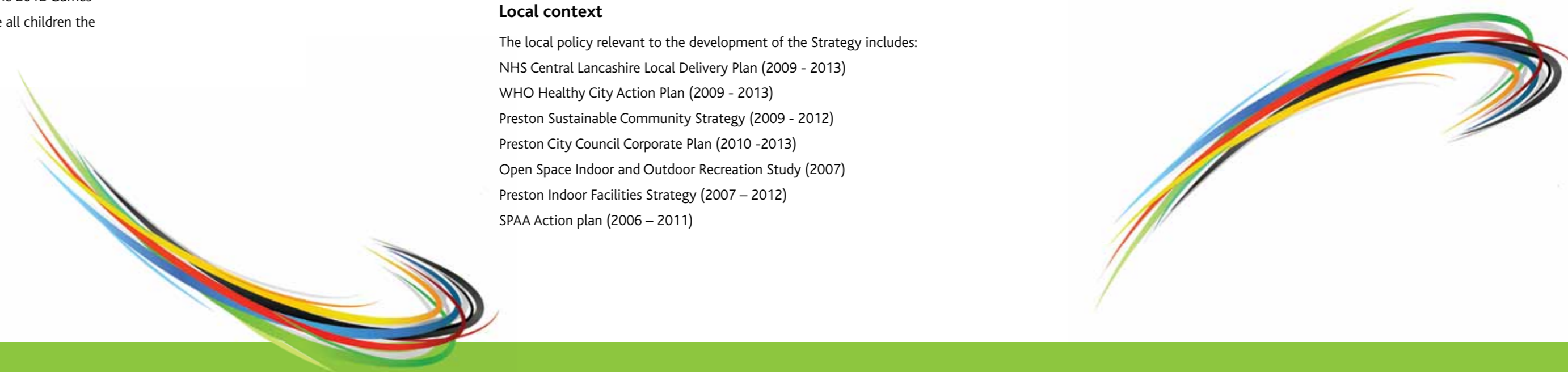
The local policy relevant to the development of the Strategy includes:

- NHS Central Lancashire Local Delivery Plan (2009 - 2013)
- WHO Healthy City Action Plan (2009 - 2013)
- Preston Sustainable Community Strategy (2009 - 2012)
- Preston City Council Corporate Plan (2010 -2013)
- Open Space Indoor and Outdoor Recreation Study (2007)
- Preston Indoor Facilities Strategy (2007 – 2012)
- SPAA Action plan (2006 – 2011)

Demographics:

Awarded city status in 2002 Preston is located at the heart of the North West. It is growing both physically and in terms of profile galvanised by the driving corporate vision to become the third city of the North West. It has a strong economic and retail base and its convenient location, just off the M6 which makes it easily accessible by road and rail on the North West Main Line from almost anywhere in the country. It is afforded its reputation as an attractive place to live and work through investment which has seen major expansion over recent years.

Preston hosts the University of Central Lancashire (UCLan), England's sixth largest and one of the UK's fastest growing universities. This supports the city's student population of 35,000 and offers 500 undergraduate courses and 180 postgraduate courses each year as well as acting as a major catalyst for regeneration and employment.



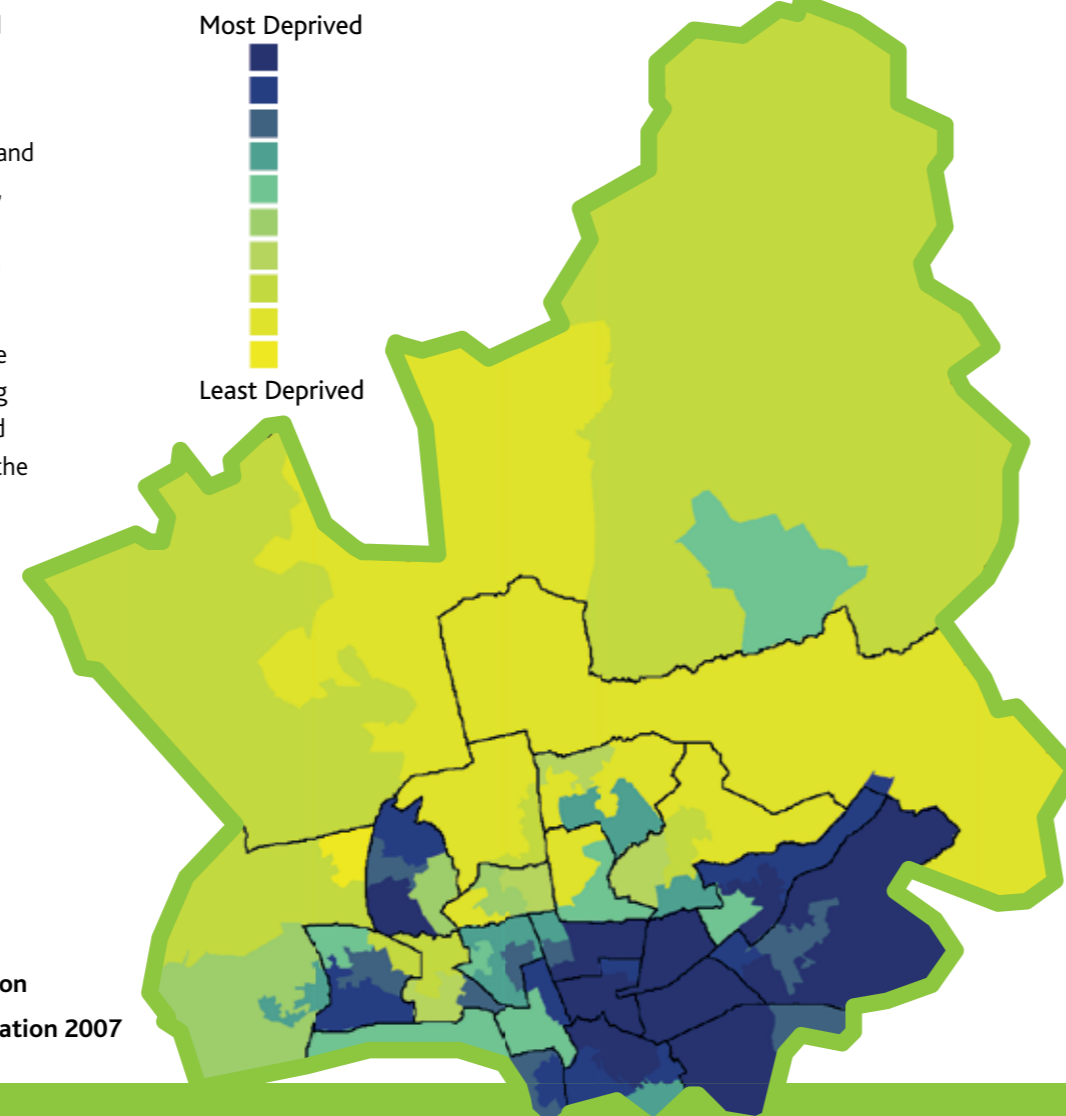
The people of Preston

Preston has a population of 132,000 (mid-2006 estimates). It comprises 22 wards (areas established for the purposes of local administration and the elections of local councillors) each of which contains an average population of around 6,000 people.

Preston's population is projected to increase by 11.19% between 2008 and 2031. (The projection for Lancashire, including Blackburn and Blackpool, over the same time period is 18.18%). Average gross weekly earnings in the city are £409 (2007) and the percentage of adults of working age in Preston claiming out of work benefits is 13.51% (February 2008).

Notwithstanding the significant regeneration that has taken place in the city over recent years it remains an area of stark contrast evidencing extremes of deprivation accompanied by ill-health and the other related determinants. This is concentrated primarily in the centre and south of the core urban areas of the city (map 1)

Preston Indices of Deprivation 2007-Multiple Rank



Map 1 : Preston: deprivation Indices of Multiple deprivation 2007

The table 2 below shows the proportion of Preston's population who live in deprived areas:

Table 2: Indices of Multiple deprivation 2007

Deprivation	IMD Rank Percent	Population in Band	% of City population
Most deprived	0.0 – 10.0	32,892	25.1%
	10.1 – 20.0	18,447	14.1%
	20.1 – 30.0	Central	10.3%
	30.1 – 40.0	Larches	8.9%
	40.1 – 50.0	Ingol	8.8%
	50.1 – 60.0	4,398	3.4%
	60.1 – 70.0	6,897	5.3%
	70.1 – 80.0	10,803	8.2%
Least deprived	80.1 – 90.0	19,527	14.9%
	90.1 – 100.0	1,500	1.1%

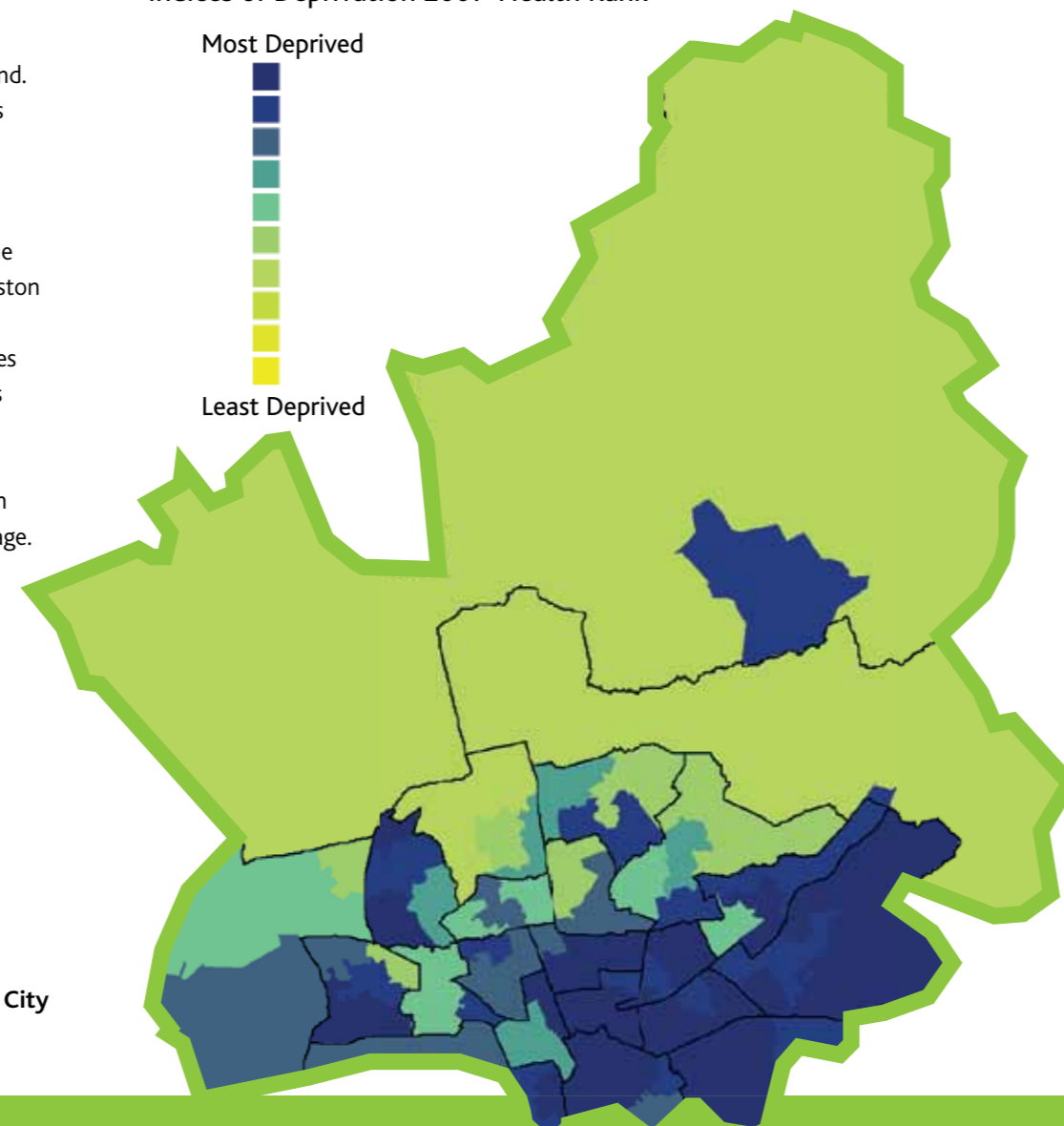


According to national figures (published in 2007), 25.1% of Preston's population reside in areas deemed to be in the bottom 10% of Super Output Area's (SOA) nationally, i.e. in the most deprived areas in England. This picture is further reinforced when the issue of health deprivation is considered (Map 2).

Who currently participates?

Sport England's National Active People Three (AP3) survey for which the results were published in December 2009, highlights that 22.0% of Preston residents are active for 30 minutes on 3 days per week. This is slightly above the North West average and, as shown in table 3 below, illustrates Preston's continuing growth trend in terms of participation. AP3 figures also illustrate that Preston continues to outperform the North West regional average across each of the six Active People Key Performance Indicator's (KPIs). Findings are most noteworthy in terms of satisfaction levels; a KPI for which Preston scores 5.3% above the North West average.

Preston Indices of Deprivation 2007-Health Rank



Map 2 : Concentration of health deprivation in the City Indices of Multiple deprivation 2007

The table 3 Active People survey findings for Preston KPI's 1-6

Table 3

KPI	Preston AP1	Preston AP2	Preston AP3	NW AP1	NW AP2	NW AP3
1. Participation	21.6	21.5	22.0	20.6	21.3	21.4
2. Volunteering	4.5	4.8	5.4	4.6	5.0	4.8
3. Club membership	24.7	23.0	28.1	24.9	24.2	24.2
4. Tuition	17.1	11.7	16.7	16.4	16.5	15.9
5. Competition	13.7	13.1	15.3	14.5	14.5	14.2
6. Satisfaction	77.5	71.3	73.4	70.1	66.5	68.1

Market Segmentation: Sport England is tasked with increasing adult participation in sport and active recreation. To achieve this it is crucial that it understand its 'customers'. To this end, it has developed a segmentation model, comprising 19 sporting segments to assist understanding of attitudes, motivations and perceived barriers to participation. The model supports development of tailored interventions, communication with target markets and improves understanding of participation in the context of lifestage and lifecycles.

Table 4 below shows the figures that relate to the column A total number of people who reside in Preston from the relevant segments and column B the percentage of that population that take part in no activity.

Table 4: Quality Assurance Statement

Market segment No	A % living in Preston	B % doing no activity
19 (Elsie & Arnold)	10	85
14 (Brenda)	4.9	64
10 (Paula)	5.2	61
9 (Kev)	7.7	51
4 (Leanne)	5.5	44

Each named category represents a segment of the local population and used to enhance local understanding of attitudes, motivations and perceived barriers to participation.

The Delivery system

The Delivery System for Sport seeks to clarify the roles and responsibilities that various agencies/organisations play providing opportunities for physical activity and sport. The aim is to connect participants and local deliverers with policy makers and investors in a more simple and coordinated way.

There are a number of components of the delivery system that are tasked with increasing participation in physical activity and sport; as demonstrated in Diagram 2.

The sports development team have the ability to influence the decision making at each level of the delivery system.

- **The Preston Strategic Partnership (PSP) Executive:** Responsible to the PSP Board it comprises senior representatives from key public, private, community and voluntary agencies in Preston. It focuses on issues where there is clear benefit to be had from partners working together to deliver improved services to Preston's community. These are identified in the Preston Sustainable Community Strategy.
- **Thematic Working Groups (TWG):** The PSP has developed eight TWGs and a Cultural Forum. All TWGs and the Cultural Forum have representatives from the public, voluntary and community sectors and some include the private sector. Each TWG and the Cultural Forum is delivering part of Preston's Sustainable Community Strategy and targets from the Lancashire Local Area Agreement relating to Preston.

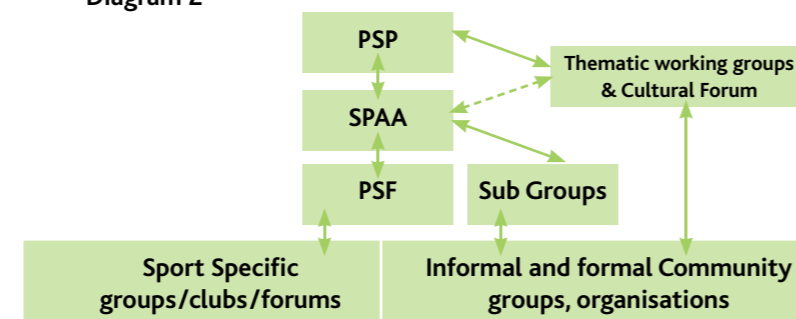
- **Sport and Physical Activity Alliance (SPAA):** This brings together national and regional drivers in the form of public service agreements (PSAs) and KPIs respectively. The SPAA brings the voluntary and public sector together to work to achieve common aims and objectives.

Partners are fully engaged and committed to working together in a coordinated manner; this has assisted in maximising limited resources available. The SPAA is connected to the Preston Strategic Partnership via the Cultural Forum, the Safer Preston Partnership and the Health and Wellbeing Thematic Working Group. This process is carried out through named representatives from the SPAA nominated as physical activity and sport leads to influence the TWG's strategic decision making.

SPAA Sub Groups: These have the capacity to deliver collaboratively against SPAA objectives and the ability to drive local delivery. A number of sub groups are in existence such as the Education Alliance, the BME Forum and the Cycling Forum

- **Preston Sports Forum (PSF):** The PSF acts as a voice for the sporting third sector, helping to drive policy and implementing delivery at a local level. For more information see Theme Two.

Diagram 2



Section Three: Entitlement

Strategy consultation secured a common consensus that delivery undertaken over the duration of this strategy will focus upon a notional and practical **entitlement** for all people in the city to take part in physical activity and sport. This will mean targeting intervention effort upon, and catalysing development of, a range of opportunities and initiatives that support achievement of outcome related targets.

An entitlement to a selection and blend of key elements is important in developing physical activity and sport as a lifelong habit. Giving the community access to this involves:

- Providing enjoyable experiences.
- Developing a range of high quality formal and informal opportunities.
- Ensuring that clear, easily used links between school and club/community-based opportunity are in place.
- Innovative, progressive programmes and activities.
- Making effective and appropriate use of the natural and built environments..
- Having the right people available in the right places at the right times.

Implementation of the *entitlement* necessitates development of key life skills (e.g., balance, coordination, strength, stamina, suppleness) that people need to start and remain physically active. It has real value for service providers and residents; it clarifies what the former aspires to provide and what the latter should expect to receive. Delivery of the entitlement will require adoption of diverse and imaginative initiatives to ensure that all residents are in a position to take up their entitlement. It reflects the differences between their fitness, prior experience, economic, cultural and religious status. It also necessitates taking full account of the aspirations of specific groups/communities.

The *entitlement* is a basis for (and a start point for many to) the 'participation pathway' which enables people to stay active. Its effectiveness is contingent upon effective cross-agency support and ensuring that opportunities to 'progress' from one level (or activity) to another is clearly signposted; thus making it as easy as possible for people to get, and stay, involved.

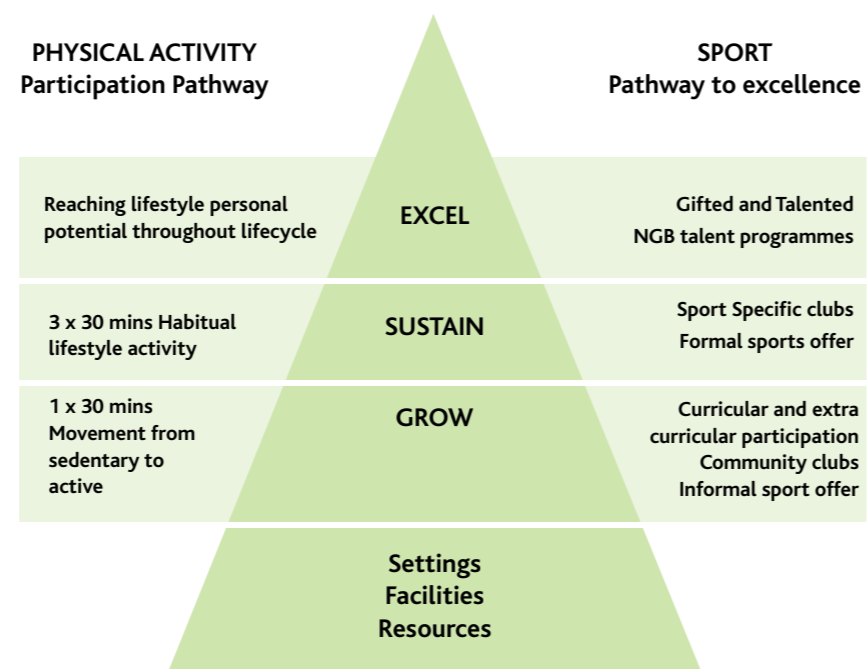
A wide range of individuals (including volunteers, educators, sports and health professionals) with a wide range of skills will need to be involved in facilitating and providing the pathway. Recruitment, training and retention of a cohesive and effectively linked network of individuals (functioning as, or supported by, local champions) whose role it is to support residents to take up and maintain their participation in appropriate activity is essential to effective *entitlement* delivery.

A key by-product of implementing a Preston *entitlement* will be an expanded talent pool. Strategy implementation should result in more young people moving smoothly from school to community based participation accessing improved and accredited club structures.

This will be supported by better coaches, more options to play in teams of higher standard and good understanding of, and effective links to, the performance programmes run by national governing bodies of sport (NGBs). Ultimately this means that more of Preston's young sportsmen and women; mainstream and disabled, 'graduate' to county, regional and national talent programmes.

This clear pathway from physical activity and community sport through to sports club into NGB performance and World Class programmes is a key strategic goal for the city, building on its proud history of producing and nurturing British sporting heroes.

Diagram 3: Physical activity and sport pathway



The above diagram demonstrates Preston's pathway for physical activity and sport. It illustrates the entitlement that an individual at any stage of his/her lifecycle should have access to, in order to progress and develop within Sport England's grow, sustain and excel model.

Throughout the process individuals can gravitate to and move between the different levels of activity encapsulated in the pathway to reflect their personal needs and aspirations at any given stage of the personal lifecycle.

Section Four: Strategy Themes

The Strategy is owned by SPAA delivery partners across the city and their involvement in strategy generation has been essential to its development. The approach taken is cohesive as the SPAA works in tandem with the City Council to be the overall co-ordinating lead agency for strategy delivery.

The key outcome is that Preston will be a more physically active city; people will be better informed about, more empowered and able to take part in, and actually take up opportunities to participate; going on to do so on a more frequent, regular basis.

For a Summary of the entitlement and priorities for each theme see Appendix two



Theme 1: Profile and performance

Progress to date?

European City of Sport 2012.

In July 2010 Preston was successfully designated as European City of Sport 2012.

This recognises good practice and the excellence of work delivered from grass roots through to world-class competition.

This model of good practice will help to improve standards of delivery across Europe.

This will celebrate opportunities and successes such as;

- **Connections to the Guild 2012.**
- **The city's innovative sports, health and physical activity projects.**
- **The sustainable sports provision developed and 'in progress'.**
- **The city's strong partnership-based approach from strategy development through to implementation.**
- **Accreditations and awards related to its work in sport, health and physical activity.**
- **Its expanding capacity to stage national and international sporting events.**
- **The strong local sporting infrastructure.**
- **How sport is helping to improve the health of local residents.**
- **The city's commitment to ensuring provision of equal sporting opportunities for all.**

World Health Organisation (WHO) - Healthy City

The WHO International Healthy Cities movement exists to promote and improve population health at city and town levels. It requires local government and partnership agencies to collaborate and make a commitment to health and sustainable development, through political leadership and formal structures. The five year action plan will target those with the greatest need, in the deprived neighbourhoods of Preston giving them access to services and support to achieve lifestyle behaviour change.

A linked programme of capacity building and asset mapping will underpin a comprehensive offer for physical activity and sports in Preston. Preston joins Liverpool, Manchester, and Carlisle as designated healthy cities in the North West. These three core themes are:

Core Theme 1: Caring and Supportive Environments.

Core Theme 2: Healthy living.

Core Theme 3: Healthy Urban Environment and Design.

Quest and other awards

Preston's Sports Development Team is the highest scoring in the country, achieving a Quest score of 93% (the national average is 82%.) This defines it as an 'excellent service'. Particular praise was aimed at its partnership work; it is 'extremely impressive and a first rate example of how to work with partner organisations'. Leisure centres also achieved a highly commended rating; West View Climbing and Leisure Centre (at 75%) and Fulwood Leisure Centre (at 77%) places Preston in the upper national quartile for leisure facilities.

In May 2010 the Sports Development Team achieved the North West Employers Award for Equality and Diversity for Sport and Physical Activities for young people. This was recognised nationally by it gaining a National Children's Award.

Olympic training camps

Preston is the hub of a Central Lancashire consortium that is working with the NW Development Agency (NWDA) to bring Pre-Games Training Camp activity to the region. The University of Central Lancashire and Preston City Council are working closely with other facility partners in order to bring elite athletes to Preston and the sub-region. A memorandum of understanding has been signed by the NWDA to bring athletes from Oceania to the northwest with the

Central Lancashire consortium looking after Fiji, Tonga, Samoa, Nauru and Guam. Preston has already played host to athletes from Fiji and we are looking to build on this for 2011 and 2012 and potentially beyond into the Commonwealth cycle for Glasgow 2014.

Professional and elite sport

Major clubs such as Preston North End Football Club and Preston Grasshoppers Rugby Club continue to be significant to the national profile of the city in sport.

University of Central Lancashire

With over 1,000 students undertaking sports related degree courses, UCLan is the 2nd largest university in the country for the numbers of students studying sport. Its impressive sports facilities are listed in the London Organising Committee for the Olympic Games (LOCOG) Pre-Games Training Camp guide but also provide a significant resource for community participation. UCLan provides services to many of the major football clubs in the region (i.e. Preston North End FC, Blackpool FC, Blackburn Rovers FC, Burnley FC, Bolton Wanderers FC and Manchester United FC) and is the Official University of Wigan Warriors RLFC. Its staff and students add capacity and value to the local sporting infrastructure.

Events

Preston's well-established portfolio of events includes the Preston on the Move Festival (incorporating Run Preston, Preston Pedal and Step). International competitions hosted in the city in recent years include the Great Britain v India Table Tennis and GB v Denmark badminton (both at the Guild Hall) plus Women's European Championship Football at Preston North End in 2005. The city is also one of 13 pilots across the country delivering Local SkyRide programmes. Other events and festivals run encompass:

- **Corporate Games (2012)**
- **Preston Cycling Grand Prix (provides the elite circuit series)**
- **Preston Sports Awards**
- **National Volunteers week recognition event**
- **Streetfeet dance festivals**
- **Schools and clubs competitions and festivals**

Theme 1: Profile and performance

Key issues to address

The current global financial crisis will exert extra pressure on resources available to not only market existing activities but curtail prestigious future events. The challenge as always will be to maintain and exceed current profile and performance with an ever decreasing budget.

What do we intend to do?

Entitlement	For all Preston residents to be better informed about the benefits of Physical Activity and Sport and have access to a portfolio of accredited high quality services and events.
Strategy element	Priorities
Profile and performance	<ul style="list-style-type: none"> • Make optimum use of events to raise the profile of physical activity and sport across the city. • Strive to achieve & maintain present levels of accreditation and raise the status of the city. • Use communication methods effectively to create increased awareness of physical activity and sport.



Theme 2: Healthy lifestyles

Progress to date?

Preston targets under-represented groups and those most at risk in order to prevent and manage long term health conditions. There is a focus on, for example, directing sedentary adults into mainstream physical activity, targeting weight management to reduce obesity levels and promoting falls prevention through its 'Balance 4 Life' programme.

It is a designated 'Spearhead' authority and will also, following the cessation of Primary Care Trust's (PCTs) in 2012, the health development team may need to be in a position to provide services across Central Lancashire. Initiatives successfully implemented to date to drive increases in physical activity and improved nutritional habits include:

- Programmes raising awareness of the benefits of a physically active and a healthy lifestyle.
- Implementation of the Department of Health's Community Challenge Healthy Towns Programme and the Communities for Health initiative aimed at Spearhead authorities to tackle health inequalities such as: Diet/Nutrition; Physical Activity; Mental Wellbeing.
- Preston has been selected as one of 13 pilots across the country delivering Local SkyRide programmes

- The BIG Lottery funding stream, Target: Wellbeing, awarded £635, 000 to Preston's portfolio of 6 programmes addressing physical inactivity, poor nutrition and mental health. This portfolio is managed by NHS Central Lancashire but wholly delivered by community and voluntary services such as Lancashire Wildlife Trust (environmental walks, community food growing) and Cycling Projects (varying cycling initiatives in green spaces)

- The city councils health development team's key focus has been on;

1. Directing sedentary adults into mainstream physical activity.
 2. Targeting weight management to reduce obesity levels and maintain healthy weight in, children, young people and adults (*HENRY - Health Exercise Nutrition for the Really Young, MEND - Mind Exercise Nutrition Do it and EYO - Exercise Your Options*).
 3. Promoting falls prevention programmes through a specialised exercise and education programme: *Balance 4 Life*
- In collaboration with partners 3 key activities have been identified that will have a significant impacts on levels of physical activity; swimming and recreational outdoor activities such as cycling and walking.
 - Health and wellbeing is also a priority for a number of third sector agencies. These groups receive advice and support from statutory partners.
 - The city councils health team is the recognised delivery agent for health and physical activity across the city. This is a result of demonstrating an ability to achieve success in areas such as Exercise Your Options, Cardiac Rehabilitation, falls prevention and childhood weight management.



Key issues to address

The next two years will see a major shift in public health responsibility from the NHS to Lancashire County Council. Partners will need to position themselves to respond to the challenge of becoming a commissioned service which will have the responsible for ensuring continuity of existing services. The delivery of aims and objectives of the WHO Healthy City will also need to be addressed once there is more clarity on the future of the NHS.

Reducing obesity levels will still remain a high priority for Preston with the demand for the provision of a service targeted at children, young people and adults.

What do we intend to do?

Entitlement	For all Preston residents to have the opportunity to adopt and maintain a physically active and healthy lifestyle.
Strategy element	Priorities
Healthy lifestyles	<ul style="list-style-type: none"> • To position the PCC health development team as a key service provider for physical activity, nutrition and community development service. • Develop evidence based initiatives to increase physical activity levels and improve quality of life. • To develop programmes of work and literature related to leading a healthy lifestyle which will improve a person's capacity to obtain, process and act upon information utilising the WHO Health Literacy toolkit. • To assist people to better understand and improve their nutritional habits.

Theme 3: Sporting Infrastructure

Progress to date?

Preston Sports Forum (PSF)

The PSF continues to flourish and extend its influence linked to the SPAA with an increase of involvement of local clubs and sports organisations from 20 in 2006 to over 70 in 2010. It is the main delivery and development mechanism for clubs, coaches and volunteers.

Volunteer development

Preston's well established volunteering infrastructure is as the direct result of a number of key projects delivered across the city;

- **The Urban Regeneration Project:** a collaborative initiative (led by UCLAN the partnership included Preston Employment Partnership, the City, Preston Council for Voluntary Services PCVS, Sports Coach UK and Preston College). The project 'up-skilled' 73 coaches from priority groups.
- **Sports Infrastructure Project:** the MOTIVATE programme reached 75 sports volunteers; 28 achieved a sport qualification and 33 are currently active, supporting clubs and council schemes.
- **Procedures:** The city's new volunteering procedures and processes are now recognised models of good practice .

Club development

Further developing the strong club infrastructure that exists in Preston, 26 clubs have now achieved Clubmark/Charter Mark; an impressive increase from the total of 4 in 2006. Clubs in Preston have also achieved some key individual successes;

- **Preston Panthers Disability Club:** Received the Queens Award for Voluntary Service. It is one of only four inclusive multi-sports clubs within the North West to achieve Clubmark.
- **Preston Table Tennis Association:** It now hosts international matches and its home venue features in the London Organising Committee of the Olympic Games (LOCOG) directory.
- **Preston Pirates BMX Club:** This is the first BMX club in the Country to open an Academy. Its home venue features in the LOCOG directory.
- **Preston Swimming Club,** (formed over 100 years ago) and now one of the largest in the country with over 700 members continues to provide a strategic progression route from swimming participation to excellence.



Pathway to excellence

The strong partnership with the City's School Sports Partnership (SSP), FE colleges and UCLAN has established a strong baseline participation level and high quality exit routes are now available to support talent development or continued enjoyment of participation. Currently the above partnerships support the delivery of over 30 primary and 20 high school competitions.

Gold Factor (11-16's):

To address fragmented talent development structures, Preston developed 'Gold Factor' talent academies for years 8 – 11. This provides young people with sporting talent with options to develop and enhance skills, linking them to Clubmark clubs. Over 200 pupils from schools in Preston are supported by the programme. Gold Factor is also recognised as a 'Be Inspired' Legacy project endorsed by The North West Steering Group for the London 2012 Olympic and Paralympic Games. This programme has also been recognised regionally and nationally for innovative work by the Youth Sports Trust.

Disability

In 2007, Preston piloted a disability Gifted and Talented programme for the Youth Sport Trust. This enabled talented individuals to access extra funding, coaching and resources. It was successful and 32 young people currently take part in the programme.

Performance and Coaching Excellence Programme (PACE):

The programme now provides 69 young sports people with weekly high-quality sport psychology coaching, diet and nutrition information, and specialist fitness sessions.

Theme 3: Sporting Infrastructure

Key issues to address

The Preston Guild 2012, London Olympics 2012 and European City of Sport will generate interest from new volunteers whilst retaining existing volunteers. In order to support all volunteers from coaches to administrators there needs to be a unified approach; helping to inform partners on the prerequisites of sports volunteering and assisting in maximising resources (both financial and human) in development of the coherent volunteering offer.

In order to accommodate anticipated increased participation levels it will be essential that the exit routes such as clubs are fully equip to meet the increased demand. To achieve this clubs will need to become more adept in knowledge of funding opportunities, policy and legislation in relation to the health, safety and welfare of participants and volunteers.

Preston's infrastructure of education establishments (Primary, Secondary, FE, HE), clubs, community organisation and leisure facilities offer a variety of exit routes/pathways for sport and physical activity. However more often than not the infrastructure is unable to meet the requirements for the gifted and talented individuals due to facilities available and the lack of experience/qualifications of their coaches together with the cost of courses increasing significantly as a result of the connection to UKCC.

What do we intend to do?

Entitlement	Ensure that people across the community are fully informed about, and have access to a high quality network of facilities, clubs, coaching and volunteering opportunities with pathways in place for progression.
Strategy element	Priorities
Sporting Infrastructure	<ul style="list-style-type: none"> • Participation/performance pathways in place for people of all ages and abilities • Clubs – more sustainable Clubmark accredited clubs with improved capacity so that they can manage and accommodate the planned increase in sport participation. • Coaches – increased quantity, quality and UKCC qualification levels coaches fully recognising their contribution. • Volunteers – increased quantity and quality of volunteers and raised recognition of their contribution (the term volunteers often includes voluntary coaches and administrators).

Theme 4: Facilities

Progress to date?

The city provides a wide range of physical activity and sport services. It has some outstanding leisure, sports, fitness and physical activity facilities, as well as ageing stock that needs to be upgraded or replaced. The natural environment includes seven major parks, the waterfront at Riversway Docklands plus rural Lancashire villages – all of which offer opportunity for recreational activity such as walking and cycling.

New and refurbished facilities

£23.5 million capital has been invested in the city since 2004; this has resulted in the development and upgrading of a number of facilities including:

- St Augustine's New Avenham Centre for Basketball and Table Tennis.
- London Road International BMX Track.
- School site based facilities at St Joseph's and Roebuck Space for Sport and the Arts.
- UCLAN facilities (University Sports Arena refurbishment and brand new Indoor Sports Facility).
- Specialist Sports College (Corpus Christi).
- Improved outdoor facilities, for example football pitches at Moor Park.
- 18 Recreation Zones (multi-use-game areas) plus the two 'Adi-zones' in the city.
- Fulwood Leisure Centre and West View Climbing and Leisure Centre were upgraded in 2005 (a total of £2.6 million investment across both sites).
- Guild Wheel investment has seen the partial development of a 25 mile circular cycle route around the perimeter of the city.
- Further developments (2007) at the West View Climbing and Leisure Centre included a new beginner/intermediate wall section to cater for the increased demand. More recent developments (2009) include an excellent disability wall, an impressive overhanging competition lead wall and new bouldering cave. The British Mountaineering Council has identified it as a regional facility and it has been awarded membership of the Association of British Climbing.

Preston's facilities also include church halls and community centres; valuable spaces for participation in physical activity and sport. Its five main, fit for purpose, community centres are owned by PCC and are well used by a number of different community groups.

Key issues to address

There are issues still to address. Overall public swim time is limited in the city and Preston has a low level of water space available. A recent facility audit identified a deficiency of 'accessible' water provision in the city equivalent to 357 square metres. West View is also home to the City of Preston Gymnastics Club where badge classes and squad sessions are delivered in the sports hall five days a week. The demand is currently high and increasing as a result of the development work; the club needs a dedicated venue to underpin its continued growth. The same is true of the City of Preston Trampoline Club which presently operates within Fulwood Leisure Centre and at the Roebuck and St Josephs Space for Sports and Arts.

What do we intend to do?

Entitlement	Access to a high quality indoor and outdoor facility provision
Strategy element	Priorities
Facilities	<ul style="list-style-type: none"> • Work with strategic partners to address identified gaps in quality facility provision and assess the feasibility of potential solutions. • Develop facility provision and programmes to meet demand and reflect interests of all sections of Preston's diverse community. • Increase the number of people who access and use sport and physical activity facilities.

Theme 5: Safer, stronger communities

Progress to date?

Sports development is now working in partnership with the city's four Neighbourhood Management teams which operate in its eight most deprived wards delivering physical activity and sport in the heart of the community.

Streetwise

The Flagship project 'Streetwise' addresses social exclusion across the city. It is driven by the Streetwise Youth Issues Task Group since its inception by the City Council. Since 2006 it has:

- **Reduced anti-social behaviour and youth nuisance by up to 31% in some areas (e.g., Fishwick Area (Source: Lancashire Constabulary Neighbourhood statistics)).**
- **Expanded the number of targeted areas reached from eight (2006) to 19 (2010).**
- **Generated high participation rates in the BME community; this has increased by 20% across Streetwise sites; particularly in the Street League in the East of Preston where growth in participation has exceeded 50%.**

- **Achieved general growth in female involvement through its Street Feet showcase and 10% growth in Streetwise Soccer.**
- **Increased capacity building in local communities evidenced by improved cross sector working.**
- **Demonstrated its ability to enable disadvantaged young people to gain access into mainstream sport increasing this by 10% (including sending four new participants across to Preston North End Football Club).**

Work with the City's BME communities

The Black Minority Ethnic (BME) Community Forum has been a key driver in increasing the number of people from the BME gaining awareness of, and access to, physical activity and sport. Forum establishment has led to:

- **The attraction of new BME groups/individuals to attend the Funding Fayre.**
- **Creation of a database of over 80 groups engaging people from the BME community.**
- **Development of a quarterly BME Newsletter.**
- **Delivery of a range of training opportunities in the BME community ranging from child welfare, first aid and equality in coaching.**
- **Creation of the city's annual "Inclusion Week".**

Work with people with disabilities

Preston's disability team has been proactive raising the profile of participating in physical activity and sport. Since 2006 :

- **The PCC disability team organised and facilitated with partners the inaugural Lancashire Disability Youth Games. This has become a flagship event at the Lancashire Youth Games.**
- **Facilities: Over £250,000 was secured to develop dedicated changing facilities for people with severe and complex disabilities and a dedicated climbing wall at West View Climbing and Leisure Centre.**
- **North West Ability Counts League: The league (established in 2007) is the first and only one of its kind in England to provide competitive football opportunities at club level for disabled adults.**

- **Lancashire Special Schools Competitions: Established county schools events are now established in Boccia, Cricket, Football and Athletics.**
- **Inclusive Fitness Initiative: for the fitness suites at West View Climbing and Fulwood Leisure Centre**



Theme 5 : Safer, stronger communities

Key issues to address

Preston's diverse community, face a range of barriers and hurdles to overcome in order to be more physically active, the barriers range from local infrastructure development to knowledge of local opportunities. If the city is to increase participation levels within minority communities, then sustainable pathways and exit routes need to be implemented and developed.

The Big Society concept is becoming more prevalent and therefore a greater emphasis around capacity building for local community groups and minority communities will need to be made. Reducing Anti-social behaviour, addressing community cohesion and capacity building within communities are areas in which sport and physical activity can make a difference.

What do we intend to do?

Entitlement	To ensure that all people gain access to sustainable local community based physical activity and sporting opportunities via the use of planned targeted approaches
Strategy element	Priorities
	<ul style="list-style-type: none"> To create a menu of diversionary programmes/initiatives through positive activities for young people across the city, and signpost to appropriate exit routes. To target and deliver sporting and physical activity opportunities to achieve social inclusion based around target groups or locations.



Appendix 1: Roles and Responsibilities

Organisation	Roles and responsibilities
SPAA	<p>To co-ordinate strategy implementation through:</p> <ul style="list-style-type: none"> • Supervising actions associated with strategy implementation. • Effective, systematic response to, and implementation of, national/ regional/local programmes and initiatives. • Grant aid advice/support, direct grant aid. • Regular monitoring and review of strategy implementation.
<p>Preston City Council <i>Sport and recreation</i> <i>(which incorporates sport and health development)</i></p>	<p>A strategic lead for sport and general management deployed with specific responsibility for planning and managing:</p> <ul style="list-style-type: none"> • The Strategy for Physical activity and sport in Preston. • Other relevant policy and programmes. • Development of physical activity and sport within the city. • External liaison with agencies such as Sport England and Lancashire Sport. • Physical activity and sport related capital and revenue development and specific projects. • Performance measurement in the context of the impact of strategy implementation and service delivery against corporate priorities. • Effective coordination and brokering between PCC departments/ sections/services. • Support for the Physical activity and sport Alliance. • Generation and interpretation of performance data. • Professional Development and Training (LDA).
NHS Central Lancashire	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Championing a 'needs based approach' to increasing levels of participation in physical activity and sport. • Adopting the lead in developing physical activity. • Providing opportunities to participate in physical activity. • Coordination and interpretation of intelligence about the benefits of physical activity, increasing levels of physical activity and engagement with 'hard to reach' groups.

Organisation	Roles and responsibilities
<p>Lancashire County Council and Preston School Sports Partnership</p>	<p>To implement strategy recommendations via:</p> <ul style="list-style-type: none"> • Co-ordination of school based development initiatives. • Development of after school clubs. • Increased community use of facilities. • Increased club based developmental activity on school sites. • Lead on development of the entitlement for young people leading to increased participation levels.
<p>Preston Sports Forum and Sports clubs</p>	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Enhancing marketing and promotion of club based activities. • Increasing sustainable opportunities for residents to participate in physical activity and sport. • Improving the capacity of clubs to cater for increased participation • Contribute to better school-club links.
University of Central Lancashire	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Improving the capacity of the sport workforce. • Supporting the measurement and development of performance management information • Increased community use of facilities.
Preston College and Cardinal Newman	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Improving the capacity of the sport workforce. • Supporting the measurement and development of performance management information • Increased community use of facilities.

Organisation	Roles and responsibilities
Lancashire Sport	<p>To contribute to the strategy implementation by:</p> <ul style="list-style-type: none"> • Enable and facilitate arrangements with National Governing Bodies of Sport, Sport England and other national sports agencies to meet local priorities. • Improving the capacity of the sport workforce. • Championing an evidence based and performance management approach to increasing participation. • Provide overall programme management for investment interventions.
Sure Start	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Development of the early years programme (resources) • Project development and implementation. • Advice and guidance. • Support, and provision of activities. • Promoting healthy and active lifestyles.
Preston North End Football Club	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Key partner in the identification of gifted and talented pupils • Part of the community football network across the city
Neighbourhood Management	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Promoting healthy and active lifestyle • To disseminate information within a community setting • Assist with identifying community leaders and role models
Other partners	<p>To contribute to strategy implementation, by:</p> <ul style="list-style-type: none"> • Project development and implementation. • Advice and guidance. • Support, and provision of activities. • Promoting healthy and active lifestyles.

Appendix 2: Delivery Plan

	Profile and Performance	Healthy Lifestyle	Sporting Infrastructure	Facilities	Safer, Stronger Communities
Entitlement	For all Preston residents to be better informed about the benefits of Physical Activity and Sport and have access to a portfolio of accredited high quality services and events.	For all Preston residents to have the opportunity to adopt and maintain a physically active and healthy lifestyle.	Ensure that people across the community are fully informed about, and have access to a high quality network of facilities, clubs and volunteering opportunities with pathways in place for progression.	Access to a high quality indoor and outdoor facility provision	To ensure that all people gain access to sustainable local community based physical activity and sporting opportunities via the use of planned targeted approaches
Priorities	Make optimum use of events to raise the profile of physical activity and sport across the city.	To position the PCC health development team as a key service provider for physical activity, nutrition and community development service.	Participation/performance pathways in place for people of all ages and abilities	Work with strategic partners to address identified gaps in quality facility provision and assess the feasibility of potential solutions.	To create a menu of diversionary programmes/initiatives through positive activities for young people across the city, and signpost to appropriate exit routes.
	Strive to achieve & maintain present levels of accreditation and raise the status of the city.	Develop evidence based initiatives to increase physical activity levels and improve quality of life.	Clubs – more sustainable Clubmark accredited clubs with improved capacity so that they can manage and accommodate the planned increase in SPAA participation.	Develop facility provision and programmes to meet demand and reflect interests of all sections of Preston's diverse community.	To target and deliver sporting and physical activity opportunities to achieve social inclusion based around target groups or locations.
	Use communication methods effectively to create increased awareness of physical activity and sport.	To develop programmes of work and literature related to leading a healthy lifestyle which will improve a person's capacity to obtain, process and act upon information utilising the WHO Health Literacy toolkit. To assist people to better understand and improve their nutritional habits.	Coaches – increased quantity, quality and UKCC qualification levels coaches fully recognising their contribution. Volunteers – increased the quantity and quality of volunteers and raised recognition of their contribution (the term volunteers often includes voluntary coaches and administrator)	Increase the number of people who access and use sport and physical activity facilities	



Preston's on the Move

Physical Activity and Sport Strategy 2010-2015



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