

OXFORD CITY COUNCIL

**Sport & Physical Activity
Review and Action Plan
2009-2014**

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November 2009**

Sport and Physical Activity Review & Action Plan 2009-2014

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1. Introduction

- This review takes an approach of looking at the current picture, the desired future and proposes an action plan to deliver this future state. It compliments the existing Leisure Facilities Review.
- In work that has been undertaken with Sport England they have stated that they are happy with our strategic documents but feel work needs to be undertaken to further make the case for sport and to evidence our understanding of local needs.

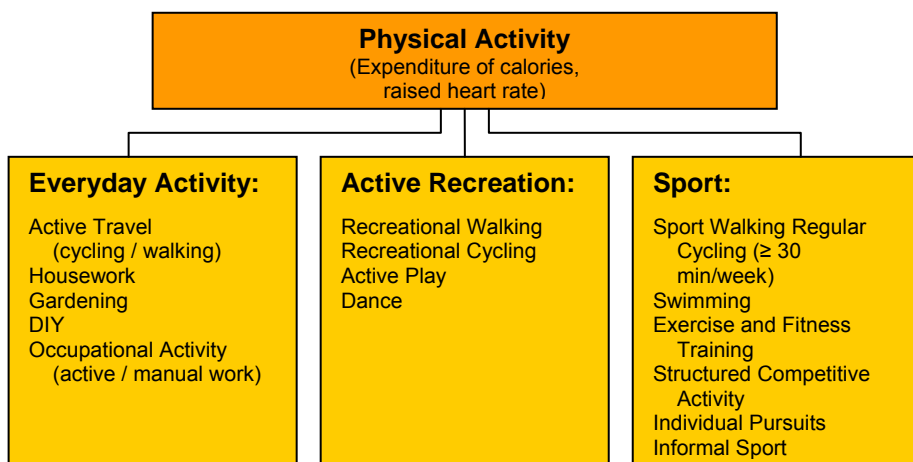
1.1. Why sport matters

“Sport has the power to change the world, it has the power to inspire in a way that little else does, it speaks to youth in a language they understand. It laughs in the face of discrimination”.

- Nelson Mandela

- Sport builds communities by providing a reason for people of different backgrounds to come together. It provides opportunities for people to share experiences; even those who only watch sports share a sense of pride in their team or in individuals. Sport, due to its reliance on volunteers, encourages participation in community life.
- The key agencies responsible for driving Sport & Physical Activity are the Department of Culture Media & Sport, Department of Health and Sport England. Sport England is the government agency responsible for building the foundations of sporting success, by creating a world-leading community sport system of clubs, coaches, facilities and volunteers. In preparation for the Olympics Sport England now focuses on 46 sports and is working with their National Governing Bodies. However more recently through the governments Department of Health there has also been a key agenda to get the nation moving through physical activity (diagram below).

Fig 1. Physical Activity (Department of Health)



- Local Authorities spend around £1.5 billion on community sports provision every year. In respect of this it is in Council run Leisure facilities, pitches, parks and multi-use games areas where enthusiastic individuals, community users and future sporting stars experience the thrill of participating or of sporting success.
- According to Sport England there is significant evidence on the contribution that Sport can make to delivering priority local outcomes in five key areas:
 - developing strong, sustainable and cohesive communities;
 - improving health and reducing health inequalities;
 - improving the life chances and focussing the energies of children and young people;
 - reducing anti-social behaviour and the fear of crime;
 - Increasing skills, employment and economic prosperity.
- There is a growing wealth of evidence that regular participation in Sport creates so many benefits and opportunities for individuals and groups within the community. The chart below shows the key benefits and outcomes from Sport & Physical Activity.

Fig 2. Key benefits and outcomes from Sport & Physical Activity.

Regular Involvement in Sport	Activities and events Clubs and groups Coaching Courses and skills programmes Competition Facilities Leadership Mentoring Training and employment schemes Volunteering
Individual & Community Benefits	Increased social interaction and new relationships and role models Increased social and communication skills Increased sense of personal achievement, confidence and self-esteem Increased 'self-awareness' from experiences of winning and losing Improved skills and confidence to contribute to local decisions and take on new challenges Increased educational attainment and workforce skills Higher levels of knowledge, skills and qualifications Increased employment opportunities Increased use of community facilities and space Stronger local sporting infrastructure, image and identity

	<p>Increased attractiveness of neighbourhoods as places to live and work</p> <p>Increased knowledge of local services and engagement with community issues</p> <p>Stronger identification with local community and sense of place</p> <p>Reduction in anti-social behaviour</p> <p>Adoption of more active and productive lifestyles</p>
Key Outcomes	<p>Participation in sport is increased and sustained; sporting talent nurtured</p> <p>Better quality sporting experiences and the pride in communities that successful local participants and teams can generate</p> <p>Improved health and reduced health inequalities</p> <p>Strong, sustainable and cohesive communities</p> <p>Improved life chances for children and young people</p> <p>Increased skills, employment and economic prosperity</p> <p>Reduced anti-social behaviour and fear of crime.</p>

- It is important in respect of this that Oxford City Council recognises the Key role that Sport & Physical Activity can have on people's lives and that it ties into the key relevant National & Local agendas.
- Currently there is a lack of co-ordination within Oxford City Council regarding Sport & Physical Activity. Although the City Leisure service area is the main point of contact for Sport & Physical Activity, there are other elements found in two other service areas within the Council. This sometimes makes it difficult for key partners, the community and National Governing Bodies to find clear points of entry.

1.2. Purpose of the Review

- To crystallise the Council's role in providing a Sport & Physical Activity offer.
- To show how the Council links in to the Sport & Physical Activity national & local priorities and agendas.
- To identify and evidence the key Focus Sports for the Council.
- Identify key challenging sporting projects within the City leisure service area and prioritise them accordingly.

2. National, Regional & Local Context

2.1. Introduction

- It is important that Oxford City Council influences and is influenced by the various National, Regional & Local strategies and agendas. Only by doing this will it enable the Council to realise many benefits of having shared priorities such as being able to tap into potential funding and working effectively with key partners.
- Sport makes a direct contribution to two of the 2007 Comprehensive Spending Review and Public Service Agreement (PSA) outcomes.
 - Build more cohesive, empowered and active communities (PSA21)
 - Deliver a successful Olympic Games and Paralympics games with a sustainable legacy & get more children and young people taking part in high quality PE & Sport.
- Sporting activities can also contribute to many of the other PSA outcomes:
 - Improve the Health & Well-being of children and young people (PSA12)
 - Increase the number of children and young people on the path to success (PSA14)
 - Increase the proportion of socially excluded adults in settled accommodation & employment, education or training (PSA16)
 - Promote better health & wellbeing for all (PSA18)
 - Increase long term housing supply and affordability (PSA20).
 - Make communities safer (PSA23)
- Sport also contributes to a number of the 198 National indicators set including three direct contributions:
 - Adult Participation in Sport and active Recreation (NI8)
 - Children's Participation in High Quality PE & Sport (NI157)
 - Young Peoples Participation in Positive Activities (NI110)
- Sport can also contribute to any other National Indicators including:
 - Obesity among primary school children in year 6 (NI56)
 - Participation in regular volunteering (NI6)
 - Value for Money (NI179)
 - All age mortality (NI120)
 - Access to services & facilities by public transport, walking & cycling (NI175)
- It is also important to ensure that we as a local authority ensure that we tie in to the Olympic agenda as it is a once in a lifetime opportunity to make people enthusiastic about Sport & increase participation.

Whilst also ensuring that we plan effectively to ensure a sustainable future and not a “cliff edge” at 2012.

2.2. National context

Strategy	Body	Outcomes
<i>Be Active Be Healthy, 2009.</i>	Central Govt Department of Health	<ul style="list-style-type: none"> • New framework for delivery of physical activity aligned to sport up to 2012 & beyond. A fitter & healthier nation. • Primarily adult focused. • Contribution to legacy action plan target of 2 million more adults active by 2012 • Funding allocated from the Department of Health of £3 million in 2009/10 to maintain the seamless co-ordination of physical activity alongside sport.
<i>Sport England Strategy 2008-2011, 2008.</i>	Sport England	<ul style="list-style-type: none"> • Aspiration to develop a world leading community sport system as a key legacy from the 2012 Olympics in London. • Develop “Sport for Sports Sake”. • Commission National Governing Bodies (NGB) to deliver the key outcomes of: <ol style="list-style-type: none"> 1. Increasing participation in Sport, 2. Sustaining participation in Sport and tackling drop off post 16, 3. Developing talent. • Engage County Sports Partnerships (CSP) to deliver these outcomes.
<i>PE & Sport Strategy for Young People, 2008.</i>	Government Department of Culture, Media & Sport and Department for Children, Schools & Family	<ul style="list-style-type: none"> • Improve quality and quantity of PE & sport undertaken by young people aged between 5-19 years in England. • Key roles identified for bodies such as NGB’s, School Sports Partnerships, CSP’s & other community providers to deliver this. • Ensuring ‘five hour offer’.
<i>Before, during & after: Making the most of the London 2012 Games, 2008.</i>		<ul style="list-style-type: none"> • Benefits from London hosting Olympic and Paralympics games in 2012. • Five promises: <ol style="list-style-type: none"> 1. Make UK a world leading sporting nation. (by offering all 5-16yr old 5 hrs of sport per week, helping 2 million people to be more active by 2012 = 1% increase year on year and aim for 4th in Olympic medal table & 2nd in Paralympics table. 2. Transform the heart of East London 3. Inspire a generation of young people. 4. Make the Olympic Park a blueprint for sustainable living. 5. Demonstrate the UK is a creative, inclusive & welcoming place to live in, visit and for business.

Strategy	Body	Outcomes
<i>Playing to Win: A new era for Sport, 2008.</i>	Government	<ul style="list-style-type: none"> • A million more people in regular sport & two million more physically active by 2012. • Challenges that Sports Development face up to 2012. • Local authorities are best placed to know the needs of local populations and are directly accountable for meeting them. • Each are has set local targets.
<i>Health Weight, Healthy Lives: 2008</i>	Cross Government Strategy for England	<ul style="list-style-type: none"> • Ambition to be the first major nation to reverse the rise in obesity & overweight people in the population. • There are five themes to tackle the issues: <ol style="list-style-type: none"> 1. Children, healthy growth & healthy weight. 2. Promoting healthier food choices. 3. Building physical activity into lives 4. Creating incentives for better health 5. Personal advice and support.
<i>Aiming High for Young People: A ten Year Strategy for Positive Activities, 2007.</i>		<ul style="list-style-type: none"> • Transform Leisure time opportunities, activities and support services for young people in England. • Benefits of positive activities for young people. • Supports the national standards: Access to 2 hours per week of sporting activity for young people. Opportunities to make a positive contribution to their communities. Access to 2 hours per week of other constructive activities in clubs, youth groups etc.

2.3. Regional Context

Strategy	Body	Outcome
<i>Compete, Create, Collaborate for a world class performance, 2007.</i>	South Partnership 2012	<ul style="list-style-type: none"> • 6 working groups made up of regional partners & stakeholders across business, skills/education, sport, culture, transport & tourism. • The Sport working group produced a plan which had the following aims. <ol style="list-style-type: none"> 1. Support a regional increase in participation in Sport and active recreation. 2. Promote Sporting Excellence • Achieved through, Business for Sport, Workforce Development, Delivery Infrastructure, Paralympics Sport, Major Sporting Events & Raising the Profile of Sport.

Strategy	Body	Outcome
<i>Get Active South East, 2008-2012.</i>	South East Regional Public Health Group	<ul style="list-style-type: none"> • Vision is “People of the South East enjoying healthy, active lives from early years to later life”. • Four key areas. <ol style="list-style-type: none"> 1. Activity for All: improving access & service for disabled, disadvantaged & least active. 2. Active Start: setting children on an early active path, within an active family. 3. Active Communities: promoting the benefits of active living & improving the physical environment. 4. Active Workplaces: increasing active travel & healthy workplace activity.

2.4. Local Context (County Wide)

- The *Oxfordshire Sustainable Communities Strategy 2030* sets out a long term vision for Oxfordshire’s future and has been put together on behalf of the Oxfordshire Partnership, which is the overarching strategic partnership for the County.
- The main strategic objectives are:
 1. A world class economy
 2. Healthy and thriving communities
 3. Environment and climate change
 4. Reducing inequalities and breaking the cycle of deprivation
- In terms of Healthy and thriving communities, there is a pledge to promote healthy lifestyles with an identified challenge of valuing culture, sport, recreation, leisure to maintaining good quality of life.
- A *Local Area Agreement (LAA)* comprises the delivery plan for the Sustainable Communities Strategy. It includes NI 8: increase participation in adult sport as a medium term target.
- Progress measured in the *Comprehensive Area Assessment (CAA)*. The CAA examines how well councils are working together with other public bodies to meet the targets identified in the LAA.
- All of the districts within the County also have their own Sustainable Communities Strategy. Oxford’s Sustainable Communities strategy does include local priorities that link into Sport, Active Recreation & Physical activity. It also details the following important outcomes:
 - A thriving place to live and visit.
 - Improve life changes and life expectancy
 - Community Cohesion
 - Raising the level of adult participation by 4% linked into NI8.

- The County Sports partnership within Oxfordshire is currently known as the Oxfordshire Sports Partnership (OSP). The shared vision is 'Everyone in Oxfordshire enjoying a more active lifestyle and achieving personal success through sport'. The OSP are hosted by the City and are a key partner. The OSP is funded mainly by Sport England.
- 'Our Sporting Future', a strategic framework for the development of Sport and active recreation in Oxfordshire, was launched in 2006 and led by the OSP. Key destinations for 2012 included:
 - 30,000 adults more active
 - £1 million funding secured
 - Offer each child 4 hours of sport each week
 - Coaching acknowledged as a profession
- Currently the OSP is proposing to evolve into a Sport & Physical activity Partnership which best fits within the changing national agendas and especially in line with the 'Be Active, Be Healthy', to take on the wider co-ordination & delivery role within physical activity.
- District priorities are shown in Appendix 1.

3. The Oxford context

3.1. Our mission for Oxford

- “Building a world-class City for everyone”

3.2. Understanding Oxford

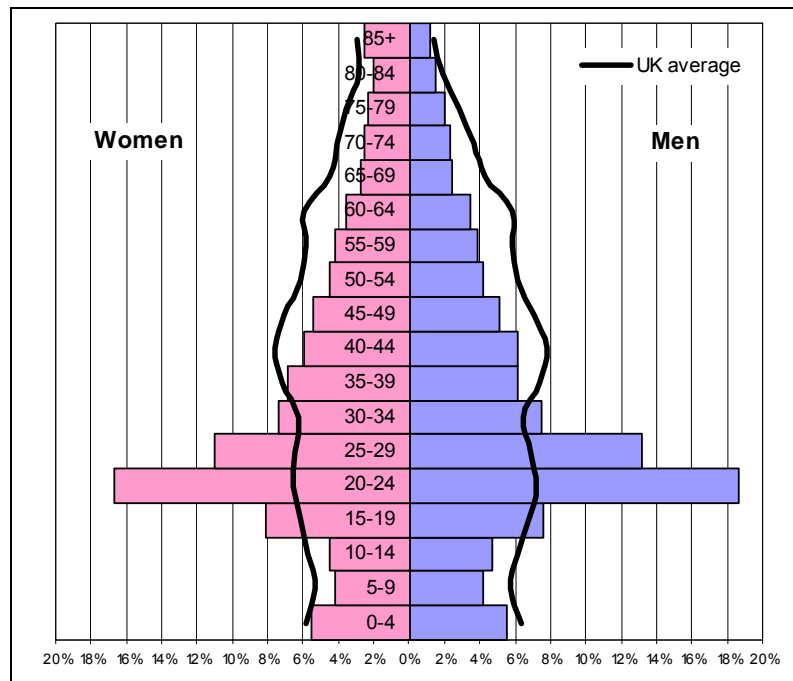
- Oxford is unique in many ways and has a diverse & transient population. Although there are areas of wealth there are also pockets of high deprivation within the City.

3.3. Demographics

- Oxford's usual resident population in mid 2008 was estimated by the Office of National statistics as 153,900.

3.3.1. Population profile

Fig 3. Oxford and UK population by gender and age, 2008



Source: Office for National Statistics

- There are two significant themes. Firstly the 15-34 age group is significantly above the national average and secondly that there seems to be a ‘baby boom’ in the last year.

3.3.2. Ethnic Groups**Table 1. Population by ethnic group 2007, Oxford and England**

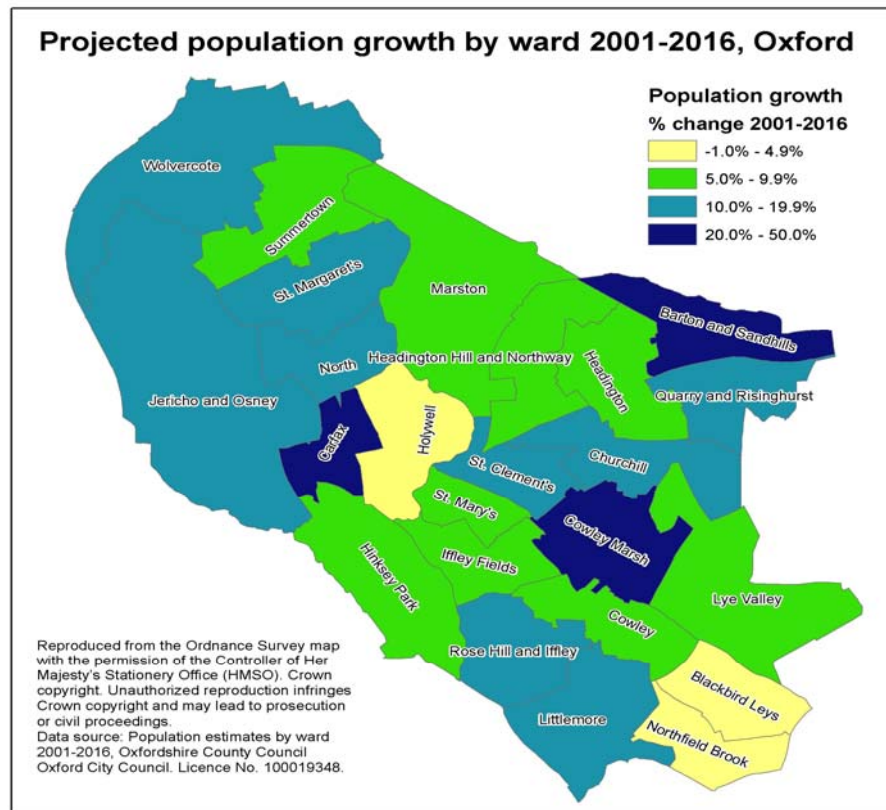
Ethnic group	Oxford		England
	Count	%	%
White British	108,300	71.7%	83.6%
White Irish	2,400	1.6%	1.1%
Other White	14,300	9.5%	3.5%
White/Black Caribbean	1,200	0.8%	0.6%
White/Black African	600	0.4%	0.2%
White/Asian	1,300	0.9%	0.5%
Other Mixed	1,100	0.7%	0.4%
Indian	4,100	2.7%	2.6%
Pakistani	3,100	2.1%	1.8%
Bangladeshi	1,100	0.7%	0.7%
Other Asian	1,100	0.7%	0.7%
Black Caribbean	2,000	1.3%	1.2%
Black African	2,400	1.6%	1.4%
Other Black	400	0.3%	0.2%
Chinese	4,500	3.0%	0.8%
Other	3,100	2.1%	0.7%
All Groups	151,000	100.0%	100.0%

Source: Office for National Statistics

- Oxford has a very diverse community and the ethnic diversity among young people is especially high at 19.8% of under 16's 2001 Census. Oxford also has the second highest proportion of people born outside the UK in the South East.

3.3.3. Population Growth

Fig 4. Projected population Growth by Ward

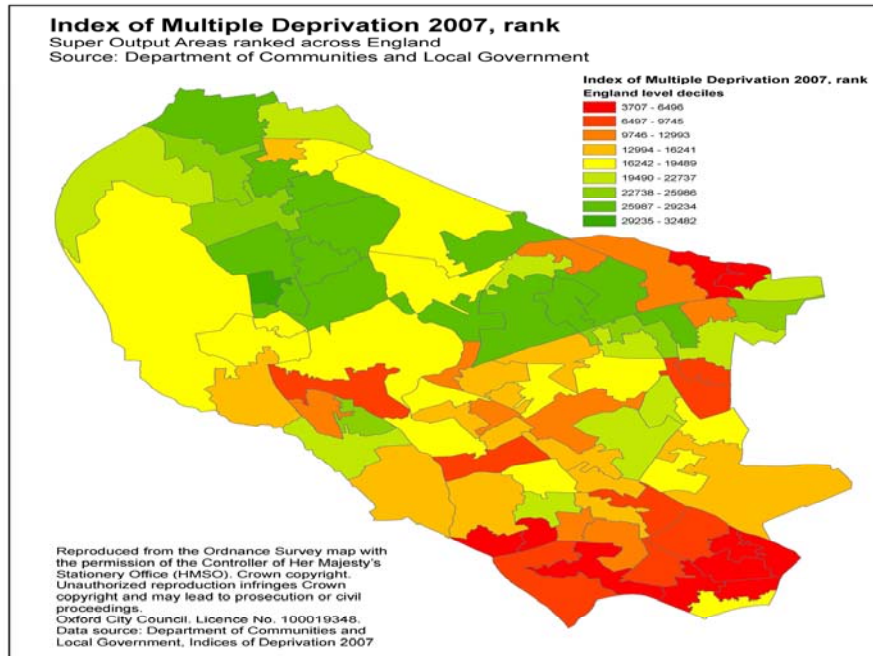


- Oxford's population is predicted to significantly increase by 2016. Virtually all of the City increases in population, or remains static. Key growth ward areas include Barton & Sandhills, Cowley Marsh and Carfax. This excludes new populations from potential new housing developments.

3.3.4. Deprivation

- Key areas of high deprivation are centred on Blackbird Leys & Barton. Blackbird Leys is in the top 20% most deprived within the country.

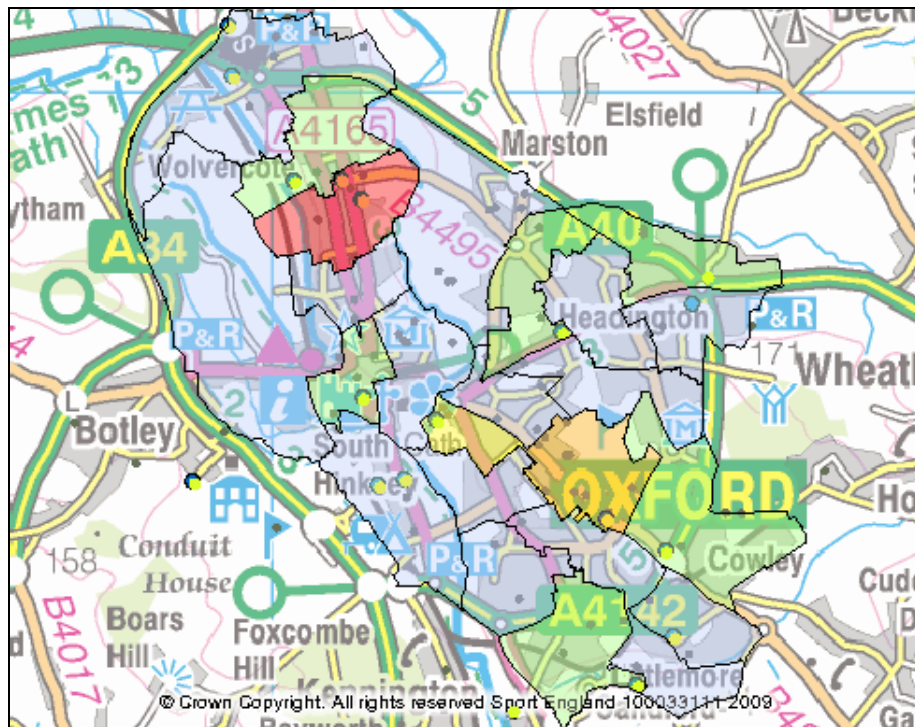
Fig 5. Index of Multiple Deprivations



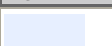
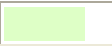



3.4. Facilities within Oxford City (Active Places Power – Sport England)

- Sport England has developed a tool that locates where a wide range of Sport & Leisure facilities are located from Public, Private and voluntary bodies. The maps below show swimming pools and pitches and further maps of provision of Sports facilities are shown in Appendix 2, 3 & 4.

Fig 6. Swimming Pool Local Supply and Demand Balance

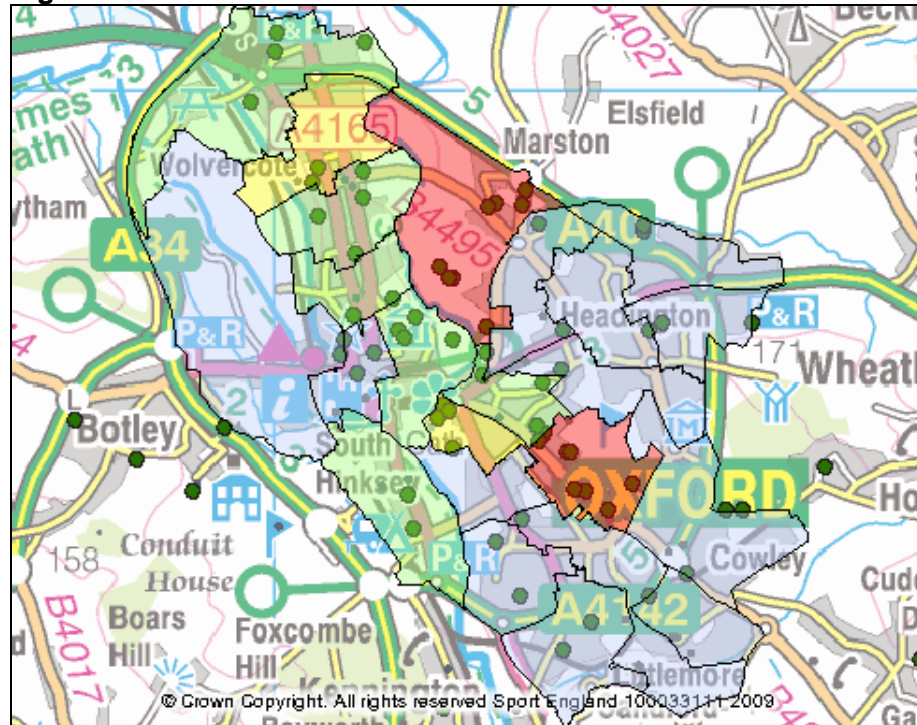


Swimming Pools: Blue dots become covered by yellow dots.
Shading indicates capacity

Symbol	Capacity	Ward Count
	0 - 390.156	(15)
	390.157 - 780.312	(6)
	780.313 - 1170.468	(1)
	1170.469 - 1560.624	(1)
	1560.625 - 1950.78	(1)

- The City has an extremely high provision of water space. There is 42.78 sq metres per 1000 population. This is also compared to the national average of 18.72 and the County average of 29.66.

Fig 7. Concentration of Grass Pitches in Oxford and District



Green dots indicate grass pitches (●)

Shading indicates concentration of pools in an area according to these colours:

Symbol	Range(Numbers)
Light Blue	0 - 6
Light Green	7 - 12
Yellow	13 - 18
Orange	19 - 23
Red	24 - 28

- The City has an over provision of pitches and these are spread quite thoroughly throughout most ward areas although there some wards that have no provision. There are very high concentrations in Cowley Marsh and Marston wards.

3.5. Active People Survey – Sport England

- In 2007 the Active people survey for adults was completed for the second time. This has given some important information to help support our strategic needs.

Table 2: Taking part in moderate intensity sport & active recreation at least three times a week.

Local Authority	% Participating	% increase on last year	Rank (participating)	Rank (% increase)
Cherwell	25.3	1.3	4	5
Oxford	25.2	4.7	5	1
South	26.7	4.4	3	3
Vale	29.6	4.6	1	2
West	27.7	2.0	2	4

Table 3: Volunteering to support Sport for 1 hour a week

Local Authority	% Volunteering	% increase on last year	Rank (volunteering)	Rank (% increase)
Cherwell	5.7	-0.6	5	5
Oxford	6.8	2.1	3	2
South	7.3	0.2	2	3
Vale	6.1	0	4	4
West	7.9	3.0	1	1

Table 4: Club Membership

Local Authority	% Members of Club	% increase on last year	Rank (members of club)	Rank (% increase)
Cherwell	24.9	0.1	4	4
Oxford	26.8	1.3	3	2
South	32.8	2.2	1	1
Vale	28.8	0.7	2	3
West	24.1	-3.3	5	5

Table 5: Having received Tuition from a Sport Instructor or Coach

Local Authority	% Tuition	% increase on last year	Rank (tuition)	Rank (% increase)
Cherwell	20.5	1	5	4
Oxford	24.3	5.1	1	1
South	23.6	-1.8	2	5
Vale	22	0.6	3	3
West	21.3	1.4	4	2

Table 6: Having taken part in any organised competition within Sport or recreational activity

Local Authority	% Competition	% increase on last year	Rank (competition)	Rank (% increase)
Cherwell	16.2	-1	5	3
Oxford	22.4	6.4	1	1
South	18	-3.3	3	5
Vale	20	0.6	2	2
West	16.5	-1.1	4	4

Table 7: Satisfaction with Sports provision in area

Local Authority	% Satisfied	% increase on last year	Rank (satisfied)	Rank (% increase)
Cherwell	68.6	4	4	1
Oxford	68.5	-2.2	5	4
South	75.7	3.3	1	2
Vale	71.7	-6.1	3	5
West	74.4	-0.8	2	3

3.6. Local Strategic Documents

Strategy / Document	Outcomes
<i>OCC Corporate Plan 2009-2012</i>	<ul style="list-style-type: none"> • Stronger & More Inclusive Communities • More Housing Better Housing for All • Improve the Environment, Economy & Quality of Life • Tackle Climate Change & Promote Environmental Resource Management • Reduce Crime and Anti-social Behaviour • Transform Oxford City Council by improving value for money <p>Key specific targets include:</p> <ul style="list-style-type: none"> • By 2012 increasing adult participating by 4%, • Increase investment in our Leisure Centres that will improve the facilities offered and secure better value for money, increased public satisfaction, and • Increased take-up by young people and hard to reach groups.
<i>Oxford Indoor Facilities Strategy 2006 – Updated by Leisure Facilities Review 2009</i>	<ul style="list-style-type: none"> • Over-provision of water space, low usage of facilities. • Low quality facilities except Ferry, Barton & Blackbird Leys Leisure Centre • Recommends building a new competition pool at BLLC and then closing both Temple Cowley Pools and Blackbird Leys Pool

<p><i>Oxford Playing Pitch Assessment & Strategy 2006 – updated 2007</i></p>	<ul style="list-style-type: none"> • The non-technical visual inspections showed that the quality of pitches ranged from 42% to 93%. The average was 79%(Good) • There is surplus of 15 mini football pitches • There is a deficit of 2 junior football pitches • There is a surplus of 38 senior pitches • A number of sites are not served by adequate changing facilities. • There is displaced demand, with some teams playing away from their area. I.e. Tilsey Park. • This displacement means that some pitches suffer from over demand, whilst some have very few visits • The council have a distinct lack of floodlit training areas.
<p><i>Oxford City Green Space Study 2007</i></p>	<ul style="list-style-type: none"> • Report suggests should be 5 hectares of open space per 1000 people. • Oxford would need to secure an additional 30.2 hectares to fulfil this
<p><i>Cultural Strategy (emerging 2009)</i></p>	<ul style="list-style-type: none"> • This document focused mainly on the artistic views of Oxford. • Actions refer to dance development plan. • This document historically covered sport which was no longer covered in the new 2009 cultural strategy.

- The Facilities Improvement Service (FIS) which has been led by Genesis on behalf of Sport England, have reviewed the service areas strategic documents and have indicated that they are generally satisfied with the content within them and highlighted that they are to a good standard. The FIS indicated that one area that can be improved on is by backing up some of the information using Sport England's Active Power tool, which is a powerful online tool to help highlight the need for facilities.

3.7. City Leisure Service – Current Provision

- The service has undergone a number of key step changes & challenges in 2008/9 and included the following:
 - Management re-structure of the service
 - Externalised the management of the Sport & Leisure service to Fusion Lifestyle.
 - Achievement of 77% in Quest at Barton Pool
 - New service area inclusive of Parks
- Although there have been a number of key positive changes within the service area it still faces a number of challenges. The service is currently very tightly resourced in relation to Sport & Physical Activity. It is currently responsible for helping to deliver or facilitate the delivery of the following key areas:

- Leisure management contract for the Sport Centres with Fusion
 - Sports Development
 - GO Active – A project in partnership with the PCT & the OSP aiming to increase the numbers of adults participating in Sport & Physical Activity
 - StreetSports – A project that targets children and young people in key target areas from 8-18 years to take part in Sport & Physical activity.
 - Focus Sports Development – Focusing on football development within the City and delivering football related projects
- The staffing structure consists of:
 - Development Manager who is responsible for Sports Development, Section 106 agreements & Sports related projects.
 - Focus Sports Development Officer – currently responsible for developing Football in the City and delivering football related projects.
 - GO Active Co-ordinator – externally funded post in partnership with the PCT & OSP responsible for increasing adult participation in Sport & physical activity
 - Street-Sports Co-ordinator – temporary post, which is externally funded and responsible for delivering the StreetSports program.
 - Leisure Client Manager – responsible for managing the Council's Sport & Leisure Centre management contact with Fusion Lifestyle.
 - Historically within the Sports Development section, there has been the priority of delivering the StreetSports program & assisting in delivering the youth games and dealing with ad-hoc issues from various sports as they arise. There has not been a co-ordinated approach or a key Sporting focus which has meant that the service has not engaged effectively with the NGB's or other key partners and therefore not been successful in raising funds to deliver or commission sporting activities.
 - The service has also moved to a destination where there are a significant amount of projects that need to be delivered, currently 33 in total. At this present stage the service area is not in a position to deliver some of these due to staffing and funding constraints.
 - A number of these projects have been historically hard to deliver for a number of reasons and have therefore remained in status quo for up to 10 years, for example the Barton Pavilion and the Skate Park projects.
 - City Leisure is the main co-ordination & delivery agent for Sport & Physical Activity within Oxford City Council; however there are also two other service areas that also undertake some elements of this function. This has meant that on some occasions the approach to

Sport & Physical Activity within the City is not fully co-ordinated or joined up. In respect of this some key partners have also indicated that Oxford City Council can be difficult to engage as there are no clear entry points.

- The City also faces a problem in respect of how it tackles the issue of the pavilions that the Council manage. Although there has been substantial investment & also planned future investment for the Sport & Leisure Centres, there has been a significant under investment in the pavilions. There are 14 pavilions that the Council owns, with three of these pavilions having been condemned.
- Performance information has improved within the service area; however existing usage data that has historically sat within the Parks area is quite limited. This is especially significant in respect of pitch usage, with question marks over the data quality.
- A key challenge for the Council is to ensure it plays its role in leading & guiding Sport & Physical activity within the City. The City Council currently chairs the Community sports Network (CSN) which engages all the key Sport & Physical Activity delivery agents & providers within the City. This includes:
 - Fusion
 - Youth Service
 - Volunteers
 - OSP
 - School Sports Partnership
 - GO Active
 - Oxford City Council – Sports development & Safer Communities
 - Education
- Increasing participation in Sport is a key national driver. The City Council has tied into this through NI8, which is also highlighted in the LAA. The target is 1% increase in participation per annum. This is quite a challenge with figures showing that in England 200,000 16-19 year olds will drop out of Sport between 2006 – 2012, equating to 33,000 dropping out a year. Sport England's Active People survey also shows that just over half the population over 16 do not participate at all.

3.8. Conclusion (The Oxford Context)

Although progress has been made in re-shaping the service to try and make it fit-for purpose, it will still need to evolve and be resourced appropriately to meet the challenges that have been highlighted. A plan for tackling the problems with pavilions will need to be drawn up, focus sports identified and key projects delivered. The challenge of engaging effectively with partners to increase participation in Sport & Physical activity by 1% per annum will also need to be met and also aligning to new agendas such as social care & mental health.

4. The Future - A World Class Sport & Physical Activity Offer

4.3. Alignment with National Themes

- For the service to offer a world class Sport & Physical Activity offer it is essential to align with the key themes & Agendas through Sport & Physical Activity:
 - Increased Participation - 1% increase year on year, 2 million more adults active by 2012, 1 million more people involved in regular sport & 2 million more physically active by 2012
 - Improving health and reducing health inequalities; tackling obesity, tapping into the social care & mental health agendas.
 - improving the life chances and focussing the energies of children and young people – transforming leisure time opportunities through Sport & Physical Activity
 - reducing anti-social behaviour and the fear of crime;
 - increasing skills, employment and economic prosperity
 - Performance – Olympics 2012, playing to win
 - Tie in with relevant PSA & NI targets

4.4. Primary Partners & Stakeholders

- Oxford City Council must ensure that it engages with key partners to ensure that it both influences and aligns with key priorities. This will mean that it can maximise mutual benefits such as shared priorities & funding opportunities. Achieving the challenging targets within increasing participation can only be achieved through a partnership approach.

4.5. World leading infrastructure of Sports Facilities

- The Sport England strategy 'Playing to win' highlights that significantly increasing sporting opportunities requires a world leading infrastructure of sports facilities. These must be fit for purpose and provide excellent value for money.

4.6. Customers

- The measure of success is customer satisfaction and increased participation. A world class service would be looking for a year on year 1% increase in participation as a minimum and be in the top quartile of the Active People Survey in the country. Customer satisfaction would be in the top quartile of the Active People Survey at 75%.

4.7. Conclusion (The Future)

- The Council's aim is to ensure an inclusive high quality value for money Sport & Physical Activity offer within the City. The Council must work towards improving the value for money & quality of its pavilions, courts & sporting facilities, whilst working with partners & other providers to increase participation in Sport & Physical Activity.

5. How can the Council deliver this?

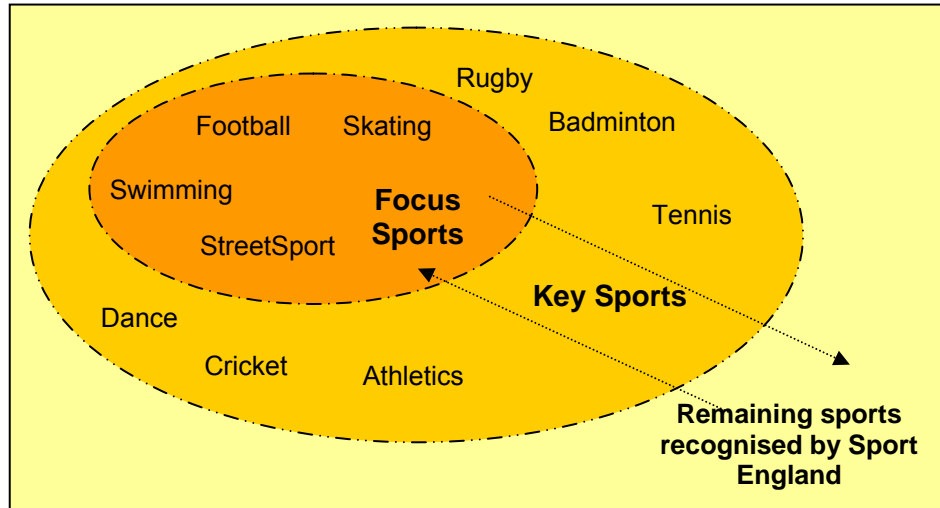
5.3. The following section sets out proposals on how the Council can achieve the vision of a world class Sport & Physical Activity function. Within the introduction it has clearly shown the benefits of Sport & Physical Activity and how these can meet local priorities.

5.4. Focus Sports

- To ensure a fit for purpose service that can operate efficiently and engage with key partners effectively, the City Council will need to focus on key Sports. Each Sport & Physical Activity will need to meet one or more of the below key criteria. Each criteria can be weighted dependent on the importance to the Council at the time.
 - Meets the Council corporate priorities
 - NGB lists the City as a priority area
 - Major project (or projects) linked to the Sport
 - Where maximum benefit can be gained for City residents
 - Can deliver a significant increase in participation (minimum of 1% per annum)
 - Funding Opportunity
 - Proven delivery history
 - Regular contact with NGB
 - OSP / CSN recommended
 - Provision of facilities or activities within the City
- There are 46 sports recognised by Sport England and many other Physical Activities. To narrow this down, an options appraisal has been conducted in respect of the relevant Sports and Sport projects that the City have been regularly working with Appendix 5.
- There are four main Focus Sport areas:
 - Swimming
 - Football
 - Skating (Ice Skating, Skate Boarding)
 - StreetSports (Skater Hockey)
- There are six key Sports that sit just outside of the Focus Sports and these are:
 - Rugby
 - Cricket
 - Tennis
 - Badminton
 - Athletics
 - Dance

- The rest of the 46 recognised sports sit on the outer ring of the model shown below:

Fig 8. Focus Sports and key Sports identified by Oxford City Council



- Each Focus Sport would be kept for a minimum of one year and a review would then take place on this annual basis. However, the model will evolve as the Sport & Physical Activity environment is constantly changing. It may be that other Sports become Focus Sports as opportunities arise.
- What does it mean to be a Focus Sport?
- The following may apply:
 - Although the funding environment is extremely tight, Focus Sports would be given priority with any potential OCC funds.
 - Assistance with producing development plans
 - Assistance with attaining club or NGB standards
 - Assistance with producing funding bids
 - Improvement of facilities
 - Increasing participation and access
 - Priority projects

5.5. Supporting the delivery of key agendas

- The Council will need to play an increasing role in guiding and co-ordinating Sport & Physical Activity within the City. The CSN will act as the main function for this, with the City Council acting as chair. Other development groups for focus sport such as football will need to be put in place.
- The service will need to be fit for purpose and be the main entry point for Sport & Physical Activity for external organisations, community

group's partners & stakeholders. This could be achieved through relevant job roles in other service areas being merged into City Leisure. Staff within the service area will each be given a specific agenda lead including the following:

- Children, Young People & Families
 - Semi-Sporty Over 16's
 - Social Inclusion & Diversity
 - Over 50's and mental health
 - Anti-social behaviour
 - Competitive Sport (Performance)
- Due to the large number of projects within the service area existing staff will need to undertake relevant project management training to develop accordingly. Whilst any new job descriptions will need to reflect this shift in priority and new staff members required to have these skills & experience.
 - Achievement of the Council's objectives can only be made together with key partners. The Council must be involved with key partners at the planning and shaping stage of their processes. It is essential that the Council has strong mutually beneficial relationships with key organisations or groups such as those listed below:
 - Key partners include:
 - County Council – C & YP, Social Care & play
 - County Sports Partnership
 - GO Active
 - PCT
 - Police
 - NGB's
 - Clubs
 - Community groups
 - School Sports Partnership
 - Education (Extended Services, Universities & Colleges)
 - Voluntary Sector
 - The service will need to evolve to ensure that it is flexible & identifies the best opportunities with key partners to ensure value for money and maximum impact. This may mean that the Sports Development service is commissioned to deliver activities or agendas, or commissions other bodies to achieve this.

5.6. Delivering the Council's key Sport & Physical Activity projects

- The service area currently has over 30 projects. To ensure that the key Sport & Physical Activity projects are delivered to a high standard it is important to resource the projects accordingly. There are six key projects that it is recommended to prioritise and these are highlighted in the action plan in Appendix 6.

5.7. Ensuring a Sustainable Offer (2012 legacy)

- The Olympics in 2012 is a once in a lifetime opportunity to appeal to individuals who would not typically undertake Sport & Physical activity. It is an opportunity to increase participation in line with national targets. It can also help improve the health of the nation and improve social inclusion.
- Creating a World Class Sporting Infrastructure, with new modern fit for purpose facilities such as the proposed competition pool and new fit for purpose pavilions will ensure that this helps provide a sustainable Sport & physical activity offer.
- It is also vital to ensure that long term plans are developed past 2012 and that they use the Olympics as a springboard to further increase participation and tackle key agendas.
- Within the CSN the Olympic is a key agenda item and there are yearly projects that have been organised 'or branded' for this purpose including the Oxfordshire Youth Games and school sports week.
- A bid will be made to secure an AdiZone at Court Place Farm which is a play area linked into the Olympic theme and aids participation in Physical Activity.

5.8. Funding / Opening up Community Access

- It is essential that the service is involved at the beginning of any planning proposals that may have a Section 106 or cash contribution attached. To ensure that any agreement is as effective as possible a partnership approach needs to be adopted when drafting up the agreements with any providers. This is especially important when engaging with the City's other Sport, Leisure & Physical Activity providers by way of Community Access.
- It is important that for any Community Access, an essential need is analysed and also that the agreement is effective for the City Council, NGB and the operator. To ensure the effectiveness of any proposed agreement this will be discussed through the CSN.

5.9. Increasing Participation

- The only way the Council can meet national targets and its local targets regarding increasing participation including the 1% increase year on year, is through working in partnership. Although the City had the biggest increase in participation within the County it is still ranked bottom of the districts in respect to total participation. The challenges of the city mean that it is important for successful marketing and outreach to ensure that we can reach the right people. The City must work with Fusion to ensure recruitment of a Community Development officer and with GO Active to recruit necessary Activators to help achieve this.

5.10. Performance focused

- To be a world class service it is important that there are clear targets and these link into national and local priorities. Data quality will be improved in respect of pitch usage information and information added to the Council's performance management tool CORVU, this will ensure that there is more effective monitoring. Clear terms of reference must be drawn up for each indicator.

5.11. Action Plan

- Refer to Appendix 6.

5.12. Conclusion

- It is essential that we work in partnership to achieve shared goals and priorities.

6. Recommendations

- That City Leisure takes the lead role within the City Council for co-ordinating Sport & Physical Activity and is the main entry point for key partners and stakeholders.
- That City Leisure provides a strategic guiding role for Sport & Physical Activity within the City.
- That the Focus Sports for City Leisure are Swimming, Football, Skating & StreetSports, with other prioritised Sports being Badminton, Dance, Tennis, Rugby, Cricket & Athletics.
- That the City Leisure service plan aligns with Sport & Physical Activity national & local priorities and agendas.
- That the six major Sport & Physical Activity projects are prioritised in line with the action plan.

APPENDIX 1 – District Priorities

Cherwell	South Oxon	Vale of White Horse	West Oxon
To increase participation in sport and active recreation	Increase participation in sport and activity by 1% each year	Increase the opportunities for participation in sport and active recreation	Increase participation in sport and active recreation
	Increase the range of activities available	To provide inclusive activities for all sectors of the community	Widen access to sport
<i>After school provision/School clubs links</i>	Increasing levels of performance	To increase the availability of high quality sporting opportunities which enable all people to enter, participate and progress in their chosen sport	Improve levels of performance (Secondary outcome)
Improve health and well being Corporate priority	Improve health	To contribute to the physical and psychological well being of Vale residents through working in partnership with external organisations on projects that address health and well-being.	To improve health and well being through sport and leisure

APPENDIX 5: Options Appraisal

Sport / Physical Activity	OCC Objectives	NGB Priority	Major Project	Resident benefits	Increase Participation	Funding Opportunity	Delivery History	Contact with NGB	OSP / CSN	Facilities	Focus Sport (Yes/No)
Swimming	✓ -Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life	✓ Highlighted as number 1 priority district in County	✓ Competition Pool	✓ Free Swimming	✓ Free swimming	✓ Free Swimming & Swim Lessons	✓ Barton & Ferry	✓ Devt Officer in City offices	✓	✓ Currently 5 pools	YES
Football	✓ -Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life	✓ 3community Clubs OCFC main priority project	✓ 12 projects on list	✓ 80 clubs	✓ Improved facilities and new facilities	✓ Through Football Foundation Barton / OCFC	X	✓ Football devt / board meetings	✓	✓ Good availability Of pitches	YES
Skating -Ice Skating -Skate boarding	✓ Stronger & More Inclusive Communities	X	✓ Skate Park	✓ Inclusion	✓ Skating have increased participation	✓ Funding bids in for skate park	X	X	X	✓ Ice Rink Skate Parks	YES
StreetSports Including Skater Hockey	✓ -Stronger & More Inclusive Communities	X	✓	✓	✓ Increase on last year	✓ Sport Unlimited / Positive	✓	X	✓	✓ MUGAS	YES

	-Reduce Crime and Anti-social Behaviour					Futures					
Rugby	✓ Stronger & More Inclusive Communities	X	✓ Pavilions	X None submitted	X No figures	X None currently	X No evidence	✓ Devt officer	✓	✓ Council pitches	NO
Cricket	✓ Stronger & More Inclusive Communities	X	✓ Pavilions	X None submitted	X No figures	X None currently	X No evidence	✓ Devt officer	✓	✓ Council pitches	NO
Tennis	✓ Stronger & More Inclusive Communities	X	✓ Alexandra Courts	X None submitted	X No figures	X None currently	X No evidence	X	✓	✓ Council Courts & Community Access to DL,OU & MS	NO
Badminton	✓ Stronger & More Inclusive Communities	X	X	X None submitted	X No figures	X None currently	X No evidence	✓ Meetings	✓	✓ Ferry & BLLC	NO
Athletics	✓ Stronger & More Inclusive Communities	X	✓ Horspath Athletics Track	X None submitted	X No figures	X None currently	X No evidence	X	✓	✓ Horspath Iffley rd	NO
Dance	✓	X	X	X	X	X	X	✓	✓	✓	NO

	Stronger & More Inclusive Communities			None submitted	No figures	None currently	No evidence	Although no NGB Dance officer in Council		Many venues across city	
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Appendix 6**Sport & Physical Activity Action Plan** *(this will be reviewed monthly and supports the Service Transformation Plan)*

Key action	History / Info	Outcome from Council Priorities	Timescale	Cost	Lead Officer
Deliver Key Projects					
Deliver Competition Pool (Build a new 8 lane 25metre pool & teaching pool at BLLC to replace TCP)	Agreed in Leisure Facilities review. Replacement needed for Temple Cowley Pools to be sited at BLLC.	-Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life -Transform Oxford City Council by improving Value for money	December 2012	£6-8 Million	Head of Service / Development Manager
Deliver Barton Pavilion and pitch improvements (Replace pavilion with a modular building and improve floodlighting & pitches)	A project that has been over 10 years and categorised as hard to deliver	Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life	September 2011	£400,000	Development Manager
Assist in Delivery of Skate Park (Build a permanent skate park at a suitable location within the City)	A project that has been over 10 years and categorised as hard to deliver. Led by Oxford Wheels project	-Stronger & More Inclusive Communities	December 2012	£300,000	Development Manager
Find a way forward	Currently there are 14 pavilions	Stronger & More Inclusive	December 2011	£2 million – I	Head of Service /

with Pavilions	with 3 of these condemned. All of these facilities are in a poor state of repair.	Communities -Improve the Environment, Economy & Quality of Life -Transform Oxford City Council by improving Value for money		thought this figure was higher	Development Manager
Assist Oxford City FC Astro turf (A new Astro turf facility at court place farm and also 6 netball courts)	Oxford City Led and funded.	Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life	November 2011	£1.6 million Externally Funded	Focus Sports Development Officer
Assess viability of Externally Funded Football Facility (Test the market to see if there is an external company who would design, build, operate manage a 5 aside facility)	Looking to work in partnership with developer, clubs and community.	Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life	December 2012	Officer time	Development Manager
Ensure project governance & assurance – Attend -Business Transformation -LSSG Leisure - Development	Ensure appropriate governance of projects	Stronger & More Inclusive Communities -Improve the Environment, Economy & Quality of Life -Transform Oxford City Council by improving Value for money	Monthly or as required	Officer time	Head of Service / Development Manager

group -Competition Pool working group					
Improve Governance					
Chair CSN	Community Sports Network meeting involving all key partners delivering sport in City	Stronger & More Inclusive Communities	Every two months	Officer time	Head of Service
Hold regular Service Meeting	Internal fortnightly meeting	Stronger & More Inclusive Communities	Fortnightly	Officer Time	Head of Service
Attend relevant priority groups OSP Board H&W Group C&YP Positive activities Focus Sports School Sports GO Active Social Inclusion	Ensure that the service is represent these meetings	Stronger & More Inclusive Communities Improve the Environment, Economy & Quality of Life	Monthly or as required	Officer time	Head of Service / Development Manager
Align service plan to key national & local priorities	Ensure that the service is at the forefront of Sport & Physical Activity	Stronger & More Inclusive Communities Improve the Environment, Economy & Quality of Life	Dec 2009	Officer time & resource	Head of Service
Review Focus Sports					
Set up development groups	Involving key individuals, groups & NGB's	Stronger & More Inclusive Communities	Quarterly	Officer Time	Focus Sport Development Officer

Meet with NGB's to agree action plans	Key regional / local officers from NGB's	Stronger & More Inclusive Communities	May 2010	Officer Time	Focus Sport Development Officer
Deliver StreetSports program in term time	Work with OSP, Safer Communities, Positive Futures, School Sports & Extended Services	Stronger & More Inclusive Communities	September 2010	£25K	Focus Sport Development Officer
Improve Performance Management					
Ensure data quality of pitch usage information by developing Terms of Reference	Improve the information within Parks and ensure that there is good data quality.	Stronger & More Inclusive Communities	November 2009	Officer time	Performance officer
Agree key performance indicators for pitches around participation	Improve the information within Parks and ensure that there is good data quality.	Stronger & More Inclusive Communities	May 2010	Officer Time	Performance officer
Input performance information on to CORVU	Use the Council's performance monitoring package	Stronger & More Inclusive Communities	December 2009	Officer Time	Performance officer
Train staff in active people & active power places	Ensure that all key City Leisure staff are trained in the use of these	Stronger & More Inclusive Communities	January 2010	Free	Development Manager
Establish participation information for Focus Sport & key additional sports from Active People	Add information to relevant documents	Stronger & More Inclusive Communities	January 2010	Officer time	Performance Officer
Increase Participation					

Support funding package for Activator	Through Future Jobs Fund	Stronger & More Inclusive Communities	November 2010	Officer time	GO Active Co-ordinator
Community Development Officer	Work with Fusion to appoint post	Stronger & More Inclusive Communities	December 2009	Officer time	Leisure Client Manager
Obesity Pilot - Barton		Stronger & More Inclusive Communities	March 2010	Officer Time	Leisure Client Manager Lead member Cllr Mark Lygo (Obesity champion)
Ensure City Leisure is resourced effectively					
Recruit vacant Development Officer post	Assist in delivering key projects and increasing participation in sport & physical activity within City	Stronger & More Inclusive Communities	April 2010	£30K	Development Manager
Assign agenda leads to existing staff	Children, Young People & Families Semi-Sporty Over 16's Social Inclusion & Diversity Over 50's/ mental health Anti-social behaviour Competitive Sport (Performance)	Stronger & More Inclusive Communities	April 2010	Officer time	Development Manager
Ensure effective access to facilities					
Database of City Leisure Section 106 & community Access packages drawn up	Database produced	Stronger & More Inclusive Communities Improve the Environment, Economy & Quality of Life	December 2009	Officer time	Development Manager
Ensure effective monitoring of S106	Monitor through report / meetings with key areas on a six	Stronger & More Inclusive Communities	Bi-annually	Officer time	Development Manager

	monthly basis				
Ensure that City Leisure is involved at the beginning of planning process where S106 is appropriate	Work in partnership with developer at an early stage	Stronger & More Inclusive Communities	November 2009	Officer time	Development Manager
Any new S106 agreements brought to CSN	All new agreements brought to CSN to determine usage on a needs basis	Stronger & More Inclusive Communities	When relevant	Officer time	Development Manager