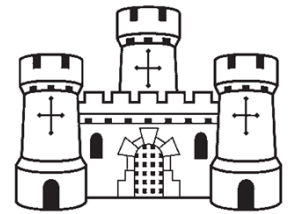


# Public Document Pack

**Date of meeting** Monday, 28th November, 2016  
**Time** 7.00 pm  
**Venue** Committee Room 1, Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffordshire, ST5 2AG  
**Contact** Jayne Briscoe 2250



**NEWCASTLE  
UNDER LYME**  
**BOROUGH COUNCIL**

Civic Offices  
Merrial Street  
Newcastle-under-Lyme  
Staffordshire  
ST5 2AG

## **Active and Cohesive Communities Scrutiny Committee**

### **AGENDA**

#### **PART 1 – OPEN AGENDA**

**1 DECLARATIONS OF INTEREST**

To receive Declarations of Interest from Members on items included on this agenda

**2 Minutes of a previous meeting**

**(Pages 3 - 4)**

**3 Review and Development of the Space Scheme**

**(Pages 5 - 32)**

**4 Sport and Active Lifestyle Strategy 2016**

**(Pages 33 - 72)**

**5 PUBLIC QUESTION TIME**

Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council.

**6 URGENT BUSINESS**

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

**7 Date of next meeting**

**Members:** Councillors Allport, Burch, Miss J Cooper, Dymond, Eagles, Frankish, Heesom, Huckfield, J Tagg, White and G Williams (Chair)

**PLEASE NOTE:** The Council Chamber and Committee Room 1 are fitted with a loop system. In addition, there is a volume button on the base of the microphones. A portable loop system is available for all other rooms. Should you require this service, please contact Member Services during the afternoon prior to the meeting.

**Members of the Council:** If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

**Meeting Quorums :-** 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

**FIELD\_TITLE**

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

**ACTIVE AND COHESIVE COMMUNITIES SCRUTINY COMMITTEE**

Monday, 10th October, 2016  
Time of Commencement: 7.00 pm

**Present:-** Councillor Mrs Gillian Williams – in the Chair

Councillors Allport, Burch, Miss J Cooper, Dymond, Frankish, Heesom and J Tagg

Officers Jayne Briscoe (Scrutiny Officer) and Rob Foster (Head of leisure and Cultural Services)

**1. DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

**2. MINUTES OF A PREVIOUS MEETING - 9 JUNE 2016**

**Resolved:** That the minutes of the meeting held on 9 June 2016 be agreed as a correct record.

**3. SPACE PROGRAMME - PROPOSED SCRUTINY STUDY**

The Chair referred to the work plan previously agreed and apologised that a meeting had not been arranged at the Brampton museum. Continuing, the Head of Leisure and Cultural Services set out the reasons why scrutiny of the development of the Brampton Museum would not be timely. Although a Stage 1 Heritage Lottery Bid was being developed its submission was dependent on match funding from the Borough council and this was unrealistic in the present financial climate.

Members were supportive of the scrutiny brief submitted for consideration in respect of the SPACE scheme. They wished to look at the objectives of the Space scheme and to compare these with specific evidence to see how well these had been met.

Continuing, members asked for KPI's and considered that in order to demonstrate good value it would be necessary to look at trends over time.

It was agreed to include in the analysis the percentage of children who attended on a repeat basis and also postcode information. In respect of the targeted groups any information on issues the scheme could address would be considered for example around reducing additional financial costs, health and wellbeing and educational attainment.

**4. PUBLIC QUESTION TIME**

There were no questions from members of the public.

**5. URGENT BUSINESS**

There was no Urgent Business.

**6. DATE OF NEXT MEETING - 6 MARCH 2017**

It was agreed that the next meeting would be held on Monday 28 November 2016 commencing at 7pm.

**COUNCILLOR MRS GILLIAN WILLIAMS**  
**Chair**

Meeting concluded at 7.35 pm



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**Space 2015**

**Proof of Concept Report**

**Date 20/01/16**

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## **1. Executive Summary**

The Space programme in 2015 was launched by Staffordshire's Police and Crime Commissioner (PCC) Matthew Ellis and provided positive activities for young people across Staffordshire and Stoke-on-Trent.

Its aim was to increase skills and to improve health and wellbeing, creating opportunities for young people aged 11 to 17 to take part in activities to help make communities safer. This included increasing the number of young people engaged in diversionary activities to help reduce anti-social behaviour (ASB) and crime and increase volunteering. Space events were led by local councils and other organisations across Staffordshire.

This proof of concept report summarises feedback from the organisations that took part in the programme, which was funded by the PCC and local authorities.

Communicated to partners in late Spring 2015, Space supplemented existing arrangements led by partners with the brand being recognised by many in Staffordshire from a police-led programme from the 1980s and 1990s.

Budget allocation was based on localised partner agency need and dialogue; local experience and knowledge proved extremely helpful in shaping local provision. The Space 2015 programme was funded by the PCC in the amount of £127,053.76 with a small underspend shortly to be returned.

There were over 13,000 attendances on Space activities by youngsters across Staffordshire between July 20 and September 4, 2015; a noteworthy achievement. Significant positive feedback has also been received from local partners, businesses, the community and young people themselves.

Whilst opportunities for volunteering were evident, timeframes did not allow for the recognised need for appropriate vetting processes to be embedded. However, 23 expressions of interest were received via the Space programme for volunteering for future such activities.

The Space 2015 programme, referred to in this report as the "proof of concept approach", is considered to have been successful, with opportunities for learning and development acknowledged. This report makes recommendations for consideration of future Space activities.

## **1 Space Programme 2015**

In February 2015, the PCC for Staffordshire commissioned the proof of concept approach to the provision of a positive activities programme for young people of Staffordshire aged 11-17 years. It operated during the school summer holiday period from Monday 20 July to Friday 4 September inclusive.

### **a Recorded Incidents of ASB**

Police recorded incidents of anti-social behaviour (ASB) in Staffordshire have been on a downward trajectory over the past five years. However, as a responsibility of local authorities too under the Crime and Disorder Act, data in relation to incidents reported to local councils is maintained separately.

Police-led analysis clearly shows, however, that yearly totals since 2012 have fluctuated and it should be noted that the unpredictable nature of ASB (affected by, amongst other things, weather, opportunities to engage or support events such as Olympics, football, cricket) together with changes to approaches and recording practices have also influenced recorded statistics.

Securing accurate and comparative statistical data around ASB is therefore extremely challenging.

However, the constant in Staffordshire which aligns to national data regarding ASB is a yearly spike in this type of behaviour during the period July to September, reaching a peak around the month of August.

### **b Baseline Statistical Analysis and Hotspots**

As a baseline, initial plans aimed to obtain a three-year analysis of historic/current ASB in terms of type, volume, frequency, offender age and offence location which corresponded to the school summer holiday period.

Due to constraints in obtaining necessary data, it was agreed that the most effective way to identify hotspot areas was through the police, local authority officers and other stakeholders who have day-to-day involvement in responding to community safety priorities. This information was supplemented with local Strategic Assessments and Community Safety Plans.

### **c Public Confidence**

Staffordshire is a safe place to live with many quality of life measures supporting opinion that it is better than the national average.

Public perception and personal levels of tolerance can influence this viewpoint and data is collected to evidence opinion from national and local data sets. This enables the police and partners to better understand and positively respond to the issues and the views held by its communities and businesses, one of which is recognised as ASB.

Many of the most common issues highlighted have perceived association with both young people and ASB.

This suggests that the development and introduction of targeted problem solving activity involving young people could impact significantly on the levels of ASB in Staffordshire, and subsequently confidence in the police and public sector agencies.



#### **d Volunteering**

Volunteering is a key mechanism to bring together public sector service provision and communities/businesses and the OPCC is keen to support the development of a strategic plan in this regard.

A desired outcome was to enhance the delivery of Space with the support of community volunteers. Due to limited timescales, restricted capacity, absence of established processes and legislative requirements in terms of enhanced DBS checks, this opportunity was curtailed for the proof of concept approach. However, the support of appropriately vetted volunteers already in place and aiding delivery of previously established localised arrangements was welcomed, and their support for the Space 2015 programme maximised.

A total of 23 expressions of interest for future volunteering in support of young people's activities were received over the 2015 summer holiday period with individual skill sets extending from cooking, yoga, teaching to mentoring. Individuals expressing keenness received a note of thanks and their details have been retained on file.

#### **e Key Stakeholders**

Many local authority partners already had plans in place for local young people's activities and the PCC's proof of concept Space approach quickly established its place in supplementing local arrangements and thanks are extended to all supporting this collaborative approach.

Support for maximising resources and funding and providing value for money services in terms of supporting the Space programme was readily accepted by most local authority partners across Staffordshire (Staffordshire County Council, Stoke-on-Trent City Council and seven of the District and Borough Authorities) with the exception of East Staffordshire Borough Council.

Whilst unable to facilitate this arrangement in 2015, it should be noted that East Staffordshire Borough Council have expressed a strong desire to contribute to any similar future arrangements in this area of the County. Space provision during the proof of concept approach for the East Staffordshire area was therefore negotiated with Burton Albion Community Trust (BACT), an arm of Burton Albion Football Club.

Under Service Level Agreements (SLAs), local authorities and BACT led on plans and commissioned arrangements to provide young people's targeted and universal services throughout the summer holiday period in line with baseline ASB data collated, with a focus on hotspot locations. Such plans were agreed by the OPCC prior to commencement.

Focus was clearly placed on delivery of the PCC's four priorities within the Safer, Fairer, United Communities Strategy and local community safety priorities.

With the tight deadlines for Space 2015 delivery it was recognised early on that evaluation opportunities would be challenging, particularly in view of the commissioning arrangements being conducted through local authorities. An evaluation schedule was prepared and issued and has provided limited information but it is recognised this is an opportunity which could be maximised further.

## **f Budget**

Originally, a total sum of £140,000 was identified by the PCC to support the proof of concept approach, secured from an underspend on Year 1 of the Commissioner's People Power Fund in 2014.

Dialogue and engagement with local authorities, police and other agencies clearly identified plans already in progress, gaps in provision of young people's positive activities, hotspot locations and local need.

This information was utilised by partners to prepare their spend requirement for each local area, resulting in an overall funding allocation of £127,053.76 which takes into consideration underspends totalling £3,522 for the areas of Lichfield, Newcastle and Stafford which are being returned to the People Power Fund.

It should be noted that local authority monies also provided funding for activities already being planned and progressed.

## **g The Model**

The Space 2015 model was predefined and followed engagement with partners. An offer of a range of positive activities each local area was made to young people. Whilst many of these were sport focused (Leisure Centre entry, football, cricket etc.), there were other non-sport activities including art, crafts etc. that were made available.

The PCC Space 2015 programme funded approximately 13,388 reported attendances by young people across Staffordshire, which incorporated both an offer to targeted and universal youngsters.

Attendances were achieved at a cost of £9.49 per young person.

## **h Branding**

With the Space branding already being synonymous with positive activities for young people in Staffordshire, it was recognised as a powerful draw for both youngsters and parents and therefore utilised in the proof of concept approach, with modern graphical imagery and the strapline 'Live, Laugh, Learn'.

## **i Marketing and Communication**

It was recognised at the outset that there was an immediate requirement for public facing and back office website functionality to co-ordinate and present to the communities and businesses of Staffordshire the range of positive activities available to them during the holiday period.

Within the timeframes available, a simple database for the purpose of positively marketing the availability of activities was created and made available during the programme, facilitated through the PCC website, [www.staffordshire-pcc.gov.uk/space](http://www.staffordshire-pcc.gov.uk/space).

Information was made available by:

- Local Authority Area;
- Provider;
- Activity Type;
- Date of Activity;
- And included key point of contact and additional guidance to attendees.

In order to make a holistic offer to youngsters across Staffordshire and in an effort to combine all young people's positive activities in one place, the Space website also featured activities which were local authority or indeed local business funded and available to wider audiences.

Additional key fields within the Space website also referenced;

- Age suitability for available activities and
- An indication of whether activities were PCC funded.

At the start of the Space programme, around 586 individual activities, times, dates and single points of contact had been manually uploaded.

The PCC funding arrangement supported the provision of 246 of these individual activities, local authorities funded the provision of 340 and the website was then supplemented by offers from local businesses to young people of Staffordshire.

Where local arrangements were already in place to support delivery of activities, the Space brand was utilised as a supplementary brand.

This is exemplified by the Cannock area's 'Chase It' printed programme which also carried the Space brand.

#### **j Evaluation**

With challenging timeframes for delivery of the Space 2015 proof of concept programme, delivery by third party arrangements through local commissioning and lack of IT based reporting systems, it was always recognised that evaluation opportunities would be limited and subject to future development.

Local authorities have provided attendance statistics and an overall view of the programme and providers were asked to supplement this information with completion of individual reports. This information has been collated but in some areas is not consistent in terms of data capture.

#### **k Policy and Risk Management**

Legal advice supported the development of Service Level Agreements between the Office of the Police and Crime Commissioner (OPCC) and commissioning organisations, which encompassed liability insurance, DBS checks, First Aid Training, Risk Assessments etc. to ensure that safeguarding liabilities and risks were appropriately managed. The web pages also included a legal declaration for parents and a copy of the service level agreement utilised.

Choosing not to develop a volunteering approach to support Space 2015 was a conscious decision, given the comprehensive safeguarding measures necessary to ensure the safety of young people.

## **2 Activities by Local Authority Area**

Individual information has been received from local authority areas and is collated below. Whilst seeking some uniformity to the qualitative and quantitative data provided, this has not always been readily available.

### **a Cannock Chase District Council - PCC Funding Allocation £16,734**

The Cannock area planned both a universal offer of a broad selection of activities as well as an effective targeted approach which sought to engage hard to reach groups such as the Building Resilient Families Cohort (BRFC).

There were 1,247 attendances by youngsters in Cannock and 14 volunteers already engaged with projects were able to support local activities.

The local Community Recreation Officer established links with Social Care, Family Support Workers, Local Support Teams, the Family Intervention Programme, Pastoral Co-ordinators for local schools, Youth Workers and PCSOs to target the districts most hard to reach children and young people and support families most in need.

Links to the leisure facilities and local sports clubs enabled providers the opportunity to introduce young people to existing positive activities they can now engage in, post project – ensuring sustainability.

Local leisure facilities and local sports clubs enabled providers the opportunity to introduce young people to existing positive activities in which they can continue to engage, ensuring longer term and sustained interest.

Indeed Cannock Chase Council already have plans to establish a working group made up of providers of school holiday activities from across the district, to develop future plans, avoid duplication and consider joined up working arrangements to support local youngsters.



**Activities led by Burton Albion Community Trust in East Staffordshire**

**b Burton Albion Community Trust (East Staffordshire) - PCC Funding Allocation £11,440**

Burton Albion Community Trust (BACT) engaged young people in sport related activities throughout the summer period, which resulted in 615 attendances.

Based on experience, BACT introduced a multi-agency partnership approach to sports sessions with representation from the Borough Council and Staffordshire Fire and Rescue Service (FARS), and Police Community Support Officers were also in attendance, the latter as part of ASB patrols and when not involved in planned operational activity.



**Activities led by Burton Albion Community Trust in East Staffordshire**

Locally, East Staffordshire Borough Council is keen to engage and link with future plans, agreeing there is real potential for the Space programme for the future.

**c Lichfield District Council - PCC Funding Allocation £13,522**

Lichfield was originally granted £14,825 of OPCC funding which was used for targeted activity, youth work sessions and the provision of local leisure facilities entry passes which were supported by a reported 656 attendances by young people. An underspend of £1,303 is shortly to be returned to the OPCC.

Targeted activity was focussed on supporting young people referred to the project that were either involved in or on the cusp of involvement in ASB in the Lichfield and Burntwood areas. Local Support Teams (LSTs), Youth Workers and Lichfield Positive Futures supported this approach. FARS, local PCSOs and Tier 3 Drug and Alcohol support workers also attended the sessions provided, to give input to youngsters.

The latter element of Lichfield funding was utilised to provide targeted young people, who it was perceived would benefit the most from a summer holiday activity pass free access to leisure facilities, targeted sports sessions and physical activity across the district. This cohort was those;

- Most at risk of committing ASB;
- Could not afford to pay for activities;
- Identified as being inactive.

A range of partners supported this methodology including Lichfield District Council, Youth for Christ youth services, local Leisure Centres, Entrust, Police and FARS.

Lichfield District Council has identified a need for increased young people's activities, both targeted and universal and have already begun discussion to assess the viability of this through a 'Services for Young People Workshop' where stakeholders will work together to identify opportunities to develop youth provision. An OPCC representative has been sought to attend, in order that any SPACE developments can be included.

#### **d Staffordshire Moorlands District Council - PCC Funding Allocation £11,634.76**

The total cost of activities delivered in Staffordshire Moorlands was £14,685.76 with funding supplemented by Staffordshire Moorlands District Council (SMDC). Activities included leisure centre access at Leek, Moorlands and Biddulph, football, boating, rugby and youth club facilities together with opportunities to gain first aid qualifications for young people too.

SMDC created a diverse range of activities which resulted in 1,776 attendances by young people.

In the majority of cases, feedback was excellent from both youngsters and parents. However with targeted groups such as the Building Resilient Families and Communities cohort, staffing issues within Local Support Teams affected referrals.

There has been locally noted positive impact on behaviour change and regular attendance increased at boating and rugby club facilities and parental feedback has been positive.



**Space Activities in the Moorlands area – Rudyard Lake Boating**

#### **e Newcastle Borough Council - PCC Funding Allocation £12,813.00**

Newcastle-Under-Lyme Borough Council utilised their funding allocation to create a subsidised programme of activities for youngsters, including swimming, climbing and gym, together with access to museums and art galleries. An underspend of £2,187 is being returned to the OPCC.

This amount was used for contributions towards:

- Membership fees;
- Marketing and promotion;
- Staffing resources inclusive of programme administration.

Activities took place at the Jubilee 2 Leisure Centre in Newcastle, Kidsgrove Sports Centre in Kidsgrove and Newcastle-under-Lyme Museum and Art Gallery. Affordable activities were made accessible to suit young people in a high quality and safe leisure and sport environment between the hours of 9am and 10pm, Monday to Friday and until 8pm on Saturday and Sunday.

Participants took part from all areas of the borough, following a targeted marketing campaign highlighting the availability of the subsidised programme across all wards.

338 young people attended the activities, which resulted in 1,800 attendances overall.

50 young people were engaged from Building Resilient Families and Communities (BRFC) and Family Interventions Projects (FIP) which formed the targeted Newcastle Borough cohort. Staffordshire Police and Staffordshire County Council supported the identification these youngsters.

Newcastle Borough Council has undertaken to continue engagement with young people after the cessation of the 2015 Space programme to identify any potential improvements for the future. Based on these responses, the local authority intends to work with partners to develop and enhance the activities for young people in the area.

Newcastle is keen to explore with OPCC further delivery of similar activities and programmes and future years.

#### **f South Staffordshire Council - PCC Funding Allocation £15,230**

South Staffordshire Council utilised PCC Space funding to commission projects including video and arts activities, boxing and pool, sports activities, arts drama and beauty sessions.

South Staffordshire's BRFC match funded an initial £10,000 allocation of the PCC to ensure a wide engagement of young people yet targeted where appropriate.

South Staffordshire identified areas at risk of ASB and those isolated isolated due to access to transport and chose to deliver a range of activities and events across the district. Activities were provided on the basis of universal and targeted provision and to allow for maximum participation.

630 attendances took place across the local authority area and activities were promoted via the Council and OPCC website. Additionally targeted events were also promoted by the LST and FIP to individuals they felt would benefit from being offered the activities, alongside leisure centres.

The Space programme was well received overall.



**Space Sporting Activities in the South Staffordshire area.**

### **g Stafford Borough Council - PCC Funding Allocation £13,760**

Activities through the Stafford Borough area included sports, outdoor pursuits, fun days and use of the Youth Bus with approximately 2,286 attendances by young people over the summer holiday period. A £32 underspend is being returned.

55 young people attended a boxing initiative with some youngsters able to train boxing tutors and young leaders. Helping to build confidence and self-esteem, club staff, young people and parents have given excellent feedback on the activities available.

102 young people attended the universal outdoor activities at Shugborough Hall designed to provide a structured programme through the school holidays. Fire service volunteers supported the activities along with Police Community Support Officers who attended some sessions when not on operational patrol.

38 young people attended the targeted outdoor activities by referral from LSTs, FARS and other agencies. Key workers had the opportunity to see young people in a different setting and get a different perspective on their lives.

Youth Bus Sessions attracted 150 young people and approximately 500 youngsters over three events attended the Fun Friday Events.

Stafford organisers have expressed huge amounts of enthusiasm and a desire to facilitate activities again and have made suggestions for improvements should Space be considered in future years.



**Boxing Activities at Stafford**

### **h Stoke-on-Trent City Council - PCC Funding Allocation £24,270**

City Space funding was split into three geographical areas;

- North £6,994;
- Central £5,920
- South £11,356

The local authority has reported 2,188 attendances at a wide range of activities including sports, media and creative arts, and youth work held at locations defined by key partners and stakeholders.





**Basketball Space 2015  
activities in Stoke Central  
area**

#### **i Tamworth Borough Council - PCC Funding Allocation £7,650**

Through a range of opportunities which included sports and art, Tamworth Borough Council secured 2,190 attendances through the range of young people's activities funded by the PCC.

Boxing and bowling were found to be particularly appealing to youngsters with events held as part of the Tamworth Police Station Open day and the 'We Love Tamworth' events also being very well received.

#### **4 Summary and Future Planning**

Officers from the OPCC have spent considerable time with partner agencies to assess evaluations and feedback received. Learning from the proof of concept model indicates that any future plans require:

- Strategic leadership supported by local authorities and other partners including the voluntary sector and the business community;
- Development of a flexible programme which can lead, compliment and supplement existing or already planned young people's provision based on hotspot analysis and defined need;
- Targeted and universal provision with suitably considered age range, offering wide range of sport and non-sport related activities, available to as wide an audience as possible;
- Simple but comprehensive administrative support to aid programme delivery and evaluation;
- Defined baseline statistical data, combining where possible, information held by all partner agencies;
- Careful consideration to the approach to growth in volunteering;
- Support of pan-Staffordshire key stakeholders;
- Defined budget, giving consideration to funding streams available to partners and used locally for similar purposes;

- Comprehensive marketing and communication to appeal to the target audiences and dovetail with established arrangements;
- Outcome focussed evaluation;
- Robust safeguarding, risk management policies and procedures.

### **Future Planning**

The Police and Crime Commissioner is keen to progress dialogue with partners with the aim of developing the Space 2015 proof of concept young people's programme for future years.

Feedback and evidence received, together with the level of support for the programme defines its success in positively engaging young people of Staffordshire during the summer holiday period.

Recognising the opportunities such development will provide in terms of benefits for young people and indeed communities and businesses of Staffordshire, Police and Crime Commissioner Matthew Ellis intends to commence plans for the growth of Space in Staffordshire, early in 2016.

Mr Ellis extends his thanks to all those who contributed to making Space 2015 such an achievement, including participants, parents, providers, local authorities and other partners and the police whose information supported this report.

Ends.



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**Matthew Ellis**

Police and Crime Commissioner for Staffordshire



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## Space

Staffordshire's Police and Crime Commissioner Matthew Ellis brought back Space in 2015. In 2016 Space ran between Monday 25 July and Friday 2 September and covered areas across Staffordshire and Stoke-on-Trent. More information is available at [www.staffordshirespace.uk](http://www.staffordshirespace.uk)



A press release about Space 2016 can be read [here](#)

Space was originally an activities scheme led by police in Staffordshire during the 80s and 90s aiming to engage with young people. The new version of Space provides fun activities for 11 – 17 year-olds during the school summer holiday. The programme is co-ordinated by the Office of the Police and Crime Commissioner and was delivered by a wider collaboration of public and voluntary organisations.

A Proof of Concept Report about Space 2015 highlights the "significant positive feedback" from local authorities, businesses, communities and young people themselves about Space.

Space 2016 is now over but we want to hear your views and thoughts on its future. If you have a minute please let us know.



**Do you think that positive activities need to be held for young people in Staffordshire?**

**Do you think there are enough positive activities in your area for young people?**

**Would you volunteer to help with Space 2017?**

**If yes, please provide us with your name, age, postcode and email address**

**Name**

**Age**

**Postcode**

**Email Address**

**Did you or your child attend Space activities in 2015 or 2016?**

**What activities would you like to see included in a future Space?**

Please tell us your thoughts on Space?

Did you attend the original Space programme in the 80s or 90s?

Send

#### Email updates

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#### Upcoming events

**November 23, 2016** – Ethics, Transparency, Audit Panel  
10:00 am, ETA

**January 23, 2017** – PCC Police Performance Governance Meeting  
2:00 pm, Performance meeting

#### Twitter @StaffsPCC

*For many cyber bullying affects their everyday lives & is a constant source of distress and worry. Stay safe online:*  
<https://t.co/nqK1nyr9XX>

17hours ago

*You can watch our recent Police and Crime Panel and the force performance meeting again here:*  
<https://t.co/Qj42mtXFth>

19hours ago

*Burslem Cadet Natasha said: I feel very honoured to represent the Staffordshire Police Cadets at local events and fetes."*

yesterday

Have your say...

**Broadcasting public meetings live online to help improve**

**APPENDIX SPACE 6 - SERVICE PROVIDER ACTIVITY EVALUATION**



**Space Service Provider / Service Commissioner Evaluation 2016**

As you may be aware, this is the second year that Staffordshire's Police and Crime Commissioner, Matthew Ellis has provided Space funding for positive activities for young people across Staffordshire.

To help us evaluate Space 2016 and consider what difference it has made to local youngsters and the wider communities, what has been learned and what further work can be considered, the Office of the Police and Crime Commissioner would appreciate your time in completing this simple evaluation.

Please note that the Commissioner may choose to use this report to showcase funded projects on his website or through a variety of communication channels.

**Part 1 -** For completion by Service Providers

On completion, please forward your Evaluation to your local Community Safety Space Programme Lead (contact details provided herein)

**Part 2 -** For completion by Service Commissioners (Local Authorities)



**Matthew Ellis**

Police and Crime Commissioner for Staffordshire



**PART 1 – COMPLETION BY SERVICE PROVIDERS ONLY**

<b>YOUR DETAILS</b>	
<b>Your Organisation / Group Name</b>	Newcastle-under Lyme Borough Council – Sport & Active Lifestyles
<b>Title of Project</b>	Space Membership (Universal (500) and Targeted Offer (50))
<b>Contact Number</b>	01782 717717
<b>Email</b>	Lucy.taylor@newcastle-staffs.gov.uk
<b>Operating Address</b>	Newcastle-under-Lyme Borough Council, Civic Offices, Merrial Street, Newcastle, Staffs ST5 2AG
<b>Funding Allocated £</b>	£7,000 – 500 universal places £1,200 – 50 targeted places for referral from LST/ASB lead Total = £8,200

<b>YOUR PROJECT</b>	
<b>Type of Activity (ies)</b>	The offer was based on each young person having a special membership package where they could have unlimited access to the facilities at J2 or the Kidsgrove leisure centres to use the gym and/or participate in sports activity sessions which included; <ul style="list-style-type: none"> <li>• Football</li> <li>• Basketball</li> <li>• Table Tennis</li> <li>• Netball</li> <li>• Indoor archery</li> <li>• Badminton</li> <li>• Swimming</li> <li>• Wall climbing (J2 only)</li> <li>• Group exercise classes</li> <li>• Dance classes</li> </ul>
<b>Location of Activity (ies)</b>	Kidsgrove Sports Centre, Fourth Avenue, Kidsgrove Staffs ST7 1DR  Jubilee2, Brunswick Street, Newcastle, Staffs ST5 1HG
<b>Timing of Activity (ies)</b>	Activities were accessible in accordance with programmes at Jubiulle2 and Kidsgrove Sports Centre. Further details of the swimming pool programmes and group exercise programmes etc. can be seen at <a href="http://www.jubilee2.com">www.jubilee2.com</a> and

	<a href="https://www.newcastle-staffs.gov.uk/all-services/sport-and-culture/kidsgrove-sports-centre">https://www.newcastle-staffs.gov.uk/all-services/sport-and-culture/kidsgrove-sports-centre</a>
<b>Frequency of Activity(ies)</b>	Activities were available seven days a week inclusive of bank holidays throughout the six week holiday period.
<b>Age of Young People (if different from 11-17yrs)</b>	The programme delivered in Newcastle under Lyme targeted 11-17 year olds.

<b>ATTENDANCE</b>			
<b>Was there a requirement to book a place for your activity?</b>	Climbing wall sessions at Jubilee2 were required to be booked in advance.	<b>How many places were available per session?</b>	Six
<b>If YES, were all your places booked in advance?</b>	Yes.		
<b>If NO, how many young people attended (approx.)</b>	N/A		
<b>Additional Information / Comments</b>	550 young people registered on the universal/targeted SPACE programme in Newcastle under Lyme, broken down as follows: <ul style="list-style-type: none"> <li>• Gender: Male 299 Female 251</li> <li>• Age: 11) 101, 12) 124, 13) 115, 14) 67, 15) 99, 16) 26, 17) 18</li> <li>• 3412 attendances registered in total</li> <li>• Kidsgrove attendances = 564;                             <ul style="list-style-type: none"> <li>• Gym – 138</li> <li>• Sports activities – 170</li> <li>• Swimming - 256</li> </ul> </li> <li>• J2 attendances = 2848                             <ul style="list-style-type: none"> <li>• Swimming – 1324</li> <li>• Gym – 975</li> <li>• Sports activities - 261</li> <li>• Climbing - 288</li> </ul> </li> </ul>		

<b>FEEDBACK – PLEASE DETAIL</b>	
<b>Feedback from young people</b>	Evaluation forms were completed and sent over separately to OPCC. The majority of young people reported that they were satisfied with the programme and would like to see more activities next time in an expanded programme for future years. Suggestions were made about having slightly longer climbing wall sessions, than the 30 minutes allocated.
<b>Feedback from parents</b>	There was some disappointment at selling out of memberships before the start of the programme. Many parents left it too late to purchase memberships despite social media campaign by Council warning that memberships selling out quickly. Overall they reported that they were happy with the programme. One comment that they would have liked to see a programme which lasted all day, so it would be like child care provision (parent of an 11 year old child). However they mentioned that they would have expected to pay an extra charge for this on top of the £10 fee.

<b>VOLUNTEERING</b>	
<b>How many volunteers have supported your activities?</b>	None
<b>Did you use any OPCC identified volunteers?</b>	None referred.
<b>Would additional volunteers help your project reach a wider audience of young people or to host more activities?</b>	We are always happy to include volunteers into any of our programmes subject to appropriate vetting procedures and training taking place prior to the programme starting.

<b>COMMUNICATION</b>	
<b>Aside from OPCC promotion of SPACE, did you undertake any other marketing / communication activity in support of SPACE. If YES, please detail</b>	<p>We started our promotion of the scheme from week commencing May 23<sup>rd</sup> 2016. We created a flyer advertising our offer which we used as an electronic version, as well as printing leaflets and posters.</p> <p>The Partnerships Team at NBC sent an electronic copy of the leaflet to all the schools (primary and secondary) within the Borough. The schools then forwarded this onto their students and their families. Newcastle College also sent this round all their students and staff.</p> <p>The team also sent it to all the partner organisations connected to the Joint Operations Group so they could forward it on through their contacts.</p> <p>It was also sent round the Locality Action Partnerships where partner organisations work in partnership on the issues that matter in their local communities.</p> <p>We distributed flyers to our customer contact centres (Guildhall in Newcastle, Kidsgrove &amp; Madeley), community centres, sports centres (Jubilee2 and Kidsgrove), libraries, Aspire offices (Local housing provider), Chesterton One Stop Shop etc.</p> <p>Our communications team promoted it through local media sources, and social media (Facebook &amp; Twitter).</p> <p>It featured on the Borough Council's website (<a href="http://www.newcastle-staffs.gov.uk">www.newcastle-staffs.gov.uk</a>), as well as Jubilee2's website (<a href="http://www.jubilee2.com">www.jubilee2.com</a>)</p>
<b>What do you think worked best in attracting young people to your activity (ies) /event?</b>	A mixture of the all of the above. Parents seem to play a key role in helping to ensure the young people join up to the scheme, so it is essential that as many different forms of advertising can be used to help attract them. Starting the promotion early of the scheme meant we could ensure that we hit our membership target prior to the start of the school holidays.
<b>Please provide any comments / suggestions for the development of the SPACE website</b>	<p>It can be slightly confusing to parents/young people due to the universal offers in each district/borough being so varied.</p> <p>However having all the information stored in one place can also be a benefit so people do not have to search around.</p> <p>The web booking facility on the SPACE website was not beneficial for us due to the systems we have already within our service.</p>



**ADDITIONAL INFORMATION**

Please provide any additional information

For SPACE 2017 – please can service level agreements be finalised earlier (March/April) to allow more time to promote the scheme.

**Service Provider Details:**

**Name:** Lucy Taylor

**Signed:**

**Organisation:** Leisure Services - NBC

**Date:** 21/09/16

**PART 1 – COMPLETION BY SERVICE PROVIDERS ONLY**

<b>YOUR DETAILS</b>	
<b>Your Organisation / Group Name</b>	Families First – Local Support Team – Newcastle District
<b>Title of Project</b>	Newcastle-under-Lyme LST SPACE scheme Standon Bowers Residential.
<b>Contact Number</b>	01782 296290
<b>Email</b>	<a href="mailto:laura.lowton@staffordshire.gov.uk">laura.lowton@staffordshire.gov.uk</a>
<b>Operating Address</b>	Civic Offices Merial Street Newcastle-under-Lyme Staffs ST5 2AG
<b>Funding Allocated £</b>	£4,000

<b>YOUR PROJECT</b>	
<b>Type of Activities</b>	Outdoor educational activities and targeted sessions around ASB and CSE.  Range of interactive sessions delivered at Standon Bowers by targeted prevention services to a peer group by LST staff; using accredited and evidence based resources. The topics covered during the sessions will include: <ul style="list-style-type: none"> <li>• An introduction to ASB and CSE</li> <li>• Staying safe and recognising dangerous/risky situations</li> <li>• Developing protective behaviours</li> <li>• Body image, self-esteem and confidence</li> <li>• Where to access support and make referrals to specialist services</li> </ul>
<b>Location of Activity (ies)</b>	Standon Bowers Outdoor Education Centre Standon Bowers Stafford Staffordshire ST21 6RD
<b>Timing of Activity (ies)</b>	<b>Day 1:</b> 11am – 1pm, 2.30pm-5.30pm, 7pm-8.30pm = 6.5 hrs <b>Day 2:</b> 9.30am – 1pm, 2.30pm-5.30pm, 7pm-9pm = 8.5 hrs <b>Day 3:</b> 9.30am – 1pm and 2pm – 4pm = 5.5 hrs
<b>Frequency of Activity(ies)</b>	<i>Please see above</i>
<b>Age of Young People (if different from 11-17yrs)</b>	13-16 years

<b>ATTENDANCE</b>			
<b>Was there a requirement to book a place for your activity?</b>	Yes	<b>How many places were available per session?</b>	There were 26 places available in total for the 3 day Residential.
<b>If YES, were all</b>	16 places were booked on the residential.		

<b>your places booked in advance?</b>	
<b>If NO, how many young people attended (approx.)</b>	Of the 16 places booked 12 young people attended.
<b>Additional Information / Comments</b>	There were 26 places available in total and actual attendance was 12.

**FEEDBACK – PLEASE DETAIL**

<b>Feedback from young people</b>	<p>“It was daunting yet fun”</p> <p>“Made new friends”</p> <p>“I loved it”</p> <p>“It built my trust up in others”</p> <p>“I was scared but I enjoyed it”</p> <p>“I don’t like that some of the girls are falling out with each other. I’ve enjoyed the activities though and I do feel more confident than when I first come”</p> <p>“I didn’t know anything about grooming or that other stuff. It’s made me feel sick but I know why you’ve talked to us about it”</p> <p>“I was crying at the Children’s Centre before we left because I felt really embarrassed and ashamed coming to the residential but I am glad I came now. I don’t know why I felt that way. I thought I had been picked because of stuff I’ve done but now I know everyone is here for different reasons”</p> <p>“Thanks for taking me”</p>
<b>Feedback from parents</b>	<p><b>Parents were asked if they recognised any positive changes in their child since the residential:</b></p> <p>“Yes, more self confidence and a more positive attitude”</p> <p>“Lots of changes. C is a pleasure to spend time with and smiles more”</p> <p>“Yes, more outgoing”</p> <p><b>Parents were asked how they thought their child had benefited from the residential:</b></p> <p>“More confident”</p> <p>“A break from home did her good and she is better being in groups”</p> <p>“Her confidence has increased”</p> <p>“Calmer and happier and more confident”</p> <p><b>Further comments from parents:</b></p> <p>“It did all of us good, C has engaged with us more 😊”</p> <p>“She is happy that she received positive feedback from staff and achieved</p>

	(certificates). Not had any issues at home with her, has been good".
<b>VOLUNTEERING</b>	
How many volunteers have supported your activities?	0
Did you use any OPCC identified volunteers?	No
Would additional volunteers help your project reach a wider audience of young people or to host more activities?	Yes  Out of the young people who attended the activity, 83% were put forward by the Local Support Team. If there were additional staff members from other agencies willing to attend, they may have been able to invite a different targeted group of young people, not already known to the LST.

<b>COMMUNICATION</b>	
Aside from OPCC promotion of SPACE, did you undertake any other marketing / communication activity in support of SPACE. If YES, please detail	Yes  An information leaflet was produced by the LST in order to invite parents to attend an information evening so they could acquire all the details for the SPACE residential activity and ask any questions.
What do you think worked best in attracting young people to your activities?	LST staff promoting the residential activity with the children and families they are working with, via face to face discussions, i.e. – during home or school visits.
Please provide any comments / suggestions for the development of the SPACE website	

<b>ADDITIONAL INFORMATION</b>	
Please provide any additional information	

<b>Service Provider Details:</b>	
<b>Name:</b> Laura Lowton	<b>Signed:</b> L.Lowton
<b>Organisation:</b> Families First	<b>Date:</b> 29.09.16

**PART 2 – COMPLETION BY SERVICE COMMISSIONERS ONLY**

<b>FUNDING ALLOCATION</b>			
<b>OPCC Funding Allocation</b>			<b>£ (A)</b>
<b>Please list all SPACE activities funded, clearly identifying those which were targeted (T) provision and those which were universal (U) provision</b>	<b>Name</b>	<b>T / U</b>	
	Newcastle-under-Lyme Borough Council Leisure Services – universal provision - 500 places for unlimited access to £10 summer holiday leisure passes.	U	7,000
	Newcastle-under-Lyme Borough Council Leisure Services – targeted provision - 50 places for unlimited access to free summer holiday leisure passes.	T	1,200
	Newcastle-under-Lyme LST SPACE scheme residential.	T	4,000 (£2,580 actual spend)
<b>Total funding allocated by Service Commissioner to local activities</b>			<b>£12,200 (B)</b>

<b>Underspend (if any) (A – B)</b>	<b>£1,420</b>
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<b>Outcomes</b>	
<p><b>For each activity / event outlined above, please detail (A) Outcomes achieved for young people and (B) Challenges identified.</b></p>	
<p><b>Activity Name:</b> Newcastle-under-Lyme Borough Council - Leisure Services – universal and targeted provision - 550 places for unlimited access to summer holiday leisure passes.</p>	
<b>Outcomes Achieved</b>	<b>Challenges Identified</b>
<ul style="list-style-type: none"> <li>Increased participation of young people over the summer holiday period</li> <li>Introduction of new activities and opportunities to young people</li> <li>Young people participating in activities that they would not normally, therefore broadening aspirations, skills and experience</li> <li>Contribution to reducing ASB in the Borough</li> <li>Promotion of healthy lifestyles</li> <li>Increased opportunities for diversionary activities</li> </ul>	<ul style="list-style-type: none"> <li>Additional demand for the passes and popularity of the scheme</li> <li>Managing referrals for the targeted places and again oversubscription although this was dealt with using additional funding from elsewhere to purchase the universal passes and top up</li> <li>Improvement of accessibility to service from a transport perspective. It is recognised that this may be a barrier in certain individuals accessing the programme, often from the more deprived areas in the Borough</li> <li>Consideration required of how to reward future participation positively? e.g. discount for continued membership etc.</li> </ul>

<b>Summary</b>
<p><b>What difference have SPACE activities / events made to those taking part in it?</b>                      The programme enabled young people to participate in activities that they would not normally, therefore broadening aspirations, skills and experience.</p>
<p><b>What difference has it made to those supporting it?</b>                      Partners have benefitted from increased diversionary activities to signpost young people to over the summer holidays, which would have previously been unavailable without the funding for the</p>

programme.

**What difference has it made to the local community?**

Young people have had access to positive activities and have been occupied, benefiting their health and wellbeing and discouraging them from hotspot locations for ASB.

**What are your future plans activities / events for young people in your local community?**

As a partnership we continue to facilitate opportunities for diversionary activities but this is dependent on available funding and resources in kind from partners.

Should similar funding be available next year we would look to grow it to create more opportunities for young people in our Borough. We would like to work more closely with the school settings to develop community based approaches, subject to having enough time and resource to plan this effectively. It is acknowledged that the scheme this year has been developed within existing capacity which was manageable and without the need for additional staffing costs, so anything more ambitious would require a dedicated resource to plan, develop and administer.

**Outcomes**

**For each activity / event outlined above, please detail (A) Outcomes achieved for young people and (B) Challenges identified.**

**Activity Name:** Newcastle-under-Lyme LST SPACE scheme residential.

**Outcomes Achieved**

- Enhanced knowledge of participants
- Raising the awareness of sexual exploitation
- Education about child grooming
- Young people participating in activities that they would not normally, therefore broadening aspirations, skills and experience
- Contribution to reducing ASB
- The participants learnt the importance and benefits of team work.
- They developed an understanding of what grooming and sexual exploitation is.
- The girls developed an understanding of the link between CSE and ASB.
- They learnt to work well with people they may not necessarily spend time with in day to day life.
- The sense of accomplishment in achieving challenges that put them out of their comfort zone.
- All of the participants reported a positive increase in their confidence and self-esteem levels.

**Challenges Identified**

- Attendance of the residential once booked on and arrangements made, the LST were unable to fill the expected 26 places
- Stigma associated with the residential which resulted in refusal of places and no shows
- Some of the girls were negatively affected by the session with the Police CSE Prevention Team due to their initial lack of knowledge about the subject
- The girls were very tired during the targeted sessions at the end of the day
- A large number of participants were bored and hard to engage during the Bushcrafts activity and shelter building afternoon, as this was a lower intensity activity
- Relationships between the participants during free time often became strained and required staff intervention
- Potentially too much 'free time' for the participants. For example, breakfast was at 8am and the activity started at 9.30am; giving too much time for the participants to 'fall out' with each other, rather than be positively engaged in an activity

**Summary**

**What difference have SPACE activities / events made to those taking part in it?**

The Standon Bowers Residential activity had a multifaceted impact on those taking part in it. All of the participants reported some increase in their self-esteem and confidence between Day 1 and Day 3. For example, on a scale of 1-10, one participant moved from a 3 to a 10, whereas another moved from an 8 to a 10. The participants were together for 3 days, and as a result, formed new friendships and bonds that they would not have had the opportunity to had they not attended. This was a particularly positive outcome for those young people who identified making new friends as one of their purposes for attending. Some of the activities put the participants out of their 'comfort' zone, and through successfully completing them, showed them that they can overcome fears and accomplish new things.

The participants were educated, during targeted sessions, around the effects of ASB and the literal meaning of CSE, the warning signs to look out for, how to keep themselves safe and where they can access support. Targeted sessions also took place around positive body image, and the media's manipulation of celebrity images. This was to improve the girls' perspective on their own body image and to increase their confidence. We now have 12 young people who, after the residential experience, should be at lower risk of becoming embroiled in ASB and CSE activity.

**What difference has it made to those supporting it?**

The LST have experienced considerable learning from the residential, in relation to the dynamics of group working with challenging young people in a residential setting, which will be refined for future exercises.

**What difference has it made to the local community?**

The residential activity allowed for 12 young people to be disrupted from taking part in any Asb or CSE related activity for a period of 3 days. During those 3 days, they received education around the effects of ASB in the Community and the meaning of CSE, the methods people employ to try and lure them in, how to stay safe and where to receive help. It is hoped that as more young people are educated, the less ASB and CSE activity is carried out within local communities as their perceptions and behaviours are challenges and alternative pathways are demonstrated to them.

**What are your future plans activities / events for young people in your local community?**

The LST are keen to build on the overall success of this residential pilot and hope that further funding be given next year and beyond to refine the initiative for other potentially vulnerable young women so that many more young people have the opportunity to participate.

**Service Commissioner Details:**

**Name:** Sarah Moore

**Signed:**

**Organisation:** Newcastle-under-Lyme Borough Council

**Date:** 27/09/16

Please forward the fully completed Evaluation Report to:

'space@staffordshire.pcc.pnn.gov.uk' or to Emma Rowlands, OPCC Space, Block 9, Police Headquarters, Weston Road, Stafford ST18 0YY, Tel 01785 232385



**Matthew Ellis**

Police and Crime Commissioner for Staffordshire





**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**REPORT TO ACTIVE & COHESIVE  
SCRUTINY COMMITTEE**

<b><u>HEADING:</u></b>	<b>Draft Sport and Active Lifestyles Strategy</b>
<b><u>Submitted by:</u></b>	<b>Head of Leisure and Cultural Services – Robert Foster</b>
<b><u>Portfolio:</u></b>	<b>Leisure, Culture and Localism Planning &amp; Housing</b>
<b><u>Ward(s) affected:</u></b>	<b>All</b>

**Purpose of the Report**

- To consider and comment on the draft Sport and Active Lifestyles Strategy

**Recommendations**

- That the Active and Cohesive Scrutiny Committee provide comments on the draft Sport and Active Lifestyles Strategy which will be reported to Cabinet as part of the wider consultation process.

**Reasons**

- To provide the Active and Cohesive Scrutiny Committee with the opportunity to be involved in the development of the Strategy.

At the meeting of 19<sup>th</sup> October 2016, Cabinet approved the draft strategy for wider consultation with stakeholders. A copy of the Cabinet report is in your agenda. As part of the consultation process, the Active and Cohesive Scrutiny Committee are asked to receive a copy of the draft strategy for consideration and comment.

A short Presentation will be given at the meeting to facilitate feedback..

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**  
**EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE**  
**CABINET**

**19<sup>th</sup> October 2016**

1. **REPORT TITLE**                      **Draft Borough Sport and Active Lifestyles Strategy**
- Submitted by:**                      **Executive Director - Operational Services.**
- Portfolios:**                              **Leisure, Culture and Localism and Planning and Housing**
- Ward(s) affected:**                      **All**

**Purpose of the Report**

To approve the Draft Sport and Active Lifestyles Strategy for the Borough for consultation.

**Recommendations**

**That Cabinet endorse the draft Sport and Active Lifestyles Strategy and approve it for wider consultation with the local community and stakeholders as detailed in the report.**

**Reasons**

This report presents the first draft of a Sport and Active Lifestyles Strategy for the Borough, which identifies a range of strategic goals for future sports provision as well as an action plan for delivery. The draft Strategy has been developed through both inter-departmental and cross-boundary work as this is a complex area that requires effective joint working. It has also been informed through early engagement with a number of key stakeholders. The Strategy once adopted, along with the Open Space Strategy and Playing Pitch Plan will form part of the evidence base for the Joint Local Plan.

1. **Background**

- 1.1 The Borough Council has worked with Stoke City Council, Sport England and a number of expert advisors in this field of work to establish the right strategic direction for the development of sport across the Borough, which the Strategy aims to identify and address. It also provides a framework for Sports Development in the Borough and provides the evidence base to develop a way forward for improving and enhancing sports facilities across the Borough, leading to future long term strategy development and delivery.
- 1.2 A number of findings are described that range from the quality of existing provision, lease arrangements, to the demand for swimming pools, sports halls and 3G Pitches. The work has provided the basis for the development of the draft Sport and Active Lifestyles Strategy and officers will continue to refresh the evidence base and context as required.
- 1.3 This draft Strategy summarises and details a mixed view of sport in the Borough by highlighting where it is thriving as well as not doing so well. To move the picture forward there is now a need to look at the existing provision of sports facilities more strategically and, as a result a need for further and continued engagement, both with Members and key stakeholders. Consequently a draft 10 year Strategy is now presented for approval to consult with the wider community and other key stakeholders such as Sport England, National Governing Bodies, Clubs etc.

- 1.4 The draft Strategy considers a number of guiding principles, including the role of the Council, clubs and governing bodies. However, it is important to put things into perspective and further clarify what the local situation is in comparison to the national picture; this is, therefore, highlighted in the draft Strategy.
- 1.5 A number of further considerations are taken into account and include planning policy issues and the need to review and look at the impact of the Sports Development Framework.
- 1.6 Taking all into consideration, this draft Sport and Active Lifestyles Strategy in essence sets out what the Council intends to achieve over this period, setting a number of strategic priorities based on the evidence base collected. It clearly sets out the roles and responsibilities of the Council and its partners/ stakeholders to deliver this Strategy.
- 1.7 The Strategy specifically seeks to ensure that the Borough has a network of accessible, high quality, high capacity, well maintained, well used and financially and environmentally sustainable sports facilities, capable of accommodating local demand, complemented by good quality changing and social accommodation, on a limited number of strategically located sites. Taking into account the geography and connectivity of the Borough it is possible to have both a relatively small number of separate facilities and high levels of accessibility. Having a small number of high capacity facilities – such as the excellent leisure centre at Jubilee2 has demonstrated – leads to economies of scale when compared with a larger number of smaller facilities. There is demand to provide a new leisure centre in Kidsgrove which currently requires a robust funding strategy to be identified.
- 1.8 The Strategy also promotes the development of financially sustainable multi-sport clubs offering good quality coaching and inclusive opportunities for players of all ages and abilities and both sexes. The example of Clayton Sports Centre for cricket and badminton is cited as a successful case in point.
- 1.9 The Strategy seeks to develop new forms of provision for traditional sports in partnership with their governing bodies in order to attract new participants and encourage past participants to return to their former sport. There is growing evidence that some traditional sports are in decline. The reasons for this are not completely clear, but they appear to include growing family and work-related pressures on players' and volunteers' time; the amount of sport on television; the quality of many local facilities; and the unwillingness or inability of some players to pay realistic charges for their sport. In response, forward-thinking governing bodies are responding by developing new forms of their sports, with smaller teams, shorter match times, playable throughout the week by players with limited skill.
- 1.10 The Strategy also highlights the three main elements to the actual delivery of the Sport and Active Lifestyles Strategy: planning, developing partnerships and funding and these are discussed and developed as part of an Action Plan within the Strategy.

## 2. **Issues**

- 2.1 As part of the development of this draft Strategy, early discussions have already been undertaken with a number of key stakeholders in relation to their current club issues and what their aspirations for future development are. This consultation needs extending to other groups.
- 2.2 A considerable financial investment has been made in upgrading the leisure centre 'offer' in Newcastle and the ability to invest 'in the future health and wellbeing of our communities' and in particular in sports facilities in Kidsgrove is now extremely constrained in terms of available local authority funding unless assets are disposed of.

- 2.3 The detailed Action Plan in the draft strategy identifies financial implications/ commitments, but with reduced funding, alternatives such as government funding and partnerships, as well as disposal, will need to be further developed in order to make the Action Plan a reality.
- 2.4 Traditional funding through Section 106 capital receipts will be used wherever possible and the Sport and Active Lifestyles Strategy will provide the evidence base to justify such investment. As the Council has not yet agreed to become a community infrastructure levy (CIL) charging authority and therefore this funding is not currently an option to meet the needs of sport, there is a need for the Council to consider the introduction of a levy to help support the growth and development of sport. This may support the justification for introducing a CIL.
- 2.5 On this basis and in summary, this Strategy sets out:-
  - 2.5.1 A number of “guiding principles” for the Council and its key partners;
  - 2.5.2 What the Council intends to achieve, sometimes in the fairly long term;
  - 2.5.3 The key facility-related issues that the Council and its partners need to tackle; and
  - 2.5.4 The specific actions that the Council and its partners intend to implement over the next decade.

### 3. **Options Considered**

- 3.1 In simple terms the Council can either approve the Draft Sport and Active Lifestyles Strategy for consultation or it can choose not to. Further developing the strategy and approach outlined is likely to lead to more investment in sport and more positive local health outcomes.

### 4. **Proposal**

- 4.1 Engagement and communication has been identified as a vital element in the development of the Strategy and in the effective delivery of its recommendations.
- 4.2 Early engagement has taken place with selected clubs and organisations to inform the draft Strategy and this was valuable in highlighting current issues, future plans and the appetite for collaboration and joint working. Further engagement is proposed.
- 4.3 The following engagement strategy is proposed:
  - 4.3.1 Period of informal engagement during November / December 2016, in particular the Advisory Sports Council, Sport England, Stoke City Council and their advisors.
  - 4.3.2 Engagement and consultation on the draft Strategy is recommended for December / January. This will involve inviting quantitative feedback from a wide range of stakeholders through a short questionnaire. Identified stakeholders include all local clubs and organisations, the wider community (i.e. the public), councillors and national, regional and local sports governing bodies. A consultation event will also be arranged for October to allow face to face discussions and feedback. The consultation will seek, amongst other things, to establish whether any barriers to participation (perceived or otherwise) exist and what measure would help to overcome them. A consultation plan will be prepared, setting out the detail of who will be consulted and how feedback will influence the final strategy.
- 4.4 Timescales for finalising the Strategy:

October 2016:	Approval by Cabinet of draft for engagement & consultation
November/ December 2016:	Informal engagement
January /February 2016:	Engagement & consultation
March 2016:	Update and amend the final strategy
April 2016:	Report final Strategy to Cabinet for adoption
Post April 2016:	Feedback on final Strategy to wider community

Then annually, updating of data sets.

5. **Reasons for Preferred Solution**

5.1 Given the importance of sport to the local health economy and the established role of physical activity in improving individual health, it is proposed that the Council leads on the production of a Borough Sport and Active Lifestyles Strategy to maximise these benefits for our local communities.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1 There will be a positive impact on those areas relating to health improvement and inward investment.

7. **Legal and Statutory Implications**

7.1 Any legal implications are contained within the strategy.

8. **Equality Impact Assessment**

8.1 An Equality Impact Analysis is being developed alongside the Strategy. It will be reviewed and updated to take into account feedback from engagement and consultation and will be presented in December as part of the report to Cabinet on the final Strategy.

9. **Financial and Resource Implications**

9.1 Any future investment required to fund the strategy will need to be considered as part of the Council's annual budget strategy. This will be considered as part of the annual budget process. It should be noted that delivery and funding of the strategy will not be the sole responsibility of the Council, and that the Council will seek to support partners and other providers in the delivery of services and facilities where appropriate.

10. **Major Risks**

10.1 A detailed risk register for the delivery of the Sport and Active Lifestyles Strategy and Action Plan which will set out all the current risks and identify the mitigating actions needed to manage them will be developed, monitored and updated throughout the life of the Strategy. The key risks thus far are:

10.1.1 Unable to secure capital funding

10.1.2 Failure to engage key stakeholders in Strategy and recommendations

10.1.3 Changes in policy locally and nationally

10.1.4 Staff pressures and lack of resources to deliver

10.1.5 Failure to align with the timetable for the preparation and adoption of the Joint Local Plan.

11. **Key Decision Information**

11.1 This report is in the forward plan

12. **Earlier Cabinet/Committee Resolutions**

12.1 Development of the Sport and Active Lifestyle Strategy was approved by Cabinet in December 2014.

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# Sport and Active Lifestyle Strategy



SPORT AND ACTIVE LIFESTYLES STRATEGY (SALS) 2016 – 2026

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## **Foreword**

Promoting healthy lifestyles through sport and physical activity is essential to the Council's stated priorities, particularly in creating a healthy and active community.

For children and young people physical activity is essential for their health, creates opportunities, encourages aspirations around individual performance as well as developing team working.

Our investment in sport and leisure facilities and programmes, along with those of our partners is an investment in these opportunities and the future.

With Stoke-on-Trent being the European City of Sport 2016, the profile of sport in the area and opportunities for participation and involvement have never been greater.

The strategy sets out what the Council and its partners will seek to deliver to support more people being more active more often, to help address inequalities in health and wellbeing by targeting specific groups or specific areas to become more active.

We wish to thank all those involved.

Cabinet Portfolio Holder  
Leisure, Culture and Localism

Cabinet Portfolio Holder for  
Planning and Assets

## **Overview**

This strategy aims to build on existing strengths of the sports sector in Newcastle-under-Lyme and North Staffordshire to help more people participate in sport and physical activity.

In February 2015, Newcastle-under-Lyme Borough Council approved its Playing Pitch Strategy (PPS) for the borough which, along with this Sport and Active Lifestyles Strategy, provides an up to date evidence base to support the delivery of sport and physical activity across the borough and North Staffordshire over the next ten years and ensure compliance with new national planning policy.

The purpose of this strategy therefore is to identify current strategic influences and priorities for the borough including a local analysis of current and future demand. The strategy will identify the current facility stock as well as the delivery of sport related initiatives across the borough. It will also set out the future strategic approach to sport and active lifestyles provision and a clear action plan of how the vision will be achieved.

The Sport and Active Lifestyles Strategy will provide a strategic direction to all partners who have a role the delivery of sport and active lifestyles within the borough. The strategy will support a clear legacy around an improved infrastructure to allow more people to become more active, more often, and it will ascertain how and where our limited resources should be targeted.

A planned consultation process with residents and partners will be undertaken, with comments being reported to Cabinet for consideration at a future meeting before approving the final strategy.

Key influencing partners include: Newcastle-under-Lyme Borough Council; Castle Sport; Sport Across Staffordshire and Stoke-on-Trent; Staffordshire County Council; Education establishments; Sports clubs; Sport England; Town and Parish Councils; Community groups; Neighbouring Local Authorities; National Governing Bodies (NGBs); North Staffordshire Clinical Commissioning Group; and others.

## **Methodology**

The overall purpose of this strategy is to set out a vision and strategic action plan. This will allow the Council and its partners to ensure the benefits of sport and physical activity are realised, protected and enhanced wherever opportunities arise.

This strategy identifies key partners and looks at key influencing trends locally and nationally. It assesses where the borough is now in regards to the demographic, sporting and health profiles, as well as looking at future predictions. Furthermore, the strategy examines the current sports facilities within its remit, irrespective of ownership.

The needs assessment work has been produced in line with the National Planning Policy Guidance (NPPF), which requires that (Paragraph 73, page 18):

‘.....planning policies are based upon robust and up-to-date assessments of needs for open space, sport and recreation facilities and opportunities for new provision.

This assessment and strategies have therefore been produced in line with guidance by Sport England (Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities; January 2014)

The first task; to tailor the approach to reflect the geographical and sporting nature of the local area was undertaken through building on local knowledge and gaining a clear understanding of the patterns of sports participation in the borough. The analysis is developed to consider the strategic context and sports participation profile across the borough and North Staffordshire, looks at the supply and demand of facilities in terms of quantity, quality, access and availability, builds in consultation and utilises Sport England planning tools to develop the needs and evidence base and subsequent strategy recommendations.

The approach and methodology builds on the earlier work of the Playing Pitch Strategy which was developed using Sport England’s guidance – An Approach to Delivering a Playing Pitch Strategy. The key tasks undertaken were to deliver the assessment for football, cricket, rugby, hockey, tennis and bowls as well as demand for artificial grass pitches and are set out in the relevant sections of the PPS report.

## Strategic Context

Sport and Active Lifestyles provision in the borough is influenced by a number of factors at a national and local level. These all recognise that increasing participation in sport and physical activity can reduce health inequalities and boost economic growth.

The Sport England Economic Value of Sport Model, which is designed to demonstrate the estimated value of sport to the local economy, calculates for Newcastle-under-Lyme Borough:

£27.3m	£21.9m	£5.3m	774	£22.2m	£47.4m
In Gross Value Added (wages and operating profits)	People participating in sport	Non participation interests (Manufacture, retail of sports equipment and clothes not for sports use. Ticketing for spectators, TV income or sponsorship value added of gambling)	Jobs	The value that volunteering brings to the local economy	Is the economic value of improved quality of and length of life plus healthcare costs avoided.

To maximise these benefits further it is necessary for sport locally to connect to appropriate national and local strategies:

### National Strategic Influences

There are several national policies that impact upon the preparation of the Sport and Active Lifestyles Strategy:

**The National Planning Policy Framework (NPPF)** clearly establishes the requirement that local plans ensure that there is proper provision of community and cultural facilities to meet local needs. The NPPF's expectations for the development of local planning policy for sport and physical activity/recreation, is set out in paragraphs 73 and 74 which require there to be a sound (i.e. up-to-date and verifiable) evidence base underpinning policy and its application.

**The Government's new sports strategy – Sporting Futures (2016)** has redefined sporting success, with a new focus on five key outcomes. In future funding decisions will be made on the basis of the outcomes that sport and physical activity can deliver. The Government also expects all relevant departments to work together to create a more physically active nation. The five outcomes are:

- Physical wellbeing
- Mental wellbeing
- Individual development

- Social and community development
- Economic Development

**Sport England Strategy – Towards an Active Nation 2016-2021:**

Key features of the new strategy are:

- Dedicated funding to get children and young people active from the age of five, including a new fund for family based activities and offering training to at least two teachers in every secondary school in England to help them better meet the needs of all children, irrespective of their level of sporting ability
- Working with the sport sector to put customers at the heart of everything they do, and using the principles of behavior change to inform their work
- Piloting new ways of working locally by investing in up to 10 places in England – a mix of urban and rural areas
- Investing up to £30m in a new volunteering strategy, enabling more people to get the benefits of volunteering and attracting a new, more diverse range of volunteers
- Helping sport keep pace with the digital expectations of customers – making it as easy to book a badminton court as a hotel room
- Working closely with governing bodies of sport and others who support people who already play regularly, to help them become more efficient, sustainable and diversify their sources of funding.

**National Governing Body Facility Strategies:** 46 National Governing Bodies have received Sport England funding for the period 2013-17 through their Whole Sport Plans. A number also have produced National Facilities Strategies which have been considered in the preparation of this strategy document. The key priorities of these documents are set out in the sport specific sections.

**Health Matters, Getting Every Adult Active Every Day** published by Public Health England in July 2016 is a resource for health professionals and local authorities focussing on the benefits of making more people physically active.

There are a number of common themes and outcomes within current national strategic literature:

- Increasing participation in sport and physical activity
- Improving health and well-being outcomes through physical activity and sport
- Identifying the social return on investment
- Recognising the value of volunteering
- Tackling inactivity
- National Governing Body offers
- Improving and protecting existing facilities, and open spaces, to ensure that there are no gaps in provision
- Planning for the future in terms changing demographic profiles particularly in relation to growing and ageing populations

### Local Strategic Influences

The borough's Sport and Active Lifestyles provision is influenced by many partners who will be further consulted to help shape this document.

This strategy has a number of key references; the objectives contained within the Councils Corporate Plan; the Council's approach to the Joint Local Plan; and the Health and Wellbeing Strategy of both the Borough and County Councils. Additionally it also supports the findings and direction of the Staffordshire County Council (Public Health) Joint Strategic Needs Assessment and the Facilities framework for Staffordshire undertaken by SASSOT.

**SASSOT Sports Facilities across Staffordshire: A Facilities Framework (December 2014).** The document is a framework to develop more detailed strategies within each of the Staffordshire local authorities. It projects future demand up to 2023 for sports halls swimming pools and artificial grass pitches.

**Newcastle-under-Lyme and Stoke-on-Trent Core Spatial Strategy (CSS) 2008 – 2026.** The core strategy was adopted in 2008. This summary focuses on the policies which relate to the SALS and PPS studies. The strategic vision for the CSS is Newcastle and Stoke will be a vibrant, prosperous, environmentally responsible and successful area of choice for business, visitors and residents in the period up to 2026.

**Joint Newcastle-under-Lyme and Stoke-on-Trent Local Plan.** The Joint Local Plan is currently in production and to date public consultation has taken place on the strategic issues and challenges that the Joint Local Plan will seek to address. The Draft Joint local Plan is programmed for 2017 and adoption is anticipated in late 2018.



## **Demographic Profile**

The borough is divided into 24 wards. The latest 2015 population figure is 127,000 and is predicted to rise in 2026 to 132,500, which is an increase of 5,500 or approximately 4 per cent.

At this stage in the Local Plan process it is not possible to say how the population will be affected by the construction of new homes, it is only possible to use ONS data on the number of new households.

Work has commenced to prepare a new Joint Local Plan, which will determine the need for additional housing. This could mean the population rises even higher. Future updates to this study will take account of the latest population projections available at that time.

With higher density populations in the north of the borough and rural communities in the south of the borough the Council must aim to ensure that sufficient sporting provision is provided to serve both the existing and future population. It is therefore important to make sure that the Local Plan policies are supported by an up to date Sports and Active Lifestyle Strategy based on robust evidence, so that sport and recreation facilities are considered alongside proposals for new homes.

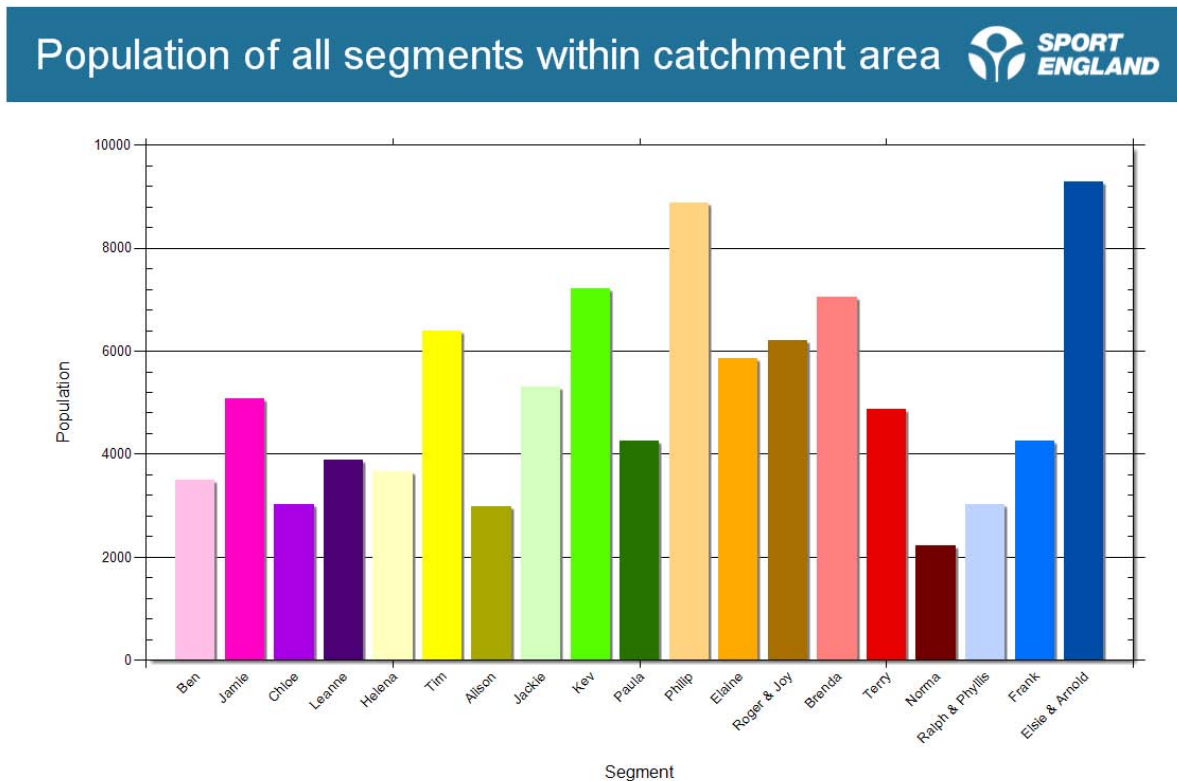
The Council must aim to optimise opportunities brought about by new developments to ensure new and enhanced sporting provision is provided. The current population is ageing, particularly in the 65+ age group. Given the prevalence of older people in the borough, it will be important to ensure that low impact activities, for example walking, cycling, swimming and fitness facilities are easily accessible; encouraging participation to address health challenges into old age.

The health of people in the borough is generally worse than the West Midlands and England averages. There are also health inequalities within the borough, with life expectancy lower for both men and women who live in the most deprived areas. The borough also experiences high levels of teenage pregnancy and mothers smoking during pregnancy in comparison to the national average. According to the 2008/09 Physical Education and Sport Survey, the level of physical activity in schools is 6 per cent below the national average. Whilst rates of early deaths from heart disease, stroke and cancer are now similar to the national averages and rates of death from all causes are continuing to fall, life expectancy remains slightly below the national level. Priorities are to help people quit smoking, to support dependant drinkers to take control and to further reduce the early death rate (from heart disease, stroke and cancer).

The areas experiencing high levels of deprivation in the borough are in the north-east of the borough where it borders Stoke-on-Trent and central areas of the borough. There is a correlation between deprivation and health problems. The area of relatively high population density and deprivation on

the border with Stoke-on-Trent experiences health inequalities which can be addressed in part through appropriate targeted investment in sport.

Sport England's market segmentation tool produces 19 market segments with distinct sporting behaviours and attitudes (these are detailed in the appendix). This data identifies that the dominant participation segments in the borough are groups relating to older people and middle-aged females and males. Figure 4 provides a chart showing the breakdown of certain market segments.



Philip (late 40s, who participates very regularly), is the second most dominant group and is predominantly based in the south-west of the borough, followed by Kev (pub team-mates keen on football and darts), Brenda (older working women) Tim (mid-30s, an active type). These segments are likely to compartmentalise activity around the working day so improved facilities with longer and better opening hours, workplace activities and active transport are key.

Roger and Joy (couples nearing retirement), and Elsie and Arnold (retired couples) are common groups, predominantly based around Audley, support evidence of an ageing population. A priority here is to provide facilities so people can sustain activities in later life.

### **Sports Participation**

Sport England's Active People Survey 10 (2015/2016) identifies key participation statistics for adults (age 16+) at a local authority level. These measures are only based on a relatively small consultation of 500 people per year, but to come in line with their new strategy for 2017-2021 the survey has been available online from November 2015. Key trends in participation are considered below:

There has been a slight drop in once-a-week participation. 30.0 per cent of adults are participating at least once a week, a reduction from 30.7 per cent in the previous year. This compares to a West Midlands average of 34.7 per cent and is very similar to Stoke-on-Trent's participation rate (31.2 per cent). Although in Newcastle-under-Lyme there has been a slight increase in people participating on three occasions a week, up to 23.1 per cent from 22.3 per cent, which is 3 per cent higher than Stoke-on-Trent, the once a week participation has shown a steady decline from 37.1 per cent in 2012/13.

Increasing participation in sport is a big challenge for both Stoke-on-Trent and Newcastle-under-Lyme. Given similar levels of participation there is scope for joint working to tackle this common issue and the Joint Local Plan provides the special dimension for this work.

The Public Health Outcomes Framework (2014) shows that 51.8 per cent of adults are active in the borough. This is below the West Midlands (55.5 per cent) and England (57.0 per cent) averages. 30.0 per cent of adults in the borough are inactive, which is higher than the West Midlands (29.1 per cent) and England (27.7 per cent).

Public Health England estimate that a 100 per cent increase in the levels of physical activity amongst 40 – 79 year olds could reduce the number of preventable deaths by 104 a year, and that the cost of physical inactivity in the borough is £2.6m

Males tend to participate slightly more than females but the gender gap is fairly small at 3 per cent. This is considerably smaller than other areas and is in part due to good utilisation locally of national programmes, such as the recent 'This Girl Can' marketing campaign.

There has been a sharp rise in club membership, but at 17.4 per cent we are still behind West Midlands (19.5 per cent) and England (21.6 per cent) figures. Progress is in part due to both the improvements to local sports club facilities that have been carried out and the 33 local sports clubs that have achieved Clubmark. This approach needs to continue.

Approximately 60 per cent of residents are very or fairly satisfied with local sports provision. This is in line with regional and national figures and reflects investment made over recent years.

Gym sessions (10.9 per cent of population), swimming (9.8 per cent) and cycling (6.5 per cent) are the borough's most popular sports. The borough participation in swimming is higher than the regional and national averages. It is important, therefore, to maintain the current level of swimming pool provision.

The Active People Survey reports that 61.2 per cent of the borough's adult population want to do more sport. Again, this is higher than regional (56.6 per cent) and national (57.4 per cent) figures, and points to a latent demand that can be satisfied by providing the right quality sports facilities in the right place.

However, when this is set against the current declining rate of participation linked to the small decline in the total active population and the small expected rise in population (1.4 per cent), it means that there is unlikely to be a projected increase in future demand for the indoor sports facilities which the population participates in most, namely sports halls, swimming pools, fitness classes and gyms. The level of participation is at the recreational level and for fitness, social and family based activity for swimming. The challenge, therefore, is to find investment to replace or refurbish ageing facilities and keep newer ones well-maintained.

## Swimming Pools

### Introduction

This section sets out the assessment of need for swimming pools and provides the baseline needs and evidence. It sets out the findings from the Sport England facility planning model (fpm) analysis undertaken in 2015. It provides the baseline analysis – what does the supply and demand for swimming pools look like in 2015 and how does this change up to 2025, based on the projected changes in population. The 2012 ONS sub-national population figures were used in the modelling.

The sequence of reporting is to describe some features of the assessment, and then set out the main findings for each facility type for 2015 and 2025. For the 2015 findings these are summarised at the end of each of the four *Assessing Needs and Opportunities: A companion guide to Planning Policy Guidance 17 (ANOG)* sections. For the 2025 findings there is an overall summary of key findings at the end. The detailed analysis is set out in the Appendix.

### Features of the assessment

Within the fpm, supply is defined by the location and capacity of sports facilities. Capacity is a function of the number and size of facilities at a particular site, and the available hours for public use within the peak period.

The model assumes an average 'at one time' capacity for each swimming pool. This is multiplied by the number of hours the pool is available within the weekly peak period, which provides an estimated number of visits per week in the peak period that can be accommodated at each site. In the case of a 25m, four-lane swimming pool, available for public and/or club use for all of the weekly peak period, this figure is about 1,700 visits.

Demand is estimated by applying to each of 12 age/gender groups within the resident population of each enumeration district a 'rate of participation', the proportion of a given population that is likely to express a demand to use a particular type of sports facility, and a 'frequency rate' (the number of times likely users of a particular type of sports facility will visit each week). This produces a total for the likely number of visits in a typical week from the population and so demand can thus be compared directly with supply. The model takes no account of demand from non-residents, in other words tourists/visitors, nor does it take account of educational requirements within the school curriculum.

**Catchment Area.** There is a limit to which regular users of sports facilities are prepared to travel, defined in the model in terms of time rather than distance. Three modes of travel are taken into account in the analysis - by car, by public transport and on foot.

The model uses a catchment area for each facility of 30 minutes for each mode of travel. However, within this there is a 'distance decay' function,

based on the concept that the willingness to travel declines with distance. Travel times used in the model are derived from the survey data, and suggest that about 60 per cent of all users of swimming pools travel up to 10 minutes, and about 87 per cent travel up to 20 minutes. Only about 8 per cent of visitors travel between 20 and 30 minutes, with the remaining 5 per cent travelling more than 30 minutes.

The study area is defined because users of sports facilities do not respect local authority boundaries and catchment areas are across local authority boundaries. So it is important to create a study area which includes the neighbouring authorities and allows for assessment of need based on the catchment area of all facilities. For this study all the neighbouring authorities who share a boundary with Stoke-on-Trent and Newcastle-under-Lyme have been included in the assessment. A map of the study area is below.

The population applied in the assessment is based on the Office for National Statistics 2012 population projected to 2014.

### **Reporting of findings**

The findings are reported under the Assessing Needs and Opportunities methodology (ANOG) headings of: quantity, (supply and demand); quality; accessibility and availability for each facility type, starting with swimming pools. There is a summary of key findings at the end.

The two runs reported on are:

**RUN 1:** Existing position in 2015- based on the current supply of swimming facilities and the demand for them in 2015

**RUN 2:** Based on the current supply and projected demand for each facility type based on the projected population in 2025. In this strategic assessment the supply of facilities is assumed to be unchanged.

### **Key points and overall summary from Run 1 and Run 2**

Total demand for swimming exceeds the total swimming pool supply in both 2013 and 2024. In terms of the amount of water space available for public use and in terms of the capacity of pools in visits and total demand in visits.

The good news is the projected population increase between 2013 and 2024 has a very limited effect in increasing demand for swimming. So it is more important to assess the findings from 2013 in detail because they change little up to 2024, other than the pools becoming 11 years older.

The population in Newcastle-under-Lyme in 2013 generates demand for some 1,314m<sup>2</sup> of water space. Population growth by 2024 increases demand to 1,356m<sup>2</sup> of water space. So the population growth creates an increase in demand for 42m<sup>2</sup> of water, which is a 3.1 per cent increase.

The seven pools across five sites in Newcastle-under-Lyme are estimated to be very full. The used capacity of the pools is estimated to be 89 per cent of total capacity in 2013 and increases to 92 per cent by 2024. This means that at peak times the pools are very busy and over-utilised, such that in reality not as many residents will go swimming as predicted and activities such as club

sessions/swimming lessons etc. will not be able to get sufficient pool time to deliver programmes.

Also, utilised capacity varies at individual pools and in each of the two years three pools are estimated to be at 100 per cent of capacity used, these are: Chesterton Community Sports College, Jubilee 2 and Newcastle-under-Lyme School.

The only pool with 'spare capacity' is NCHS Science College in 2013 at 60 per cent of used capacity but by 2024 this is estimated to be over the pools full comfort level of 70 per cent and is at 72 per cent of capacity used level.

The model also estimates how much demand cannot be absorbed because pools are full and the estimate is that Jubilee 2 cannot absorb 3,951 visits or demand in the peak period that would like to access it. Over a 50-week year this is an incredibly high 197,000 visits. Undoubtedly this is because the pool is still very new and it is attracting increased demand because of that.

This finding is underlined by the age of the other four pool sites in Newcastle-under-Lyme. The other pool sites were opened in: Newcastle-under-Lyme School 1938 (modernised in 2009); NCHS Science College 1965; Kidsgrove Sports Centre 1976; Chesterton Community Sports College 1978; then no pool openings until Jubilee 2 in 2011. So the other existing pool stock is very old and none of the three 1960s – 1970s sites have undergone major refurbishment. All these factors will increase demand and usage of the Jubilee 2 centre, creating the high amount of demand that would like to access it but cannot based on the model's findings.

The biggest issue emerging from the assessment for both years is the need to reduce used capacity of the existing pools, to a level of around 65 per cent of pool capacity used capacity. There is, however, limited scope to "move and manage the demand around" as all the pools are very heavily used.

The other option is to increase swimming pool provision. However, given the total costs of developing and operating a new pool this is unlikely to be a realistic option. The mapping of the unmet demand does not identify any key locations where unmet demand is particularly high either in absolute numbers or in one location having particularly high unmet demand. So any choice of pool locations does not need to be determined by hot spots of unmet demand. Modernisation/expansion/replacement of existing sites is very sensible because there is very good access to these locations by residents based on car travel.

## **Sports Halls**

### **Introduction**

This section sets out the assessment of need for sports halls and provides the baseline needs and evidence. It sets out the findings from the Sport England facility planning model (fpm) analysis undertaken in 2015. It provides the baseline analysis – what does the supply and demand for sports halls look like in 2015 and how does this change up to 2025, based on the projected changes in population. The 2012 ONS sub-national population figures were used in the modelling.

The sequence of reporting is to describe some features of the assessment: and then set out the main findings for each facility type for 2015 and 2025. For the 2015 findings these are summarised at the end of each of the four ANOG sections. For the 2025 findings there is an over summary of key findings at the end. The detailed analysis is set out in the Appendix.

### **Reporting of findings**

The findings are reported under the Assessing Needs and Opportunities methodology (ANOG) headings of: quantity, (supply and demand); quality; accessibility and availability for each facility type, starting with swimming pools. There is a summary of key findings at the end. The two runs reported on are:

**RUN 1:** Existing position in 2015- based on the current supply of sports halls and the demand for them in 2015

**RUN 2:** based on the current supply and projected demand for each facility type based on the projected population in 2025. In this strategic assessment the supply of facilities is assumed to be unchanged.

### **Key points and overall summary from Run 1 and Run 2**

Newcastle-under-Lyme's supply of sports halls is relatively good at a total supply of 20 sports halls on 12 sites (some sites having a sports hall and ancillary hall), providing a total of 67.5 badminton courts.

However, when the sports hall supply is assessed based on the number of courts available for public use in the weekly peak period, this reduces to 51 courts. So there are 16 courts, or 23.8 per cent of the total supply of badminton courts in Newcastle-under-Lyme which are not available at peak times for public use.

Newcastle-under-Lyme has 5.3 courts per 10,000 population in 2013. This based on population growth reduces to 5.1 courts in 2024. This is higher than the county and regional average in both years.

In terms of age, eight of the total 12 sports hall sites were built centre prior to 1990 and, of these, four have been refurbished. The remaining four sites were opened between 1995–2010. Overall, it is quite an old stock and there will be an increasing need for modernisation of the stock over the period up to 2024 and beyond.



In terms of size of sports halls, there are 10 main halls which are four badminton court size and four ancillary halls which are three badminton court size. There are no sports halls which are six to eight badminton courts and provide for dual sports activity at the same time.

The balance of provision is very much towards community recreational sports halls which can provide for the full range of community sports participation but with only one activity at a time.

In terms of demand, the total Newcastle-under-Lyme demand is for 34 courts when assessed on the same basis of supply as demand in the weekly peak period. So in 2013 total supply exceeds total demand by 16 courts (rounded down). By 2024 with the population growth and supply assumed to be unchanged between the two years, except the sports halls are 11 years older, the supply and demand balance surplus is reduced by 1 court to a total of 15 courts (rounded down).

The key finding from the assessment is how full the Newcastle-under-Lyme sports halls are in both years. The estimate is that on average Newcastle-under-Lyme's sports halls are operating at 45.6 per cent used capacity in 2014 and virtually unchanged in 2024 at 45.8 per cent. So both estimates of used capacity are well within the halls full comfort level of 80 per cent of capacity used.

This, however, is a borough-wide average and the figures for each sports hall (full table of findings for all sports halls is within the used capacity heading) shows there is some variation between halls. Chesterton Vision Centre has estimated used capacity at 100 per cent in both years and Kidsgrove Sports Centre 87 per cent used capacity in 2013 and 88 per cent in 2024.

Increased demand from population growth means utilisation increases to a limited extent at most centres up to 2014. However the centres which appear to be over used remain. At Michelin Sports Centre estimated used capacity does decrease from 25 per cent in 2013 to 12 per cent in 2024.

Given the estimate is that across the borough there is sufficient sports hall capacity to meet demand now and up to 2024, the key issue which emerges is the intervention to manage usage more effectively across the venues, doing this so as to make better/more use of those that are underutilised and take the pressure off those which appear over utilised. It is acknowledged this is more challenging to achieve because five of the sites are either school or college sites (excluding University of Keele) and each school/college determines their own rationale for and extent of community use.

## Other Sports and Community Provision

Facilities provide the infrastructure to deliver sporting opportunities. Delivering the right facilities, in the right place for the right people is dependent upon the right partnerships and policy. This strategy identifies the current facility stock, any current gaps and looks at how all facilities can best be used, and developed, to increase participation, improve health, support clubs and nurture sporting talent.

The table below summarises the range of sports facilities in the borough:

**Table: Number of facilities by type**

<b>Facilities</b>	<b>Newcastle-under-Lyme</b>
<b>Athletics Tracks</b>	<b>1</b>
<b>Golf</b>	<b>4</b>
<b>Grass Pitches</b>	<b>136</b>
<b>Health and Fitness Suite</b>	<b>11</b>
<b>Ice Rinks</b>	<b>0</b>
<b>Indoor Bowls</b>	<b>0</b>
<b>Indoor Tennis Centre</b>	<b>0</b>
<b>Ski Slopes</b>	<b>1</b>
<b>Sports Hall</b>	<b>28</b>
<b>Squash Courts</b>	<b>10</b>
<b>Studio</b>	<b>10</b>
<b>Swimming Pool</b>	<b>9</b>
<b>Artificial Grass Pitch</b>	<b>9</b>
<b>Tennis Courts</b>	<b>19</b>
<b>Total</b>	<b>238</b>

Source: Active Places Power. Measure: Number of sports facilities by facility type. Time period(s): 2016

### Athletics Track

Ashfields Track is a cinder track built in 1965, managed by Newcastle Athletics Club under a lease granted by Staffordshire County Council.

### Golf

There is one driving range at Keele and three golf courses at Onneley, Wolstanton and Newcastle-under-Lyme, operated by the respective clubs. There are no par three courses in the borough.

### Grass Pitches

For further details see the Playing Pitch Strategy. The 136 pitches counted above are in Council, Education and private ownership and cover football, junior football, mini soccer, rugby union, cricket, lacrosse and rounders.

### Health and Fitness Suites

There is a good mix of Council, Education and private operators. Jubilee2 and Kidsgrove Sports Centre, Chesterton High School, Newcastle Academy, Gordon Banks Sports Centre, Keele University from the public sector and Michelin Sports Club, Holiday Inn, Pure Gym and Exercise4Less in the private sector.

### Ski Slope

Based in Kidsgrove and originally built in 1973, the ski slope has an artificial surface and is now leased from the Council and managed by North Staffs Ski Club, who extended their lease and added a second slope (snowpark) for snowboarding in 2014.

### Sports Halls

There are 12 Activity Halls in Education and Community settings; Blackfriars School; Bradwell Lodge; Clayton High; Congleton Road Community Centre; Coppice School; Newcastle Academy; Newcastle-under-Lyme School; Sir Thomas Boughey School; Staffordshire Unitarian Meeting House; Keele University; and Wolstanton High,

There are 16 Main Halls primarily on Education and Council sites; Chesterton Vision; Clayton High; Kidsgrove Sports Centre; Madeley School; Michelin Sports Club (privately owned); Newcastle Academy; Newcastle-under-Lyme School; Sir Thomas Boughey School; Sir John Fisher School (2); Gordon Banks Sports Centre; University Academy Kidsgrove; Keele University (2); and Wolstanton High.

In addition the refurbished hall at Clayton Sports Centre and the new sports hall at Kings School need adding to the database.

### Squash Courts

Michelin Sports Club has five courts, of which two are glass-backed. Keele University has two courts of which one is glass-backed.

### Studios

There are nine studios, split evenly across the public, education and private sectors; Jubilee2 (two), Kidsgrove Sports Centre, St John Fisher School, Gordon Banks Sports Centre, Keele University, Michelin Sports Club, Pure Gym and Exercise4Less.

The studios at Chesterton High and Chesterton Vision need adding to the database.

### Swimming Pools

The analysis in section 7 considers seven swimming pools comprising two training pools (Jubilee2 and Kidsgrove Sports Centre) and five main pools - Jubilee2, Kidsgrove Sports Centre, Chesterton High, Newcastle-under-Lyme School, and Holiday Inn. The Active Places Database also records the training pool at Blackfriars School and the main pool at Newcastle Academy that is temporarily closed.

### Artificial Grass Pitches

The Playing Pitch Strategy gives a full analysis but included in the database are Keele University (two), Knutton, Kidsgrove Sports Centre, Newcastle-under-Lyme School, Clayton High, Gordon Banks Sports Centre, Chesterton High and University Academy Kidsgrove.

Tennis Courts

The Playing Pitch Strategy gives a full analysis but included in the database are Birchenwood, Bradwell Lodge, Chesterton Park, Madeley High, Silverdale Park, St John Fisher School, Keele University, Wolstanton High and Westlands.

## Sports Development Framework

Our vision encompasses the twin aims of increasing the number of people being active and achieving personal success. The physical activity guidelines provide the framework for the themes for the strategy as they set out the requirements for a healthy lifestyle at the different ages. The pathways for personal success will be addressed in each age group theme, along with a separate theme addressing sporting excellence.

Underpinning all this is the need for high quality workforce, facilities and effective use of technology and communication.

This is set out in the diagram below:

"A vibrant and healthy borough where physical activity and sport is part of everyday life and where sporting aspirations can be achieved"					
Early Years: 0-5 year olds	Young People: 5 to 18 year olds	Adults: 18 - 65	Older Adults: 65 and over	Sporting Excellence	SUCCEED
					STAY
					START
Workforce Development					
Facilities					
Technology and Communications					

### Early Years – Under 5s

#### Physical Activity Guidelines: (Published by NHS Choices)

##### For infants not yet walking:

- 1 Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments.
2. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

##### For under 5s who are walking:

1. Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (3 hours), spread throughout the day.
2. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

**Aim:** To give all children in the borough an active and healthy start to life through maintaining a healthy weight

**Target:** To maintain a year-on-year reduction in the amount of overweight and obese children in the district at Reception age.

### **Young People – Age 5 to 18 years**

#### **Physical Activity Guidelines:**

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.

**Aim:** To give access to high quality sport and physical activity opportunities for children and young people for both social and sporting benefits.

**Target:** 3,000 children and young people becoming more physically active  
1,000 more children and young people being physically active 5 hours per week

### **Adults – 19 to 65 years**

#### **Physical Activity Guidelines:**

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 of vigorous intensity activity spread across the week or a combination of moderate and vigorous intensity activity.
3. Adults should also undertake physical activity to improve muscle strength on at least two days a week.
4. All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

**Aim:** An increase in the number of adults across the borough who are physically active and an increase in the number of adults playing sport

**Targets:** 2,500 more adults becoming active (at least one 30 minute session per week)  
1,200 more adults to participate in sport at least once per week

## **Older Adults – 65 years and above**

### **Physical Activity Guidelines:**

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 five days a week.
3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes 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.

**Aim:** An increase in the number of older adults who are physically active and an increase in the number of adults playing sport

**Targets:** 1,000 more older adults becoming active (at least one 30 minute session per week)  
300 more older adults to participate in sport at least once per week

## **Sporting Excellence**

National Governing Bodies (NGBs) have each set out the pathways in their sport via their “Whole Sport Plans”, however, they are not consistently communicated to parents, teachers and participants.

Gifted and Talented programmes in schools have included high-level athletes who are not directly linked to NGB programmes.

There is no single system for identifying talented athletes across the district.

Sports clubs remain at the heart of sporting pathways. The borough has a good spectrum of clubs from professional clubs to grass roots clubs.

The number of young people competing in schools is on the increase through the Schools Games Organisers. There is a wide range of adult leagues and competitions in different sports although not all ages or abilities are covered.

There are high performance centres in several sports, such as football, swimming, rugby union, badminton and cricket that fit within NGB pathways.

The borough has a successful sports grants scheme

**Aim:** To put in place sporting pathways that will enable people to achieve their full potential in sport.

**Target:** A recognised sporting pathway system in place.

### **Technology and Communication**

The strategy is ambitious in its aim of encouraging more people to become more active and / or play sport. To be successful this will entail behavioural change for individuals and, in some cases, significantly so. It is vital that people within the borough know the opportunities that are available to them so effective communication and promotion by all agencies will be crucial to the success of the strategy.

### **Workforce Development**

Sport and physical activity is planned, organised and delivered by people. These can be paid, but more often than not, unpaid roles for those working in the sector. This strategy will look to increase the number of those working in sport along with offering further support by sign posting training and education.

### **Facility Development**

In this Strategy the term 'facilities' includes indoor and outdoor sites, purpose-built sports centres with 'borough-wide' significance, locally significant facilities, outdoor space and sports fields and facilities provided by both the education, public, private and voluntary sectors. Facilities are crucial to the infrastructure of sport and physical activity to enable participation, rehabilitation, development or improvement.



## Strategic Recommendations

The value of sport and physical activity is well-evidenced nationally. The positive benefits of an active, healthy lifestyle contribute dramatically to individual and community health, life expectancy, quality of life, emotional and mental well-being, weight control and much more. The challenge is to communicate these benefits to encourage and facilitate more people to participate in physical activity on a regular basis.

The strategic vision for the future, in relation to Sport and Active Lifestyles in the borough is for:

***“A vibrant and healthy borough where physical activity and sport is part of everyday life and where sporting aspirations can be achieved”***

The Council values the benefits of sport in the widest sense, not solely impacting on improving the physical health of the borough, but also in bringing communities together, building confidence in all ages and abilities, and supporting skills, training and businesses’.

### **Five strategic aims have been identified to help achieve the vision;**

- To increase and sustain regular participation in sport and physical activity.
- To put in place sporting pathways that will enable people to achieve their full potential in sport.
- To develop effective communication channels around available local opportunities for sport and active lifestyles.
- To support and increase the numbers of people working or volunteering in sport.
- To develop and maintain facilities crucial to the infrastructure for sport and active lifestyles.

<b>To increase and sustain regular participation in sport and physical activity.</b>	Early Years	Young People	Adults	Older People
	To include simple physical activity messages in all communications to parents from services	Advocate the importance of PE and School Sport through the development of a borough-wide development plan. Identify a lead for the work along with a specific working group to develop and implement the plan.	Strengthen school and community links by implementing the government’s strategy of placing community sports clubs on school sites	Use intelligence from the local JSNA and other information sources to identify local need and current provision to better inform decision making.

	Promote the consideration of Early Years needs in future facility development	Put in place a systematic approach to linking school to community provision	In conjunction with National Governing Bodies develop a range of "back to sport" programmes aimed at those in their 30s and 40s	Produce a brief physical activity education programme that can be delivered to people who regularly come into contact with older adults to encourage safe and effective physical activity
	Implement the Early Years Aquatic Pathway to provide consistent quality across public swimming pools	Work with National Governing Bodies to ensure a high level of support is available for voluntary sports clubs	Put in place a range of workplace physical activity and sport schemes through improved links with the business sector	Develop and implement a range of outreach community based exercise groups that are sustainable for older adults
	To increase partnership working with the voluntary sector to improve the range and delivery of physical activity to Early Years To improve communication regarding the benefits of physical activity between Early Years providers and community groups	Support voluntary sports clubs to attain Clubmark status	Work with local leagues and clubs to increase the number of competitive opportunities available for adults	Work with the Health and Well Being board and the Clinical Commissioning groups to advocate physical activity care pathways for older people
	To establish a physical activity in Earl Years multi-agency group	Continue to advocate the wider social benefits of physical activity and sport amongst non-sporting organisations. In particular continue to develop bespoke sports programmes aimed at reducing anti-social behaviour	Further develop and promote walking and cycling schemes	Encourage the use council sports facilities by older people

		Further develop and implement opportunities for disabled children and young people to participate in physical activity and sport	Encourage and support charitable mass participation events	Build knowledge and skills amongst the sport and physical activity workforce of the needs of older adults and possible conditions they may have
		Further develop and implement opportunities for girls to participate in physical activity and sport	Develop and implement a specific action plan aimed at increasing opportunities for women to participate in physical activity and sport	Strengthen links with National Governing Bodies and build upon the provision of "Masters" style programmes and competitions
				Develop early intervention, positive behaviour change programmes that include physical activity to support the prevention of long term health conditions

	<b>To put in place sporting pathways that will enable people to achieve their full potential in sport.</b>	<b>To develop effective marketing communications around available local opportunities for sport and active lifestyles.</b>	<b>To support and increase the numbers of people working or volunteering in sport.</b>	<b>To develop and maintain facilities crucial to the infrastructure for sport and active lifestyles.</b>
	Review the priority sports that are appropriate to the borough. For each priority sport a specific development plan will be put in place	Systematically use Sport England and local data to gain a deeper understanding of consumer needs and wants in relation to physical activity and sport. In particular provide clarity on specific market segments within the borough	Develop an audit of skills shortages and gaps related to the physical activity and sport workforce In conjunction with Newcastle-under-Lyme College provide a range of learning opportunities, based on identified need, for those working in physical activity and sport	Subject to funding, complete and implement the local authority built facility plan, particularly in relation to Kidsgrove  Implement and monitor the Playing Pitch Strategy

	Map and communicate the sports pathways for the priority sports utilising a variety of media	Implement a promotional campaign aiming to encourage increased participation in physical activity and sport	Implement the SASSOT coaching development plan in the borough	Advocate the inclusion of the needs of physical activity and sport within land planning strategies
	Develop a more systematic approach to identifying, supporting and celebrating talented young people from the borough	Promote physical activity and sport to be at the forefront of innovations in communication technology including effective use of social media	Support volunteers working in physical activity and sport	Support local sport clubs to develop facilities in line with strategic need
	Continue to develop a range of competitive opportunities for young people and adults; including recreational / informal outlets	Develop and promote a portal website that offers a single source for all opportunities to participate in physical activity and sport	Increase the number of volunteer opportunities to support individuals and communities to change to an active healthy lifestyle.	Work with schools to maximise the use of their sports facilities
	Develop a system for giving support to local sports clubs across the district including programmes relating to volunteering, funding and quality standards	To use this strategy to advocate the value of physical activity and sport amongst decision makers		Review and update the Facility Planning Model Assessment for sports facilities in the borough
	Support the creation of key centres for specific sports across the North Staffordshire that will include sports science support	Develop and support Physical Activity and Sports events related to the European City of Sport		

	Support existing performance centres, where appropriate, in their aspirations. Encourage sports clubs across the district, particularly those with built			
	facilities, to register as Community Amateur Sports Clubs			
	Continue to develop the pathways for disabled athletes to succeed			

## **Delivery and Implementation**

### **Delivery**

The Sport and Active Lifestyles Strategy seeks to provide guidance for maintenance/management decisions and investment made across Newcastle-under-Lyme in the ten years up to 2026. By addressing the issues identified in the Assessment Reports and using the strategic framework presented in this Strategy, the current and future sporting and physical activity needs of the borough can be satisfied. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

It is important that this document is used in a practical manner, is engaged with partners and encourages partnerships to be developed, to ensure that built facilities are regarded as a vital aspect of community life and which contribute to the achievement of Council priorities.

### ***Monitoring and updating***

It is important that there is regular monitoring and review against the actions identified in the Strategy. This monitoring should be led by the Council and supported by partners. Understanding and learning lessons from how the Strategy has been applied should also form a key component of monitoring its delivery.

### **Investment opportunities**

In order to deliver much of the Action Plan it is recognised that external partner funding will need to be sought. Although seeking developer contributions in applicable situations and other local funding/community schemes could go some way towards meeting deficiencies and/or improving provision, other potential/match sources of funding should be investigated.

### **Funders' requirements**

Below is a list of funding requirements that can typically be expected to be provided as part of a funding bid.

- Identify need (in other words, why the Project is needed) and how the Project will address it
- Articulate what difference the Project will make
- Identify benefits, value for money and/or added value
- Provide baseline information (in other words, the current situation)
- Articulate how the Project is consistent with local, regional and national policy
- Financial need and project cost.

- Funding profile (that is, who's providing what? Unit and overall costs)
- Technical information and requirements (such as planning permission)
- Targets, outputs and/or outcomes (in other words the situation after the Project/what the Project will achieve)
- Evidence of support from partners and stakeholders
- Background/essential documentation (for example community use agreement)
- Assessment of risk.

### **Indicative costs**

The indicative costs of implementing key elements of the Action Plan can be found on the Sport England website:

<http://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/cost-guidance/>

These costs are broken down into two areas:

- Facility capital costs
- Lifecycle costs

### **Facility capital costs**

Facility capital costs are calculated using estimates of what it typically costs to build modern sports facilities, including fees and external works. Naturally, varying conditions, inflation and regional adjustments.

Costs are updated regularly in conjunction with information provided by the BCIS (Building Cost Information Service) and other quantity surveyors.

The document is often referred to as the Planning Kitbag costs as the figures are often used by planners and developers when reviewing potential planning contributions to site developments.

### **Facility life cycle costs**

Life cycle costs are how much it costs to keep a facility open and fit-for-purpose during its lifetime. It includes costs for major replacement and planned preventative maintenance (day-to-day repairs).

The costs are expressed as a percentage of the capital cost. You should not underestimate the importance of regular maintenance and the expense in maintaining a facility throughout its life.

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