

## **SPA Delivery Plan – Draft March 2014      2014-2017**

Objectives of the SPA are four fold:

- To deliver an environment conducive to physical activity in a manner that is as cost neutral as possible to the public purse - providing the facilities, open spaces, and community and transport infrastructure that allows and encourages residents of all ages be active.
- To strengthen organisations and partnerships - increasing the number and quality of volunteers, coaches and clubs and developing Fit and Active Barnet (FAB) as an umbrella brand and network to facilitate collaboration.
- To develop effective sport and physical activity pathways - encouraging and enabling people to engage and stay involved in sport and physical activity and achieve the highest standard that they want to and are capable of.
- To widen access to sport and physical activity – ensuring that people who do not traditionally participate in sport and physical activity are supported to do so.

The delivery plan outlines how the objectives will be addressed to achieve the overall aims. Individual plans with detailed actions and responsibilities already exist or will need to be developed by the lead. It is significant that achieving the strategy is dependent on the contribution of a range of departments and organisations.

<b>STRATEGIC OBJECTIVE</b>	<b>To deliver an environment conducive to physical activity in a manner that is as cost neutral as possible to the public purse - providing the facilities, open spaces, and community and transport infrastructure that allows and encourages residents of all ages be active.</b>				
<b>Objective</b>	<b>Actions</b>		<b>Strategy Link</b>	<b>Success factors</b>	<b>Partners and Lead</b>
Develop the access and use of parks and open spaces across the borough to support community and organisational use for sport, physical activity and recreation.	<ul style="list-style-type: none"> <li>• Further development of options for parks and open spaces and support for long term development</li> <li>• Preferred option adopted</li> </ul>	MID	Core Strategy Infrastructure plan  Health and Wellbeing Strategy	Preferred option (s) implementation planned or in place	Green Spaces RE (planning and regeneration) FAB PB
	<ul style="list-style-type: none"> <li>• Development of initiatives such as the outdoor gyms , activators and marked and measured , walking groups to ensure access to all Barnet residents</li> <li>• Develop inclusive Play plan for the Borough that maximises opportunity</li> <li>• Review and develop initiatives that explore the feasibility of expanding across the Borough in key locations with a specific</li> </ul>	MID	Health and Wellbeing strategy Infrastructure plan	Gyms and M&M available in a range of locations  Monitor impact & evaluate attendances.	Leisure Public Health Greenspaces

	<p>focus on:</p> <ul style="list-style-type: none"> <li>- Outdoor Gyms</li> <li>- Walking for Health</li> <li>- Marked &amp; Measured routes.</li> <li>- Parkrun</li> </ul> <ul style="list-style-type: none"> <li>• Support events hosted in parks that will generate interest and create community cohesion.</li> </ul>				
	<ul style="list-style-type: none"> <li>• Enhance the opportunities for recreational cycling across the borough – Sky Rides</li> <li>• Work with key partners (internal &amp; external) to identify, support and implement opportunities that promote local cycling initiatives (targeting under-represented groups).</li> <li>• Identify opportunities to deliver activities linked to NGB whole sport plans where Barnet is highlighted as a priority area.</li> <li>• Development and improvement of Cycle Routes</li> <li>• Provision of cycle training to adults and children who live or are schooled within the borough – bikeability, special needs, balance bikes</li> <li>• Provision of the Bike-it programme</li> </ul>	LONG	<p>Health and wellbeing strategy</p> <p>Infrastructure plan</p> <p>Highway improvements plan</p> <p>Sustainable mode of travel strategy</p> <p>LIP</p>	<p>Routes in place or planned for implementation</p> <p>Sport England Active People Survey Data.</p> <p>Delivery of programme / KPI data.</p> <p>Delivery of programme</p> <p>Delivery of programme</p>	<p>Traffic and development team (RE)</p>

	<ul style="list-style-type: none"> <li>Promotion of active travel – such as walk to school week, walk to work week, bike to work week</li> <li>Encourage schools, colleges, nurseries to develop, implement, monitor and review voluntary travel plans.</li> <li>Encourage schools to take up Accreditation scheme STARS – (sustainable travel active responsible safe), and assessment of plans</li> <li>Monitor of requirement to develop travel plans and assessment of development travel plans using the number of measures required to promote active and sustainable travel</li> </ul>	SHORT /MID	Sustainable mode of travel strategy  Core Strategy  LIP  HWBS  SPD April 13	Sets targets  Targets sets for STARS,  All eligible developments have a travel plan, monitored and reviewed.	
	<ul style="list-style-type: none"> <li>Support the involvement of community and partner organisations in development of outdoor spaces</li> </ul>	MID		Network of organisations in place and/or ready to support development of outdoor spaces	All – Greenspaces. Public Health, Leisure
Develop a cost neutral sport and leisure facilities plan including opportunities for partnerships between the council and	<ul style="list-style-type: none"> <li>Ensure services provided contribute to LBB Public Health priorities to improve wellbeing and increase participation in sport &amp; physical activity.</li> <li>Implement and manage the most suitable delivery model for managing sport &amp; leisure services (performance management framework).</li> <li>Negotiate more economic and effective contracts with key service delivery partners.</li> </ul>	SHORT  MID  MID	Health and Wellbeing Strategy	Sport, Physical Activity and Public Health outcomes are integral to future procurement of leisure services.  Development of option agreed by SPA BC  Development of public	Leisure  Public Health  RE/CAPITA (Procurement)  Commercial Partners

commercial providers	<ul style="list-style-type: none"> <li>• Identify opportunities to deliver projects linked to Sport England/ NGB Facility Strategies in conjunction with sport specific whole sport plans.</li> <li>• Increased satisfaction - ensure we are responding to local priorities and addressing the needs of excluded groups.</li> <li>• Review, monitor and control the use of resources to ensure that targets are continually met with high quality.</li> <li>• Identify required resources to improve services and performance linked to potential sources of funding.</li> <li>• Ensure a quality assured responsive service is delivered, co-ordinating and facilitating maximum take up of sport &amp; physical activity opportunities.</li> </ul>	SHORT		health outcomes in potential future tender and associated documentation	
		SHORT			
		LONG			
		SHORT			
		SHORT			
	<ul style="list-style-type: none"> <li>• Secure investment for further development in the west of the borough for sport &amp; physical activity opportunities</li> <li>• Build health improvement into planning process to ensure physical activity is reflected in built environment</li> </ul>	MID	Core Strategy Travel plans	Use of active design guidelines principles and SPG April 13 in promoting physical activity in development	RE (Planning and Regen) Commercial partners Green Spaces Public Health Leisure Youth and Community

	<ul style="list-style-type: none"> <li>Implementation of new strategy for parks (or alternative)</li> </ul>	MID			
To identify opportunities for sport and leisure facilities to be co-located with other council and health services and commercial enterprises	<ul style="list-style-type: none"> <li>Investment opportunities with CCG, FMH, industry and other key partners</li> </ul>	SHORT		Development of new regeneration and planning projects identified	
	<ul style="list-style-type: none"> <li>Explore partnership potential with new leisure providers</li> </ul>	LONG		Part of SPA BC	
	<ul style="list-style-type: none"> <li>Utilise planning and regeneration development to maximise potential for sport and physical activity including active play to be incorporated</li> <li>Ensure co-ordination of internal and external partners in the delivery of sport and leisure related services.</li> </ul>	MID	HWWB	Use of active design guidelines principles and SPG April 13 in promoting physical activity in development	
<b>To strengthen organisations and partnerships - increasing the number and quality of volunteers, coaches and clubs and developing Fit and Active Barnet (FAB) as an umbrella brand and network to facilitate collaboration.</b>					
Development of the FAB Partnership Board to enable local partners to take the lead	<ul style="list-style-type: none"> <li>FAB reference group established</li> <li>FAB partnership board defined in partnership with stakeholders</li> <li>FAB Partnership Board established and governance agreed /</li> </ul>	SHORT	HWWB	FAB PB in place and operating as key forum	PH SPA Board HWBB

<p>in implementation and delivery of SPA</p>	<p>terms of reference?</p> <ul style="list-style-type: none"> <li>• Programme of work agreed with board</li> <li>• Review points agreed</li> <li>• Support the BSSG to review role and engage in FAB Partnership Board</li> <li>• Raise profile of FAB amongst partners/organisations as a significant contributor to realising Borough prevention &amp; health aspirations.</li> </ul>				
<p>Champion and support the ongoing growth and development of local, high-quality and safe sport &amp; physical activity organisations as key providers of participation, education, coaching and competitive</p>	<ul style="list-style-type: none"> <li>• Work closely with London Sport to identify key opportunities for development and investment in Barnet</li> <li>• Support the development of youth and community led initiatives to focus the growth of PA opportunities for young people aged 10-19 (up to 25 with LDD)</li> <li>• Support via BSSG, London Sport and Sport England for local club development – work in partnership with organisations to deliver projects/initiatives that increase and sustain participation (eg. Sportivate)</li> <li>• Utilise Sport England APS data to determine targets for future focus sport &amp; physical opportunity investment areas.</li> <li>• Utilise the FAB Campaign to support local initiatives</li> <li>• Establish mechanisms for feedback from clubs and providers about the challenges facing delivery of community sports</li> </ul>	MID	<p>Sport England Core Strategy Local Implementation Plan</p>	<p>Network supported and programme for additional development agreed and in place</p>	<p>LLB, PH, BSSG, FAB Partnership Board, LLB –comms, PH and Y&amp;C  Leisure  Commercial providers</p>

<p>opportunities.</p> <p>Support the development of sport &amp; leisure opportunities to facilitate the delivery of affordable, high quality activities/experiences that are sustainable.</p>	<p>across Barnet</p> <ul style="list-style-type: none"> <li>To review schemes that support club development (Club Mark) and recommend best option for on going support – host Club Development workshops in partnership with NGBs/London Sport.</li> <li>Work with NGBs / London Sport/ Local Clubs / SSP to utilise existing de diligence process and enhance where appropriate.</li> <li>Promote CPD opportunities via London Sport Coaching Support Centre (Skills Active / Sports Coach UK).</li> </ul>				
<p>Encourage more people to volunteer their time, skills and expertise to support the delivery of sport and physical activity initiatives in</p>	<ul style="list-style-type: none"> <li>Development of training, coaching and mentoring skills for young people and club volunteers (eg Sportmakers)</li> <li>Develop a volunteer database that will improve engagement and pathway to support recognised individuals into paid employment opportunities.</li> <li>Assessment of current gaps in volunteers and programme to support capacity building</li> <li>Work with large scale providers in Barnet and North London to support capacity building in areas with need ( in line with</li> </ul>	<p>MID</p>	<p>Sport England Core Strategy  Local Implementation Plan</p>	<p>Increase in number of people volunteering in sport and physical activity.  Increase in number of clubs supported.</p>	<p>FAB Partnership Board, commercial providers and London Sport  LLB Y&amp;C and PH</p>



the Borough.	<p>SE priorities)</p> <ul style="list-style-type: none"> <li>• Build on existing accreditation offered</li> <li>• Engage with young people to support peer-led opportunities linked to Barnet College &amp; Middlesex University.</li> <li>• Work in partnership with British Colleges and University Sport and other key partners to support leisure workforce development opportunities at Middlesex University.</li> <li>• Work with Barnet School Sport Partnership, Barnet College and Sports Leaders UK to support delivery and access to participate in recognized qualifications.</li> </ul>				
<p><b>To develop effective sport and physical activity pathways - encouraging and enabling people to engage and stay involved in sport and physical activity and achieve the highest standard that they want to and are capable of.</b></p>					
Encourage and support people who are sedentary to get into sport and physical activity.	<ul style="list-style-type: none"> <li>• FAB Campaign implementation</li> <li>• Promote the opportunities available to Barnet via FAB and leisure provider</li> <li>• Ensure that the least active are targeted by Leisure provider</li> <li>• Incentive schemes</li> <li>• Develop a strategic approach to supporting the development of physical activity in primary care and tier 2/3 of weight management services where these exist.</li> <li>• Facilitate access to universal services that will improve and</li> </ul>	SHORT	Health and Wellbeing Strategy	Delivery of FAB and measurement of success	<p>FAB Partnership Board, commercial providers and London Sport</p> <p>LLB Y&amp;C</p> <p>Leisure</p> <p>PH</p>

	<p>increase participation.</p> <ul style="list-style-type: none"> <li>• Increase participation, targeting under-represented groups through partnership with leisure provider.</li> <li>• Implement innovative projects with partners that will engage with the community to support community cohesion.</li> </ul>				Comms
Identify and Increase career opportunities in sport for young people.	<ul style="list-style-type: none"> <li>• Work with the education service and partners to achieve 2+ hours physical activity target</li> <li>• Work in partnership with established organisations/charities (eg StreetLeague) to support pathway into employment (focus on NEET /homeless/ 16-25yrs).</li> <li>• Support Barnet Schools work experience – co-ordinate and facilitate opportunities with partners.</li> </ul>	SHORT	Core Strategy Health and Well being Strategy	Work with BSSG	FAB Partnership Board
Improve support for talented athletes.	<ul style="list-style-type: none"> <li>• Explore the potential for Ambassador Scheme for high achieving athletes</li> <li>• Support talented athletes via local programme</li> <li>• Promote athletes as local ambassadors for Sport (via FAB Campaign).</li> <li>• Enhance multi-discipline sporting pathways with appropriate opportunities linked to competition.</li> <li>• Work with Clubs (eg Hendon Gymnastics Club) to promote</li> </ul>	LONG	Sport England Core Strategy	Metrics for measurement in place	Lesiure providers London Sport North

	<p>awareness and positive news stories relating to access and opportunities alike within Barnet.</p> <ul style="list-style-type: none"> <li>• Work in partnership with Middlesex University (London Institute of Sport) to celebrate and support world class academic achievements.</li> <li>• Support the Youth Sport Trust- Gifted and Talented Programme in partnership with the Barnet School Sport Partnership.</li> <li>•</li> </ul>				
<b>To widen access to sport and physical activity – ensuring that people who do not traditionally participate in sport and physical activity are supported to do so.</b>					
Establishing active lifestyles – early years	<ul style="list-style-type: none"> <li>• Build links between health, early years and leisure professionals</li> </ul>	MID	Health and Wellbeing	Programme to be defined	LLB Y&C Public Health Children’s Services FAB PB
	<ul style="list-style-type: none"> <li>• Raise awareness among parents of the importance of physical activity and outdoor play for children</li> </ul>				
	<ul style="list-style-type: none"> <li>• Create a combined programme of activity for preschool children and parents in conjunction with Children’s Services</li> </ul>				

<p>Children and Young People – support active lifestyles</p> <p>Underrepresented groups – Older People,</p>	<ul style="list-style-type: none"> <li>• Assess and report on what is required to ensure relevant and effective pathways from school sport to community sport</li> <li>• Continue to use sport as integral to diversionary activities</li> <li>• Support through regeneration and development the establishment of play and outdoor space areas</li> <li>• Continue to develop and deliver programmes of activity year round – including school holidays</li> <li>• Continue to engage with young people to identify needs that inform programmes and events</li> <li>• Continue to work with parents to promote healthier lifestyles for the whole family</li> <li>• Work with facility providers and clubs to encourage programmes that tackle under-represented groups and those who drop-out at specific life stages.</li> <li>• Ensure the leisure management contract incorporates targets linked to priority groups in the borough and as a mechanism to monitor levels of participation.</li> <li>• Ensure the leisure management contract provides inclusive programming and a broad range of sporting opportunities.</li> <li>• Support community providers within the borough by helping them secure resources and funding to deliver a diverse range of sporting activities.</li> </ul>	<p>MID</p>	<p>HWWB</p> <p>Sport England</p> <p>Core Strategy</p>		<p>LLV Y&amp;C</p> <p>PUBLIC HEALTH</p> <p>Chidlrens services</p> <p>FAB PB</p>
---	---	------------	---	--	---

<p>Women &amp; Girls, BME, Disability.</p>	<ul style="list-style-type: none"> <li>• Ensure that the Inclusive Fitness Initiative (IFI) accreditation is maintained within Leisure Centres. Supporting access and widening opportunity.</li> </ul>				
<p>Improve the delivery of physical activity and sporting opportunities in neighbourhood settings.</p>	<ul style="list-style-type: none"> <li>• Initiate and enhance partnership with ‘StreetGames’ to support opportunities within neighbourhood and estate settings.</li> <li>• Work with Housing Association providers to support and develop community engagement projects that interest target groups.</li> <li>• Engage, educate and support young people who otherwise feel marginalised by society. Develop informal approach to a “things to do” concept working in partnership with the local Police /Youth Offending service/ Children’s Services.</li> <li>• Seek positive outcomes for all young people in line with Every Child Matters and Youth Matters using sport and leisure activities as the catalyst for engagement.</li> </ul>	<p>MID</p>	<p>HWWB Sport England</p>	<p>Delivery of youth focussed programmes</p>	<p>Sports Development Role  LLB Y&amp;C</p>
<p>Develop the role that sport and physical activity can play in promoting community cohesion and</p>	<ul style="list-style-type: none"> <li>• Sport Ambassadors – Young People</li> <li>• Healthy Heroes – Underrepresented groups.</li> <li>• Supporting professional games: sport as a spectator driven activity has the capacity to generate significant economic activity through employment, ticket sales and merchandise together with secondary spend associated with food, drink and accommodation.</li> </ul>	<p>SHORT</p>	<p>HWWB Sport England</p>		<p>Sports Development Role</p>

<p>fostering pride in the Borough</p>	<ul style="list-style-type: none"> <li>• Engender partnership working: Resources for sport and physical activity are rarely sufficient to meet aspirations and opportunity. Sharing skills, knowledge, ideas and facilities is essential to increasing participation. Partnership working enables different strengths to combine to inspire and reach more people to 'get active'.</li> <li>• FAB Annual Awards – hosted at Leisure Centre. Celebrating all aspects of achievements within Barnet.</li> </ul>				
<p>Support a strong and effective school sport infrastructure to assist schools in getting more children and young people regularly participating</p>	<ul style="list-style-type: none"> <li>• Enable all children and young people in Barnet schools to become confident, physically competent to lead healthy lifestyle choices and pursue physically active pathways through opportunities offered in their local and wider community.</li> <li>• Sustain 90% buy in rate from Barnet Primary &amp; Secondary Schools to the School Sport Partnership.</li> <li>• Support schools to maintain the importance of school sports and PE.</li> <li>• Develop and formalise links between sports clubs and schools, FE and HE establishments to improve pathway from grassroots to elite .</li> </ul>	<p>SHORT</p>			