



Chipping Barnet Area Committee 31st March 2016

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Title	Sport & Physical Activity: Targeted Intervention Programmes
Report of	Cassie Bridger – Strategic Lead, Sport & Physical Activity
Wards	Brunswick Park, Coppetts, East Barnet, High Barnet, Oakleigh, Totteridge, Underhill
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1A - Greenwich Leisure Limited (GLL): Better You Project Proposal Appendix 1B – Our Parks: Project Proposal Appendix 1C- Golden Kilometre Project Plan
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Summary

This report provides recommendations that will seek to improve physical activity participation levels amongst older adults and children & young people within Chipping Barnet, addressing a response to the following focus areas;

- The use of pedometers for children and young people in schools.
- Assisting to reduce childhood obesity.
- Tackling social isolation amongst older adults.
- Increasing sporting participation opportunities in the Boroughs green spaces.

The proposed delivery schemes outline strategically aligned opportunities to increase participation and reduce barriers by working in partnership to achieve local outcomes. This report additionally includes an evaluation outlining the use of pedometers and the applied rationale for more robust methods to incentivise and sustain activity levels amongst children and young people.

The partners referenced have demonstrated an understanding of how addressing participation in sport and physical activity should fully embrace the diversity of services possible to provide an integrated

solution to a multi-faceted challenge. Subsequently providing an opportunity to encourage residents to lead more healthy and active lifestyles, resulting in less dependency on access to the health and social care systems.

Recommendations

- 1. That the Committee approves an area budget allocation of £10,000 funding to GLL to deliver a 12 month pilot satellite scheme (as detailed in Appendix 1A), authorised by commission from the Strategic Lead Sport & Physical Activity.
- 2. That the Committee approves an area budget allocation of £9,270 funding to 'Our Parks' to deliver a pilot physical activity programme (as detailed in Appendix 1B), authorised by commission via the Strategic Lead Sport & Physical Activity.
- 3. The Committee delegates authority to the Commissioning Lead Sport & Physical Activity to produce a future report outlining a cost review of alternative digital tools in accordance with Chipping Barnet schools committed to the Golden Kilometre Project.

1. WHY THIS REPORT IS NEEDED

- 1.1 Subsequent to the Chipping Barnet Area Committee on the 21st October 2015, the Committee noted specific issues contained within the Insight and Evidence Review. Recommended focus areas included;
 - An ageing & isolated population
 - Pockets of deprivation
 - Obesity and participation in sport
- 1.2 Based on the content of the Insight and Evidence Review, the Committee agreed to the submission of a subsequent report that outlined associated costs to address the areas identified above and in specific relation to:
 - Increasing sporting participation opportunities in the Boroughs green spaces.
 - The use of pedometers for children and young people in schools.
 - Reducing child obesity
- 1.3 The Committee recommended that officers should consider a spend allocation not exceeding £20,000 per ward when drawing up their proposals. This report specifically identifies sport and physical activity programmes that are targeted at engaging with residents in the following ward areas;
 - Brunswick Park
 - Coppetts
 - East Barnet
 - High Barnet
 - Oakleigh
 - Totteridge
 - Underhill

1.4 This report outlines the context in which an approach has been taken to provide recommendations that will seek to improve participation levels amongst children & young people and older adults.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendations outlined provide a strategic opportunity to deliver sustainable initiatives, working with experienced providers to support an accessible physical activity pathway in Barnet.
- 2.2 As part of this process the Barnet Sport & Physical Activity (SPA) team engaged with local and regional organisations to collate feedback, which considered the experience, ability and capacity to deliver a programme of activity.
- 2.3 The proposals contained within Appendix 1A (GLL) and Appendix 1B (Our Parks) have utilised intelligence information summarised from the Insight and Evidence Review to ensure that opportunities are available to all residents and that resources are targeted where need is most demonstrated..
- 2.4 The initiatives outlined in Appendix 1A (GLL), 1B (Our Parks) and 1C (Golden Kilometre) provide preventative opportunities that;
 - Promote social capital and support a pathway through community assets.
 - Provide enhanced opportunities for young people, inclusive of a commitment to deliver increased participation.
 - Reduce social isolation through physical activity.
 - Target interventions in areas of deprivation and inequality, ensuring accessibility and inclusivity.
 - Enable opportunities that will enhance the local workforce.
 - Raising standards to provide a pathway that supports quality provision and experience.
 - Address the barriers to participation in sport and physical activity by exploring alternate delivery models with the use of satellite / community based projects.
- 2.5 All programme recommendations support Health and Wellbeing Strategy outcomes, which aspires to facilitate the delivery of affordable, high quality sport and physical activity opportunities that provide sustainable outcomes. Highlighted by an additional benefit that the initiatives proposed can be extended and delivered across the Borough at a later date, subject to resource, capacity, finance and approval.
- 2.6 All programme proposals demonstrate a commitment to work with local partners to deliver a comprehensive range of activity, utilising a range of environments to create an active habit. This is also summarised by a priority to improve awareness of the benefits of an active lifestyle and contribute to improving health outcomes.

- 2.7 The importance of physical activity for children and young people's health is well established, with an increasing recognition of the potential impact of physical activity on a wider variety of health and wellbeing outcomes.
- 2.8 In England, 79% of boys and 84% of girls (aged 5 15_years), are not meeting the current physical activity recommendations. In addition and in accordance with the National Child Measurement Programme (NCMP), the Barnet Public Health Team has identified 20% of Barnet Primary Schools with the highest prevalence of obese or overweight children.
- 2.9 Despite concerted efforts to encourage children to be more physically active, the Governments 'Healthy Weight, Healthy Lives' emphasises that without clear action almost nine out of ten adults and two thirds of children will be obese by 2050 with a cost of £50 billion to society.
- 2.10 In accordance with this and to introduce a more preventative model, the new Department for Culture Media & Sport (DCMS) Strategy; 'Sporting Futures 'A new strategy for an active nation' places a revised responsibility on Sport England to broaden the current age remit from 14 years+, to sports outside of school from age 5yrs +.
- 2.11 Within Barnet, a fundamental part of embedding activity in the everyday lives of children can be achieved through our forged relationships with education partners, third sector organisations, community groups, clubs and critically the Barnet Partnership for School Sport (BPSS). The sport & physical activity team have an established relationship with the BPSS, who are a subscription based organisation (with 98% of schools within the Borough subscribed), established to organise school events, competition, festivals and leadership opportunities for children and young people within the Borough.
- 2.12 Subsequent to the request at Area Committee on 21st Oct to explore the use of pedometers for children and young people in -schools, the Golden KM Challenge initiative was adopted (project plan can be located in Appendix 1C). The concept, working with primary schools, is to create an 'active habit' by finding interesting ways to walk or run for approx. 15 minutes round a one kilometre course each day.
- 2.13 This follows a successful pilot project involving St Andrews C of E Primary School (Totteridge) and Grasvenor Primary School (High Barnet). The programme has now been extended to include all 92 primary schools across the Borough. Thus resulting in enabling circa. 60,000 young people to access an opportunity that can be delivered through whole system behaviour change approach. 15 schools have signed up to participate in the extended challenge, six of whom are located within the Chipping Barnet area;
 - Brunswick Park Brunswick Park
 - Osidge Brunswick Park
 - Christchurch CofE High Barnet

- St Johns CofE Coppetts
- Whitngs Hill Underhill
- Foulds High Barnet

Grasvenor (High Barnet) and St Andrews CofE (Totteridge) Primary Schools are being supported to further develop the project from the pilot stage. The project is delivered as part of a multi-agency approach to address reducing obesity levels, working with support from Councillor Caroline Stock, LB Barnet SPA team, LB Barnet Public Health, LB Barnet Development and Regulatory Services (School Travel Advisor), Saracens Sport Foundation, Middlesex University, BPSS and England Athletics.

- 2.14 Each school involved in the challenge will be required to collect basic monitoring and evaluation (M&E) data to aid with measuring the project's success. Middlesex University will carry out in-depth analysis with two primary schools to further measure the impact of the project in respect of associated health benefits, All schools are required to collect M&E data across a six week period. To assist the sustainability of the project and to measure its longer term effects, schools are encouraged to continue to collect a register beyond the initial term of the 'challenge' (as a minimum). Information and data will be collected via the partnership and monitored accordingly.
- 2.15 Funded via the multi partnership contribution, 2,500 pedometers will be purchased providing enough pedometers for one class per primary school signed up to the challenge (managed by the Sustainable Travel Advisor). The intention of the pedometers is to encourage schools to make the project sustainable beyond the specified 'challenge' period by incentivising their pupils to do more steps. Schools will determine how the pedometers are used / distributed and are also encouraged to build in to their school travel plans.
- 2.16 Data recorded by the pedometers will not form part of the project monitoring and evaluation (as outlined in the project plan – Appendix 1C) as this does not meet the defined outcomes for the project. The exclusion of data capture was further omitted to ensure that the project remains straightforward for school engagement.
- 2.17 To purchase pedometers for every primary age school child within Chipping Barnet (as per the request at Area Committee on 21st Oct) this would range at an individual cost between £1.25 to £3.99 per unit. There are 35 Primary Schools within Chipping Barnet, therefore based on the initial costings a total range indicates between approximately £7,500 £28,000 to purchase a pedometer for every primary school age child, on an annual one off fee.
- 2.18 In accordance with the above financial information, the BPSS provided the following feedback;

- 2.19 'Pedometers have provided inaccurate results and with the introduction and use of new technology; e.g. ipads, apps, smart phones, fit bits and smart watches; pedometers are not an effective use of data collection with children'.
- 2.20 Further challenges highlight management and accountability issues, subsidy of replacements and issues related to co-ordinating data collection. A pedometer provides little demonstration of impact to or robust evidence to ensure activity is sustained. Based on a notion of a one off annual fee payment, which does not take into account lost, stolen or broken pedometers there is little representation of value for money based on a purchase for every young person in Chipping Barnet.
- 2.21 However, the Golden Kilometre Challenge project partnership are eager to explore the scope of utilising additional incentives, engagement tools and technology to evaluate results and sustain activity levels. This will be subject to technological design, design costs, the financial envelope to work within and in-depth market engagement recognising that there the digital health market continues to develop. In order to fully evaluate the impact of this programme and ensure continued engagement outside of a school setting, this report seeks recommendation to review costs associated to digital health aligned to data capture.

Health Improvement

- 2.22 There are obvious costs to ill health, life expectancy linked to physical inactivity, which includes:
 - Treatment of disease (such as heart disease, diabetes, cancer, obesity, depression and dementia)
 - Injuries from falls
 - Social care arising from loss of functional capacity and mobility in the community
 - Sickness absence from work and school
 - Loss of work skills through premature death or incapacity
 - Lower quality of life and mental wellbeing for individuals and carers.
- 2.23 Even relatively small increases in physical activity are associated with protection against chronic diseases, improved mental health and an improved quality of life.

Disease category	Barnet	London	England
Cancer lower GI	£528,989	£9,647,613	£67,816,189
Cancer breast	£419,610	£10,473,802	£60,357,887
Diabetes	£854,400	£28,881,611	£190,660,420
Coronary heart disease	£3,643,665	£68,351,198	£491,095,943
Cerebrovascular disease	£1,218,855	£19,641,408	£134,359,285
Total Cost	£6,665,518	£136,995,632	£944,289,723
Cost per 100,000 population	£1,958,417	£1,776,346	£1,817,285

Source: Sport England commissioned data from British Heart Foundation Health Promotion Research Group for PCTs, reworked into estimates for LAs by TBR. Measure: Health costs of physical inactivity split by disease type. Time period(s): 2009/10

2.24 Chipping Barnet has an increasing and aging population, providing physical activity responses to the table below will be critical in ensuring that the long term impact on our services is less strained, and that resources are utilised effectively.

Preventable deaths by increasing levels of physical activity among 40-79 year olds

Percentage more active	Barnet	London	England
25%	15	236	1,749
50%	68	1,526	13,438
75%	120	2,815	25,127
100%	172	4,104	36,815

2.25 The levels of which improvements can be achieved (through working with identified partners) are explored via the recommended outlined programmes provided by GLL and Our Parks.

Our Parks

- 2.26 'Our Parks' is an organisation established in 2014, utilising parks and open spaces to deliver group exercise classes that are, led by fully qualified, experienced and insured instructors. The Our Parks project is now delivered in partnership with 23 Local Authorities, including the Queen Elizabeth Olympic Park and East Village. The programme engages with bespoke marketing and technology to enable residents to book and register online. This platform also provides the opportunity for other park users to interact, providing a fitter and socially active community.
- 2.27 'Our Parks' targets all ages and abilities with specific aims to;
- Improve the health and wellbeing of local communities.
- To maximise the usage and benefits of parks and open spaces.
- Generate further interaction via technology platforms.
- 2.28 This report recommends delivering the initiative across three sites in Chipping Barnet at a total request for £9,720 area committee funding. Proposed locations (outlined below) are subject to final approval, however have been provisionally determined as locations with the ability to engage across identified targeted groups (older adults and children and young people). Whilst the locations have been pre-determined, Our Parks will ensure that relative consultation is undertaken to ensure to maximise opportunity and promote accessibility.
 - Barnet Playing Fields (Underhill)
 - Oakleigh / Brunswick Park ward location to be considered
 - Friary Park (Coppetts)
- 2.29 Our Parks will work in partnership with local groups and organisations to specifically reduce social isolation amongst the adult population. This is also

- achieved through ensuring that activity locations are in close proximity of social areas (eg cafes, libraries).
- 2.30 The provisional programme is expected to be delivered over 16 weeks; inclusive of 9 sessions per week, specifically targeted at key priority groups (as highlighted within Appendix 1B). A final delivery programme will be confirmed subsequent to approval, working in partnership with key local organisations, voluntary groups and charities to establish an appropriate programme. The baseline minimum throughput attendance target is presented at 1,728.

GLL 'Better You'

- 2.31 At Policy and Resource Committee on 16th December 2015, Victoria Recreation Ground was approved as the appropriate location to develop a new leisure facility as a replacement of Church Farm Leisure Centre. The detail provided by GLL in Appendix 1A provides a unique opportunity to deliver a scheme outside of a leisure centre setting, utilising a community hub based model to deliver activity. This annual satellite programme will provide a comprehensive understanding of how best to meet resident's needs in association with developing a leisure offer whereby a new leisure centre plays a critical role.
- 2.32 The recommended programme outlined by GLL is seeking committee area funding of £10,000. The allocation of these funds will enable an approach that generates education and further awareness of the benefits of participation and the opportunities that are available locally. Thus providing high quality experiences and services will also encourage more people to start and sustain their interest.
- 2.33 The project provides the ability to maximise usage of LBB leisure facilities and ensure value for money is achieved through membership retention throughout project delivery. Based on a 6 month period, the project indicates a total of 359 unique participants, with a throughput of over 2,500. It is intended that subsequent to committee funding approval, targets for a full 12 month programme will be established. These targets will ensure that local outcomes; inclusive of social cohesion, inclusion, community engagement, and local economic benefits are being developed and delivered, whilst effectively demonstrating impact.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The SPA team have assessed the appropriate actions needed to progress the requests of the Chipping Barnet Area Committee and have set out the appropriate recommendations.
- 3.2 However, the Committee may decide not to proceed with the recommended options.

3.3 Information provided by the Saracens Foundation was considered; however the options presented in the submission concluded that proposed schemes fell outside the financial thresholds set by Committee and therefore did not represent value for money.

4. POST DECISION IMPLEMENTATION

4.1 Pending approval by the Area Committee meetings of the recommendations within this report, the project will begin working towards the key milestones detailed below

Milestone	Forecast Deadline
SPA Team to collate information to determine service	April 2016
level agreement confirmation – Our Parks	
SPA Team to co-ordinate service level agreement - GLL	April 2016
Contract documentation sealed – Our Parks	May 2016
Contract documentation sealed - GLL	May 2016
Programme delivery commences – Our Parks	June 2016
Programme delivery commences — GLL	June 2016
Area Committee Golden Kilometre – Technology Review	July 2016
Report	
Committee Review Report (to be confirmed)	November 2016

- 4.2 Reports will be provided to a future Committee where stated.
- 4.3 The Strategic Lead, Sport & Physical Activity is responsible for maintaining a log of actions arising from area committees and will ensure that items are progressed to committees for decisions and/or updates as and when required.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

5.1 The Corporate Plan 2015-20 sets out the following strategic objectives in ensuring that Barnet is a place:-

Of opportunity, where people can further their quality of life - the proposed recommendations will utilise destinations and environments to integrate physical activity, providing sociological and physical benefits.

Where people are helped to help themselves, recognising that prevention is better than cure-The proposals provided in Appendix 1A (GLL), 1B (Our Parks) and 1C (Golden Kilometre) provide a focus on sports development and achievement of Public Health outcomes, which aspire to;

- Engage with people in Barnet to keep fit and active, supporting wellbeing and addressing issues such as social isolation.
- Deliver efficient services to achieve value for money for the taxpayer.
- Provide opportunities for residents that are sustainable, accessible and affordable by addressing common barriers to participation
- Support the prevention and management of long term conditions as well as being a component of achieving and maintaining a healthy weight.

- 5.2 This ambition is underpinned by our commitment highlighted in the Health & Wellbeing Strategy 2015-2020 to;
 - Improve and enhance Barnet leisure facilities, ensuring that opportunities are accessible for all residents.
 - Advocate investment and innovative policies to support the delivery of high quality, accessible facilities and delivery of services.
 - Facilitate partnerships and develop opportunities that demonstrate a commitment to embed an 'active habit'.
 - Target those who do not traditionally engage.

5.3 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.3.1 The project proposal information contained in Appendix 1A and 1B is seeking a total of £19,720 area committee funding.
- 5.3.2 Our Parks programme will be delivered at zero cost to the participant. Initial experience of delivery in other Authorities has suggested that greater value and connection is established when engaging with inactive participants. The total project breakdown costs can be located in Appendix 1B.The funding request of Our Parks delivery will not exceed a funding limit of £9,720. This covers all resource elements, monitoring and evaluation, marketing and delivery within the specified delivery period (16 weeks). All financial aspects will be managed by LBB SPA Team.
- 5.3.3 During the period of the 16 week delivery, the Sport & Physical Activity team will work with Our Parks to introduce a sustainable financial model, which will seek to ensure that activity levels are retained.
- 5.3.4 Approval based on delivering a 12 month GLL 'Better You' programme is indicative of the proposed budget outlined in Appendix 1A, not exceeding a funding request limit of £10,000. The Better You Project will be coordinated and managed by GLL. The development and delivery of the project inclusive of reporting will be undertaken by the GLL Partnership Manager and GLL Community Sports Manager.
- 5.3.5 Any income received (at a nominal rate) will be reinvested back into the project. Participants will also be provided with a reduced membership opportunity throughout the duration of the project, encouraging use of Barnet leisure facilities and sustained activity.

5.4 **Social Value**

5.4.1 Each of the options listed demonstrate social value via increased participation in sport and physical activity, which directly benefits the health and well-being of Chipping Barnet's residents. The listed options also facilitate reducing loneliness and social isolation, and increasing community cohesion and a sense of belonging. Our partnership approach to procurement and delivery also ensures that services accessible are of a high quality and value for money, maximising resources to support residents and provide a positive customer experience.

The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.5 Legal and Constitutional References

5.5.1 The Constitution section Responsibility for Functions provides that Area Committees' functions include "in relation to the area covered by the Committee. Discharge any functions, within the budget and policy framework agreed by Policy and Resources, of the theme committees that they agree are more properly delegated to a more local level

5.6 Risk Management

- 5.6.1 The recommendations set out in this report and its appendices are designed to mitigate risk. This is achieved, through the permission of allocated funds to be targeted based on insight, experience of delivery and achievement of outcomes, demonstration need.
- 5.6.2 Each project will be required to ensure there is a delivery plan, with associated timescales and risk management controls in place prior to and during the commencement of the project. Responsibilities will be clearly defined within respective service level agreements.
- 5.6.3 The Sport & Physical Activity team will directly performance manage both 'Our Parks' and the GLL 'Better You' programme. This will be facilitated through meetings, report submissions and regular communication channels. Key performance indicator's will be reported monthly to the London Borough of Barnet SPA team, and shall be tracked and reviewed in accordance with the project plan.
- 5.6.4 The Golden Kilometre Project will be manged directly through a multiagency approach, outlined in Appendix 1C.

5.7 Equalities and Diversity

- 5.7.1 The objectives of all proposed recommendations are to increase participation across all population groups and to ensure that improved sport and physical activity provision in the borough reflects the diverse needs of Barnet residents.
- 5.7.2 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

In addition all templates should advise the inclusion of:

- Up to date information about the Equalities impact of the proposal and details of how this has been assessed
- Sources of data
- Assessment of equalities risks and what has been done to mitigate them

5.8 Consultation and Engagement

- 5.8.1 No formal consultation has taken place.
- 5.8.2 However, as part of establishing appropriate recommended proposals, the SPA team have engaged and communicated with the following organisations;
- 5.8.3 LB Barnet Public Heath

LB Barnet Adults & Health

Altogether Better – Aging Well

Barnet Partnership for School Sport

Greenwich Leisure Limited (GLL)

Our Parks

Saracens Foundation

StreetGames

Tottenham Hotspur Foundation

Councillor C.Stock as part of the Golden Kilometre Project

- 5.8.4 Political engagement has consisted of a meetings held with Councillor P.Coakley Webb and Councillor B. Sallinger in respect of reducing social isolation and establishing to progress with a feasibility study.
- 5.8.5 In respect of this report, an approach is principally to increase physical activity, resulting in an improvement of health and wellbeing with the associated outcome of reducing social isolation. It was concluded appropriate to establish connections with Council Officers with a responsibility for adults and health in order to understand and establish the current level of provision within Chipping Barnet focused on social isolation.

5.9 **Insight**

5.10 Active People Survey – Participation

5.11 The number of people playing sport is tracked continuously through Active People Survey (APS); the largest survey of sport and active recreation carried out in Europe. The APS has been an ongoing measurement for sport since its creation in 2005/6. Data is collated from individuals aged 14 years +. The Sport England Active People Survey data (APS 9) evidences significant levels

- of inactivity within Barnet; 38.1% of the population (14yrs+) currently participate in activity at least once a week (moderate intensity for 30m or more).
- 5.12 Active Lives will replace Active People as the primary data source for measuring engagement in sport and physical activity among adults. Given Sport England's new age remit, DCMS will work with them and other key public bodies including Public Health England in the first half of 2016 to develop the most appropriate extension of the Active Lives method for measuring children's engagement in sport and physical activity.
- 5.13 It is recommended that older adults should undertake at least 150 minutes of moderate intensity aerobic physical activity throughout the week, or undertake at least 75 minutes of vigorous intensity aerobic physical activity through the week, or an equivalent combination both. Older adults, with poor mobility should perform physical activity to enhance balance and prevent falls on 3 or more days per week. Muscle strengthening activities, should be done on 2 or more days per week.
- 5.14 These recommendations are applicable for all older adults irrespective of gender, race, ethnicity or income level.

Adult (14+) Participation in Sport (at least once a week)

Year	Barnet	London	England
2012/2013	40.5 %	39.4 %	37.5 %
2013/2014	41.5 %	39.0 %	37.1 %
2014/2015	37.9 %	39.2 %	36.5 %

Source: Active People Survey. Measure: Adult participation aged 14+, one session per week (at least 4 sessions of at least moderate intensity for at least 30 minutes in the previous 28 days). Time period(s): 2012/2013, 2013/2014, 2014/2015

6. BACKGROUND PAPERS

- 6.1 Local Sport Profile Barnet, Active People 9

 <a href="http://localsportprofile.sportengland.org/ProfileReport.aspx?g=00AC&t=D,H,P,F,E,N&s=D01,D02,D03,D04,D06,D07,D08,D09,D09A,D10,D10A,D11,D12,D13,H01,H02,H03,H04,H05,H06,H07,H08,H09,H10,P01,P02,P03,P04,P05,P06,P07,P19,P20,P28,P21,P22,P25,P27,F01,F03,F02,F04,F05,F10,F11,F12,F13,F08,F09,F99,E01,E02,E04,E05,E07,E08,E09,E10,E99,N00,N01,N02,N03,N04,N05,N06,N07,N08,N09,N10,N11,N12
- 6.2 Sporting Future, A New Strategy for an Active Nation https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation

REPORT CLEARANCE CHECKLIST

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AUTHOR TO COMPLETE TABLE BELOW:

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Equalities & Diversity		
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Strategic Procurement		
HB Public Law	17/3/2016	Sharon Clarke
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