

CHERWELL DISTRICT COUNCIL

ACTIVE COMMUNITIES STRATEGY 2019-2023

INTRODUCTION

Sport, leisure and physical activity play an important role in helping deliver the Council's corporate vision for the District of making it a 'great place to live, work, visit and invest'. It also contributes to all three of our corporate priorities:

- *Thriving Communities & Wellbeing*
- *Clean, Green and Safe*
- *District of Opportunity & Growth*

Cherwell District Council support provision of informal open space, sports pitches and sports centres. This is to

- Encourage active lifestyles by reducing inactivity and increasing participation, thus reducing the cost of NHS spending in the District;
- Widen access to sport & physical activity participation opportunities for all, bringing social inclusion and engagement benefits;
- Improve wellbeing through more active lifestyles e.g. reductions in stress and low mood improving self-esteem;
- Promote the health benefits of exercise e.g. decreased risk of heart disease, stroke and diabetes;
- Reduce obesity levels, in turn reducing the risk of associated disease and lowering the burden on Public Health;
- Nurture success in sport by providing facilities, supporting sport development programmes, clubs and facilitating pathways for talent ID;
- Use physical activity to improve frailty levels in local residents.

And as a vehicle to deliver a range of local benefits e.g. employment, apprenticeships, reductions in anti-social behaviour & crime, improving family life, encouraging volunteering.

THE ROLE OF CHERWELL DISTRICT COUNCIL

Our role is:

- To provide facilities and services directly
- To work with Town and Parish Councils, and schools, to provide facilities where there is evidence of need
- To promote health and wellbeing amongst our communities
- To enable others to provide facilities in the district
- To secure funding through developer contributions or funding bodies to support the development of good quality facilities across the district.
- To work with health partners to reduce duplication and improve outcomes for residents.
- To seek to assist villages and minor sports

Current facilities are provided by a range of commercial, local government and community organisations. It is expected that this mix of providers will continue in order to meet the demands and needs of our communities. The studies undertaken, and published, last year capture the current deficits and anticipated needed development to meet nationally accepted standards of provision. It is not envisaged that Cherwell District Council will be able to provide for all the demand without expanding the network of partners we deliver services alongside and attracting investment from developers, national governing bodies, commercial operators, other local authorities and communities.

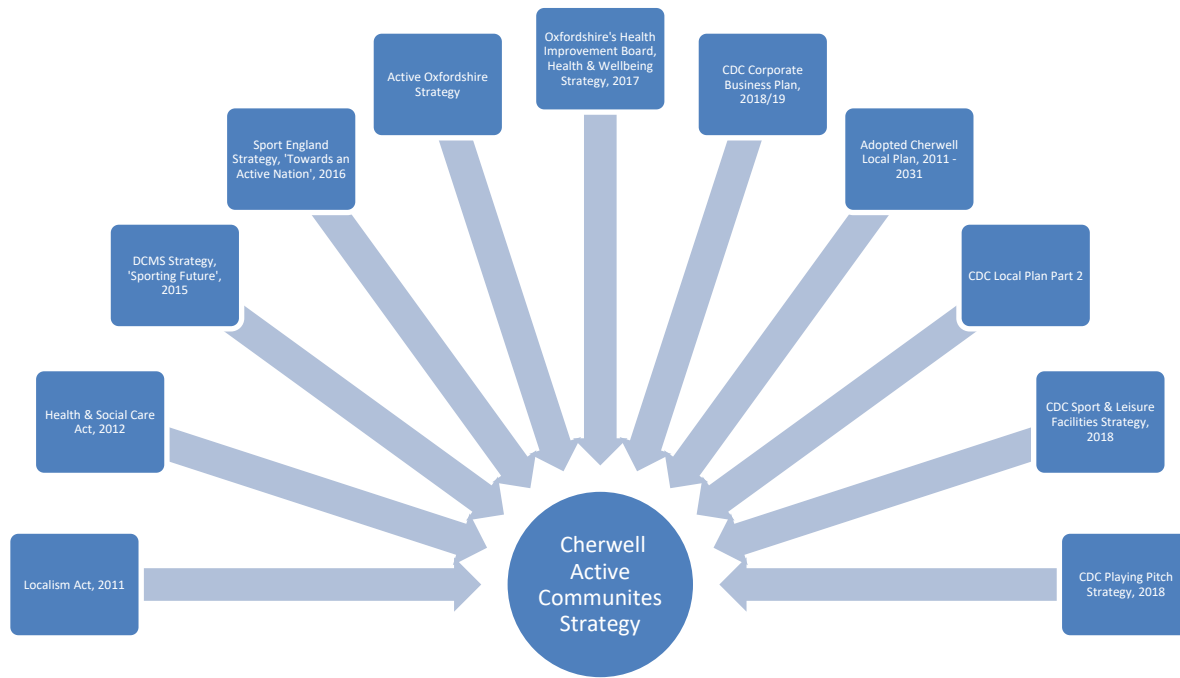
HEALTH AND WELL- BEING CONTEXT

In 2007 Sir Michael Lyons inquiry into the role and function of local authorities outlined comprehensively their role in place making. The understanding and scope of this approach has evolved and it is recognised that those distinctions can be more than how an area looks and works. Cherwell District Council has embraced these principles and extended them by being an exponent of healthy place shaping. Following on from a national, NHS guided, programme, Cherwell District Council has committed to rolling out the lessons learned across the district with other communities. We will also support other Oxfordshire authorities in the development of a new landscape that seeks to improve residents' health and wellbeing through built and formal facilities, informal provision and programmes that engage residents in activities; with the aims of encouraging individuals and communities to be more active and take more responsibility for their health, reducing the incidence of preventable disease and social isolation

THE OXFORDSHIRE GROWTH DEAL

The acceleration of housing growth, and essential infrastructure, brings many opportunities for the residents and communities of Cherwell and in Oxfordshire. This long-term approach is robustly managed through the spatial plan-making process. We have embedded within this process some key healthy place shaping principles that emphasise the need to ensure that existing and future residents have the opportunity to live health and fulfilling lives within Cherwell. These principles will be promoted through the development of the local plan for Cherwell and the Oxfordshire Plan 2050. There will be reference to the principles of healthy place shaping and active communities within these overarching policy documents so that future development plays a part in developing active and healthy communities. It must be recognised that the pressures of accelerating the development of strategic housing sites brings with it greater pressure on existing facilities. It will be imperative to promote the use of informal open space, parks and sports pitches that will continue to be available in our town and village centres and find ways to invest in the expansion of formal facilities to serve a larger population. The provision of larger and more diverse facilities as the area grows will be considered as part of the next iteration of the local plan.

The various influencers of this strategy's approach are shown in the following diagram



CURRENT INITIATIVES AND PROVISION

There are a number of publicly accessible sports facilities across Cherwell. These facilities are provided through contract with Legacy Leisure on behalf of Cherwell District Council, independent academies and Parish and Town Councils; who have an important role to play in providing sports pitches for hire and maintaining parks. The principle facilities include:

Banbury

- Spiceball Leisure Centre
- Woodgreen Leisure Centre and outdoor pool
- North Oxfordshire Academy Joint Use site

Bicester

- Bicester Leisure Centre
- Cooper School Joint Use site
- Whitelands Sports Ground

Kidlington

- Kidlington and Gosford Sports Centre
- Stratfield Brake Sports Ground

As well as providing facilities, Cherwell District Council also works with partners and our communities on informal activities and initiatives which enable access to leisure and sports provision. From Health Walks to Holiday Hubs, targeted work in schools and with families, blue line walking routes and green gyms, Cherwell sports development team seek to engage with a broad spectrum of residents to assist them in taking positive activity and health choices. We use a range of ways to encourage people to become active and make it as easy as possible for them to participate in local activities. The recently launched interactive wellbeing map is a tool that makes it easy for residents to find entry-level lower cost activities that are open to all and activities provided through community and participatory arts programmes. We also work with local health providers to enable social prescribing* for those residents who would benefit from increased levels of activity. Following initial funding from Sports England we are now extending our FAST programme which provides free and reduced entry to sports facilities enabling families to become active together. These are just some examples of our flexible and ongoing commitment to programmes of engagement that improve physical and mental health.

***‘Social prescribing’** involves doctors, nurses and other health professionals referring patients to non-clinical services which could help their health or wellbeing. These could range from exercise classes through to support groups.

FUTURE DEMAND AND PROVISION

In order to determine the current and future needs of our communities, Cherwell District Council commissioned studies to analyse and identify current and future demands and to project what provision will be required in the future. This analysis helps us to prioritise the facilities needed across Cherwell. A workshop with elected Members guided the prioritisation of the potential investment opportunities for each urban centre. This is presented in the development plan that accompanies this strategy.

GUIDING PRINCIPLES

We have identified a number of principles which will determine the way in which we seek to promote and facilitate our communities to live active and healthy lives.

Rigour We will draw on appropriate evidence and insight, ensuring that the delivery of the sport and leisure strategy is undertaken with full reference to the Council's and our key partners' plans and strategies and other strategic influences.

Partnership We will facilitate partnerships and ensure that organisations work together across the public, private, third and education sectors to maximise the sport and leisure offer.

Empowerment We will encourage and enable local communities and organisations to take responsibility for and improve their own outcomes. We will also ensure that targeted support is available where necessary to increase community resilience, self-reliance and enable the least active to participate.

Local Action We will recognise local resources and strengthen the ability of communities to develop their own solutions to local issues.

Involvement We will respect the views of residents, user groups, providers and other stakeholders and ensure that they have an opportunity to shape how sport and leisure opportunities are organised and provided

Transparency and Accountability We will be clear about the impact we expect from investment and action to improve sport and leisure opportunities and be open about the progress we are making.

The strategy has 4 priorities with actions detailed in the accompanying delivery plan the priorities are

Priority 1: To enable all residents to lead an active life, increase physical activity and improve inactivity levels

Priority 2: To increase accessibility to physical activity opportunities and services for all ages

Priority 3: To improve and develop the quality of local sport and leisure facilities

Priority 4: To support the improvement of health and mental and physical wellbeing for the Cherwell District through our delivered services and working with our partners

Cherwell District Council - Leisure & Sport Delivery Plan 2019-22

Priority 1: To enable all residents to lead an active life, increase physical activity and improve inactivity levels				
Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
1.1) Increase in number of Children aged 5 - 16 that participate in Physical Activity per week, in CDC	Deliver Youth Activator Programme in Schools and community settings for 5 - 16 year olds	10% increase in attendance annually 6,000 attendances across school and community sessions		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Deliver Holiday Hub programme for 5 - 15 year olds in school holidays	10% increase in attendance annually 4,000 attendances £50k income		
	Work in partnership with the NOSSP and schools at a strategic level to deliver elements PE & School Sport Plan and utilise School Sport Premium funding	Deliver activities in 30 schools annually		
	Increase participation of 11-25 years olds through the delivery of the Satellite Club programme, Girls Active and Active Teen programmes in partnership with Active Oxfordshire and Legacy Leisure	6 satellite clubs and 2 Girls Active programmes delivered annually, with 120 young people attending		

1.2) Increase in the number of elderly people that participate in PA per week	Deliver Health Walk programme across Cherwell	10% increase in attendance on walks over year		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing - Improve Leisure and Community Facilities
	Delivery of 50+ Physical Activity programme across Cherwell	2 50+ year old programmes established over the year		
1.3) Increase in adult activity levels and reduction in inactivity levels	Continue to work with local communities to develop opportunities for adults to participate in sport & physical activity programmes being delivered such as Go Active Diabetes, FAST, Health Walks, Active 50+ programmes, Legacy Leisure Centres, British Cycling Partnership guided ride opportunities and more.	2% reduction in inactivity through Active Lives results		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
1.4) Go Active Diabetes - Delivery of a programme to increase the physical activity levels of people with diabetes and	Deliver programme for adults with diabetes in Cherwell to increase their Physical Activity levels and help manage condition	346 adults on the programme 6 engagement events		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote

signpost individuals into local subsidised opportunities.				<i>Health & Wellbeing</i>
1.5) Increase in the number of people with a disability and long term limiting illness participating in PA	Coordinate and deliver disability sport and physical activity forum to ensure a coordinated approach to disability sport in Cherwell.	Increase membership of Disability Sport Forum by 5 organisations annually.		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i>
	Deliver Inclusive Activity Programme course for volunteers to learn and improve skills	2 Inclusive Activity courses run across the year		
	Deliver ‘Have a go Day’ events to showcase local opportunities for people with disabilities.	2 “Have a go Days” delivered across the year		
	Delivery of Dementia friendly activities and training to upskill volunteers.	2 dementia training courses delivered annually to upskill volunteers		
	Develop multi-sport inclusive club			
	Deliver Changing Minds clinics for adults with Mental Health	25 clinics delivered across the year		

1.6) Increase the number of people attending PA sessions aimed at targeting the least active.	Deliver range of targeted Physical Activity Place Based interventions in targeted wards in Cherwell as instructed through insight	Implement Action plan for targeted wards		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Delivery of Physical Activity opportunities for known disengaged groups.	6 new physical activities delivered specifically targeted at disengaged groups across the year		
1.7) Increase participation in club membership and sports spectating.	Provide start up programmes to local clubs to enable increased opportunities where lack of provision	5 new clubs / development sessions delivered linked to existing clubs across the year.		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Provide support to local clubs in the promotion of their activities.			
1.8) Increase in the number of people using the parks and open spaces	Promote the open spaces in the district for recreational activities focus on jogging, walking and cycling	10 new activities delivered utilising open spaces across the year.		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	Deliver Youth Activator programme in community parks and open spaces to maximise usage			

Priority 2: To increase accessibility to physical activity opportunities and services for all ages

Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
2.1) Increase number of sports clubs and physical activity opportunities in the District through support and start-up programme.	Provide Start up programme for clubs to increase delivery where known lack of provision - Examples establish Parkrun, Walking Football, Walking Netball, Beginner Jog Groups and 50 + activities.	8 new physical activity opportunities established across the year		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
2.2) Increase the number of members and opportunities of the Disability Inclusive Sports Club	Deliver ‘Have a go Day’ events to showcase local opportunities for people with disabilities	2 “Have a go Days” delivered across the year		Thriving Communities & Wellbeing - Promote Healthy Place Making - Promote Health & Wellbeing
	SEN delivery in Local Schools	3 SEN programmes delivered in local schools across the year		

<p>2.3) Place Based Approach by increasing PA opportunities in targeted wards with high levels of long term health inequalities and lower socio economic groups.</p>	<p>Delivery of targeted programmes in highlighted wards of high inactivity in partnership with Active Oxfordshire as part of the Healthy Place Making agenda</p>	<p>Targeted wards of Kidlington, Bicester, Heyford Banbury targeted areas</p>		<p>Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Promote Health & Wellbeing</i></p>
<p>2.4) FAST - Delivery of a physical activity programme for families particularly targeted at specific wards and in line with Sport England requirements</p>	<p>Deliver programme in Banbury for targeted wards to meet funding requirements of Sport England with the target of 104 families accessing the programme annually, 3 monthly reports and follow up survey</p>	<p>104 families participating</p>		
	<p>Expand the FAST programme in Bicester, Kidlington and Heyford to meet Sport England requirements</p>	<p>KPIs - TBC</p>		
<p>2.5) Increase in the amount of external funding from National Governing Bodies (NGB'S) and Sport England to deliver national initiatives at a local level.</p>	<p>Delivery of FAST programme to meet Sport England guidelines £215,000 in Banbury over four years and £375,000 for expanding to 3 additional areas over three years</p>	<p>£50,000 external funding obtained for delivery on annual basis</p>		<p>Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Promote Health & Wellbeing</i></p>
	<p>Delivery of Go Active Diabetes programme across Cherwell and satisfy £22,000 CCG funding requirements</p>			

	<p>Delivery of Sport England Satellite Clubs programmes for 11 - 25 year olds</p> <p>Delivery of Football Association Wildcats programme</p> <p>Youth Activator deliver takeover programme obtaining School Sport Premium funding to ensure sustainability of Youth Activator programme</p> <p>Increase external funding obtained for delivery of Physical Activities in Cherwell</p>			
2.6) Increase in the provision and number of children attending affordable holiday programmes	Delivery of Holiday Hub programme across CDC	<p>10% increase on holiday programme across the year</p> <p>£50,000 income</p> <p>4,000 attendances</p>		<p>Thriving Communities & Wellbeing</p> <p>- <i>Promote Healthy Place Making</i></p> <p>- <i>Promote Health & Wellbeing</i></p>
2.7) Increasing the number of volunteers in the district	<p>Increase delivery of Physical Activity programmes through volunteers.</p> <p>Support local clubs and community groups to increase and upskill workforce</p>	10% Increase volunteers on CDC programmes		<p>Thriving Communities & Wellbeing</p> <p>- <i>Promote Healthy Place Making</i></p>
2.8) Innovate and improve booking	Continue to improve capturing monitoring information required			Thriving Communities &

systems to improve online service provided for residents.	for projects linked to funding requirements and demonstration of service impact			Wellbeing - <i>Promote Healthy Place Making</i>
Priority 3: To improve and develop the quality of local sport and leisure facilities				
Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
3.1) Delivery of the action plans set out within the Sports Facilities and Playing Pitch Strategies	To work with planning colleagues, Town and Parish Councils, and other third sector partners, to deliver local S106 based leisure facility projects	Over the lifetime of the plan		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
	Oversee / support the delivery of a new 3G artificial sports pitch at North Oxfordshire Academy	Complete by 2020		
	Secure the relocation site for Banbury Utd, and ensure funds are sought from the Canalside development	Complete by 2021		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community</i>

				<i>Facilities</i>
	Investigate (through feasibility work) the opportunity to deliver a new indoor tennis facility / sports hub in Banbury	Complete by 2020		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
	Develop / confirm plans, and secure developer contributions for the expansion of Bicester Leisure Centre	Complete by 2021		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
	Develop / confirm plans, and secure developer contributions for the expansion of Spiceball Leisure Centre	Complete by 2022		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and</i>

				<i>Community Facilities</i>
3.2) Increase in the number of community access hours offered by local educational establishments for their sport and leisure facilities	Monitor user groups requests for changes to programmes to ensure accessible facilities	Quarterly monthly reports		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i>
	Proactively support local sports clubs to increase access to local educational establishment's sports facilities	Over the lifetime of the plan		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
3.3) Increase in developer contributions being invested in sport and leisure facilities in the District.	Improve efficiency of spending / distributing funds received on their associated projects	Quarterly monthly reports		Thriving Communities & Wellbeing - <i>Improve Leisure and Community Facilities</i>
3.4) Increased throughput in the Council's leisure facilities.	Throughputs monitored on a monthly basis with discussion and evaluation on with Legacy Leisure to ensure targets are met	2% increase in annual throughput figures		Thriving Communities & Wellbeing - <i>Promote Health</i>

				<i>& Wellbeing</i> - <i>Improve Leisure and Community Facilities</i>
3.5) Increased customer satisfaction levels at the Council's leisure facilities.	Benchmarking surveys undertaken annually at each leisure centre to determine customer satisfaction levels	2% increase on last year		Thriving Communities & Wellbeing - <i>Improve Leisure and Community Facilities</i>
3.6) National Benchmarking Surveys undertaken at the Leisure Centres as a measure against Industry Standards.	Benchmarking survey results to be compared regionally and nationally against similar sized leisure facilities	Yearly benchmarking		Thriving Communities & Wellbeing - <i>Improve Leisure and Community Facilities</i>
3.7) All Leisure Centres within the Districts achieve QUEST accreditation in relation to the Services delivered (including the Inclusive Fitness Initiative module where appropriate).	Spiceball Leisure Centre, Bicester Leisure Centre and Kidlington and Gosford Leisure Centre to achieve Quest Accreditation with action plan in place to reassure progress	Annual Quest accreditation and action plan		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i>
3.8) Improved quality of the Council's leisure facilities.	Review options for improving Council Leisure Facilities in line Council Capital Programmes	Capital bids to be submitted annually		Thriving Communities & Wellbeing

				- <i>Improve Leisure and Community Facilities</i>
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Priority 4: To support the improvement of health and mental and physical wellbeing for the Cherwell District through our delivered services and working with our partners

Key Performance Indicator	What CDC will do	Target and Measurement	Progress	CDC Business Plan Link
4.1) Increase in the number of clubs formed to meet gaps in provision and existing clubs successfully obtaining grant funding.	Promote Clubmark to all clubs and provide targeted guidance materials and advice to sustain the range and quality of sports clubs within the district	Encourage and assist 5 clubs to obtain funds and improve skills, knowledge and ability to sustain their club.		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Improve Leisure and Community Facilities</i>
4.2) Increase in the number of residents accessing the GP referral scheme and other health intervention programmes.	Coordination of the Exercise on Referral Scheme with Legacy Leisure	5% increase completion of Exercise on Referral programme		Thriving Communities & Wellbeing - <i>Promote Healthy Place Making</i> - <i>Promote Health & Wellbeing</i>

	Engage and influence with key stakeholders at the Cherwell Health & Wellbeing Forum to ensure Sport and Physical Activity is profiled as a priority.			
4.3) Increase in the number of business in the District worked with to attain the Workplace Wellbeing Charter.	Delivery of Workplace Wellbeing programme to staff members at Cherwell District Council	Deliver Wellbeing programme for CDC employees		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i>
	Develop workplace wellbeing programme for local businesses			
4.4) Working with partners to successfully increase the profile of sport and leisure and embed it in wider policy areas e.g. health, crime, environment, housing, transport etc.	Engage and influence other departments within Cherwell District Council to embed PA into their work stream and practice	Attend Quarterly Heads of Leisure meetings and actions		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i> <i>- Promote Health & Wellbeing</i> <i>- Improve Leisure and Community Facilities</i>
4.5) Delivery of targeted promotions aimed at improving wellbeing working with local businesses and	Produce locally focused information on sport and physical activity through website and targeted social media campaigns.	20 Social Media campaigns across the year		Thriving Communities & Wellbeing <i>- Promote Healthy Place</i>

residents.				<i>Making - Promote Health & Wellbeing</i>
4.6) Improve the quality of our workforce by increasing the number of our staff joining CIMSPA and undertaking CPD.	All Leisure & Sport Staff CIMSPA become members	All Leisure Staff complete membership to CIMSPA		Thriving Communities & Wellbeing <i>- Promote Healthy Place Making</i>
	CPD to be undertaken by all staff to ensure improvement of service	Staff to undertake 2 CPD courses each across the year		

Glossary

FAST - Families Active and Sporting Together

NOSSP - North Oxfordshire Schools Sports Partnership

SEN - Special Educational Needs

QUEST - Sport England quality mark

CIMSPA - Chartered Institute for the Management of Sport and Physical Activity

CPD - Continuous Professional Development