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17<sup>th</sup> June 2015

Dear Sir/Madam

**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY)  
COMMITTEE**

A meeting of the above mentioned Committee has been arranged to take place on **MONDAY 20<sup>th</sup> JUNE 2016** at **6.00 p.m.** at the **COMMITTEE ROOM**, District Council House, Lichfield to consider the following business.

Yours faithfully



Strategic Director

To: **Members of Leisure, Parks and Waste Management (Overview and Scrutiny)  
Committee:**

Councillors Awty (Chairman), Matthews, (Vice Chairman), Mrs Allsopp, Mrs Bacon, Mrs Banevicius, Miss Fisher, Miss Hassall, Mrs Pullen, Mrs Tranter, Warfield, Mrs Woodward, A. Yeates and B.W. Yeates.



## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the Meeting held on 3<sup>rd</sup> March 2016 (copy attached)
4. Work Programme and Forward Plan (copy attached)
5. Terms of Reference (copy attached)
6. End of Year Performance Overview 2015/16 for the Leisure and Parks Directorate and the Joint Waste Service (copy attached)
7. Physical Activity and Sport Strategy and Leisure Services Outsourcing (copy attached)
8. The Future of the Shopmobility Service (copy attached)

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972"

### IN PRIVATE

9. To approve as a correct record the Confidential Meeting held on 3<sup>rd</sup> March 2016 (copy attached)

### **Briefing Papers to be issued separately:**

\*Briefing Papers were introduced after the Overview and Scrutiny Committee Co-ordinating Group requested that the length and volume of agendas be addressed. Briefing papers, which are intended to provide Members with information on relevant issues, are an alternative to placing items on the Agenda. If Members wish a paper to be discussed it can be included on the Work Programme and scheduled for a future meeting.



**LEISURE, PARKS AND WASTE MANAGEMENT  
(OVERVIEW AND SCRUTINY) COMMITTEE**

**3 MARCH 2016**

**PRESENT:**

Councillors Awty (Chairman), Matthews (Vice-Chairman), Miss Fisher, Miss Hassall, Mrs Tranter, Mrs Woodward, A. Yeates and B W Yeates.

**APOLOGIES FOR ABSENCE** were received from Councillors Mrs Banevicius, Constable, Marshall, Mrs N Pullen.

(In accordance with Council Procedure No. 17 Councillors Eadie and A. Smith also attended the meeting).

**DECLARATIONS OF INTEREST**

There were no declarations of interests

**MINUTES**

The Minutes of the Meeting held on 14<sup>th</sup> January 2016 were taken as read, approved as a correct record and signed by the Chairman.

Councillor Mrs Tranter reported that although following the request made at the last meeting for an attendant to visit the toilets in Burntwood more often, this was not happening.

Councillor Mrs Woodward noted the receipt of finance figures for the Garrick Theatre as requested at the last meeting but felt there were still discrepancies between the figures given and what was in the budget book. It was reported that the budget book also included all Landlord costs and other overhead costs including central support charges. It was then reported that there would be capital charges as the building is a capital asset. The capital charge is counter balanced elsewhere in the council's accounts and does not represent money leaving the authority. It was promised that the director would seek clarification from finance colleagues and share the explanations with committee. However it was noted that the most important point was that the grant to the Theatre was reducing.

**RESOLVED:** That the Minutes of the Meeting held on 14<sup>th</sup> January 2016 be approved as a correct record

**WORK PROGRAMME AND FORWARD PLAN**

Members considered the Work Programme and Forward Plan. It was noted that comments made at this meeting regarding the Leisure Review would be fed into the discussions at Cabinet when the item was considered on the 8<sup>th</sup> March 2016.

**RESOLVED:** That the Work Programme and Forward Plan be noted.

## **ACTIVITY AND PERFORMANCE INDICATORS 2016/17**

Members received a report regarding the proposed activity and performance indicators for the Leisure & Parks directorate and for the Joint Waste Service that would be reported to the Committee on a biannual basis.

It was asked if there was a trend in types of accidents suffered and it was reported that it could be categorised in the Annual Report written by the Health & Safety Manager.

It was also asked that the number of schools that the council supports by its leisure centres/parks and sports development teams be monitored.

It was then asked why figures relating to waste included data from the Tamworth area. It was reported that the figures were collected from the Tamworth area due to the service being a joint one and that it had not created extra work to produce them.

The Committee felt that the current KPI's for waste were not challenging enough or tackling the potential forthcoming challenges. It was noted that those items would benefit from separate and specific reporting to the Committee.

When asked, it was noted that Household Waste Recycling Centres (HWRC) were still being considered by the County Council and it had been recognised that just closing centres would not create the financial savings as first thought. It was reported that strategies of where to have HWRC's would be more appropriate.

**RESOLVED:** (1) That the proposed Performance Indicators be noted; and  
(2) That it be noted that reports on performance will be considered at the June and January meetings of this Committee

(The Meeting Closed at 7.45 pm)

CHAIRMAN

**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2016-2017 (v2)**

Item	20 June 2016	6 Oct 2016	1 Feb 2017	8 March 2017	Details/Reasons	Link to 2016/17 One Year Action Plan	Officer	Member Lead
<b>Policy Development</b>								
Terms of reference	√				Annual review of the terms of reference of the Committee		CL	
Performance Monitoring	√		√		To consider the performance of the Leisure and Parks & Waste Directorates against the 15/16 Action Plan and note the priorities for 16/17	A Well Managed Council - We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services.	AB/ CNT/ LT	
Review of Grounds Maintenance, Parks and Countryside - Update		√			Review under the Fit for the Future Programme		tbc	
Physical Activity and Sport Strategy and Leisure Services Outsourcing	√		√		Review under the Fit for the Future Programme		CNT	
Leisure Fees and Charges 2017		√			To discuss appropriate levels of fees and charges for our leisure centres and services.	Provide accessible, affordable and popular sports and leisure activities that are accessed by all parts of the community especially those with greatest need.	tbc	
Review of Shopmobility	√				To consider the future of Shopmobility in the light of the Friarsgate development		CNT/GB	
Lichfield Garrick Trust			√		.		tbc	



# LICHFIELD DISTRICT COUNCIL

## FORWARD PLAN

Published: 06.06.2016

Effective for the Period 01.07.2016 – 31.10.2016

Representations in respect of all the matters shown should be sent in writing to the contact officer indicated at Lichfield District Council, District Council House, Frog Lane, Lichfield, Staffs. WS13 6YU no later than one week before the decision is due to be made. Copies of documents can also be obtained by contacting the relevant Officer. Facsimile: 01543 309899; Telephone: 01543 308000

- Key decisions are:
1. A decision made in connection with setting the Council Tax
  2. Expenditure or savings if they exceed £50,000
  3. A decision which significantly affects the community in two or more wards

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Management restructure – outcome of consultation and recommendations	No	Consideration of result of consultation and whether to implement a new management structure.	Council 07/06/2016	Cabinet - 19 <sup>th</sup> May 2016 Employment Committee – 24 <sup>th</sup> May 2016	Consultation – summary of submissions	<b>OFFICER:</b> Ms D Tilley 01543 308001  <b>CABINET MEMBER:</b> Councillor M J Wilcox (01283) 543289

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
Proposed Revised Charges for Street Naming and Numbering	No	Approval of new street naming and numbering fees	Cabinet 05/07/2016	Consultation has been undertaken with Financial Services and stakeholders of the service		<b>OFFICER:</b> Mr G Thomas (01543) 308131  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120
End of Year Performance Report – Annual Action Plan 2015/16	No	To approve the report	Cabinet 05/07/2016	An outturn report from each of the Directorate Top 10s will be considered at the June 2016 round of O&S meetings.	Performance Outturn report	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBERS:</b> Leader – Mike Wilcox (01543) 543289 Councillor D Pullen (01532) 300075
Governance arrangements - Community Infrastructure Levy (CIL)	No	Adoption of governance arrangements for Community Infrastructure Levy	Cabinet 05/07/2016	CIL Infrastructure Officer Working Group. CIL Task and Finish Group	Report on Governance arrangements	<b>OFFICER:</b> Ms M Turley (01543) 308206  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232

\* DENOTES KEY DECISION



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Lichfield District Community Safety Partnership Prevent Delivery Plan 2016-2018	No	To consider and comment on the draft Prevent Delivery Plan produced in response to the Counter Terrorism & Security Act 2015	Cabinet 05/07/2016	Report to be considered by CHH (O&S) 08/06/16	Final Draft Delivery Plan	<b>OFFICER:</b> Ms J Coleman (01543) 308005  <b>CABINET MEMBER:</b> Councillor D Pullen (01532) 300075
*To accept the offer of grant funding of £2.4 million from GBSLEP towards the Friarsgate scheme and approve the legal documentation to allow the Council to receive the funding	No	To accept the offer of grant funding and agree the grant agreement between Birmingham City Council and Lichfield District Council	Cabinet 05/07/2016			<b>OFFICER:</b> Mrs H Bielby (01543) 308252  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*Physical Activity & Sport Strategy	No	Adoption of Strategy	Cabinet 05/07/2016	O&S Committee Clubs National Governing Bodes Sports England Public Consultation	Draft Strategy	<b>OFFICER:</b> Mr N Turner (01543) 308761  <b>MEMBER:</b> Councillor Smith (01543) 410685

\* DENOTES KEY DECISION

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*Procurement of Professional Advisors for Leisure Outsourcing	Yes	To agree appointment of Key Professional Advisors	Cabinet 05/07/2016		Brief for Advisors	<b>OFFICER:</b> Mr N Turner (01543) 308761  <b>MEMBER:</b> Councillor Smith (01543) 410685
*Acceptance of External Funds – Better Care Fund	No	To accept funding to support expenditure on Disabled Facilities Grants and amend the capital programme accordingly.	Cabinet 05/07/2016	None	Notification of funding allocation	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C. Greatorex (01543) 416677
Friarsgate development – *Appropriation of land for redevelopment between Birmingham Road, St John Street and Frog Lane, Lichfield	No	To approve the appropriation of land located between Birmingham Road, St John Street and Frog Lane, Lichfield to enable the redevelopment of the site in connection with	Cabinet 05/07/2016			<b>OFFICER:</b> Mrs H Bielby (01543) 308252  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232

\* DENOTES KEY DECISION

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		the Friarsgate development				
*Fit for the Future Review: Revenues and Benefits Service	No	To approve the findings and recommendations arising from the Review	Cabinet 05/07/2016	Consultation has taken place with staff and customers during the progress of the Review. The report from the Review is to be considered by Strategic (O&S) on 9 June	Report from the Review and external diagnostic reports from Peopletoo and ICE Creates	<b>OFFICERS:</b> Mrs H Titterton (01543) 308700 Mrs P Leybourne (01543) 308921 Mrs Y Willaims (01543) 308738  <b>CABINET MEMBERS:</b> Councillor C Spruce (01543) 258120 Councillor D Pullen (07877) 105542
*HS2 Draft Planning Memorandum – Decision on Qualifying Authority Status	No	Whether or not to become a ‘qualifying authority’ – allowing the Council to determine all planning matters submitted under the Planning Conditions Schedule	Cabinet 05/07/2016	None	High Speed Rail (London-West Midlands) Draft Environmental Minimum Requirements Annex 2: Draft Planning Memorandum	<b>OFFICER:</b> Mr S Coghlan (01543) 308199  <b>CABINET MEMBER:</b> Councillor Pritchard (01543) 472232

\* DENOTES KEY DECISION

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*Reinstatement of Policy H2 of the Local Plan Strategy – Provision of Affordable Homes and Withdrawal of Informal Council Policy in relation to the provision of Affordable Housing on new residential developments in rural areas.	No	To agree to the reinstatement of Policy H2 and the withdrawal of Council Policy.	Cabinet 05/07/2016	In response to change in Government Guidance	National Planning Policy Guidance	<b>OFFICER:</b> Mr C Jordan (01543) 308202  <b>CABINET MEMBER:</b> Councillor Pritchard (01543) 472232
*Broadband Connections	No	Award of Contract	Cabinet 05/07/2016		Contract Documents	<b>OFFICER:</b> Mr K Sleeman (01543) 308120  <b>CABINET MEMBER:</b> Councillor D Pullen (01532) 300075

\* DENOTES KEY DECISION

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*Agreement for the operation of the CCTV Scheme in partnership with Railway Pensions Nominees (Three Spires)	No	To agree to the signing of the Licence Agreement confirming arrangement for the administration and monitoring of CCTV equipment at the Three Spires Shopping Centre Control Room in Lichfield City Centre	Cabinet 05/07/2016	Agreement considered by the Member CCTV Task and Finish Group as agreed by the CHH (O&S) 04/06/15.	Final Draft of the Licence Agreement	<b>OFFICERS:</b> Ms J Coleman (01543) 308005  <b>CABINET MEMBER:</b> Councillor D Pullen (01532) 300075
*HS2 Draft Planning Memorandum – Decision on Qualifying Authority Status	No	Whether or not to become a 'qualifying authority' – allowing the Council to determine all planning matters submitted under the Planning Conditions Schedule	Council 12/07/2016	None	High Speed Rail (London-West Midlands) Draft Environmental Minimum Requirements Annex 2: Draft Planning Memorandum	<b>OFFICER:</b> Mr S Coghlan (01543) 308199  <b>CABINET MEMBER:</b> Councillor Pritchard (01543) 472232
*Fit for the Future Review of Community Transport	No	To approve recommendations arising from the F4F review	Cabinet 06/09/2016	Report to Community, Housing and Health O&S Committee in June 2016	F4F report	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b>

\* DENOTES KEY DECISION

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						Councillor D Pullen (01532) 300075
*To accept the offer of grant funding of £2.66 million from SSLEP towards the Friarsgate Scheme and approve the legal documentation to allow the Council to receive the funding.	No	To accept the offer of grant funding and agree the grant agreement between Staffordshire County Council and Lichfield District Council.	Cabinet 06/09/2016			<b>OFFICER:</b> Mrs H Bielby (01543) 308252 <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*Coach Parking	Yes	To agree the proposed lease terms for land at Staffordshire University and the financial implications of this	Cabinet 06/09/2016	Overview included in Briefing Paper to Economic Growth & Development (Overview & Scrutiny) June 2016		<b>OFFICER:</b> Mrs H Bielby (01543) 308252 <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*Committee Decisions Management System	Yes	Award of Contract	Cabinet 06/09/2016		Contract Documents	<b>OFFICER:</b> Mr K Sleeman (01543) 308120

\* DENOTES KEY DECISION

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						<b>CABINET MEMBER:</b> Councillor D Pullen (01532) 300075
Amendments to the Constitution regarding the dismissal of Statutory Officers	No		Council 27/09/2016	Full Council		<b>OFFICER:</b> Mr R King (01543) 308060  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120
Mid Year Performance Report – Annual Action Plan 2016/17	No	To approve the report	Cabinet 01/11/2016	A mid year performance report for the Directorate Top 10s will be considered by Strategic O&S in November and the other three O&S Committees in January 2017	Mid year Performance Outturn report	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER</b> Leader – Mike Wilcox (01543) 543289 Councillor D Pullen (01532) 300075

\* DENOTES KEY DECISION

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Annual Action Plan 2017/18	No	To approve the Annual Action Plan	Cabinet 07/02/2017  Council 21/02/2017	The AAP is comprised from the Directorate Top 10s for 2017/18; these will be considered during the January 2017 round of O&S Committees	Annual Action Plan	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER</b> Leader – Mike Wilcox (01543) 543289 Councillor D Pullen (01532) 300075

1. The matter in respect of which the decision is to be made
  2. What decision the Council will be asked to make
  3. A date on which, or period within which, the decision will be made
  4. What groups of people and/or organisations will be consulted before the decision is made and how the consultation will be carried out.
  5. What background documents will be available to the person or Committee making the decision
  6. Who will make the decision, i.e. the Cabinet, Council a Cabinet Member alone, an Officer under Delegated Powers
  7. The Officer or Member who should be contacted regarding the matter under consideration.
  8. Indicate whether the report will be confidential.
- \* Denotes Key Decision

\* DENOTES KEY DECISION



## **MEMBERS OF THE CABINET**

**Leader of Cabinet**  
**Deputy Leader of Cabinet and**  
**Cabinet Member for Economic Growth, Development and Environment**  
**Cabinet Member for Leisure and Parks**  
**Cabinet Member for Housing & Health**  
**Cabinet Member for Waste Management**  
**Cabinet Member for Finance and Democracy**  
**Cabinet Member for Tourism and Communications**  
**Cabinet Member for Community**

**Councillor M. J. Wilcox**

**Councillor I. M. P. Pritchard**  
**Councillor A. F. Smith**  
**Councillor C. Greatorex**  
**Councillor I. M. Eadie**  
**Councillor C. J. Spruce**  
**Councillor Mrs H. E. Fisher**  
**Councillor D. R. Pullen**

## **MEMBERS OF THE COUNCIL**

Allsopp, Mrs J A  
Awty, R J  
Bacon, Mrs N.  
Baker, Mrs D F  
Bamborough, R. A. J.  
Banevicius, Mrs S W  
Barnett, Mrs S A  
Boyle, Mrs M G  
Constable, Mrs B L  
Constable, D H J  
Cox, R E  
Drinkwater, E N  
Eadie, I M

Eagland, Mrs J M  
Evans, Mrs C D  
Fisher, Miss B  
Fisher, Mrs H E  
Greatorex, C  
Hassall, Miss E A  
Humphreys, K P  
Leytham, D J  
Marshall, T  
Matthews, T R  
Mills, J  
Mosson, R C  
O'Hagan, J P  
Powell, J J R

Pritchard, I M P  
Pullen, D R  
Pullen, Mrs N I  
Ray, P  
Rayner, B L  
Salter, D F  
Shepherd, Miss O J  
Smedley, D  
Smith, A F  
Spruce, C. J.  
Stanhope MBE, Mrs M  
Strachan, R W  
Tittley, M C  
Tranter, Mrs H

Warfield, M A  
White, A G  
Wilcox, M. J.  
Woodward, Mrs S E  
Yeates, A  
Yeates, B W

12. **13. LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE**

**DELEGATED TO THE LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE**

- 13.1 To be responsible for the overview and scrutiny of the work of the Cabinet and the Council in relation to its policy objectives, strategies, performance targets and provisions relating to:
- a. Functions undertaken by Leisure and Parks (including the leisure centres, sports development, play development, parks services including Beacon Park, green spaces strategy and policy development, grounds maintenance, street cleansing, public conveniences and shopmobility);
  - b. Functions undertaken by Waste Management (including refuse collection and recycling)
  - c. Reservoir Management
  - d. Culture and the Arts including the Lichfield Garrick
- 13.2 To consider the roles and decisions undertaken by the Leisure & Parks, Tourism & Communication and Waste Cabinet Members.
- 13.3 To exercise overall responsibility for the finances made available to the Committee.
- 13.4 To assist the Council and the Cabinet in the development of its budget and policy framework to align resources with the Council's priorities
- 13.5 To conduct research to support the analysis of policy issues and the identification and appraisal of possible options
- 13.6 To consider and comment on mechanisms to encourage and enhance community participation in the development of policy options
- 13.7 To question members of the Cabinet and/ or Committees and Chief Officers about their views on issues and proposals affecting the area and/or about their decisions

and performance whether generally or in comparison with plans and targets over a period of time or in relation to particular decisions, initiatives or projects

- 13.8 to liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
- 13.9 To review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance
- 13.10 To set up Task Groups to support the Committee in the exercise of its functions.
- 13.11 To question and gather evidence from any person, with their consent
- 13.12 To oversee reviews relating to the Leisure & Parks, Tourism & Communication and Waste Portfolios to receive reports from Project Boards and report the results of their reviews to Cabinet and Council
- 13.13 To report annually to Full Council on the work of the Committee and make recommendations for future work programmes and amended working methods if appropriate
- 13.14 To exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet relating to the Leisure & Parks, Tourism & Communication and Waste Portfolios and any other matters or decisions not dealt with by the other Overview and Scrutiny Committees
- 13.15 To make recommendations to the Cabinet or appropriate Committee and/or Council arising from the outcome of the scrutiny process.

# END OF YEAR PERFORMANCE OVERVIEW 2015/16 FOR THE LEISURE AND PARKS DIRECTORATE AND JOINT WASTE SERVICE

Report of the Cabinet Members for Leisure and Parks, for Communications and Tourism, for Waste Management

Date:	20 June 2016
Agenda Item:	6
Contact Officer:	CN Turner; N Harris
Tel Number:	01543 308761; 01543 687549
Email:	<a href="mailto:Neil.turner@lichfielddc.gov.uk">Neil.turner@lichfielddc.gov.uk</a> ; <a href="mailto:nigel.harris@lichfielddc.gov.uk">nigel.harris@lichfielddc.gov.uk</a>
Key Decision?	NO
Local Ward Members	Relevant to all ward Members

**LEISURE PARKS AND  
WASTE MANAGEMENT  
(OVERVIEW AND  
SCRUTINY) COMMITTEE**

## 1. Executive Summary

- 1.1 To advise Members of progress against the activities and projects set out in the Directorates' Top Ten / One Year Action Plan for 15/16. The report also includes statistical information (key performance indicators) relating to activity delivered by the Directorates during the last financial year. Both the narrative report and the related statistics reflect performance as at 31<sup>st</sup> March 2016.
- 1.2 To advise Members of the targets proposed for the activity and performance indicators for 2016/17.
- 1.3 Members are invited to raise questions and comment (or where appropriate, request a more detailed report).

## 2. Recommendations

- 2.1 Members are requested to consider and comment on the performance report overview for 15/16 which is attached at **Appendix A**, the statistical analysis attached at **Appendix B** and the targets for the 2016/17 performance indicators at **Appendix C**.

## 3. Background

- 3.1 During autumn 2014, Members and officers developed service plans setting out the priorities and budget allocations for the following financial year for each of the teams which make up the totality of Council services. Approximately 14 separate Service Plans were produced and they were all reviewed via the overview and scrutiny process.
- 3.2 A top 10 was developed for each Directorate as a result of this exercise and these were reported to and endorsed by the relevant Overview and Scrutiny Committee in January 2015. The most significant and critical issues from the Directorate Top 10s were collated to form the Corporate Top 10 or Annual Action Plan which was approved by Full Council in February 2015.
- 3.3 The end of year performance report against the Directorates Top 10 for Leisure and Parks, and for the Joint Waste Service is attached at **Appendix A**. Some of the Actions set out were deemed to be so significant corporately that they were included in the Corporate Top 10 / Annual Action Plan for

2015/16. Progress on the corporate top ten actions will be reported to Cabinet in July 2016 (which will reflect any comments made by this Committee in relation to the attached report)

- 3.4 A copy of the six month performance report for Leisure and Parks, and the Joint Waste Service is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the Top Ten including:
- Progressed the Parks, Grounds Maintenance and Countryside Review and considering the final report from Phase 1. The report in June highlighted how Phase 1 resulted in significant savings being identified and a change in philosophy in the way that we manage the estate and approach work.
  - Supported the progress of the Leisure Review. In January and March, Committee considered and challenged the Options Appraisal and discussed the emerging draft Physical Activity and Sport Strategy.
  - In January, Committee considered the socio-economic impact study of the Lichfield Garrick and explored their plans for the future work of the theatre.
  - In October, Committee discussed and tested the proposals for the 2016 fees and charges of Leisure and Parks.
  - And in October considered the extent and the problems caused by fly-tipping in the district.
- 3.5 Managers routinely monitor activity and performance delivered by their teams; progress against key performance indicators is attached at **Appendix B**. Some data is collected monthly, others quarterly and some annually.
- 3.6 At the last meeting of this Committee, Members considered the activity and performance indicators for 2016/17. These PIs have been developed having regard to the Directorates’ Top 10 (approved in January 2016), other service issues / policy or legislative changes and the comments and suggestions made by Members of this Committee. Targets for these PIs have been proposed having regard to performance during 2016/17. The PIs and their related targets are attached at **Appendix C**

Alternative Options	<b>APPENDICES A and B</b> are for noting Members could suggest alternative performance targets for 2016/17 ( <b>APPENDIX C</b> )
Consultation	There has not been any consultation on this report. However, there has been consultation in relation to some of the specific actions set out in <b>APPENDIX A</b> , including extensive consultation on the draft Physical Activity and Sport Strategy.
Financial Implications	None arising directly from this report. A more detailed report on the Council’s performance against the financial strategy will be considered by Strategic Overview and Scrutiny Committee and Cabinet in September. At the year end, the Directorate recorded an outturn that was £67k under budget mainly caused by positive trading in our leisure centres and control of costs throughout the directorate.  The Joint Waste Service reported an outturn of £29k under budget.
Contribution to the Delivery of the Strategic Plan	This report demonstrates that the Leisure and Parks and Joint Waste Service made a significant contribution to achieving the aims of the Plan for Lichfield District 2012-16 including as follows:  <b>We’ll support people</b> – leisure centres and sports development.

	<p><b>We'll shape place</b> – parks and open spaces; waste management; street cleansing; public toilets;</p> <p><b>We'll boost business</b> – supported festivals and events in our parks; supported the work of the Lichfield Garrick.</p>
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Equality, Diversity and Human Rights Implications	Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate. The Directorate undertook a number of Equality Impact Assessments in 2015/16 which included a focus on our provision for girls' football and the transfer of Hospital Road Playing Fields.
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Crime & Safety Issues	<p>This Committee has considered the following issues associated with crime and safety:</p> <ul style="list-style-type: none"> <li>• Fees and charges for activities offered in our parks and leisure centres with particular focus on children and young people</li> <li>• The extent of, and our approach to dealing with, fly-tipping</li> <li>• The parks service review which included our management and maintenance of parks</li> <li>• The draft Physical Activity and Sports Strategy and the role that sport can play to provide diversionary positive activities from those most at risk of becoming involved in criminal, nuisance and anti-social behaviour.</li> </ul>
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Information provided to Members is too 'high level' and inadequate for robust scrutiny	<p>Members can request further details or a separate report on any item referred to in the report.</p> <p>The Cabinet Members, Director and Service Managers are in attendance at the O&amp;S meeting and can elaborate on the content of the report</p>	Green

<p><b>Background documents</b></p> <p>Directorate Top 10 – reported to LPWM(O&amp;S) in January 2015</p> <p>Mid-Year Performance report - reported to LPWM(O&amp;S) in January 2016</p>
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Relevant web links
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**APPENDIX A (L&P)**  
**Leisure & Parks Directorate**

✓	<i>On Target</i>
=	<i>In Progress</i>
X	<i>Behind Target</i>

**Operate the directorate within agreed budgets**

Actions	Due Date	On Target?	Progress Update
Income and expenditure across the directorate to be controlled and within budgets (Councillor Smith)	31-Mar-16	✓	Directorate under budget at year end. Costs were controlled and income was largely higher than forecast primarily because of the mild winter.
Implement new way of marketing and selling Inspire Fitness memberships at Burntwood Leisure Centre and combine with approach at Evolve Fitness at Friary Grange (Councillor Smith)	31-Apr-15	✓	Complete
Implement new catering option at Burntwood Leisure Centre (Councillor Smith)	30-Sep-15	✓	Café supervisor transferred to Inspire Sales in April 2015. Café Supervisors post remains on the establishment but not recruited into. Opening hours reduced further and now only open at the busiest periods (approx 3hrs a day). Since the changes the catering operation has generated more of a surplus.
Replace Combined Heat and Power Unit at Burntwood Leisure Centre (Councillor Smith)	31-Mar-16	=	Work in progress. Several options available.

**Complete the Parks, Grounds Maintenance and Countryside Service Review**

Actions	Due Date	On Target?	Progress Update
Implement the actions emerging from the Programme Board with the aim of	31-Mar-15	✓	Phase 1 of the review was completed in July 2015 having realised £200,000 p.a. of savings and efficiencies. The actions to achieve this have now been implemented.



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Actions	Due Date	On Target?	Progress Update
reducing costs and becoming more effective (Councillor Smith)			
Transfer the parks estate in Burntwood to the town council (Councillor Smith)	31-May-15	X	A decision to transfer the open spaces in Burntwood from Lichfield District Council to Burntwood Town Council was deferred by the town council in February. Discussions will recommence later in 2016/17. .
Agree and complete a tenancy on Hospital Road Playing Fields (Councillor Smith)	31-Jul-15	=	The preferred tenant Burntwood Dragons & Burntwood Phoenix Football Club has been identified and a draft lease is nearing completion.
Transfer Gentleshaw Common to Staffordshire Wildlife Trust (Councillor Smith)	31-Jul-15	✓	Completed 1 January 2016.
Reduce unit costs of Grounds Maintenance (Councillor Smith)	30-Jun-15	✓	Pre F4F implementation unit costs were £39.10/hour. Current rate is £34.50/hour.
Explore alternative arrangements for delivery of Parks and Grounds Maintenance services (Councillor Smith)	31-Mar-16	✓	A PID for Phase 2 of the review has been approved with a view to reviewing operational arrangements. Work will continue into 2016/17.
Realise target savings of £200,000pa. (Councillor Smith)	31-Mar-16	✓	Achieved with the completion of Phase 1.

**Classification: UNCLASSIFIED**

**Implement the Leisure Services Review**

Actions	Due Date	On Target?	Progress Update
Insight report prepared by Staffordshire University to identify demand and supply for sport and physical activity in Lichfield District (Councillor Smith)	30-Apr-15	✓	Received in July 2015 and is now being used to inform the Leisure Review
Completion of Sport and Physical Activity Strategy for Lichfield District which identifies future role of the council in supporting sport (Councillor Smith)	30-Jun-15	✓	The draft Strategy was considered by O&S Committee in January and March and is now subject to consultation with clubs and key partners.
Complete NBS surveys and obtain Quest (Councillor Smith)	31-Mar-16	=	Delayed by the Leisure Review
Implement action plan of strategy (Councillor Smith)	31-Mar-16	✓	The strategy continues an action plan which is now being implemented.

**Ensure that the Council operates in accordance with health and safety legislation and that it is properly insured**

Actions	Due Date	On Target?	Progress Update
Annual health and safety report considered (Councillor Smith)	30-Jan-16	=	The first annual Health and Safety report was considered in June 2015; the second will be considered in May 2016.
Revise and implement new shared service arrangements with Tamworth and Stafford (Councillor Smith)	30-Apr-16	✓	The fees charged to Tamworth and Stafford borough councils have been increased.
Embed new insurance contract into operations (Councillor Smith)	30-Apr-15	✓	A new insurance provider is in place and the insurance function running effectively

**To maintain participation in sport and income to our leisure centres**

Actions	Due Date	On Target?	Progress Update
Replace synthetic turf pitch at Burntwood Leisure Centre (Councillor Smith)	31-Mar-16	=	Draft tender document written. Advice and support sought from the Football Association and the Football Foundation and from the county council's procurement team.

**Commence transfer of open space at Hawksyard and Darwin Park**

Actions	Due Date	On Target?	Progress Update
Commence adoption process of open space at Hawksyard (Councillor Smith)	30-Jan-16	X	<p>We are waiting on Persimmon Homes to advise us that they have completed the landscaping works to all the public open space before we start the adoption process.</p> <p>Persimmon has paid a capital sum to the council and is transferring the central POS area to the council. As a result of this agreement we have landscaped the open space and delivered a play area. This was opened in May 2015 and has been well received by local residents.</p>
Complete adoption of phases 1 and 2 at Darwin Park (September 2015) (Councillor Smith)	31-Mar-16	=	<p>We have continued to work closely with the two developers at Darwin Park. In early October we learned that the legal issues faced by Taylor Wimpey (the primary developer) that were preventing transfer of phase 1 have been overcome and we expect the council to formally adopt Phase 1, in the very near future.</p> <p>Phase 2 has now encountered similar issues to those in Phase 1 and we're currently waiting for Taylor Wimpey to prove title to land it wishes to transfer to the council.</p> <p>The adoption of phase 3 is expected later by early 2017.</p> <p>The play area is adopted by the council and we now manage this through the parks team.</p> <p>Work with Persimmon has stopped, key staff left the company and we're now waiting for replacement staff so we can start the process again.</p>

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Actions	Due Date	On Target?	Progress Update
			We are also addressing the outstanding issues relating to the northern end of Cathedral Walk which separates 2 and 2a Friary Road and which is the main pedestrian gateway into Darwin Park.

**Host extensive and successful events programme**

Actions	Due Date	On Target?	Progress Update
Throughout 2015/16 and in a cost effective manner (Councillor Smith)	31-Mar-16	✓	This year we have hosted more events than ever before, the range of events and number of attendances vary considerably. Since April we've helped stage 175 events with 60,000 attendees. We've held a Victorian May Day event, Mini-Monsters Bug Hunts; Easter Trail; Moth Recording Mornings; Beacon Park Fun Day, Feed the Birds - making a bird feeder to help the birds survive the winter, String Puppet Workshops, Seed Sundays, Decoupage craft sessions, Fairy Walks and the Rag Rug workshops. In addition this year we supported Burntwood Town Council to hold events in Burntwood's parks. We've also hosted the annual Lichfield Bower, Cars in the Park and Lichfield Proms.

**Support the work of the Lichfield Garrick**

Actions	Due Date	On Target?	Progress Update
Agree 2018/19 subsidy (Councillor Smith)	29-Feb-16	✓	Discussions continue with the new management team from the Garrick

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Help encourage residents and particularly those that would most benefit, to be more active

Actions	Due Date	On Target?	Progress Update
Increase the number of residents active regularly from the current level of 41.9% (from Active People survey) (Councillor Smith)	31-Mar-16	X	Active People Survey 9 Q2 36.8% – a fall compared with previous year’s reports.
Increase the number of concessionary LAP members from baseline on 31 March 2015 (Councillor Smith)	31-Mar-16	✓	Members increasing each month. 2542 members in March 2015, 3223 concessionary LAP members in March 2016 – an increase of 681 (27%)
Seek and secure external funding to continue with Positive Futures (Councillor Smith)	31-Mar-16	✓	£25K from the locality funding has been secured for 2016-17.
Continue to implement the swimming development plan at Friary Grange and Burntwood leisure centres (Councillor Smith)	31-Mar-16	=	<ul style="list-style-type: none"> <li>• Staff were trained and the Rookie Lifeguard award was introduced in March 2016 at FGLC as part of the Learn to Swim programme, further courses are planned for May 2016.</li> <li>• A Level 1 ASA swimming teacher course was held at FGLC in January 2016 over 3 weekends. A new format of delivery instead of the intensive format that has been common over recent years.</li> <li>• Entrust made a booking to hold an inter schools gala at FGLC on 30 June 2016 which is a specific action highlighted in the Swimming Development Plan</li> <li>• The Office of the Police and Crime Commissioner confirmed that the Space Summer Scheme 2016 will again fund the proposals to promote swimming at reduced costs and inflatable sessions for both sites for school age children of the district.</li> <li>• As part of the commitment to develop and brand a Lichfield District Swimming Academy, work commenced on the updating of the Swim lesson leaflet from the FGLC version to be used at both sites.</li> <li>• Availability of the pool meant that weekday and daytime Aqua Aerobics was able to be introduced at FGLC</li> <li>• Aqua circuits classes were introduced at BLC</li> <li>• Continuing partnership work with the Amateur Swimming Association (ASA) means that ;</li> </ul>

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Actions	Due Date	On Target?	Progress Update
			<ul style="list-style-type: none"> <li>• Arrangements were made for a tailored CPD course for swim teachers which is due to be held in July 2016</li> <li>• Meetings with ASA to discuss extension/development plans for FGLC</li> <li>• Pool layout changed at BLC for swimming lessons</li> <li>• Implemented a programme of performance of swim teacher performance assessments by the ASA in order to help further improve swim lessons.</li> <li>• Discussion took place between Burntwood Swimming Club, the ASA and BLC to encourage the achievement of Swim 21 accreditation by the swim club.</li> <li>• continued investment into the building and plant at FGLC enabled;</li> <li>• new filter media,</li> <li>• replacement plant room roof (funded by SCC)</li> <li>• new pool chemical dosing units,</li> <li>• new pool chemical supplier,</li> <li>• repainting of the changing rooms and refreshment areas</li> <li>• Both centres continue to support multi-sport events in terms of the Aquathlon organised by Burntwood Triathlon Club at BLC and the BRAT Triathlon organised by 3dTri at FGLC</li> </ul>

**Review and rationalise public toilet estate**

Actions	Due Date	On Target?	Progress Update
Prepare business case for rationalising public toilet estate and implement (Councillor Smith)	30-Apr-15		O & S Committee considered the report in March 2015 and recommended that the existing estate is maintained.

**Classification: UNCLASSIFIED**

**APPENDIX B (L&P)**  
**Performance / Activity Indicators for Leisure & Parks Directorate**

PI Code & Short Name	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance
Swimming Admissions at Burntwood and Friary Grange leisure centres	23294	28029	16327	24413	92063	23638	28372	17618	24852	94480
Burntwood	16751	20187	11496	16902	65336	16995	20221	12426	17355	66997
Friary Grange	6543	7842	4831	7511	26727	6643	8151	5192	7497	27483
Adults	12248	14578	8566	13550	48942	12869	14473	8936	14077	50355
Children	7676	9744	4907	7364	29691	7501	10477	5556	7083	30617
Concessionary	2436	2729	2225	2451	9841	2211	2372	2265	2409	9257
Family	934	977	627	1048	3586	1057	1050	861	1283	4251
<b>No. of Concessionary Leisure Activity Passport (LAP) Members</b>	2275	2485	2762	2884	2884	2793	2901	3224	3233	3233
Over 60s	2158	2345	2619	2745	2745	2859	2992	3111	3123	3123
Disabled & Carers	106	127	139	135	135	116	91	100	100	100
Unemployed & Benefits	11	13	4	4	4	8	5	13	10	10
<b>No. of Leisure Activity Passport (LAP) Members</b>	4099	3924	3793	3920	3920	3877	4062	3999	4100	4100
Adults	2913	2802	2691	2801	2801	2785	2811	2737	2864	2864
Children	919	890	873	893	893	885	1054	1057	1040	1040
Students	267	232	229	226	226	207	197	205	196	196

Classification: UNCLASSIFIED

PI Code & Short Name	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance
<b>Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure</b>	N/A	N/A	N/A	N/A	87.9%	N/A	N/A	N/A	N/A	98.1%
Income received (£)					£2.807m					£3.255m
Direct Expenditure Incurred (£)					£5.590m					£6.010m
Net direct expenditure (£)					£2.782m					£2.755m
<b>Net Direct Expenditure</b>										
Leisure centres and sport										
Parks					£690k					£558k
Streetscene					£784k					£490k
Corporate (incl central management; health & safety; insurance & Garrick)					£418k					£1,032k
					£891k					£676k
<b>Income per £ of employee costs: Leisure Centres (total)</b>					£1.33					£1.37
Burntwood	N/A	N/A	N/A	N/A	£1.42	N/A	N/A	N/A	N/A	£1.47
Friary Grange					£1.11					£1.11
King Edward VI					£1.91					£2.52
Parks					£0.65					£1.59
<b>Employee costs as a % of income</b>										
Leisure Centres	N/A	N/A	N/A	N/A	75%	N/A	N/A	N/A	N/A	73%
Parks					153%					63%
<b>% of adult residents aged over 14 active for at least 30 mins on at least 1 occasion per week.</b>	39%	39.5%	39.5%	39.4%	39.4%	36.5%	36.5%	36.5%	36.5%	36.5%

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**Classification: UNCLASSIFIED**

PI Code & Short Name	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance
% of adult residents active for at least 30 mins on at least 3 occasions per week	25.1%	25.1%	25.1%	28.5%	28.5%	26.3%	26.3%	26.3%	26.3%	26.3%
<b>No. of clubs supported in their development, or using our facilities</b>										
Leisure Centres	95	N/A	N/A	97	97	82	90	82	82	91
Parks	33			35	35	30	30	30	30	32
Sports Development	24			25	25	15	17	14	14	29
No. of events in our parks	N/A	N/A	N/A	N/A	63	50	68	31	37	186
Approximate attendances	N/A	N/A	N/A	N/A	66377	c21600	c35800	903	2022	c60325
No. of accidents to employees	13	11	15	7	46	6	5	13	3	27
No. of accidents to members of the public	87	62	48	65	262	46	38	53	53	190
<b>Shopmobility</b>										
No of registered users	90	110	126	126	126	98	96	96	91	91
No of uses	303	304	341	315	1263	289	362	375	300	1326
Incidences of fly tipping	40	40	N/A	N/A	218	88	107	106	105	406

**Classification: UNCLASSIFIED**

## Leisure and Parks

### Setting Performance and Activity Indicators 2016/17: agreeing the targets

### Appendix C (L&P)

Performance Indicator (Descriptor)	2014/15	2015/16	2016/17	Comments
	Actual Performance	Actual Performance	Target	
<b>Swimming Admissions at Burntwood and Friary Grange leisure centres</b>	92063	94480	97000	<p>Swimming is a sport that is easy to access: there is no requirement to be a member; it is enjoyed by people of all ages; by those that just want to exercise and those that want to be competitive; and it is relatively inexpensive to enjoy a swim.</p> <p>The pools are used by people young and old; those recuperating; clubs; those on coaching courses; schools; and for children's parties.</p> <p>With nearly 100,000 visits per year to our pools; swimming admissions provide a reasonable proxy for the overall attendance at, and financial performance of, the leisure centres.</p> <p>We also required to produce this data for Sport England and the Amateur Swimming Association as part of previous funding awards.</p>
<b>Adults</b>	48942	50355	51000	
<b>Children</b>	29691	30617	31000	
<b>Concessionary</b>	9841	9257	10500	
<b>Family</b>	3586	4251	4500	
<b>No. of Concessionary Leisure Activity Passport (LAP) Members</b>	2884	3233	3500	<p>We offer a free LAP membership to those that are over 60; disabled; on means-tested benefits; or are carers to encourage them to be more active. A LAP membership provides holders with a variety of benefits including reduced admission prices and priority bookings.</p>
<b>% rise in number of concessionary LAP members.</b>	n/a	11.8%	8.3%	
<b>Over 60s</b>	2745	3123	3390	
<b>Disabled and carers</b>	135	100	100	

<b>Unemployed / benefits</b>	4	10	10	
<b>Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure</b>	87.9%	98.1%	95%	A top 10 priority is to operate within the Directorate's budget and therefore spend needs to be closely monitored
<b>Income per £ of employee costs:</b>				The greatest cost in providing leisure centres and parks is employees. And to offset those costs, the centres and the parks need to generate significant levels of income. There is a relationship between income and employee costs as more income can be generated the more we spend on coaches and the like. So these two indicators are an attempt to relate income and expenditure in a meaningful manner and which will provide helpful data for trend analysis.
<b>Leisure Centres (total)</b>	£1.33	£1.37	£1.30	
<b>Burntwood</b>	£1.42	£1.47	£1.42	
<b>Friary Grange</b>	£1.11	£1.11	£1.03	
<b>King Edward VI</b>	£1.91	£2.52	£1.71	
<b>Parks</b>	£0.65	£1.59	£0.66	
<b>Employee costs as a % of income</b>				Targets for 2016/17 are based on budgets approved in February 2016.
<b>Leisure Centres</b>	75%	73%	77%	
<b>Parks</b>	153%	63%	152%	
<b>% of adult residents active for at least 30 mins on at least 1 occasion per week.</b>	39.4%	36.5%	37.5%	This is taken from Sport England's Active People surveys, the results of which are published twice per year. The survey aims to capture responses from approximately 1000 district residents and is the national benchmark to assess how active an area's population really is.
<b>% of adult residents active for at least 30mins on at least 3 occasions per week</b>	28.5%	26.3%	27.3%	The figure does not directly relate to council activity but it is a very good means to assess demand and provision in the district.
<b>No. of clubs supported in their development, or using our facilities</b>				Many residents, particularly young people, participate in sport through the work of local clubs. The stronger that those clubs are, the more opportunities that they can provide either from their own facilities or using our leisure centres and parks.  These indicators are the number of sports clubs using our facilities in our leisure centres and parks; and the number of clubs supported / advised by our sports development and other teams.
<b>Leisure Centres</b>	97	91	92	
<b>Parks</b>	35	32	32	
<b>Sports Development</b>	25	29	30	
<b>Schools</b>	n/a	n/a	20	

<b>No. of events in our parks</b> <b>Approximate attendances</b>	63 66377	186 60325	150 65000	The parks team stage and support a wide variety of events from the hugely popular Lichfield Proms in Beacon Park to much smaller events. Events are an important way of ensuring public engagement in our parks, attracts new audiences and helps contribute to the tourism economy of the city and district.
<b>No. of accidents to employees</b> <b>No. of accidents to members of the public</b>	46 262	27 190	27 190	Whilst we try to minimise the number of accidents to members of the public sometimes they do occur, particularly in venues like leisure centres, parks and play area where people might be more strenuous than usual.
<b>Shopmobility</b> <b>Users</b> <b>Uses</b>	126 1263	91 1326	100 1500	Shopmobility provides those with limited mobility to get around Lichfield city centre easily.
<b>The number of calls and service requests to the Hit Squad and other teams.</b>  <b>Incidences of fly tipping</b>	n/a 218	n/a 406	tbc 300	As well as its rounds for cleaning and litter picking, the Streetscene team and its Hit Squad receive additional calls to remove litter, graffiti and abandoned vehicles.  The Street Cleansing team remove fly tipping throughout the district. This monitors the number of incidences that they are called to.

<p><b>No of court and fitness class bookings made on-line and percentage of all such bookings.</b></p>	0	0	200	<p>As part of the council's ambition to implement 'channel shift', and to recognise that customers' expectations about leisure facilities, the council will be introducing the ability for LAP members to book courts, pitches and fitness classes on-line.</p> <p>Over a period of time, we anticipate seeing the proportion of total bookings that are made on-line to increase.</p>
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## Appendix B (JWS)

### Joint Waste Service Performance and Activity Indicators 2015/16

Performance Indicator (Descriptor)	2015/16 Target	2015/16 Outturn	Result	Comment	2016/17 Target
Residual Waste Per Household (Kg) - Joint Waste Service	≤ 440kg	467kg	x	Impact of stopping food waste recycling in brown bin.	≤ 460kg
Residual Waste Per Household (Kg) - Lichfield	≤ 435kg	472kg	x	Impact of stopping food waste recycling in brown bin.	≤ 465kg
Residual Waste Per Household (Kg) - Tamworth	≤ 445kg	455kg	x	Impact of stopping food waste recycling in green bin.	≤ 455kg
Percentage of Household Waste Sent for Reuse, Recycling and Composting – Joint Waste Service	54%	51%	x	Impact of stopping food waste recycling in brown bin and a decrease in dry recycling.	52%
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield	56%	52.4%	x	Impact of stopping food waste recycling in brown bin and a decrease in dry recycling.	54%
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Tamworth	52%	48.8%	x	Impact of stopping food waste in green bin.	50%
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	30%	28.2%	x	In line with other high performing authorities that are experiencing a stagnation in recycling rates.	29%
Percentage of Household Waste Sent for Dry Recycling - Lichfield	30%	26.9%	x	In line with other high performing authorities that are experiencing a stagnation in recycling rates.	28%
Percentage of Household Waste Sent for Dry Recycling - Tamworth	30%	30%	✓		30%

Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	24%	22.8%	x	Performance is very dependent on weather conditions plus removal of food waste.	23%
Percentage of Household Waste Sent for Organic Recycling –Lichfield	26%	25.5%	x	Performance is very dependent on weather conditions plus removal of food waste.	26%
Percentage of Household Waste Sent for Organic Recycling - Tamworth	22%	18.8%	x	Performance is very dependent on weather conditions plus removal of food waste.	20%
Number of Missed Bins Per 1000 Collections – Joint Waste Service	≤ 1.2	1.5	x	Impact of introducing new collection rounds in the autumn and new vehicle fleet in February.	≤ 1.1
Cost of Delivering the Joint Waste Service per Household	≤ £40	£39.96	✓	New target for 2015/16	≤ £41.50

## Appendix C (JWS)

### Joint Waste Service Setting Performance and Activity Indicators 2016/17: agreeing the targets

Performance Indicator (Descriptor)	2014/15	2015/16	2016/17	Comments
	Actual Performance	Actual Performance	Target	
<b>Residual Waste Per Household (Kg) - Joint Waste Service</b>	447kg	467kg	≤ 460kg	Education campaign planned for 2016/17 will encourage residents to stop putting dry recyclate in the black bin.
<b>Residual Waste Per Household (Kg) Lichfield</b>	449kg	472kg	≤ 465kg	Education campaign planned for 2016/17 will encourage residents to stop putting dry recyclate in the black bin.
<b>Residual Waste Per Household (Kg) – Tamworth</b>	445kg	455kg	≤ 455kg	Education campaign planned for 2016/17 will encourage residents to stop putting dry recyclate in the black bin.
<b>Percentage of Household Waste Sent for Reuse, Recycling and Composting - Joint Waste Service</b>	54.1%	51%	52%	Performance in 2015/16 was affected by cold spring weather  Education campaign planned for 2016/17 will encourage residents to recycle more of their waste.



Performance Indicator (Descriptor)	2014/15	2015/16	2016/17	Comments
	Actual Performance	Actual Performance	Target	
<b>Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield</b>	55.3%	52.4%	54%	Performance in 2015/16 was affected by cold spring weather  Education campaign planned for 2016/17 will encourage residents to recycle more of their waste.
<b>Percentage of Household Waste Sent for Reuse, Recycling and Composting - Tamworth</b>	51.8%	48.8%	50%	Performance in 2015/16 was affected by cold spring weather  Education campaign planned for 2016/17 will encourage residents to recycle more of their waste.
<b>Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service</b>	29.8%	28.2%	29%	Education campaign planned for 2016/17 will encourage residents to recycle more of their dry recyclate in the blue bin.
<b>Percentage of Household Waste Sent for Dry Recycling – Lichfield</b>	28.2%	26.9%	28%	Education campaign planned for 2016/17 will encourage residents to recycle more of their dry recyclate in the blue bin.
<b>Percentage of Household Waste Sent for Dry Recycling - Tamworth</b>	31%	30%	30%	Education campaign planned for 2016/17 will encourage residents to recycle more of their dry recyclate in the blue bin.
<b>Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service</b>	24.4%	22.8%	23%	Performance in 2015/16 was affected by cold spring weather.

Performance Indicator (Descriptor)	2014/15	2015/16	2016/17	Comments
	Actual Performance	Actual Performance	Target	
<b>Percentage of Household Waste Sent for Organic Recycling – Lichfield</b>	27.1%	25.5%	26%	Performance in 2015/16 was affected by cold spring weather.
<b>Percentage of Household Waste Sent for Organic Recycling - Tamworth</b>	20.7%	18.8%	20%	Performance in 2015/16 was affected by cold spring weather.
<b>Number of Missed Bins Per 1000 Collections – Joint Waste Service</b>	1.1	1.5	≤ 1.1	Performance in 2015/16 was affected by the introduction of new collection rounds and the commissioning of new vehicles.
	£39.85	£39.96	≤ £41.50	

# Fit for the Future Leisure Review

## Physical Activity and Sport Strategy

Report of: Cabinet Member for Leisure & Parks

Date: 20 June 2016

Agenda Item: 7

Contact Officer: CN Turner

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Email: neil.turner@lichfielddc.gov.uk

Key Decision? No

Local Ward Members None specifically



**Leisure Parks and Waste  
Management (Overview  
and Scrutiny)  
Committee**

## 1. Executive Summary

- 1.1 In January 2016, the Committee received and discussed a draft Physical Activity and Sport Strategy and a presentation from Rob Young, the consultant author.
- 1.2 The Strategy was drafted in order to understand the role the council ought to play in supporting the provision of opportunities for sport and physical activity in the district. It will also inform the preparation of the specification that will be issued during the procurement process for the outsourcing of the management and operation of the council's leisure centres.
- 1.3 The fundamental principle of the Strategy is to describe how the council intends to nurture and promote a district-wide approach to sport and physical activity so that more residents, but particularly those that would most benefit, are more active more often.
- 1.4 Following discussions with Committee, the council undertook a consultation exercise to allow interested parties to comment.
- 1.5 The consultation period ended in mid –May and comments have been considered and, where appropriate, incorporated into a revised draft.
- 1.6 Attached is the revised draft and a summary of the consultation submissions. It is anticipated that a draft one year action plan will be available by the time of the Committee meeting.
- 1.7 It is anticipated that Cabinet will be asked to approve and adopt the Strategy at its meeting in July.

## 2. Recommendations

It is recommended that the Committee:

- 2.1 notes the consultation submissions.
- 2.2 provides comments on the final draft Strategy.

## 3. Background

- 3.1 In July 2015, the council commissioned FMG Consulting, together with Robert Young Consulting Ltd, to lead on the preparation of the council's Physical Activity and Sport Strategy which would outline the council's future approach to the provision of sports and physical activity services and facilities in the district.
- 3.2 In January 2016, this Committee received and considered the draft Strategy. The draft Strategy was largely welcomed.
- 3.3 The Strategy outlines the value of sport and physical activity to individuals and its importance to communities and localities. It highlights the valuable work of clubs and other organisations in providing decent facilities and opportunities, and describes the current provision and prevailing levels of activity – and inactivity - of residents. Its focus is not solely on sport but also encompasses all aspects of physical activity including active travel, active living and active recreation.
- 3.4 It also describes an overall aim of establishing the district where it is easier for everybody to be more physically active, more often.
- 3.5 In particular this will mean:
- Increasing the number of children and young people participating in sport and physical activity;
  - Increasing the number of adults participating in sport and physical activity, particularly those that would benefit the most; and
  - Capitalising on the potential for sport and physical activity for economic development.
- 3.6 To achieve this, it is proposed to adopt 11 objectives:
1. To influence attitudes and behaviours to encourage people to be active;
  2. To support providers like clubs, schools and private facilities;
  3. To ensure that there are good quality, accessible and sustainable places to be active;
  4. To encourage schools and colleges to do more to promote activity;
  5. To support the development of events;
  6. To encourage the development of the workforce and of volunteers;
  7. To influence commissioners and public policy to promote physical activity;
  8. To promote Active Workplaces;
  9. To increase the attractiveness of Active Travel;
  10. To champion best practice and success; and
  11. To provide insight into the levels of participation and the importance of sport and physical activity to the district.
- 3.7 The Strategy recognises that council cannot and should not seek to do everything. Instead the action plan identifies the potential role of the council – as facilitator; influencer; or deliverer – against each action.
- 3.8 The action plan includes a sport specific section which attempts to capture some of the ambitions of local clubs and national governing bodies so that their aspirations can be recognised and nurtured.

- 3.9 Following January’s discussions, the council sought comments from partners and stakeholders including schools and clubs with a view to adoption by Cabinet in July.
- 3.10 The consultation involved publication on the council’s website in two separate consultation areas – planning and community. This was done to try and reach the largest possible relevant audience.
- 3.11 Press notices were also issued to draw attention to the consultation.
- 3.12 Finally, to ensure that we captured the views of clubs, who are at the very centre of the strategy, a consultation evening was held in early May which was facilitated by the county sports partnership and our own staff. Ten clubs were present representing a variety of sports including football, rugby, hockey, swimming, table tennis, equestrian, bowls, and disability swimming.
- 3.13 The feedback from consultees is outlined at **Appendix A**.
- 3.14 The final draft Strategy is outlined at **Appendix B**.
- 3.15 Whilst the Strategy contains two long term action plans – focusing on themes and on specific sports – it is intended that the council will adopt its own one-year action plan which will be based on the relevant service plans. It is anticipated that a draft one-year action plan will be available for circulation at the meeting.

Alternative Options	A Strategy can be written in a myriad of different ways.
Consultation	<p>In preparing the draft Strategy a number of stakeholders were consulted including Sport Across Staffordshire and Stoke on Trent, the county council and public health, King Edward VI and The Friary schools, the CCG, Bromford Housing, and a number of clubs and NGBs.</p> <p>Since the first draft was issued there has been extensive consultation both electronically and face to face.</p> <p>Consultees were asked to comment on the following questions:</p> <ol style="list-style-type: none"> <li>1. Is this Strategy right for Lichfield District?</li> <li>2. Have we got the objectives right?</li> <li>3. Is our action plan right?</li> <li>4. Are the roles of Lichfield District Council appropriate?</li> <li>5. How can your organisation contribute to the action plan?</li> <li>6. Have we got the sport specific action plan right?</li> <li>7. How can your organisation help deliver the sports specific action plan?</li> <li>8. How can you help us fund the sports action plan?</li> </ol> <p>A summary of the responses is attached at <b>Appendix A</b>.</p>
Financial Implications	The financial implications of delivering the strategy have not yet been assessed.

<p>Contribution to the Delivery of the Strategic Plan</p>	<p>The Strategy will contribute to the delivery of the emerging Strategic Plan in the following ways:</p> <ul style="list-style-type: none"> <li>• Helping develop a vibrant and prosperous economy;</li> <li>• Promoting healthy and safe communities;</li> <li>• Provide clean, green and welcoming places.</li> </ul>
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<p>Equality, Diversity and Human Rights Implications</p>	<p>The Strategy emphasises the importance of encouraging those that would most benefit, to be more active, more often. Such individuals may have protected characteristics including age, gender and disability or ill-health.</p>
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<p>Crime &amp; Safety Issues</p>	<p>The Strategy emphasises the importance of sport and physical activity in providing diversionary activities, particularly for young people.</p>
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The council cannot deliver the Strategy	The Strategy has been drafted with a view as to the capability and capacity of the council. The Strategy will be delivered by an agreed annual action plan	This is classed as a Green risk. Score out of 5 Likelihood 2 Impact 2

<p>Background documents</p> <p>Draft Physical Activity and Sport Strategy</p> <p>Evidence Base</p> <p>Consultation responses</p>
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<p>Relevant web links</p> <p>N/A</p>
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## Physical Activity and Sport Strategy Consultation Responses

Comment	Organisation	Response
We welcome the recognition that Planning has an important role in the strategic context which the Sport and Physical Activity Strategy sits in.	Spatial Policy and Delivery LDC	Noted - no action
So that the reader is clear about the Strategic Planning context for your strategy we would recommend that reference to Lichfield's Local Plan within the document be amended to read Local Plan Strategy. We did have a Local Plan adopted in June 1998 and we do still have a number of those policies saved, so there is a risk of confusion.	Spatial Policy and Delivery LDC	Amendment to strategy needs to be done.
In terms of Para 2.35, there seems to be a little confusion. The Local Plan Strategy has 15 Strategic Priorities and 14 Core Policies. I'd would recommend that at this point in the document you include a reference to the Local Plan Strategy Strategic Priority 11: Healthy and Safe Lifestyles and Local Plan Strategy Strategic Priority 5: Sustainable Transport to provide the strategic planning context before follow on to the 3no Core Policies identified in para 2.35.	Spatial Policy and Delivery LDC	Comment Noted, amendment needed.
The issue of Birmingham housing is continually changing, to ensure consistency and avoid opening the Authority up to challenge, para 2.36, should be removed and replaced with para 4.6 of the Local Plan Strategy. Para 4.6 forms part of an adopted strategy which has been found sound through an examination in public and also survived a High Court legal challenge. I haven't copied it for you but para 4.6 starts on page 27 of the Local Plan Strategy.	Spatial Policy and Delivery LDC	Important amendment needed
We welcome the reference to the evidence base of the Local Plan Strategy in para 2.37 and 2.38.	Spatial Policy and Delivery LDC	Noted - no action
You might want to extend para 2.39 to include reference to the Authority adopting the Community Infrastructure Levy (CIL) on the 19 <sup>th</sup> April 2016 as a means to delivery strategic infrastructure. Open Space and Indoor Sports feature in the Regulation 123 list which CIL income can be allocated to. You might also like to make reference to the recently adopted (goes to Full Council on the 17 <sup>th</sup> May 2016) Developer Contributions Supplementary Planning Document. Appendix D of the SDP outlines Open Space Standards and Appendix E of the SPD provides a summary of the Sports Facilities Framework.	Spatial Policy and Delivery LDC	Amendment to Strategy needed
In terms of the <b>Summary of Key Implications for the Strategy</b> , page 12, bullet point e. Could we suggested	Spatial Policy and Delivery LDC	Amendment needed

that the word 'lots' is replaced with 'significant'. This will reinforce the strategic context of your document.		
Objective 7 Commissioning and Policy Action point 7.1 makes reference to the Tamworth and Lichfield Business and Economic Partnership. How this partnership operates has recently changed. You might want to explore if their current remit fits with your delivery needs.	Spatial Policy and Delivery LDC	Noted
Appendix D – Sport Action Plan you might want to give the Playing Pitch Strategy its full name here to reference accurately para 2.37.	Spatial Policy and Delivery LDC	Amendment needed
Appendix D – Sport Action Plan, Football, I am struggling find the reference to replacing the 3g pitch and lights at Burntwood Leisure Centre in the Playing Pitch Strategy. You might be able go straight to reference or you may have undertaken further work to support this project being included. I would be grateful if you could share the cross reference with me.	Spatial Policy and Delivery LDC	Noted - no action
It's worth noting that the Playing Pitch Strategy is one of the documents in our evidence base that we will be reviewing in the near future. Leisure Services will of course be asked to be part of the review process.	Spatial Policy and Delivery LDC	Noted - no action
Para 3.59 makes reference to a three tier local government structure operating in the area, this is contrary to information in para 6.7. I think three counting the Parishes is correct.	Spatial Policy and Delivery LDC	Noted - Strategy to be checked
Para 6.11 it might be worth noting which O & S committee will own the document.	Spatial Policy and Delivery LDC	Noted
Figure 4.1 has economic has lost its e.	Spatial Policy and Delivery LDC	Amendment needed
We use a host of acronyms in planning (there's an eleven page glossary in the back of the Local Plan Strategy!). Your document has its fair share too, some I was aware of before reading the document e.g. PE and KPI and others I had to goggle e.g. STP. You might want to give the full meaning at the first use then abbreviate any following uses.	Spatial Policy and Delivery LDC	Noted amendment needed
Appendix D – Cycling, should Highways appear in the Stakeholder box when you already have SCC.	Spatial Policy and Delivery LDC	Noted amendment needed
Appendix D – Dance for exercise leave should be level	Spatial Policy and Delivery LDC	Amendment needed
Appendix D - Equestrian development should be development.	Spatial Policy and Delivery LDC	Amendment needed
The report identifies 18% of the population with LLTI's/disability and are rightly one of the target groups. Whilst within the detail it does mention disability I feel that this needs to be specifically mentioned in the Strategic Headlines and 11 objectives. I would be concerned that if it is not a prominent part of the strategy, the good intentions will be just that.	Andy Gibson Penguins Disability Swimming Club	Noted - no action



<p>Penguins are based at the Friary leisure centre and we are concerned with the plan to outsource the management of it. The club, which has been running for over 30 years, enables disabled (both physical and learning) swimmers of all ages to enjoy exercise in a supported environment, benefits from reduced pool fees. Without this reduction it would be difficult for Penguins to be financially viable</p>	<p>Andy Gibson Penguins Disability Swimming Club</p>	<p>Noted - no action</p>
<p>There is a risk that, with regard to disabled sport, the strategy is too broad making it difficult to deliver. I would suggest that the Council identify a number of sports where there could/is a real interest and work closely with clubs to develop these.</p>	<p>Andy Gibson Penguins Disability Swimming Club</p>	<p>Noted - Sports Development have plans already in place to support disability sport this will be included in the 1 year action plan.</p>
<p>All clubs rely on the goodwill of volunteers and most struggle to recruit. One of the limiting factors for Penguins is a shortage of volunteers and then the cost of training required (safeguarding, swimming instruction etc). The success of sports in Lichfield will largely be dependent upon volunteers and this is an area that should be part of the strategy with Lichfield DC taking a leadership position.</p>	<p>Andy Gibson Penguins Disability Swimming Club</p>	<p>Noted - no action</p>
<p>It is not only the provision of disabled sports themselves but the facilities available at the venues - parking, changing, toilets etc which if not available will deter participation</p>	<p>Andy Gibson Penguins Disability Swimming Club</p>	<p>Noted - no action</p>
<p>We consider this to be the right strategy for Lichfield District, we welcome the inclusion in the strategy of more open and green spaces for people to enjoy physical activity – e.g. our canal towpath. We also hope the canal near Lichfield will offer opportunities for canoeing.</p>	<p>Lichfield &amp; Hatherton Canals Restoration Trust</p>	<p>Noted - no action</p>
<p>Yes – a balanced set of objectives including increased engagement by those who are currently less-physically-active.</p>	<p>Lichfield &amp; Hatherton Canals Restoration Trust</p>	<p>Noted - no action</p>
<p>We feel that it is, within the constraints on the Council's spending.</p>	<p>Lichfield &amp; Hatherton Canals Restoration Trust</p>	<p>Noted - no action</p>
<p>Councils Roles - Yes – and they are presented clearly in the document.</p>	<p>Lichfield &amp; Hatherton Canals Restoration Trust</p>	<p>Noted - no action</p>
<p>We will continue to develop our Heritage Towpath Trail alongside the Lichfield Canal – this already includes section which has been designed for use by people in</p>	<p>Lichfield &amp; Hatherton Canals Restoration Trust</p>	<p>Noted - no action</p>

<p>wheelchairs. We are also aiming to make provision for canoeing on a section of the canal near the Tamworth Road. The next section of the Heritage Towpath Trail which we expect to open runs from the A461 over the M6 toll road to Ogley Junction near Brownhills.</p>		
<p>We welcome the inclusion of the activities which are appropriate on and alongside the canal covered by our restoration work.</p>	Lichfield & Hatherton Canals Restoration Trust	Noted - no action
<p>Funding the sports action plan - Not directly, but we raise funds on our own account for the work we do to create spaces for active leisure which are open to the public at no charge</p>	Lichfield & Hatherton Canals Restoration Trust	Noted - no action
<p>I am pleased to note the PAS seeks to implement the FPM modelling outcomes and the Playing Pitch Strategy and that there are some clear facility delivery objectives incorporated in the Action Plan. I fully support this document being regularly updated as this is vital if it is to become a living implementation plan. The FPM and PPS have links to the Local Plan and these links, along with the Infrastructure Delivery Plan, need to be made to ensure all Council programme documents support one another.</p>	Maggie Taylor Sport England	Noted - no action
<p>Any activities linked to the proposed Lichfield District Council Sport and Physical Strategy should therefore be linked to the principles of the AONB Management Plan where they may affect its agreed actions. Bearing this in mind, we believe that the following specific comments are of relevance.</p>	Cannock Chase AONB Officer	Noted - no action
<p>The AONB Partnership is due to publish its dementia strategy for the area in May this year. Links between this and the Sport and Physical Activity Strategy would help to support health living and the provision of appropriate infrastructure and support for all those living with dementia. It would be helpful to make mention of this within the strategy to enable links and activities between the action plans of both strategies moving forward to 2020.</p>	Cannock Chase AONB Officer	Noted - no action
<p>Walking is a major activity within the AONB and its surrounding area. Your strategy points to the benefits to health it can bring and whilst not a 'sport', walking as a recreation offers many benefits. Whilst it is referred to briefly on p63 of the strategy (Appendix D – Action Plan), it seems that a focus on this activity, both for everyday access and for recreation is an omission in the draft.</p>	Cannock Chase AONB Officer	Amendment to include walking on Action Plan
<p>The Ramblers have developed a number of walks with the AONB partnership, specifically targeting appropriate walks within the AONB. This includes three</p>	Cannock Chase AONB Officer	Noted - no action

<p>(outside Lichfield district) that encourage walking via building up of confidence to walk, using interest in Tolkein as a starting point. A number of healthy walking initiatives, some led by Age Concern, exist that could also help support the strategy's delivery.</p>		
<p>In addition, the AONB Partnership has worked with the dog owning community (e.g. Freda's Footsteps campaigns) to encourage the most appropriate behaviour with dogs in and around the AONB's countryside. We would support any activity that encourages 'responsible' dog walking groups to be formed and supported, as we believe these would benefit the AONB.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - no action</p>
<p>Since walking is an activity that fits very well into the principles of the AONB Management Plan, we would encourage you to strengthen the emphasis on walking within the strategy, giving it specific mention and working with partners, such as Ramblers, to help support delivery.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - amendment to include walking on action plan</p>
<p>Cannock Chase AONB already supports mountain biking activity within the area. Other cycling activities that are newer to the area, both on and off-road, appear to be growing. All of these activities need to be balanced within the overall within the principles of the AONB Management Plan. We would like it to be noted therefore that where growth of these activities is proposed or they will directly affect areas within the AONB, that Lichfield District Council works with the AONB Partnership to develop appropriate and sustainable solutions.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - no action</p>
<p>Whilst there is little detail in the document about the development of a national cycling centre at Chasewater (p55), this would be supported as it may have the potential to help accommodate visitors that would otherwise be bringing pressure to bear in the AONB. However the comments in the paragraph above about considering impacts of such development on the AONB would also apply.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - no action</p>
<p>Events that support the economic benefit for conserving and enhancing the AONB to ensure that it is sustained into the future are supported. The Partnership would therefore welcome further discussion with the Sport Development Team around these actions within the strategy. These discussions would focus on the development of appropriate financial mechanisms that provide benefit to both the areas that support the activities and the activities</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - Sport Development officer to follow up</p>

<p>themselves. This is a key objective within the AONB Management Plan.</p>		
<p>The intention to support other initiatives such as those within the Central Rivers Initiative area (p55) is supported, as it will help visitor pressures on the AONB be balanced and support the on-going development of physical activities. Where further infrastructure can be enabled to make the most of links into the Central Rivers Initiative area and further into the National Forest, these actions would be supported within the strategy. Further actions within Appendix D – Action Plan to deliver such activities and help balance the management of visitor numbers to the AONB, Central Rivers Initiative and beyond would therefore be supported.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - no action</p>
<p>Have we got our objectives right - More emphasis could be placed on the use of the outdoors for activity, with less focus on sports. Theme 3 includes reference to the outdoors but this could form a theme by itself. The new Sport England Strategy to be issued shortly is expected to have more emphasis on activity rather than formalised sport. This can be encouraged through the design of urban areas, encouraging people to walk, rather than traditional built leisure facilities.</p>	<p>Green Infrastructure &amp; Planning Officer The National Forest Company</p>	<p>Noted - no action</p>
<p>The National Forest Company encourages outdoor activity through the creation of publicly accessible woodlands and other habitats. We work with Planning Departments to ensure that new developments in the Forest include accessible connected green infrastructure and connections to Forest sites. We also promote and manage the National Forest Way, a 75 mile long distance path which starts or finishes at the National Memorial Arboretum.</p>	<p>Green Infrastructure &amp; Planning Officer The National Forest Company</p>	<p>Noted - no action</p>
<p>The Strategy identifies that there is latent demand for outdoor activity but no actions are identified to address this. Outdoor activity is a gateway to an active lifestyle, walking is the most accessible of activities and has significant benefits. Creating the right environment to encourage people to walk, both for day to day activities (to school, to the shops) and walking for recreation should form the basis on an action within this document. If the aspiration is to get people active, rather than to get them to participate in sports, then the action plan should not be focused just on sport. Less emphasis on ‘sport and physical activity’ more on activity. The greatest impact will be making sedentary</p>	<p>Green Infrastructure &amp; Planning Officer The National Forest Company</p>	<p>Noted - no action</p>

<p>people slightly active rather than making already active people participate more. Reference should be made to Sport England's Active Design Guidance (<a href="https://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/">https://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/</a>) . This could also be referred to within Planning documents. This sets out how physical activity can be encouraged through the design and layout of the physical activity.</p>		
<p>We would be happy to work with the District council to provide new outdoor activity facilities or improve access to existing facilities within The National Forest. The Action Plan refers to delivering events, an ultra marathon is proposed to take place along the National Forest Way starting at the National Memorial Arboretum. While this is not being organised by us, it utilises the facility which we have created. We will continue to support such events and hope that the District Council will help to promote the event - <a href="http://www.goultraevents.co.uk/events/national-forest-way-75/">http://www.goultraevents.co.uk/events/national-forest-way-75/</a></p>	<p>Green Infrastructure &amp; Planning Officer The National Forest Company</p>	<p>Noted - Sports Development Officer to follow up</p>
<p>The Lichfield District Council strategy identifies the need to remain active and mentally well. The context of the strategy identifies that it wishes to support and encourage the development of clubs to increase the quantity of leisure and cultural opportunities. However it neither identifies walking nor activities with dogs, in its list of potential activities where the council could act as a positive partner.</p>	<p>Lichfield and District Dog training Society</p>	<p>Noted - Amendment to action plan to include walking</p>
<p>In 2015, it was estimated that 24% of households nationally own dogs. This figure may arguably be higher in the district, bearing in mind its rural nature. Appendix D of the strategy lists an array of sports activities and yet omits one that is likely to affect nearly a quarter of the district's population positively. LDDTS would like to see this change within the strategy, with the addition and recognition of dog activities being included.</p>	<p>Lichfield and District Dog training Society</p>	<p>Noted - no action</p>
<p>I have read the report but really couldn't sensibly reply using the supplied questionnaire. I approve of the plans in general but have just one point to raise. With at least one international player living in the City and the Lichfield U3A group having had great difficulty in finding anywhere to play, one sport very obviously missed out entirely from the report is <b>Croquet</b>. The U3A's involvement would clearly fit into the Council's strategy. Owing to the lack of a suitable green, the U3A has had</p>	<p>Brian Hammond</p>	<p>Noted - Croquet to be added to action plan</p>

<p>to limit the membership of the Croquet group, something of a disaster for both the group itself and the Council's wish to involve older citizens in healthy activities.</p> <p>Please reconsider adding Croquet to the list of sports to be encouraged and supported.</p>		
<b>Objective Responses</b>		
<p><b>Is this Strategy right for Lichfield District?</b> No.</p> <p><b>Although we note the listing of 'Open green space, parks and countryside' under the 'Active Recreation' heading in Figure 2.1 (p.6) and the 'Priority Action' in Appendix F (Objective 3.3) to 'Maximise the potential of the District's outdoor spaces in supporting people to become active', this is not fully followed through in the body of the Strategy or its objectives.</b></p> <p>In an era of ever increasing concern about the nation's physical and mental health, the Woodland Trust strongly believes that <b>trees and woodland</b> can assist in playing a key role in delivering improved health &amp; wellbeing at a local level through physical activity.</p> <p>Although the relationship between the natural environment and healthy physical activity is a complex one, it is now widely accepted that green infrastructure – such as trees, woods and forests – can contribute to both preventative and restorative wellbeing solutions[i].</p> <p>Increasing evidence has demonstrated the critical impact that trees can make in encouraging more active lifestyles and alleviating the symptoms of some of our most debilitating conditions such as dementia, obesity, heart disease and mental health problems[ii].</p>	Woodland Trust	Noted - no action
<p><b>We would therefore like to see this Strategy commit to increasing the amount of accessible woodland in Lichfield District to help benefit opportunities for physical activity.</b></p>	Woodland Trust	Noted - no action
<p><b>How can your organisation contribute to the action plan?</b> We can supply free community or school planting packs - <a href="https://www.woodlandtrust.org.uk/plant-trees/in-your-community/or">https://www.woodlandtrust.org.uk/plant-trees/in-your-community/or</a> we can contribute up to 60% of planting costs for larger sites under our MOREwoods scheme - <a href="https://www.woodlandtrust.org.uk/plant-trees/help-and-support/">https://www.woodlandtrust.org.uk/plant-trees/help-and-support/</a></p>	Woodland Trust	Noted - no action
<p><b>Is this Strategy right for Lichfield District?</b> Yes, it makes sense but is too light on actions to implement to deliver the obvious ambition</p>	Gareth Moss	Noted - no action
<p><b>Have we got the objectives right?</b> Yes, as far as they go. For example in 5.3 actions around How Places are to be active will assist greatly. I would like to see more explicit reference to some creative examples (ie Outdoor Gyms) in parks and open spaces linked to the Council's Planning objectives.</p> <p>There should also be more explicit reference to making</p>	Gareth Moss	Noted - no action

cycling more accessible within the Districe. Finally How will greater capacity be made available to assist the voluntary sports sector and clubs. If capacity is recognised as a barrier here what can be done to increase that capacity		
<b>Is our action plan right?</b> Yes, but needs more reference to how some of the barriers identified in the Strategy are to be overcome. If Sports Clubs have limited facilities how can the Strategy help Clubs overcome that?	Gareth Moss	Noted - to be addressed in sports action plan
<b>Are the roles of Lichfield District Council appropriate?</b> Yes, albeit limited as per above. More actions to help Clubs address their capacity issues, greater focus on non facility based activity (eg outdoor gyms).	Gareth Moss	Noted - no action
<b>How can you help us fund the sports action plan?</b> No comment, other than a greater use of s106 monies to specifically address the strategy.	Gareth Moss	Noted - no action
<b>Any other comments?</b> Good Strategy, needs greater focus on actions to implement	Gareth Moss	Noted - no action
<b>Have we got the objectives right?</b> Historic England believes there is scope, under objectives 3.3 and 3.4 to make better use of the historic environment (including parks and buildings) as places to be active. This might include using historic buildings for exercise classes, or historic landscapes for organised walks/runs or other outdoor sporting activity.	Historic England	Noted - no action
<b>Is our action plan right?</b> Lichfield DC's stated aim to work with stakeholders such as Staffordshire County Council and the Cannock Chase AONB would feed into an approach outlined in the answer to question 2. The Council may also like to consider partnerships with organisations such as the National Trust, who allow parkruns to be held in the grounds of some of their historic properties.	Historic England	Noted - no action
<b>How can your organisation contribute to the action plan?</b> Historic England can provide advice on the best use of the historic environment, should the Council wish to integrate aspects of it into the Sport and Physical Activity Strategy.	Historic England	Noted - no action
<b>How can you help us fund the sports action plan?</b> Under Historic England's current grant priorities, we would not be able to help fund the sports action plan.	Historic England	Noted - no action
Recent research commissioned by the Department for Culture, Media & Sport for the CASE project (Fujiwara 2014; Taylor 2015) has identified the strong link between participation in heritage and sport and wellbeing. Historic England believes there is scope to better integrate the promotion of active lifestyles with the beneficial use of historic places.	Historic England	Noted - no action
<b>NGB Responses</b>		
Charter Standard should read 'Clubmark' <ul style="list-style-type: none"> <li>○ 6 Lichfield clubs are going through an interim annual health check as ECB</li> </ul>	Jason Britton Development Director	Noted - amendment needed

move to an online process (Lichfield, Hammerwich, Tamworth, Whittington, Burntwood St Matthews, Alrewas)	Staffordshire Cricket	
Disability teams – hub approach centred on Lichfield CC currently	Jason Britton Development Director Staffordshire Cricket	Noted - no action
Is disability supported better though hub-focused working than with all clubs?	Jason Britton Development Director Staffordshire Cricket	Noted - no action
Additional clubs – Wilnecote, Wall (active women’s section), Armitage	Jason Britton Development Director Staffordshire Cricket	Noted - no action
Last Man Stands corporate league opportunities – potential of investment for ATP – Beacon Park?	Jason Britton Development Director Staffordshire Cricket	Noted - add to sports action plan
Work with Staffordshire Cricket / Friary Grange facility for coach education, district and development sessions - base for ‘east’ of county?	Jason Britton Development Director Staffordshire Cricket	Noted - add to sports action plan
Closer link with CDG	Jason Britton Development Director Staffordshire Cricket	Noted - add to sports action plan
Great to see that netball is listed as a priority on your physical activity strategy. Another option to consider is Walking Netball, England Netball is launching this as a new product aimed at over 40’s from September. I would be happy to work with Lichfield Sport Development to introduce this session in addition to those already listed.	Kate O’Leary Netball Development Officer Staffordshire & South Staffordshire	Noted - add to sports action plan
We have had a look through the document and this looks ok to us. There is obviously recognition on NGB support, projects and programmes and we would be happy to support and work with you and partners in Lichfield as required. We have a good number of football clubs and two key leagues as you know which we can work with to provide opportunities and develop participation.	Kevin Staples Football Development Manager Staffordshire FA	Noted - no action
Page 19 – Mention of coach education courses being prohibitive cost wise and availability. I’d be keen to understand this further see what options there are for local courses.	Kevin Staples Football Development Manager Staffordshire FA	Noted - Sports Development Officer to follow up



Page 19 – point 3.42 – happy to support as needed	Kevin Staples Football Development Manager Staffordshire FA	Noted - no action
Page 20 – Keen to support young people and leadership to help develop a workforce	Kevin Staples Football Development Manager Staffordshire FA	Noted - no action
Page 58 – Action plan: 3G pitch at Eastern Avenue – does this need to still be included considering we have discussed this and the aspiration to support Lichfield City just up the road?	Kevin Staples Football Development Manager Staffordshire FA	Noted - no action
Page 59 – Action plan: Replace pitch at King Edward Leisure Centre – will this be 3G? Does this need to be stated here if so?	Kevin Staples Football Development Manager Staffordshire FA	Noted - no action

## Club Consultation workshop - Feedback

<p><b>Q1. Is this strategy right for Lichfield?</b></p> <ul style="list-style-type: none"> <li>▪ Overall the attendees felt that is a good starting point There was agreement and wiliness that clubs need to ‘get on board’ with it if it is to be successful</li> <li>▪ It was felt that the disability referencing throughout the document was too general and didn’t not explicitly say was the ambitions and aspirations were to engage disabled people</li> <li>▪ There is no mention of engaging with ethnic minorities.</li> </ul>	<p>Noted – look to further emphasise importance of sport and physical activity to those with disabilities.</p> <p>Noted - add to action plan</p>
<p><b>Q2. Have we got the objectives right?</b></p> <ul style="list-style-type: none"> <li>▪ It was felt that on the whole these were right but there was a consensus that there was slight duplication between Objectives numbers 1,2 and 4 were considered the top 3 priorities in particular to help facilitate the relationships between local providers and education. .</li> </ul>	

<ul style="list-style-type: none"> <li>▪ It was felt that there should be greater referencing within the 11 objectives to the engagement of disabled people and wider equality</li> <li>▪ Encourage sports clubs to work closer together</li> </ul>	<p>Noted – as above</p>
<p><b>Q3. Have we got the sport specific action plan right?</b></p> <p><b><u>Lichfield City FC</u></b></p> <p>At the moment they are located on a small field which as a club they have now outgrown. The field they are in isn't ideal as there are no toilets so it is hard for female and disabled participants. As well as needing a bigger facility, they are also interested in other types of training sessions i.e. fitness, so would be looking to possibly use a gym for some training sessions.</p> <p>They have new people of all ages wanting to join all the time but they need more funding to train new coaches and upskill existing coaches. They also want to start a disability team but would like further information on CPD available to coach disabled performers.</p> <p>The Club said that the strategy looked fine as did the objectives. The club was happy with the sports action plan and would be happy to help deliver it but support is needed on the points mentioned above.</p> <p><b><u>Lichfield Swimming Club</u></b></p> <p>Focused more on the sports specific plan rather than the whole strategy and felt they could feed back more on their particular sport.</p> <p>Wanted to know more about the swimming development plan. They would be happy to be part of a swimming development group. They feel that in order to get more people into swimming and access those who are not active, then this should be considered when planning a new pool development. They think a good idea would be synchronised swimming and diving. Another suggestion to get people more active is that when parents take children to swimming lessons the majority sit round. However, if the leisure centre was able to offer some discount on classes etc. then they could do that whilst their child has their lesson.</p>	<p>Noted add to action plan</p> <p>Noted add to action plan</p> <p>Noted add to action plan</p>

The club never turns anyone away as they do not want to put them off the sport. However, there are currently too many children swimming on one night and their main concern is the children's safety. So they need more pool time. However, the problem they have is that their numbers fluctuate quite a lot from one month to the next as the children's lessons are only paid one month in advance. So they couldn't necessarily pay that far in advance.

They requested some support on CPD for their coaches and we would take their details and pass on this information.

The club would be happy to provide volunteers for School swimming events and will be helping with a gala that is coming up. Their volunteers are DBS checked and can assist with things like time keeping etc.

They are also happy to assist Burntwood Swimming Club with their Swim 21 accreditation as they have already been through the process.

## **Lichfield Rugby Club**

### **(Agreed with actions in the plan)**

- Look at across the district at when facilities are being under-utilised and develop the offer accordingly
- Multi – sport hub facilities would create a better offer for the community and clubs seemed willing to offer use of their facilities for other sports (multi sport management)
- The rugby club would be happy to offer use of their facilities during the day to allow for informal non-competitive based opportunities to be developed. They do not necessarily have the time to deliver all the offers but their facilities could be used
- They would be interested to support a recreational offer for women – but support is needed to find/access those who are 'inactive'.
- Better communication with the planning department as they are currently asking the Rugby Club to remove one of their storage units, where are they going to put their equipment?

Noted - add to action plan

Noted - add to action plan

- Stressed the need for better inter-club relationships. Could the council facilitate a club network where they could meet and talk on a regular basis. This could be extremely valuable in learning from interactions with schools, sharing of facilities etc
- Continued support required to access funding
- Supported require to source and develop volunteers as club is running at capacity
- Links to workplaces would be really useful

Noted - add to action plan

Noted - add to action plan

## **Lichfield Crown Green Bowling Club**

**(Agreed with actions in the plan except from 'seek to transfer greens to local clubs'. They don't feel that this will happen as they feel that they are not provided enough information as to the full breakdown of costs to currently maintain the greens and so are unsure what they would be taking on?)**

- The bowls club need to support to access schools as they would like to provider taster opportunities and see the recruitment of young people to their clubs as very important
- They need to help to talk to other bowls clubs in the area as they are aware that a couple of clubs have waiting list whilst they are struggling for members
- The club would like better relationship with the councils grounds staff (ideally a chance to meet with them every three months or so) to discuss their preferences / needs to the maintenance of the greens
- The plan needs to identify crown green and flat green bowls as different sports in the plan
- The club needs support to gain funding for equipment that caters for women and younger people
- Male juniors should be referenced as a target audience

Noted - add to action plan

Noted - add to action plan

## **Disability Sport / Swimming**

**(Agreed with the actions on the whole)**

- Physical access still remains a key barrier across the district and the council should check and

challenge clubs as well as offer support and advice to address such issues

- Does the council know how accessible sports facilities are across the district?
- Support to provide better access to open spaces across the district
- Focus on quality rather than quantity of disability offer. Look at those that can have the greatest impact and build on existing levels of engagement. It was felt that the number of disabled people is a fairly low percentage of people and therefore sometimes sports are all after the same disabled people to engage in their activities. Better communication across sports to provide disabled people with a varied offer would be beneficial

## **Lichfield Hockey Club**

**(Agreed with actions)**

- Main support that was required was the engagement with schools
- There was a planning issued discussed for which the club needs support

Noted- add to action plan

## **Lichfield Table Tennis Club**

**(Agreed with actions)**

- Support with volunteers. Volunteers already give a lot of time to the club.
- Protecting Facilities, ensuring there are places to play
- Access to facilities, supporting clubs to make sure facilities are available
- Better promotion of local Clubs
- Support with funding opportunities
- Ideas to put table tennis tables into workplaces.

Noted - add to action plan

Noted - add to action plan

## **Gartmore Riding School**

**(Agreed with actions)**

- Encourage sports to work closer together

- Are working more and more with groups from different religions and ethnic backgrounds
- Always in the need of more volunteers
- Support with applying for funding
- Better opportunities to showcase sports clubs
- What about having a mascot for Lichfield Sport?

Noted - add to action plan

Noted add to action plan

Noted add to action plan

# Physical Activity and Sport Strategy

2016 - 2020



# Foreword

**Sport and physical activity is important to places and their residents. An area whose residents are active is more likely to be place where people want to live, where its people are more likely to be healthier and wealthier, where its children and young people achieve more, where crime is lower, and where people are more likely to volunteer to enable others to be more active.**

Lichfield District Council wants the district to be that kind of place.

The district boasts a population that wants to be active. It has a thriving scene of voluntary sports clubs, which cater for thousands of members of all ages, offering sports as diverse as archery and waterskiing as well as more traditional sports like football, cricket, rugby and hockey. And there are many community groups and committed volunteers leading more informal physical activity sessions; leading walks and family bike rides; taking low impact exercise classes; or organising running clubs.

It has popular sporting venues managed by the public, private and voluntary sectors and attractive parks, open spaces, water bodies and countryside that inspire people to be active.

The district is already an active place. Adult participation rates are amongst the highest in the Midlands and we know that local children and young people are active in school, at clubs and in our parks and leisure centres. But the population is also ageing and a large number of residents are completely inactive.

We know that being active can help people be healthier; it can help manage existing physical conditions and body weight; it improves muscle strength, mental health, aids balance and improves the performance of the heart and lungs. Being active throughout one's life can also help one achieve a healthier old age.

We know the importance and the value of sport and physical activity to the district and its residents but we want to encourage even more residents to be more active more often.

This is the council's strategy that will help achieve this aim. We will do it by supporting those that have similar interests in sport and physical activity like clubs, schools, health organisations, and private providers. Where we need to we will encourage the provision of facilities like sports halls, swimming pools, pitches, tennis courts, play areas and bowling greens. And where we can we will support activities that encourage more people to be more active more often.

***Cllr Andy Smith***  
***Cabinet Member for Leisure & Parks***



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# 1. Introduction

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- 1.1. Sport and physical activity can help the council achieve its ambition to make Lichfield District a place with a vibrant and prosperous economy, with healthier residents and safer communities and that is clean, green and a welcoming place to live.
- 1.2. We know that the benefits of an active lifestyle are far reaching and impact positively on people's lives. For instance:
  - Physically active children and young people are more likely to do better **academically**;<sup>1</sup>
  - Participating in sport has been shown to have a positive effect on **employability**;<sup>2</sup>
  - **Active workplaces do better**;<sup>3</sup>
  - An active population **drives a stronger economy**.<sup>4</sup>
  - Participation has been shown to maintain and improve **physical and mental health and wellbeing**;
  - Sport can also provide positive activity for young people and so help **reduce risk taking behavior, crime and anti social behaviour**;
  - Sport brings generations and communities closer together.
- 1.3. Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life.<sup>5</sup> Added together it is clear that a more active population can help enrich lives, build civic pride, create stronger communities, generate economic prosperity, and ensure that the District is a better place.
- 1.4. This strategy of Lichfield District Council describes how it intends to nurture and promote a district wide approach to sport and physical activity so that more residents, but particularly those that would most benefit, are more active more often.

<sup>1</sup> Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy,

<https://www.gov.uk/government/publications/moving-more-living-more-olympic-and-paralympic-games-legacy>

<sup>2</sup> The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

<sup>3</sup> Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007) *Physical activity, absenteeism and productivity: An Evidence Review* [See report here.](#))

<sup>4</sup> UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion (UK Active, (2014), *Turning the tide of inactivity*, [http://ukactive.com/downloads/managed/Turning\\_the\\_tide\\_of\\_inactivity.pdf](http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf))

<sup>5</sup> CASE: The Culture and Sport Evidence Programme, 2015. 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur'

- 1.5. The Strategy sets out clearly the ambitions of the council for sport and physical activity in the district and the roles it will play to achieve these ambitions.
- 1.6. This Strategy recognises that no single organisation can, on its own, increase the activity levels of people; it will require the involvement and commitment of many partners to achieve this common goal. The Strategy seeks to support the ambitions of sports clubs and national governing bodies and embraces the aspirations of schools, local government, the health sector, community and voluntary groups, and businesses. It also attempts to articulate their priorities, identify areas of mutual benefit, and identifies where we can deliver together.
- 1.7. This Strategy has been prepared in conjunction with the council's Leisure Options Appraisal which has been prepared as part of its Fit for the Future programme. This review will help determine the council's future roles in the influencing, facilitating, commissioning, and delivery of services which encourage people to be more active and keeps them active.
- 1.8. But there are some key challenges to be faced. With an ageing population it is essential to consider the most effective use of public resources so as to persuade and enable people to incorporate sport and physical activity into their daily lives, to form lasting habits, to look after their own health and wellbeing, and ultimately to live longer in good health.
- 1.9. This Strategy will highlight the wealth of evidence linking increased levels of sport and physical activity to improved quality of life at all ages. The challenge is summed up by Everybody Active, Every Day: An evidence-based approach to physical activity, published by Public Health England in October 2014::

*Around one in two women and a third of men in England are damaging their health through a lack of physical activity. This is unsustainable and costing the UK an estimated £7.4bn a year. If current trends continue, the increasing costs of health and social care will destabilise public services and take a toll on quality of life for individuals and communities.<sup>6</sup>*

- 1.10. The current picture in the District presents a story of high participation levels in sport, relative to national and regional figures, offset by large numbers of people who are classed as inactive (i.e. doing less than 30 minutes of physical activity a week). But we should be better than the national average, we should be bolder in building high and sustained levels of participation across all groups in the population. Current participation levels are not enough to make a sustained difference on the local population, and greater participation impacts can be achieved as evidenced elsewhere in Europe.<sup>7</sup>

<sup>6</sup> Everybody active, every day: An evidence-based approach to physical activity. Public Health England, October 2014

<sup>7</sup> The example of Finland is cited in much of the latest research. Finland has taken a long-term approach to embedding health enhancing physical activity for all into national and local policy over a period of more than two decades. This is not just sport and health policy but also transport and multisectoral. Repeated surveys indicate that participation in recreational physical activity has increased in Finland among young, working aged, and elderly people during the past two decades. (Physical Activity Policy and Program Development: The Experience in Finland, Vuori et al 2004)

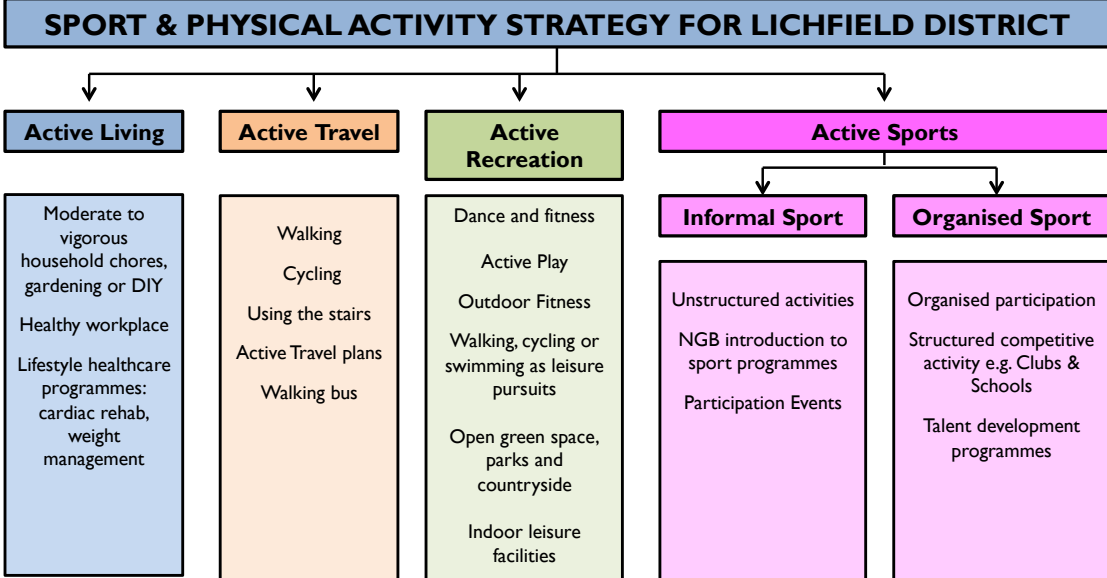
- 1.11. This strategy is not just about doing the same things more efficiently; more radical change is required and there is an openness to explore all options.
- 1.12. Achieving these aspirations will not be easy, which is why a concerted and coordinated effort is required from all stakeholders to make this a sustainable change and improve the quality of life for local residents. However evidence shows us that if we engage more people, more often in sport and physical activity these benefits will be realised and Lichfield District can become an even better place to live, work and visit.
- 1.13. A summary of how this strategy has been developed including documentation reviewed and consultation list is included in Appendix A.

# 2. Why sport and physical activity is important in Lichfield District

## a. Defining Sport and Physical Activity

2.1. The Strategy defines Sport and Physical Activity as follows:

Figure 2.1 – defining sport and physical activity



- 2.2. To achieve our aspirations we accept and recognise that ‘sport’ is an integral element of ‘physical activity’; it is not a separate subject.
- 2.3. Of course, the lifestyle of an individual can incorporate a variety of the different elements within figure 2.1. People are not merely either inactive or active, and an individual’s own activity levels and sporting interests change throughout one’s life. Health, family life, careers, and wealth all impact on people’s activity levels. Appendix B highlights two fictional examples of sporting biographies to bring this to life. The understanding of fluctuating individual sporting biographies is critical to informing the approach of this strategy.

2.4. The scope of activities presented in figure 2.1 contributes to the Chief Medical Officers' (CMO) recommendations for physical activity<sup>8</sup> (see Appendix C), which are the recognised physical activity benchmarks for the health sector. It is important therefore that the sport sector recognises these to help ensure a more coordinated approach between different agencies.

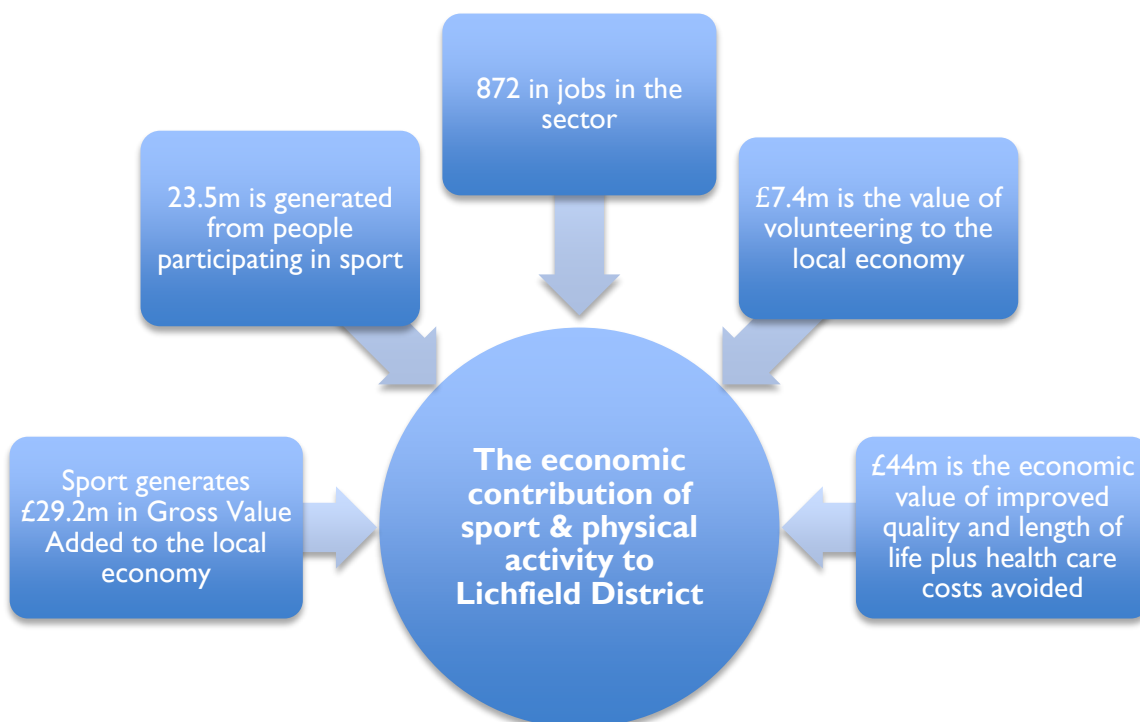
### **b. The evidence base for why sport and physical activity is important**

2.5. Detailed evidence as to the case for why sport and physical activity is important is contained within the accompanying Evidence Base, building from the summary in section 1. Key highlights are summarised below.

#### ***The economic benefits of sport and physical activity***

2.6. Sport and physical activity is an important part of the local economy, as can be seen in figure 2.2 below:

**Figure 2.2 – the economic contribution of sport and physical activity**



#### ***Health costs of inactivity***

2.7. The introduction to this Strategy focuses on the positive benefits of an active lifestyle but we also need to recognise the costs of inactivity.

2.8. The human cost of inactivity is compelling:

<sup>8</sup> Start Active, Stay Active: A report on physical activity for health from the four home countries' Chief Medical Officers. 2011

- Physical inactivity directly contributes to one in six deaths in the UK; a similar rate as smoking.<sup>9</sup>
- Physical inactivity is the fourth largest cause of disease and disability in the UK.<sup>10</sup>
- Physical inactivity leads to around 37,000 premature deaths a year.<sup>11</sup>
- Active people are less likely to suffer from heart disease, stroke, cancer, diabetes and may consequently live 5 years longer.<sup>12</sup>

2.9. The All Party Commission on Physical Activity highlights:

*'Physical inactivity poses a serious and growing danger to society; it damages health, economy and the environment and limits the educational attainment and future lives of children.'*<sup>13</sup>

2.10. Estimates of the financial costs of inactivity are considerable. 'Everybody Active, Every Day' quotes research estimating the net cost to be £7.4 billion per annum whilst the All Party Commission on Physical Activity suggested that inactivity costs the UK economy approximately £20 billion every year.<sup>14</sup>

2.11. As well as the obvious costs to individuals and their families in terms of ill health and reduced life expectancy, other costs associated with physical inactivity include:

- Treatment of preventable disease or poor management of conditions (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
- Lower productivity levels because of sickness absence from work and school
- Loss of work skills through premature death or incapacity
- Increased social security payments
- Lower quality of life and mental wellbeing for individuals and carers.

2.12. There are very strong links between physical inactivity, excess weight and obesity. In Lichfield district it is estimated that 16.5% of children are obese. In reception year it is estimated that 22.3% of pupils have excess weight; in Year 6 30% of pupils have excess weight, which whilst better than national and regional averages is still a concerning figure.<sup>15</sup> In 2012-14, 66.7% of adults in Lichfield were estimated as having excess weight which is higher than the England average. Of these 23.5% are classed as obese.

<sup>9</sup> Lee I-M, et al. 2012, Wen CP, 2012, Health and Social Care Information Centre 2014

<sup>10</sup> Murray et al. (2013) UK health performance: findings of the Global Burden of Disease Study 2010. The Lancet 381: 997-1020

<sup>11</sup> Network of Public Health Observatories, (2013), Health Impact of Physical Inactivity, <http://www.apho.org.uk/resource/view.aspx?RID=123459>

<sup>12</sup> Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

<sup>13</sup> Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014

<sup>14</sup> Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

<sup>15</sup> [www.phoutcomes.info](http://www.phoutcomes.info)

- 2.13. The Government has estimated that the saving to the NHS that can be made for each person participating in sport is significant because of fewer visits to GPs and subsequent treatment.<sup>16</sup>
- 2.14. Sport England data highlights that the estimated health cost associated with physical inactivity in Lichfield is in excess of £1.9m per annum. This is a higher cost per 100,000 population than the regional and national averages. Whilst participation figures in the district are high, this reinforces the importance of adopting a whole population approach to the Strategy.

### c. Strategic context – summary

- 2.15. The accompanying Evidence Base provides additional details regarding the strategic context but the headlines are as follows.

#### National

- 2.16. DCMS's emerging **national strategy for sport** will strongly influence the future direction of the sector. It will inform the work of the national agencies that have a role in supporting sport and physical activity, and will emphasise the benefits that people get from playing sport, rather than promoting sport for sports' sake as such strategies have done previously.

*Government support for sport is about more than simply the number of people that play sport. What really matters is the value that individuals derive from playing sport. That might be improved health outcomes from becoming more physically active, better educational attainment linked to playing high quality sport in school, improved skills that then lead to better employability, a stronger sense of social integration or a reduction in reoffending linked to participation in a sporting programme. (A New Strategy for Sport: Consultation Paper. DCMS, August 2015)*

- 2.17. There are some important areas relevant to the district including:
- The drive for greater cooperation between sport and other areas of public policy/investment, e.g. health, education, planning, transport, economic development. The relationship between sport and health sectors is particularly critical.
  - Adopting a more mixed economy approach to provision of opportunities that recognises the contribution of different providers and a diversity of choice. This includes embracing the private sector more and new forms of sport/activity.
  - A focus on addressing participation inequalities in under-represented groups, such as women, disabled people, those from less affluent socio-economic groups and older people.
  - Embracing the role of technology in supporting participation.

- 2.18. The consultation document also notes that:

<sup>16</sup> The NHS cost savings per person are £13.25 and £17.86 for reduced GP visits and for predicted reductions in psychotherapy usage respectively. 'Further analysis to value the health and educational benefits of sport and culture, DCMS 2015.'



*'While Local Authorities have an important role in providing high-quality facilities, alternative sources of investment are crucial to ensuring the sustainability of the sport sector' with partnership approaches with local government encouraged.*

- 2.19. It is likely that whilst the strategy will maintain a prominent role for successful National Governing Bodies (NGBs), there will be an increasing recognition of the contributions made by public, private, voluntary and not-for-profit providers. In consequence, links to NGBs will need to be strengthened: to seek investment for new facilities, programmes or interventions, promote coach education support; exploit the talent pathways, all of which are important if local residents are able to fulfil their competitive potential.
- 2.20. As part of the legacy of the London 2012 Olympic and Paralympic Games, the government committed to a cross-departmental drive to reduce physical inactivity, through the **'Moving More, Living More'** initiative. Subsequently, Public Health England published its framework report on physical activity, **'Everybody Active Every Day'**, setting out the key areas for action to increase levels of physical activity.
- 2.21. Allied to national policy there is an increasing volume of research and evidence to highlight what actually works in terms of increasing people's activity levels.<sup>17 18</sup> This is summarised within the Evidence Base document and has been important in helping to inform the recommended approaches within this strategy.

### **Sub Regional and Local Context**

- 2.22. **Lichfield District Council's** Strategic Plan is focuses on prosperity, people and place. There is an emphasis on economic development, particularly tourism and 'leisure', and health improvement and physical activity, with particular regards to the ageing population and those with disabilities.
- 2.23. The Plan places particular importance on:
- a. Creating policies and events that that promote healthy and active lifestyles for all, including young people – from cycle and safe walking routes
  - b. Providing support to help those with disabilities and older people to stay healthy and active
  - c. Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups
  - d. Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure and cultural opportunities.
- 2.24. By 2020, the Plan hopes that more people will be active and less will be overweight or obese and more people will be involved in volunteering.
- 2.25. The priorities of the **Staffordshire County Council's Strategic Plan 2013-18** can support this Strategy in a number of ways, particularly with its emphasis on economic growth and a healthier population, two areas where sport and physical

<sup>17</sup> <http://www.globalpa.org.uk/pdf/investments-work.pdf>

<sup>18</sup> Everybody active, every day: what works – the evidence. Public Health England, October 2014.

activity contributes. From a service perspective this particularly touches on schools and education, public health, economic development, transport and planning.

- 2.26. The District Council has an important influencing role to ensure that the county council uses sport and physical activity opportunities to make an effective and substantial contribution towards these priorities.
- 2.27. The **Living Well in Staffordshire Health and Wellbeing Plan 2013-18** identifies that, by 2018/19 there will be a total predicted funding gap of £292m for social care and acute services if the way services are delivered does not change.
- 2.28. This surge in demand for health and social care services is because of the county's ageing population.
- 2.29. Reactive health care is expensive so there is a clear need for preventative health services, which some have estimated to save £4 for every £1 spent. The evidence presented highlights that being more active can help prevent illness and injury and help control existing conditions. The council has an important advocacy role to ensure such opportunities are exploited.
- 2.30. The other key countywide organisation is Sport Across Staffordshire and Stoke-On-Trent (**SASSOT**) – **the county sports partnership** whose strategic priorities are aligned to those of Sport England. They provide potential economies of scale to offer sub-regional activity.
- 2.31. SASSOT has also developed a **Sub Regional Sport Facility Framework (2014)**, which seeks to provide a coherent context for the delivery of sports facilities including leisure centres, swimming pools, athletics tracks and synthetic turf pitches in Staffordshire in order that resources are put to best use, and providing residents with the best leisure facilities. The Framework identifies the need for additional and new sports hall provision and additional swimming pool space in the city of Lichfield.
- 2.32. The **Lichfield District Locality Commissioning Board** aims to facilitate partnership working with other local public sector organisations, including the county council, the South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group (CCG), and Staffordshire Police (via the Police and Crime Commissioner) to combine local funding streams into a single pot and to create a simple process to commission local services and projects.
- 2.33. These Boards, replicated across the county, are viewed by sub regional partners as a key part of the local strategic governance and it is therefore important for sport and physical activity to have an influence.
- 2.34. In 2015, the Locality Commissioning Board has commissioned projects that have promoted sport and physical activity to targeted groups.
- 2.35. The **Local Plan Strategy** (adopted 2015) sets out the strategic framework for development in the District for the period 2008-2029, and contains 15 strategic priorities and 14 core policies. Of particular interest to this strategy are:
  - CP10: Healthy and Safe Lifestyles

- CP11: Participation in Sport and Physical Activity
- CP5: Sustainable Transport.

- 2.36. From a planning perspective it will be important to monitor potential changes regarding the Birmingham Local Plan housing overspill. If any of this is allocated within the District then the evidence base with regards supply and demand for sports facilities would need to be reviewed due to the anticipated increase in pressure on local facilities. (to be amended in light of comments from Spatial Policy and Delivery)
- 2.37. The evidence base of the Local Plan includes the **2012 Outdoor Playing Pitch, Tennis and Bowls Strategy** which identifies particular shortfalls in provision for junior football, in training facilities for rugby, in facilities for cricket, in pitches for hockey, and in bowling greens in Lichfield and the east of the district. These proposals are included in the Regulations 123 list to help secure CIL,
- 2.38. and in the recently adopted Developer Contributions SPD which will support investment in facilities and parks.
- 2.39. A **Swimming Pool and Sports Hall Feasibility Study of 2013** which used Sport England Facilities Planning Model (FPM) analysis recommended that pool provision be extended at Friary Grange Leisure Centre and improved and additional sports hall space be provided at Friary Grange Leisure Centre and Netherstowe School.
- 2.40. The Council continues to deliver and support the delivery of the recommendations from these documents, all of which are relevant to this strategy.

### Summary of key implications for the Strategy

- a. The value of sport to local government and communities extends beyond sport for sport's sake.
- b. The case for sport and physical activity is compelling with the weight of evidence that now exists. The health, social and economic benefits are important drivers, presenting an opportunity to support growth, as well as the reform of public services agenda via Lichfield District Council's Fit for the Future programme.
- c. In recognising this wider value it is important to adopt a joint approach to sport and physical activity and not to create false distinctions between the two terms.
- d. Such an approach offers potential to broaden the range of interested parties supporting this agenda. In building local relationships it will be important to demonstrate the evidence of the positive impacts that are being delivered locally.
- e. It is evident that there are significant strategic links for this strategy, which should provide a focus for the District Council to best position the potential contribution of sport and physical activity to these wider agendas.
- f. Particular attention should be paid to the emerging national sport strategy which is looking to challenge more traditional ways of thinking and working regarding sport, in order to create a step change in participation in sport as a means to an end and not the end in itself.

## 3. The current position for sport and physical activity in Lichfield District

3.1. This section provides a summary of the key findings of the Evidence Base under the following headings:

- a. Demographic overview
- b. Current activity and inactivity levels
- c. Provision for sport and physical activity
- d. Latent demand
- e. Barriers and motivations.

### a) Demographic Overview

3.2. The District is characterised by the following:

Demographic Profile	Implications for the strategy
29% of the population live in a rural area (higher than county and national averages)	Important to consider geographical barriers to access.
38.9% of the population live within the top 30 <u>least</u> health deprived areas in the country. Conversely there are four Local Super Output Areas in the 20% most deprived in England for more than one domain.	Active People Survey (APS) results have consistently shown that lower socio-economic groups are less likely to be active.
27.6% of residents are aged 60 and above, higher than both the regional and national average. <sup>19</sup>	APS results have consistently shown that older people are less likely to be active.
18.1% have a life limiting long-term illness or disability.	APS consistently shows that those with disabilities are less likely to be active.
Population projections for 2010-2035 shows that there is likely to be an overall population growth of 18%, with a significant increase in people aged 65 and over. <sup>20</sup>	To consider how to scale up the sporting infrastructure to cope with potential increased demand and to ensure the offer is aligned to the motivations of different market segments.

<sup>19</sup> Lichfield District Locality Report, 2015

<sup>20</sup> Lichfield Health Profile, 2012

**b) Current activity and inactivity levels**

3.3. Figure 3.1 sets out the performance of Lichfield District in 2013/14 compared to the West Midlands region and to England as a whole (based on the findings of APS 8), and highlights a positive position across all indicators.

**Figure 3.1 - Comparison with Sport England KPIs (Adults 16+)**

	Lichfield	West Midlands	England
<b>KPI 1</b> – 1x30 minutes per week of moderate intensity Sport	39.0%	33.5%	35.8%
<b>KPI 2</b> - Volunteering at least one hour a week	14.0%	11.5%	12.5%
<b>KPI 3</b> - Club Membership in the last 4 weeks	21.7%	20.6%	21.6%
<b>KPI 4</b> – Received tuition / coaching in last 12 months	19.6%	14.5%	16.4%
<b>KPI 5</b> - Took part in organised competition in last 12 months	13.6%	11.7%	11.2%
<b>KPI 6</b> – Satisfaction with local provision	65.3%	60.3%	61.6%
<b>KPI 7</b> – 3x30 minutes per week of Sport and Active Recreation	26.9%	22.3%	24.1%

**Participation in Sport**

- 3.4. In terms of 1x30 minutes per week participation trends of adults over 16 since APS1, the district (39%) performs better than county, regional and national averages and has seen a small growth since 2005/06. The district is 6.4 percentage points higher than Staffordshire and Stoke-on-Trent and 3.2 percentage points higher than England.
- 3.5. Furthermore when comparing the numbers of people aged 14+ doing 1x30 per week Lichfield’s figure of 44.7% is considerably higher than the 36.7% nationally.
- 3.6. Participation in the district declines by age with 22% of over 65s taking part 1x30 per week compared to over 60% of 35-44 year olds. However the over 65s figure is still higher than both national and sub-regional percentages. The drop off in participation rates appears to be steepest from 55+ further reinforcing the need to specifically consider the barriers and motivations for this particular group.
- 3.7. In understanding participation trends it is important to understand that no sport or activity ‘owns’ a person with APS highlighting that more than one third of people taking part participated in three or more sports over the last 12 months. This further reinforces the importance of choice and diversity of opportunities in underpinning participation levels.

## Physical activity / inactivity levels

- 3.8. The other key activity measures to consider are against the CMO guidance as referenced in section 2. Figure 3.2 highlights less positive levels of general activity. More than 43% of adults in the district do not meet CMO guidelines for physical activity, with nearly 29% classed as inactive (doing less than 30 minutes of moderate intensity physical activity per week). Nationally these figures include a significant gender bias with women less likely to achieve CMO guidelines than men.
- 3.9. Furthermore international studies demonstrate that the UK lags behind most other similar European countries in levels of physical inactivity.
- 3.10. Given the risk factors associated with physical inactivity this clearly shows that more can and needs to be done.

**Figure 3.2 – Public Health Outcomes Framework Activity measures (2014)**

	Lichfield	West Midlands	England
2.13i - Percentage of physically active adults <sup>21</sup>	56.6%	55.5%	57.0%
2.13ii - Percentage of physically inactive adults <sup>22</sup>	28.9%	29.1%	27.7%

- 3.11. 65.8% of those with disability in Lichfield are classed inactive.
- 3.12. The situation is equally concerning for young people. Nationally, in 2012, only 21% of boys and 16% of girls aged 5-15 were meeting current physical activity guidelines for young people. The proportion of boys and girls meeting guidelines also reduces with age. Evidence suggests that inactive children often become inactive adults which perpetuates a cycle of inactivity.

### c) Understanding the provision for sport and physical activity within Lichfield District

- 3.13. The following sets some context about the provision and market for sport and physical activity within the District, alongside some key national trends. This also includes a summary of consultation findings. The consultation list is included in Appendix A.

#### Sport England KPIs

- 3.14. The Sport England KPIs presented in figure 3.1 paint an encouraging picture in terms of organised sporting provision and satisfaction with the local offer. Club membership levels, the numbers receiving coaching/tuition, and the numbers taking part in organised competitions are all higher than regional and national averages.

<sup>21</sup> Percentage of adults achieving at least 150 minutes of physical activity per week in accordance with UK Chief Medical Officer (CMO) recommended guidelines on physical activity.

<sup>22</sup> The number of adults aged 16 and over doing less than 30 “equivalent” minutes of at least moderate intensity physical activity per week.

3.15. The organised sport offer seems to align well to the high participation in sport figures. Indeed satisfaction levels are also high relative to national figures with over 65% satisfied with local provision.

### **Council owned assets (facilities and human resources)**

#### *Leisure Centres*

3.16. The Council invests significant resources in managing three leisure centres in Burntwood and Lichfield. The centres attract more than 600,000 visits per annum and provide a range of essential services such as learn to swim programmes, cardiac rehab programmes, sessions for older people, and venues for schools sport. In addition, the centres are bases for numerous clubs and groups, enabling many clubs to deliver and develop their sports in a good quality environment.

3.17. The council has full control over Burntwood Leisure Centre and has two dual use agreements with schools for management of Friary Grange and King Edward VI leisure centres.

3.18. Burntwood Leisure Centre, built in 2002, provides a 25m pool and training pool, 4 court sports hall, 2 squash courts, 55 piece fitness suite, two exercise studios, a 3g pitch, 2 tennis courts and grass pitches. It is also likely to incorporate Burntwood skatepark in the near future.

3.19. Friary Grange Leisure Centre was built in the early 1970s although its wetside changing rooms were refurbished and a new reception added in 2013. It boasts a 25m pool, a 31 piece fitness suite, a second equipped fitness area, 3 exercise studios, a 5 court sports hall, 2 squash courts, and a 2/3<sup>rd</sup> sized sand dressed STP.

3.20. King Edward VI Leisure Centre was opened in 1995 and has a four court sports hall, 2 squash courts, an aerobics studio, and a sand dressed STP.

3.21. The service aims to reach key priority groups through a variety of means including: specific targeted programmes like its 50+ group, walking football, Inspire disability group; and through clubs like Lichfield Penguins and Burntwood Turtles disabled swimming clubs. For individual pay as you go activity the Service offers a concessionary Leisure Activity Pass which is free for those over 60, those with disability, those on means tested benefits, and carers. At the end of September 2015, the council had 2,992 concessionary LAP members.

3.22. A detailed analysis of the benchmarked performance of the leisure centres is included within the Evidence Base document.

3.23. In the east of the district, Rawlett School offers public access to its leisure facilities

### *Parks*

- 3.24. Parks are seen as vibrant assets for outdoor recreation offering facilities for football, crown green bowls, tennis and netball, golf, boules, skating and angling. The parks are also popular for running, walking, cycling and orienteering. They also provide play areas and are often used for school and community games and as a venue by commercial outdoor fitness providers of bootcamps and other outdoor activities.
- 3.25. It is reported that the parks are well-used for sport and physical activity.
- 3.26. The council has also leased a number of its parks and open spaces to sports clubs including those playing archery, cricket and football.
- 3.27. It is in the process of transferring additional sites to various bodies including parish councils, community sports clubs, or other voluntary organisations including the wildlife trust and the canal restoration trust. It is believed that by doing so, it will provide those organisations with the ability to develop and hence provide further opportunities for sport and physical activity.
- 3.28. The council is also intending to submit a bid to the Heritage Lottery Fund which, if successful will see approximately £1m invested in the restoration of Stowe Pool and Field. It is anticipated that the project will provide additional sport and physical activity facilities and opportunities including play, walking, cycling, running, wild swimming, sailing and watersports, and angling.

### *Sports Development*

- 3.29. The Sports Development team has had notable success in demonstrating how to get targeted groups more active, especially with the Positive Futures, Back to Netball and Sportivate programmes.
- 3.30. Good case studies illustrating the role of the Sport Development team, particularly regarding reaching key target groups, include:
- The Positive Futures programme has been operating since 2004. Now funded via the Locality Commissioning Board, it encourages those young people most vulnerable to becoming involved in risk-taking behaviour to participate in sport and physical activity.
  - The team worked with England Netball on its Back to Netball programme which started with initial taster sessions from which Lichfield Netball Club was formed and which continues to meet weekly in Beacon Park.
  - Two disability multi sports clubs have been established, one at King Edward VI Leisure Centre targeting 5-18 years olds, which includes fortnightly support from Staffordshire Cricket, and an adults' session at Burntwood Leisure Centre. There is an opportunity to look at building the capacity to ensure this activity is sustainable independent of the council.
  - Walking Football sessions for the over 60s have been established in partnership with the Staffordshire FA.



- 3.31. The service has been working with the Public Health teams at Friary Grange and Burntwood leisure centres to deliver a Structured Exercise and Cardiac Rehab programmes with £10,000 funding from Public Health. Beyond this, the links between sport and Public Health have not been as strong as desired and there is a limited reflection of the health and wellbeing agenda within the programming of facilities.
- 3.32. It is clear the service is working hard to try and reach inactive groups with particular priorities going forwards including:
- The physical activity agenda, particularly how to engage low active/inactive groups
  - Elderly – notwithstanding the high take up of the LAP within facilities.
  - Workplaces
  - Engaging rural communities.
- 3.33. Plans in development for how it will engage key target groups include establishing the following:
- Archery – targeting 60 +
  - Junior Netball – targeting key stage 2/3 Girls
  - Bowls – targeting 50+ and those with disabilities
  - Running Club (Burntwood)
  - Trampoline, Free G, Boxing, and Street Cheer – targeting women and girls and the less affluent (as part of Positive Futures)
  - Exercise Referral Scheme
  - Multi activity family sessions
  - Ladies only swimming sessions
  - Walking Groups
  - Tennis for Free in Beacon Park
  - A series of 50+ targeted swim based activities.

### **Facilities Infrastructure**

- 3.34. The detailed analysis regarding the facilities infrastructure has been undertaken through the SASSOT Sports Facilities Framework 2014, the Playing Pitch, Tennis and Bowls Strategy 2012, and the 2014 Sports Halls and Swimming Pool Needs Assessment which utilised Sport England's Facilities Planning Model. The headline findings are provided in section 2 with sport specific analysis included within the sport action plan (see appendix D).

### **Popular activities**

- 3.35. Nationally swimming, athletics, cycling, and football are amongst the most popular sports in 2013/14.
- 3.36. Walking and cycling are also seen as key areas of focus nationally. The changing travel trends since 1995 highlights a significant 30% decrease in the number of walking trips over the period.

3.37. Sport England's Market Segmentation Tool has highlighted that the dominant six segments in the district comprise of two male segments, one female segment and three older age mixed gender segments. The main activities that these segments take part in are swimming, cycling and keep fit/gym.

### **Sports Clubs and the voluntary sector**

3.38. There are at least 106 sports clubs operating within the district. Of these 37 currently use the facilities at Burntwood Leisure Centre, 27 use King Edward VI, and 20 use Friary Grange. It is estimated that this equates to a total throughput of over 141,600 visits during the course of the year.

3.39. Feedback continually reinforced that a real strength for the district is the network of very proactive clubs. The council has reinforced the importance of being able to support these clubs to grow and develop.

3.40. Issues raised through a survey of clubs as part of the Lichfield Insight Report tended to focus on facilities and issues relating either to a lack of, availability of, or cost of hiring facilities. These were reinforced through primary research for this strategy.

3.41. There is a strong theme of clubs interested in growing further but with mixed feedback as to whether they actually had the capacity to grow. Key themes include:

- Where clubs had reached their natural capacity the limiting factors were put down to volunteer and facilities capacity. The need to attract more (and more qualified) volunteers was a central theme.
- The prohibitive cost and limited availability of NGB coaching qualifications.
- An aspiration to diversify membership including a desire amongst a number of clubs to grow their female participation, attracting and retaining younger members, re-engaging those in sport who might have previously dropped out, and encouraging older people to participate.

3.42. There was a strong theme through both the workshop and survey that clubs needed help from the Council, NGB, or CSP to fulfill their aspirations for development. The type of support desired falls into the following categories:

- Awareness of opportunities – simple information sharing
- Assistance with accessing grant funding - for training facilities, equipment, advertising, coaching qualifications and CPD courses.
- Assistance with promotion of the club and recruitment.
- Somewhere to go to for advice – even if they don't know the answer they will know somebody that does.

### **School Sport and PE**

3.43. Consultation reported that there is a wealth of competitive sport opportunities across primary and secondary schools.

3.44. The Primary Sport Premium is undoubtedly a positive in providing ringfenced funding for primary school PE and sport, but there are some challenges in ensuring

that the resources are well invested to get the desired impacts. It has been reported that the quality of provision from the private sector varies whilst there is limited capacity to engage the primary school lead teachers as a network and offer them strategic support and guidance. This is particularly important when it comes to the offer to engage the disengaged into sport and physical activity.

- 3.45. Although there are pockets of very strong practice, e.g. Lichfield Hockey and Rugby Clubs, consultation also highlighted a need to foster more effective and visible school-club links and pathways.

### **Other providers**

- 3.46. The private sector has an important role in helping to achieve the aim of getting more people more active, more often. This is in terms of both infrastructure and the delivery. More investment in fitness facilities would be welcomed in the district; indeed there are proposals to incorporate a gym in the Friarsgate development in the city centre.
- 3.47. In terms of delivery, the private sector is prominent in offering a vibrant outdoor fitness offer led by a network of independent fitness instructors and there are a number of companies providing coaching staff in support of the primary school PE and sport.
- 3.48. The private sector is an important factor in sports such as swimming, gym, keep fit and exercise, dance, running and golf. Very often this role is undertaken with no requirement for public funding.
- 3.49. However it is highlighted within the emerging national sport strategy that aligning activity and approach between public and private sector is not always easy, but the potential is enormous.
- 3.50. Within the District there has been limited engagement with private sector providers. This is now improving through initiatives such as the quality assurance of outdoor fitness and engagement with Virgin Active.

### **Workforce**

- 3.51. There is a strong culture of volunteering with 8.4% of adults in the district regularly volunteering to lead sport and physical activity (6% nationally). However, clubs have highlighted the availability of volunteers as a constraint to growth.
- 3.52. The dearth of qualified coaches has been reported by all types of organisations, from voluntary clubs to the council as a major barrier to the provision of more opportunities. These specifically relate to employing suitably qualified staff/volunteers for certain sports, the cost of gaining qualifications, and a perceived lack of financial support.<sup>23</sup>
- 3.53. It has been reported that the level of support for volunteers is inconsistent across sports. In some better-resourced sports the NGB offer works well.

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<sup>23</sup> Sport and Physical Activity Local Insight Report: Lichfield District. SASSOT, 2015.

- 3.54. In terms of potential to grow the voluntary workforce there are opportunities to engage young people. Leadership is an important theme within secondary schools and each School Games Organiser is encouraged to develop a Leadership Academy. However, only one school within the district has taken up the offer of the Leadership Academy (Chase Terrace Technology College) and whilst this is considered to be an excellent example there is a desire to see greater engagement across the District, with exit routes into community sport embedded.
- 3.55. Some concerns have been expressed about the degree to which primary teachers are being upskilled through the Primary Sport Premium which hinders the likelihood of whole school approaches to sport and physical activity being championed. Issues vary between the availability and quality of CPD opportunities for teachers alongside the appetite of some to engage.

### Partnerships

- 3.56. A general perception from the consultation is that the network of agencies with a role/potential role in sport and physical activity is vast and often confusing even to those who work in the sector. In some instances it has been difficult to identify a lead point of contact within an organisation. This is illustrative that, whilst there are undoubtedly positive relationships in place, there are currently some missed opportunities to join up agendas. This particularly applies to the health, education and economic development sectors.

#### *Staffordshire County Council*

- 3.57. A key priority for the county council is the reduction of demand upon the health economy, either through generating savings through Public Health or through better utilisation of its assets. There is also an appetite to maximise the economic impact of sport and physical activity.
- 3.58. A number of areas of potential support for the District's aspirations are captured within the action plan, with their potential role summarised in appendix E.
- 3.59. The three-tiers of local government in the county has a detrimental impact on the delivery of sport and physical activity. It makes provision more challenging in terms of joining up opportunities and emphasises the important role that the county council has as a facilitator of opportunities locally.

#### *Health*

- 3.60. There is currently no coordinated plan for Physical Activity across Staffordshire, and for some consultees this is viewed as a gap.
- 3.61. Locality Commissioning Boards have been identified as a key potential route for support aligned to health and wellbeing outcomes but there are concerns raised about the levels of funding distributed through these Boards to date and in the future.

- 3.62. Primary care engagement in the local area around physical activity (and social prescribing more generally) is considered to be minimal. There is an important role for South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group (CCG) in this regard.
- 3.63. From a Public Health perspective key priorities are older people, those with disabilities, and children at risk, which is where there are big cost pressures on Public Health services.
- 3.64. There is a view from Public Health that previous interventions have not been scaled up to a sufficient level to have the desired impact.

#### *National Governing Bodies*

- 3.65. Consultation noted that many NGBs (and the relevant county associations where they are separate autonomous organisations) generally do not appear to be heavily engaged within the district. Whilst there are some that are prominent, engagement tends to be less for the smaller NGBs with more limited capacity.
- 3.66. This perception is reinforced through the review of NGB priority areas across Staffordshire where Lichfield District rarely appears on the list, partly because of the existing strengths of the club infrastructure.

#### *Economic development*

- 3.67. Sport is worth, according to Sport England, £29.2m GVA to the district. The council wishes to build upon this by growing participation and by encouraging more events.
- 3.68. With regards to events there are aspirations to host mass participation and internationally recognised sporting events to deliver economic growth to Staffordshire through overseas and out-of-area visitor spend. Growth in this area will inspire and motivate local people, generating aspirations for healthier lives.
- 3.69. The Lichfield Half Marathon and Lichfield 10k attract participants from across the country and the Cathedral Dash and World's Smallest Fun Run help promote the city and Burntwood to a wider visitor audience.
- 3.70. The Sportshire project is led by Staffordshire County Council and SASSOT. The remit of the project is to look beyond sport to achieve wider outcomes, including more businesses and employment in sport, nurture and grow an underperforming visitor economy, poor health outcomes as a result of physical inactivity and, an under-supply of sporting facilities.
- 3.71. Lichfield has been engaged in this through events at Chasewater such as the Ironman 70.3, estimated to have generated £2m economic impact to the county in its first year. Other activities include the UK Corporate Games, although based in Stoke on Trent, the cycling events were held in the district.
- 3.72. The district's accessibility to Birmingham and the West Midlands, and to St George's Park also means that there are potential visitor economy spin-offs when major sporting events are held.

- 3.73. The newly established Lichfield Business Improvement District (BID) may become an important supporter of such events.
- 3.74. As highlighted there is also an economic rationale through supporting workplaces to become more active. The council can lead on promoting healthier workplaces by committing itself to be an exemplar of good practice and by sharing its ambitions with business organisations including the Chambers of Trade and the BID.

#### *Other potential partners*

- 3.75. Other potential partners outside the sport and physical activity sector who have an interest in wellbeing include:
- Bromford Housing, which has a vision is to help their tenants to reach their potential by overcoming some of the barriers they face. Approximately 1 in 8 district residents are Bromford tenants (5,500 homes) and many live in less affluent areas. In addition, many of its properties are occupied by women with children, or the elderly.<sup>24</sup>
  - Burntwood Town Council are in discussions with the council about transferring ownership of the town's parks and open spaces.
  - Blue Light Services – with responsibility for the health of their own workforce and where they can support sport and physical activity as diversionary activities. Indeed the OPCC, through the Locality Commissioning Board, is part funding Positive Futures and has run the summer holiday SPACE scheme, whilst the Fire and Rescue Service offers community access to its gyms in its new fire stations at Chase Terrace and Lichfield.

#### **d) Latent demand**

- 3.76. Overall latent demand for the population aged 16+ (APS 8) was 51.7%, made up of 27% of those who are currently active, and 24.7% of those currently inactive. This indicates there are 43,000 people aged 16+ in Lichfield District who would like to be more active. Of these, 6,800 are aged 65+.<sup>25</sup>
- 3.77. Latent demand for swimming, cycling and keep fit was high in all dominant market segments in Lichfield, as well as already being high participation activities. The Evidence Base document includes a full population breakdown of all 19 market segments in Lichfield.
- 3.78. In considering potential latent demand it is also helpful to draw upon the latest insight from the outdoors sector which highlights large numbers active outdoors but also high levels of latent demand. The fastest growing market is older people.<sup>26</sup>

<sup>24</sup> Such an approach is in line with a new project led by the New Local Government Network (NLGN), which explores how councils and housing associations can collaborate for impact (<http://www.nlgn.org.uk/public/wp-content/uploads/A-DESIGN-FOR-LIFE.pdf>)

<sup>25</sup> Sport and Physical Activity Local Insight Report: Lichfield District. SASSOT, 2015.

<sup>26</sup> Getting Active Outdoors: A study of Demography, Motivation, Participation and Provision in Outdoor Sport and Recreation in England (Sport England and Outdoor Industries Association, 2015)

## e) Barriers and motivations

- 3.79. Society doesn't make being physically active very easy; in fact, it's easier to move less than it is to move more. So whilst it is encouraging that there appears to be high levels of latent demand it is important to understand the barriers and motivations to getting active. This builds on the premise that a significant element in creating the enablers for growth is about addressing social perceptions, influencing attitudes, and stimulating demand.
- 3.80. There is an ever-increasing volume of insight into barriers and motivations for different groups to want to take part in sport and physical activity and this has been considered in the development of this strategy.<sup>27</sup>
- 3.81. Within the market segmentation analysis frequently cited barriers for the dominate market segments in the district include: work commitments; too busy; and poor health, injury and disability.

### Summary of key implications for the Strategy

- a. With a strong focus on increasing participation it is important not to lose sight of maintaining high participation levels from those already engaged in sport.
- b. There are high levels of latent demand for sport with a particular emphasis on swimming, cycling and keep fit/gym, which are high participation and latent demand activities within predominant market segments. The outdoors also offers potential, with high levels of latent demand within older age groups.
- c. The existing sporting infrastructure needs support because whilst club membership, the numbers receiving coaching/tuition, and the numbers taking part in organised competitions are all higher than regional and national averages this system is heavily reliant on volunteers. Whilst there appears to be a strong culture of sports related volunteering a need for more volunteers is an issue/constraint to growth. Particular opportunities have been identified linking to secondary schools.
- d. Ensuring that opportunities become sustainable will be crucial to maximise the return on any investment. Ensuring that there are the right mix of skills and capacity of the sport and physical activity workforce is clearly important in this regard.
- e. Whilst participation in sport is high, conversely levels of inactivity are high, allied to high levels of excess weight. Evidence suggests that inactive children often become inactive adults which risks perpetuating a cycle of inactivity. Given the positive contribution that can be made towards the health economy there is a need for a more concerted approach to engage the inactive.
- f. There are inequalities in participation by age, gender, disability and socio-demographic group. For instance drop off in participation is steepest from 55+ further reinforcing the need to specifically consider barriers and motivations for this

<sup>27</sup> <https://www.sportengland.org/research/encouraging-take-up/key-influences/>

particular group, given the aging population and desire to support people to live longer in good health.

- g. Consideration is required as to how to scale up the sporting infrastructure to cope with potential increased demand through population growth and to ensure the offer is aligned to the motivations of different market segments.
- h. In terms of young people there is a lack of strategic capacity to support schools in ensuring a high quality of delivery, particularly when it comes to the offer to engage the disengaged into sport and physical activity.
- i. The private sector has an important role in terms of both infrastructure and the delivery of opportunities. However, there has been limited engagement with private sector providers.
- j. The three-tiered nature of local government in the district undoubtedly makes life more challenging in terms of joining up opportunities and emphasises the important role that the county council has as a facilitator of opportunities locally.
- k. This strategy highlights that to get more people starting and continuing to participate requires not only for the supply side to provide adequate facilities and opportunities, but also for demand side interventions. The strategy must include a clear sense of how behavioural insight will be applied to stimulate or re-stimulate demand for those for whom there are personal, social and environmental barriers to be overcome to them leading a more active lifestyle.
- l. In applying an understanding of behavioural insight it is possible to move beyond the idea that there are active or inactive people. For the majority of people, their behaviours and attitudes toward being physically active will be dynamic and will fluctuate through their lives.
- m. Whilst generating encouraging throughput figures public leisure centres only engage a certain portion of the population. The council has limited capacity to be a direct deliverer of sports development activity or dedicated to supporting the rest of the population to get active. Furthermore whilst there is an increasing level of knowledge about the barriers and motivations to leading more active lifestyles, there is a shortage of skilled capacity within the district to systematically start to address these, either through working with other providers or commissioning specific interventions.
- n. The council will consider its role as an enabler of activity, possibly re-allocating resources and aligning capacity to do the partnership working with other agencies who have a vested interest in people leading a more active lifestyle, either for its own sake or as a mechanism to achieve other outcomes.



## 4. A vision for sport and physical activity in Lichfield District

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### Enrich Lichfield district through sport and physical activity

- 4.1. This strategy is about encouraging people in Lichfield District to lead more active lives and achieving this will mean that there will be a positive contribution in terms of wider quality of life outcomes, as illustrated in figure 4.1 below.

**Figure 4.1 – Vision and Outcomes**



- 4.2. Success in achieving this vision would mean the following six outcomes:
- Young People** - young people across the District are having positive experiences of sport and physical activity, building habits for life, and achieving more

- ii. **Reduced Inequalities** - engaging those that would benefit the most in being more active to reduce inequalities in participation between different social groups
- iii. **Economic Benefit** - demonstrable and recognised value of sport and physical activity towards the economy and improved health and wellbeing
- iv. **Dynamic Partners** - an engaged and empowered network of people and organisations working towards this common goal
- v. **Reduced Inactivity and a Healthier Population** - a reduction in inactivity levels in turn contributing towards health improvement of the population
- vi. **More coherent and successful communities** – communities that play together and are more active together are more likely to be more tolerant.

# 5. Strategy Framework

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5.1. Figure 5.1 sets out the strategy framework including:

- The overall Vision
- What we want to achieve in terms of the overall aim, sub aims, and describes 'what success looks like'
- Objectives, i.e. how we will achieve our aims
- Key principles of delivery.

5.2. This framework has been developed on the premise that achieving participation rates above the national average is not enough. Lichfield District should be bolder in aspiring to achieve and maintain high levels of participation that make a sustained difference for local people.

5.3. The 11 objectives are:

1. **Influencing attitudes and behaviours** – to influence attitudes and behaviours to inspire demand for sport and physical activity, especially those who would benefit more, including those with disabilities;
2. **Supporting Providers** - to support clubs and other providers so they can do more;
3. **Places to be active** - to provide good quality, accessible for all and sustainable places to be active;
4. **Schools and Colleges** - to ensure schools and colleges do more;
5. **Events** - to support the development and growth of sporting events;
6. **Workforce development** - to support workforce development to provide a better quality of experience for all;
7. **Commissioning and policy** - to influence commissioners and public policy;
8. **Active Workplaces** - to promote more active workplaces;
9. **Active Travel** - to increase active travel levels;
10. **Champion best practice** - to champion and spread best practice to encourage a more sustainable sector;
11. **Insight** - to understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding.

- 5.4. These objectives are wide ranging and cannot be achieved by any one organisation alone. As such the Strategy captures key areas of responsibility of different partners in line with their existing priorities. The specific role of the Council across these objectives will differ between influencer, facilitator and deliverer.
- 5.5. This has clear implications for the Council in terms of the capacity required to strategically direct, influence, and support a network of agencies to deliver against a common goal. Roles and responsibilities are addressed further in sections 6 and 7.
- 5.6. It is important to reflect that some of the objectives build from strong foundations of existing work with some new areas of focus as part of this, whilst other objectives focus on new or emerging areas of activity.
- 5.7. The details of the priority actions under each of the objectives and the role of Lichfield District Council are contained within the Action Plan in Section 7. This is intended to be a living document with the priority actions that will be reviewed and updated over time as progress is made, and taking into account other external influences.

**Figure 5.1 - Strategy Framework**

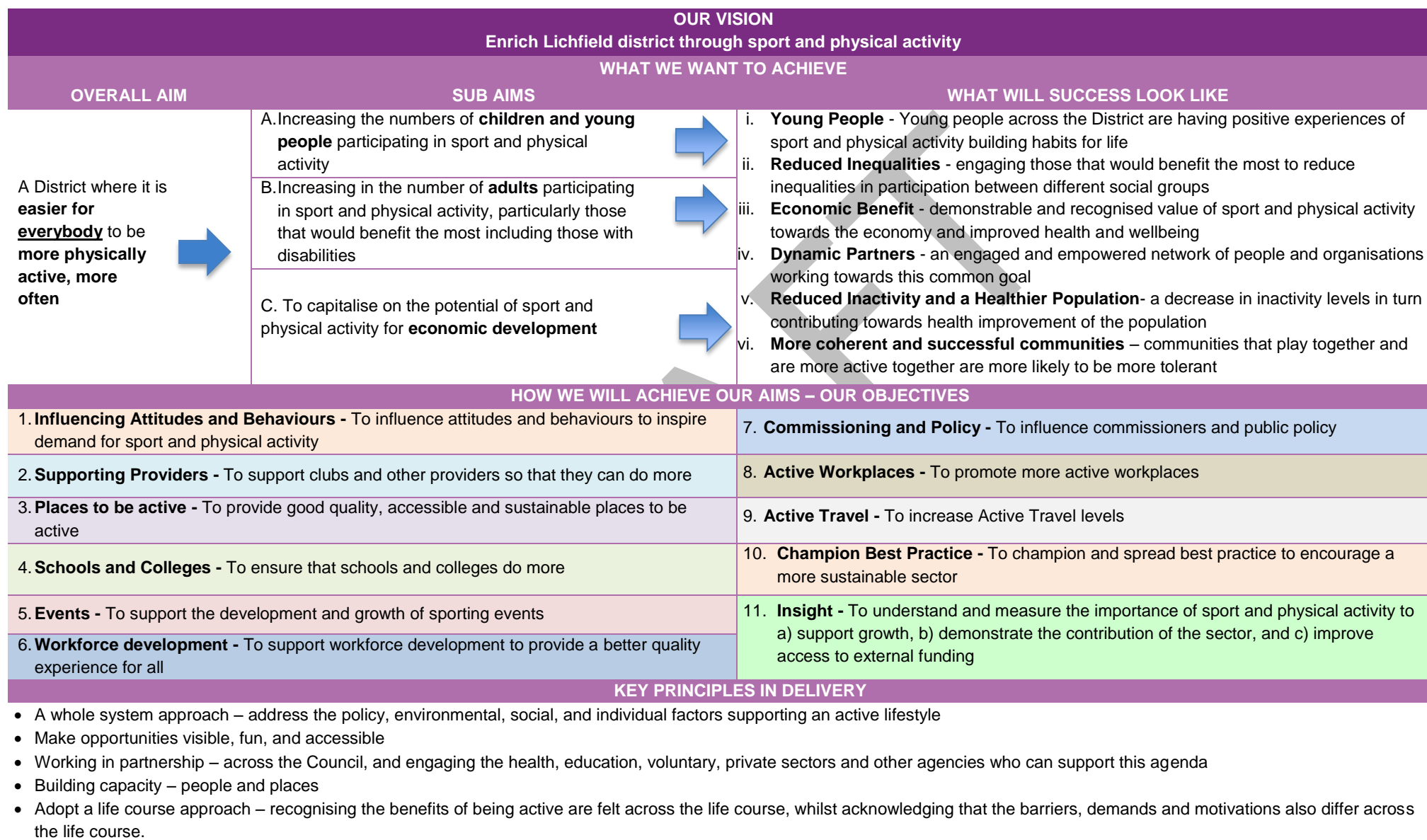


Figure 5.22 below summarises the key focus of each of the objectives alongside how each will contribute to the three sub aims of the strategy.

**Figure 5.2 - Summarising the objectives**

Theme	Objective	What this means?	Contribution to Sub Aims		
			A. Children & Young People	B. Adults	C. Economic
<b>1. Influencing Attitudes and Behaviours</b>	Influence attitudes and behaviours to inspire demand for sport and physical activity	<ul style="list-style-type: none"> <li>Increasing participation requires not only for the supply side to provide adequate facilities and opportunities, but also for demand side interventions.</li> <li>The majority of people are rarely active or inactive, their behaviours and attitudes toward being physically active will be dynamic and will fluctuate through their lives.</li> <li>Applying behavioural insight to address personal, social and environmental barriers to people leading a more active lifestyle.</li> </ul>	✓	✓	
<b>2. Supporting Providers</b>	To support clubs and other providers so that they can do more	<ul style="list-style-type: none"> <li>Ensuring the market is able to cater for demand. This means working with providers across the District to ensure:               <ul style="list-style-type: none"> <li>There is the right mix of opportunities to match demand across <u>all</u> groups.</li> <li>Provision is sustainable.</li> <li>There is a quality experience – fun and accessible.</li> <li>There is help to fill identified gaps in the market.</li> </ul> </li> </ul>	✓	✓	✓
<b>3. Places to be active</b>	To provide good quality, accessible and sustainable places to be active	<ul style="list-style-type: none"> <li>Ensuring that there is sufficient supply of leisure facilities to meet demand.</li> <li>Ensuring that leisure facilities are well run and sustainable.</li> <li>Maximising the use of non-traditional or informal spaces for sport and physical activity.</li> <li>Capitalising on opportunities through parks and the outdoors.</li> </ul>	✓	✓	✓
<b>4. Schools and Colleges</b>	To ensure that schools and colleges do more	<ul style="list-style-type: none"> <li>Schools and colleges are critical avenues to reach children and young people and instill core skills, and positive attitudes towards being active. Ensuring the maximum engagement of the sector will have a big impact upon the activity levels of young people.</li> <li>Doing more particularly means supporting the least engaged to become more active.</li> </ul>	✓		
<b>5. Events</b>	To support the development and growth of sporting events	<ul style="list-style-type: none"> <li>Sporting events can generate an economic benefit as well as sporting outcomes. Supporting existing events to grow or attracting new events to the District will help support the visitor economy and local businesses, as well as underpinning participation ambitions.</li> </ul>	✓	✓	✓

Theme	Objective	What this means?	Contribution to Sub Aims		
			A. Children & Young People	B. Adults	C. Economic
<b>6. Workforce development</b>	To support workforce development to provide a better quality of experience for all	<ul style="list-style-type: none"> <li>Ensuring there is sufficient and skilled capacity in the workforce to meet demands across all groups. This includes volunteers and paid coaches, teachers and instructors.</li> <li>This includes going beyond technical and tactical knowledge to improving understanding of behavioural influences on participation.</li> </ul>	✓	✓	✓
<b>7. Commissioning and Policy</b>	To influence commissioners and public policy	<ul style="list-style-type: none"> <li>Improving the understanding and endorsement of the role sport and activity can play in delivering better community outcomes among other services and partners.</li> <li>Improving longer-term working and funding relationships between sport and physical activity providers and commissioners.</li> </ul>	✓	✓	✓
<b>8. Active Workplaces</b>	To promote more active workplaces	<ul style="list-style-type: none"> <li>Engaging more businesses to champion an active workforce: <ul style="list-style-type: none"> <li>Workplaces are a critical avenue to reach large sectors of the population and help overcome specific lifestyle barriers individuals face.</li> <li>Active workplaces are more productive.</li> </ul> </li> <li>Council and other public sector employers taking a lead.</li> </ul>		✓	✓
<b>9. Active Travel</b>	To increase Active Travel levels	<ul style="list-style-type: none"> <li>Active travel, for a great number of people, represents one of the easiest and most accessible ways of keeping an active lifestyle. This strategy aims to support more people to walk or cycle to school, work or local amenities.</li> </ul>	✓	✓	✓
<b>10. Champion Best Practice</b>	To champion and spread best practice to encourage a more sustainable sector	<ul style="list-style-type: none"> <li>There is already lots of good work happening in the sector. It is important to ensure that there is awareness of and opportunities to learn from best practice.</li> </ul>	✓	✓	✓
<b>11. Insight</b>	To understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding.	<ul style="list-style-type: none"> <li>With increasing scarcity of resources there is a focus on working smarter and this is underpinned by improved understanding of the market, demands, motivations and barriers.</li> <li>Outlining the benefits of participating in sport and physical activity.</li> <li>Helping to access additional resources.</li> </ul>	✓	✓	✓

## 6. Delivering the ambitions

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### Resourcing

- 6.1. This strategy subscribes to the key principle outlined in 'Everybody active, every day' which notes that to deliver change is not necessarily about new investment – it is more about maximising the potential of existing assets and resources. This relates to both existing investment and also assets such as open spaces, streets, parks, leisure facilities, community halls, schools and workplaces.
- 6.2. The Action Plan in section 7 makes reference to a number of existing programmes in place in the District. There is already a lot happening to try and increase participation. The challenge is that the status quo will not achieve the aims. There is a need to consider how this is brought together alongside new areas of focus to really maximise the investment to achieve a sustained change in participation habits across all groups.
- 6.3. It will also be important to consider the wider county dimension with potential investment into services and programmes coming through from the County Council and SASSOT in particular. It is clear that sport and physical activity can do more to support Public Health with its focus on the prevention of ill health and the promotion of wellbeing.

### Partners

- 6.4. This is a strategy for Lichfield District Council and whilst it focuses on the role the Council needs to play, it is clear that **these ambitions will only be achieved through the combined efforts of many partners.**
- 6.5. Partnership strategies can be difficult to enforce and hold organisations to account. The focus of this strategy with regards the role of other partners is therefore is to 1) identify what is needed to deliver the ambitions for the strategy, ensuring the priorities and ambitions of those partners are captured, and 2) to outline the contribution that the Council would like partner agencies to play against these ambitions.



6.6. Figure 6.1 summarises who those partners are, with appendix E outlining their potential contribution to the each of the objectives within the action plan, recognising their areas of interest and roles they may play.<sup>28</sup>

**Figure 6.1 – key partners with a contribution to the strategy**



6.7. With a three-tier local government structure, many actions relating to public health, education and transport sit outside of the direct control of the District Council.

6.8. There are many parts of both the District Council and County Council that have a potential role, including:

- Lichfield District Council - Leisure and Parks, Planning, Economic Development, Marketing, Senior Leadership Team, Locality Commissioning Board (partnership group).
- Staffordshire County Council - Transport, Asset Management (e.g. Chasewater County Park), Education, Planning. Economic Development.

6.9. It is anticipated that the role of the District Council relating to sport and physical activity will evolve with appropriate capacity aligned to:

- Strategically influence a network of partners, in particular forging strong links with Public Health and Economic Development.
- Influence public policy and approaches to commissioning.
- Strategically influence providers to encourage market development
- Offer specialist knowledge, guidance and insight to help develop the market, particularly for key priority groups

<sup>28</sup> Whilst sitting within the County Council, Public Health Staffordshire has been separated out in the presentation of partners above, as it is considered more appropriate to view the health sector as a specific network with whom to engage, under the leadership of the Staffordshire Health and Wellbeing Board.

- Identify and promote best practice
- Broker expertise regarding behaviour change and social marketing to help stimulate demand
- Asset management (the scale of which needs to be decided)
- Contract management (the scale of which needs to be decided)
- In cases of market need, to step in as direct deliverer of interventions.

6.10. This evolving role for the District Council does not mean taking responsibility for areas of activity lead by other agencies. The Council's focus in this regard will be on ensuring the appropriate agencies are engaged and contributing to areas aligned to their responsibilities.

## **Governance**

6.11. The Strategy will be owned by Cabinet who will provide strategic direction and oversight. The Leisure, Parks and Waste Management (O&S) Committee will provide oversight. The Cabinet Member for Leisure and Parks will champion the Strategy.

6.12. The O&S Committee will receive annual reports on the progress of the strategy against the Action Plan, and will ensure this becomes a live document that drives action. Regularity of reporting also provides an opportunity to share positive progress and ensure a high profile for the contribution of sport and physical activity to wider corporate outcomes.

6.13. It is recommended that the Council considers its communication strategy relating to the strategy to ensure that it and the progress being achieved maintains a high visibility with both the general public and partners.

6.14. Responsibility for owning, updating and ensuring delivery against the Action Plan will be allocated to different Council officers, aligned to the responsibilities of their role.

# 7. Action Plan

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- 7.1. The strategy action plan provides the details of what will be delivered under each of the 11 objectives. These 32 priority actions have been developed on an understanding of the current status against each of the objectives.
- 7.2. This Action Plan is a live document and the priority actions will be refreshed on a six monthly basis to track progress and ensuring that any external influences (e.g. changes in national policy) are taken into account.
- 7.3. The Action Plan also further builds on the proposed role for the District Council against these priority actions. Actions aligned to other partners are also listed because a whole population approach requires all relevant partners working together to deliver benefits to local residents.
- 7.4. The Council's role has been divided into:
  - **Facilitate** – where there is an expectation of a formal supporting or enabling role from the Council to progress an area of activity.
  - **Influence** - where the Council does not have a formal involvement in an area but wishes to drive action in others.
  - **Deliver** - refers to the use of Council resources to deliver specific interventions (either directly or commissioned).<sup>29</sup> Appendix F provides a summary of those priority actions where it is anticipated that the Council has a delivery role.
- 7.5. These priority actions do not just represent doing more of the same. They present a mix of opportunities to maximise the impact of existing work, alongside the development of new ideas, which have been identified through consultation and/or on the basis of the evidence and awareness of good practice elsewhere.
- 7.6. Outlining operational plans for the delivery of these actions is beyond the scope of this strategy. As such, there is no mention of delivery costs, operational

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<sup>29</sup> The delivery role for the Council outlined in figure 7.1 is based upon its current service provision. Should the Leisure Options Review identify alternative models of service delivery the Council's role in this area will need to be reflected accordingly, albeit with a possible refocus from direct delivery towards commissioning.

management processes and likely investment – developing this will be a key responsibility of the responsible officers.

- 7.7. Appendix D summarises sport specific aspirations including their contribution to the overall Action Plan. Figure 7.1 provides the framework under which these sport specific aspirations and challenges would need to be considered.
- 7.8. Ensuring there is a diverse range of opportunity will be critical to increase activity levels across the whole population. The scope of what is covered under sport and physical activity is broad (see figure 2.1), whilst we also know that over a third of people participate in more than one sport over a typical year.



**Figure 7.1 – Action Plan**

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<b>OBJECTIVE 1: INFLUENCING ATTITUDES AND BEHAVIOURS - Influence attitudes and behaviours to inspire demand for sport and physical activity</b>					
<p>1.1 Develop effective approaches to <b>intelligently signpost people towards opportunities</b>.</p> <p>This includes developing a plan for engaging with the ‘touch points’ around an individual’s life to support in changing attitudes and behaviours, raising awareness of the benefits of being active, and signposting people to relevant opportunities.</p>	<ul style="list-style-type: none"> <li>• More focus is required to engage the non-engaged. This is about more than the supply of opportunities recognising that many individuals may be at the earliest stages of behaviour change<sup>30</sup> and support is required to help stimulate or re-prompt demand for getting active.</li> <li>• There is an opportunity to work smarter to engage those who can help reach the non-engaged. This includes the potential important role that GPs, Housing Associations, Community and Faith Groups, Workplaces, Supermarkets and the Retail sector can all have in delivering messages and signposting people towards sport and physical activity opportunities. Such approaches are not expensive but will help to reinforce that being active is a social norm.</li> </ul>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>• Number of new partnerships developed helping to promote sport and physical activity opportunities.</li> <li>• Where possible put in place simple measures to track the effectiveness of those relationships.</li> </ul>
<p>1.2 Ensure there is <b>appropriate emphasis on marketing the sport and physical activity offer in order to help influence attitudes and behaviours</b>. This starts with helping to make it easier for people to find out information about opportunities to be active.</p>	<ul style="list-style-type: none"> <li>• Whilst the solutions to influencing the demand are not all about investment into marketing campaigns it is noted that there is a lower than industry benchmarked spend on marketing of the District Council’s leisure offer.</li> <li>• Consideration of marketing content is also required to help address the barriers or motivations of key target groups, e.g. the national This Girl Can marketing campaign. Relationships with Public Health will be important as they are well versed in behaviour change approaches.</li> </ul>	<p>✓</p>			<ul style="list-style-type: none"> <li>• Level of investment of council owned / outsourced areas.</li> <li>• Tracking the effectiveness of that investment in reaching key target groups.</li> </ul>

<sup>30</sup> Using the Transtheoretical Model or Stages of Change Model of behaviour change (Prochaska & DiClemente, 1983) this recognises that many people may be in pre-contemplation (not ready), or contemplation (getting ready).

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
1.3 <b>Ensure sport and physical activity is integrated into existing public health campaigns.</b>	<ul style="list-style-type: none"> <li>It was reported that there is limited engagement at present.</li> <li>Very often public health campaigns will be targeting the same groups who are not engaged in sport and physical activity.</li> <li>The principle behind this action is to work more efficiently with the level of investment available.</li> </ul>	✓			<ul style="list-style-type: none"> <li>Case studies developed.</li> <li>Tracking the effectiveness of any campaigns.</li> </ul>
1.4 Work with Public Health to <b>consider the viability of developing a physical activity campaign aimed at encouraging everyone to be active.</b>	<ul style="list-style-type: none"> <li>This action goes one step further than 1.3 in developing a physical activity specific campaign. The concept was put forward through consultation and supports good practice from elsewhere in the country.</li> <li>It is recognised that this opportunity could be more scalable at a Staffordshire level but it could still be delivered at a District level if the will was there from partners.</li> </ul>	✓			<ul style="list-style-type: none"> <li>Campaign delivered.</li> </ul>
		<ul style="list-style-type: none"> <li>Influencing and partnering with others (e.g. County Council, CCG) to ensure more coordinated approaches.</li> </ul>			
<b>OBJECTIVE 2. SUPPORTING PROVIDERS - To support clubs and other providers so that they can do more</b>					
2.1 <b>Identify where specialist interventions will need to be commissioned to meet the needs of targeted groups, e.g.</b> <ul style="list-style-type: none"> <li>GP Referral</li> <li>Targeted behaviour change interventions for overweight/obese adults (possibly linked to above)</li> <li>Supporting those with disabilities to take part.</li> </ul>	<ul style="list-style-type: none"> <li>Whilst the aim is encourage and sustain participation in a 'universal' offer for sport and physical activity certain groups may need targeted support in getting started.</li> <li>There has been limited engagement from primary care in physical activity interventions, including the lack of a GP referral programme.</li> <li>Any interventions need a feedback process to ensure the impacts are captured and reported back, which is critical in securing the support of primary care professionals.</li> <li>The pockets of affluence within more disadvantaged areas presents challenges with the effectiveness of targeted geographic approaches.</li> </ul>		✓	✓	<ul style="list-style-type: none"> <li>Targeted sport and physical activity interventions commissioned (and the subsequent impacts of such projects).</li> </ul>
<ul style="list-style-type: none"> <li>Proactively engage the County Council Public Health Team and CCG to explore opportunities for commissioning specialist physical activity interventions.</li> <li>Explore how the Locality Commissioning Board can support.</li> </ul>					

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<p><b>2.2 Build capacity to facilitate development of the market.</b></p> <p>This includes traditional providers such as clubs and schools, new potential partners from the private sector providers, or applications for new technology.</p>	<ul style="list-style-type: none"> <li>There is a leadership role to influence the development of the market to address possible gaps. The focus is not about providing more opportunities for the already engaged, i.e. market displacement.</li> <li>This considers the recommendations from the Local Insight Report, i.e. the need for increased provision of light intensity activities predominantly targeted at older segments of the population; the increased provision of shorter activities to help address time barriers; activities targeted at people with disabilities. It also considers how best to utilise the physical assets in the District for sport and physical activity provision (cross reference objective 2).</li> <li>This role could include providing capacity or resources to kick start delivery. At present there is a lack of capacity to do this engagement.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Work with agencies such as SASSOT to ensure there is a clear understanding of possible gaps in the market.</li> <li>Invest in capacity to proactively work with agencies to support the growth of the market.</li> <li>Where necessary invest resources in helping to kick start new activity.</li> </ul>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>Increased capacity for engagement work secured.</li> <li>Case studies to identify where support has been provided to grow the market</li> </ul>
<p><b>2.3 Support the growth and development aspirations of Clubs,</b> especially regarding broadening their reach:</p> <ul style="list-style-type: none"> <li>Establish a Club Development Forum and accompanying plan for on-going communications</li> <li>Support aspirations through the sport specific action plan (see appendix D).</li> </ul>	<ul style="list-style-type: none"> <li>There are real strengths with a proactive network of clubs in the District, many of whom have aspirations to grow and develop.</li> <li>Awareness of opportunities or solutions to challenges a common issue reported by clubs. Many reported not being closely engaged with their respective NGB. There is a strong sense that often the need is the information to be able to help themselves.</li> <li>This is effectively a sub strand of work coming out of priority action 2.2.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Lead in establishing and facilitating the Club Development Forum and programme of ongoing communications</li> <li>Provide a supporting role (defined by the nature of aspirations) with regards to the sport specific action plan.</li> </ul>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>Club Development Forum established</li> <li>Club feedback (possibly via annual club survey)</li> <li>Club Membership levels (Active People).</li> </ul>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
2.4 Help give people the best start in life by <b>improving physical literacy levels of 0-5s</b> .	<ul style="list-style-type: none"> <li>There is a strong evidence base with examples of good practice to support the rationale for 0-5s in learning core physical literacy skills.</li> <li>Whilst the private sector may do much of the delivery there is a need to consider whether this excludes those without the financial means to access such opportunities. (<i>Cross reference 2.1</i>).</li> </ul>		✓		<ul style="list-style-type: none"> <li>Organisational ownership secured with action plan in place.</li> </ul>
2.5 Proactively explore the provision and promotion of <b>more family based opportunities</b> to be active.	<ul style="list-style-type: none"> <li>Time is a frequently cited barrier to physical activity for many market segments, whilst there is evidence that young people often follow the activity habits of their parents. Conversely they can also encourage positive habits in parents.</li> <li>Possible examples include providers working together to facilitate opportunities for parents whilst their children are doing activity, or encouraging the growth of family friendly running events such as Great Run Local or Parkrun.</li> </ul>		✓	✓	<ul style="list-style-type: none"> <li>Increase in family based provision with case studies of good practice developed.</li> </ul>
2.6 Ensure there are <b>pathways in place to continue to participate in organised sport and for those with talent to be able to fulfil their potential</b> .	<ul style="list-style-type: none"> <li>There is a sense of local pride when local people with talent are able to prosper in sport. However the pathways need to be in place to allow people to progress to fulfill their potential. NGB engagement is key as they are responsible for the talent pathway (in most sports).</li> </ul>		✓		<ul style="list-style-type: none"> <li>Numbers of Lichfield residents on talent pathways (across a number of different sports) .</li> </ul>



Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<b>OBJECTIVE 3. PLACES TO BE ACTIVE - To provide good quality, accessible and sustainable places to be active</b>					
3.1 Implement the recommendations from the <b>Leisure Options Review</b> .	<ul style="list-style-type: none"> <li>This is a critical linked piece of work, particularly with regards to how the Council maximises its return on investment into sport and physical activity provision.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Responsible for implementing the recommendations.</li> </ul>		<p>✓</p>	<ul style="list-style-type: none"> <li>Recommendations implemented in accordance with suggested timelines.</li> </ul>
3.2 Ensure that the recommendations from the <b>Sport England FPM analysis</b> and <b>Playing Pitch Strategy</b> are progressed.	<ul style="list-style-type: none"> <li>This is a 'catch all' recommendation rather than repeating detail that is well covered through those documents. Is reported that this process is on-going.</li> <li>It is important that potential population growth is accounted for.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Oversee the process and support/facilitate action against specific recommendations.</li> </ul>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>Recommendations implemented.</li> </ul>
3.3 Maximise the potential of the District's <b>outdoor spaces</b> in supporting people to become active.	<ul style="list-style-type: none"> <li>It is evident that the District has some excellent outdoor assets that can support people to lead more active lifestyles, many of which are seemingly well used.</li> <li>Outdoor spaces have a role to engage those who are currently inactive, e.g. national insight into the Outdoor sector shows potential latent demand and opportunity for growth amongst key target segments, especially over 55s.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Lead, where District Council owned assets or champion where non District Council owned assets. Key partners include the County Council re Chasewater Country Park, Cannock Chase Area of Outstanding Natural Beauty, Central Rivers Initiative and The National Forest.</li> </ul>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> <li>Tracking growth of provision through Council owned assets</li> <li>Tracking APS figures for growth in outdoor participation activities.</li> </ul>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
3.4 Identify opportunities for <b>more innovative approaches to the provision of places to be active</b> , e.g. community assets, health care settings, workplaces.	<ul style="list-style-type: none"> <li>A more innovative approach is needed regarding the use of physical assets. There is a stigma attached to 'sport' for some, which can be a barrier to accessing traditional leisure facilities. Utilising community venues where people may feel more comfortable can help overcome barriers such as confidence and fear of judgement which are prevalent for many inactive females for example. Hyper local activities are also important to breaking down barriers related to transport or time.</li> <li>There is a challenge with limited capacity to be proactive in identifying such opportunities.</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Case studies developed.</li> </ul>
<b>OBJECTIVE 4. SCHOOLS AND COLLEGES - To ensure that schools and colleges do more</b>					
4.1 Ensure that the <b>PE and Sport Premium for Primary Schools</b> improves the quality of the PE and sport activities they offer their pupils	<ul style="list-style-type: none"> <li>Consultation indicates that the Premium has ultimately raised the standards. However the quality of external provision brought in with this funding is mixed, there is limited provision at Key Stage 1, and there are mixed levels of teacher engagement which has knock on effects in the degree to which they are becoming upskilled themselves.</li> <li>There are challenges in terms of where schools can get advice from and where teachers can access CPD opportunities. There are concerns that the Youth Sport Trust doesn't offer enough and locally the feedback on Entrust CPD has been mixed.</li> </ul>		✓		<ul style="list-style-type: none"> <li>All schools reporting what the Premium is used for on their websites (as stipulated).</li> <li>Case studies developed.</li> </ul>
		<ul style="list-style-type: none"> <li>Ultimately the individual schools are responsible for the investment whilst SASSOT a monitoring role.</li> <li>The School Games Organiser (SGO) is an important source of advice but has limited capacity and funding for these roles is not yet confirmed post November 2015.</li> </ul>			

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
		<ul style="list-style-type: none"> <li>Entrust has an role in terms of training and CPD provision.</li> </ul>			
4.2 Ensure that Schools in the District are actively engaged in <b>competition opportunities via the School Games</b>	<ul style="list-style-type: none"> <li>It was reported that in general there are lots of competitive opportunities within schools. In addition to the School Games programme secondary schools in the District pay to be part of the Cannock and District Sport Association, which provides leagues and competitions. However the links with the School Games are not as strong as they could be and these competitions tend to lack pathways into NGB pathways. This is a matter to be addressed going forwards.</li> <li>It is reported that it is often the same young people involved in all these competitive opportunities and consideration is needed to engage a wider number of pupils.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting role.</li> <li>This programme is currently led by the SGO.</li> </ul>	✓		<ul style="list-style-type: none"> <li>Number of schools taking part.</li> </ul>
4.3 Ensure that schools physical activity and sport provision helps to <b>engage inactive children, and those with excess weight</b>	<ul style="list-style-type: none"> <li>Change4Life clubs are having a positive impact at primary level.</li> <li>However this has been a challenging area within secondary schools as competitive opportunities often engage only the same group of pupils, and where opportunities are provided it is hard to get the engagement of the least active. More fun/social activities such as danced based activities for girls have had some success but there is also a shortage of deliverers of some of these types of activities.</li> <li>Cross reference 6.2 (Skills of the workforce)</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy for a more concerted approach amongst partners.</li> <li>To explore whether there is scope to pool resources between schools to increase support in addressing these challenges.</li> </ul>	✓		<ul style="list-style-type: none"> <li>Case studies developed.</li> </ul>
4.4 Champion the development and promotion of a <b>whole school approach to physical activity</b> within local schools	<ul style="list-style-type: none"> <li>This includes providing suitable physical environments and resources to support structured and unstructured physical activity throughout the day (e.g., play and recreation before, during and after school); supporting walk/cycle-to school programmes; and enabling action through supportive school policy and engaging staff.</li> </ul>	<ul style="list-style-type: none"> <li>As above.</li> </ul>	✓		<ul style="list-style-type: none"> <li>Case studies developed.</li> </ul>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
	<ul style="list-style-type: none"> <li>Examples of good practice nationally include the Daily Mile concept.<sup>31</sup></li> <li>Cross reference 4.3.</li> </ul>				
4.5 Every <b>college</b> student in the district is encouraged, supported and has the opportunity to participate in sport and physical activity as an integrated part of their college experience	<ul style="list-style-type: none"> <li>This will contribute to learning, progression to employment, and the development of active and sporting habits for life.</li> <li>Managing the transitions during the life course is important to helping to maintain an active lifestyle. This is particularly important for college age students as this is an age where levels of drop out often increase.</li> <li>Findings from the AOC annual College Sport Survey (2014) shows that a fifth of all students are regularly taking part in sport or physical activity at college. This is up from 15% in 2013.</li> </ul>		✓		<ul style="list-style-type: none"> <li>Benchmarking against the annual College Sport Survey.</li> </ul>
<b>OBJECTIVE 5. EVENTS - To support the development and growth of sporting events</b>					
5.1 Ensure <b>events continue to be attracted</b> and the <b>economic and participation benefits of existing and new events are maximized.</b>	<ul style="list-style-type: none"> <li>The Sportshire project, jointly supported by SASSOT and the County Council is the county lead for event related opportunities. One of its main aspirations is to host mass participation and internationally recognised sporting events to deliver economic growth to Staffordshire through overseas and out-of-area visitor spend. This includes events like the international Ironman jointly held at Chasewater, a venue that is seen to have much potential.</li> <li>There is scope to support the impact of other existing events like the Lichfield 10k, or indeed to explore further hosting opportunities.</li> </ul>	✓	✓		<ul style="list-style-type: none"> <li>Direct Economic Impact of individual events (measured through EventImpacts)</li> <li>Number of local participants.</li> </ul>
				<ul style="list-style-type: none"> <li>Facilitate, support, and champion as part of the Sportshire project.</li> </ul>	

<sup>31</sup> For three-and-a-half years, all pupils at St Ninians primary in Stirling have walked or run a mile each day. Teachers take their pupils out of lessons on to a specially built circuit around the school's playing field for their daily mile whenever it best suits that day's timetable and despite the rise in childhood obesity across the UK, none of the children at the school are overweight. It is reported that the daily mile has improved these children's fitness, behaviour and concentration in lessons. More information - <http://www.theguardian.com/education/2015/sep/28/daily-mile-school-st-ninians-stirling-scotland>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
	<ul style="list-style-type: none"> <li>Whilst the economic rationale is the primary driver this shouldn't lose sight of capitalising on the opportunities presented by these events to derive sporting benefits relating to participation or growth of volunteers for instance.</li> </ul>				
<b>OBJECTIVE 6. WORKFORCE DEVELOPMENT - Supporting the development of the sport and physical activity workforce to provide a better quality experience for all</b>					
<p>6.1 Develop a coordinated plan to <b>ensure that Volunteers are well valued</b></p>	<ul style="list-style-type: none"> <li>Without volunteers community sport wouldn't happen. Lichfield is lucky to have higher levels of sport volunteering than against regional and national averages.</li> <li>Whilst the motivations for volunteers may be different it is important to maintain and grow volunteer levels. Recognising their contribution is important in helping volunteers feel valued and motivated.</li> <li>Cross reference 10.1.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Facilitate Lichfield specific ideas, e.g. Sports Awards ideas, or letters of thanks from the Council.</li> <li>Work with SASSOT to support county-wide initiatives to recognise volunteers.</li> </ul>	<p>✓</p>		<ul style="list-style-type: none"> <li>Implementation of activity to recognise volunteers.</li> <li>Tracking sport volunteering levels via APS.</li> </ul>
<p>6.2 Improve <b>skills of the workforce to support the inactive to become active.</b></p> <p>This includes training of coaches, teaches and other providers of sporting opportunities, as well as support for primary care professionals.</p>	<ul style="list-style-type: none"> <li>The workforce is critical to ensuring that there is a high quality experience for all. This goes beyond the technical and tactical knowledge recognising that 'softer' emotional skills are important in helping to create the right environment, particularly for those lacking confidence and at the start of their journey to lead a more active lifestyle.</li> <li>National evidence suggests that many exercise professionals are lacking in skills needed to deliver motivational and psychological support to inactive people.<sup>32</sup></li> <li>Other professionals work in roles that can support people to become more active, e.g. primary care professionals, and they need help in being able to deliver effective messages about physical activity, provide effective signposting, or support individuals with their physical activity planning.</li> </ul>		<p>✓</p>		<ul style="list-style-type: none"> <li>Numbers accessing CPD opportunities specifically relating to supporting the inactive become active.</li> </ul>
		<ul style="list-style-type: none"> <li>Encourage leadership from SASSOT and signpost the local workforce to relevant CPD opportunities.</li> <li>Encourage the CCG to look at training support for frontline staff.</li> </ul>			

<sup>32</sup> CYQ report: Tomorrow's exercise professionals - What does the future hold?, 2014. 46% of exercise professionals cite changing behaviour and lifestyle as one of the greatest barriers when working with inactive consumers. Employers and exercise professionals have highlighted the need for "social" skills such as empathic communication in order to support those who are inactive.

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
6.3 Develop a <b>plan for the recruitment of more volunteers</b> , including engagement with employers, and schools who are training young leaders.	<ul style="list-style-type: none"> <li>Recruitment of volunteers is a strong theme to come out of the Club Workshop and whilst clubs will individually do their part there is a need for some more strategic support to ensure opportunities are maximised for the recruitment of volunteers.</li> <li>Cross reference 1.3 (club development) and 4.1 (Sharing best practice).</li> </ul>		✓	✓	<ul style="list-style-type: none"> <li>Plan in place with actions implemented and monitored.</li> <li>Tracking sport volunteering via APS.</li> </ul>
<b>OBJECTIVE 7. COMMISSIONING AND POLICY - To influence commissioners and public policy</b>					
7.1 <b>Incorporate sport and physical activity into relevant District Council policies</b>	<ul style="list-style-type: none"> <li>Sport and physical activity has an important potential role across a number of Council priorities. For that contribution to be realised needs sport and physical activity to be integrated into relevant policies and not just to be prioritised within the Leisure department.</li> <li>Areas of potential influence include the District Board, Locality Commissioning Board, Planning, Marketing, and Human Resources.</li> </ul>	✓		✓	<ul style="list-style-type: none"> <li>Sport and Physical Activity being integrated into other District Council policies.</li> </ul>
7.2 <b>Ensure that commissioners have a long term plan for addressing physical inactivity</b> including building it into existing commissions and contracts	<ul style="list-style-type: none"> <li>Strategic commissioning offers the opportunity to generate better outcomes for local people and communities. By developing the relationships and understanding between sport and leisure services and commissioners of health, social care and children's services, among others, corporate and local strategic outcomes can be better achieved.</li> <li>Important within this is developing an improved understanding of how sport and physical activity contributes towards wider outcomes.</li> </ul>	✓	✓		<ul style="list-style-type: none"> <li>Plan in place.</li> <li>Case studies of commissions.</li> </ul>
<b>OBJECTIVE 8. ACTIVE WORKPLACES - To promote more active workplaces</b>					
8.1 <b>For Lichfield District Council to improve the physical activity levels of its own workforce</b> (and influence other public sector employers follow with their own workforces).	<ul style="list-style-type: none"> <li>The council is a major employer within the District and if it is to advocate for a more active workforce across other employers it would be important to be seen to take a lead with its own workforce.</li> <li>There is currently no formal push to support and encourage Council staff to be more active. There are lots of ways this</li> </ul>	✓	✓		<ul style="list-style-type: none"> <li>Plan developed, implemented, and monitored.</li> </ul>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
	could be achieved and evidence about what works. Senior leadership support seen as a critical element of many successful campaigns.				
<p>8.2 <b>Integrate appropriate messaging and tools</b> into the Business Engagement Programme (BEP) and other business intermediaries who are engaging businesses across the District.</p> <p>This includes linking to existing initiatives in place such as the Workplace Challenge (delivered locally by SASSOT).</p>	<ul style="list-style-type: none"> <li>Evidence highlights that there is a strong economic rationale as active workplaces are more productive workplaces.</li> <li>Insight also suggests that time is a barrier for predominant segments so considering ways in which activity can be integrated into/around the working day can help to address such barriers.</li> <li>The BEP and other business intermediaries such as the Chambers of Commerce have a role to engage with local businesses. Delivering messages regarding active workplaces is not currently part of their toolkit and this presents an opportunity (with the right support in terms of messages around the value for businesses, case studies of what works elsewhere, and information regarding local opportunities).</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Facilitate the delivery of messages to business (and providing the support to those delivering the messages).</li> </ul>	<p>✓</p>		<ul style="list-style-type: none"> <li>Messaging integrated into the BEP and other business intermediaries.</li> <li>Case studies developed.</li> </ul>
<b>OBJECTIVE 9. ACTIVE TRAVEL - To increase Active Travel levels</b>					
<p>9.1 Work with the County Council to help <b>facilitate the growth of Active Travel</b> including the provision of safe, well sign-posted and affordable routes to workplaces, schools and community facilities and services.</p>	<ul style="list-style-type: none"> <li>This aspiration falls in line with the Local Plan policy regarding Sustainable Transport (CP5), alongside WHO guidance regarding best investments for physical activity.</li> <li>Whilst much of the responsibility for transport sits with the County Council, the District has a role through its planning responsibilities.</li> <li>There are currently 60 walking buses countywide, although none at present within the District.</li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>Although not specifically a District role they can facilitate the provision of Active Travel opportunities through the planning process.</li> </ul>	<p>✓</p>		<ul style="list-style-type: none"> <li>Benchmarks as collected by the County Council.</li> </ul>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<b>OBJECTIVE 4. CHAMPION BEST PRACTICE - To champion and spread best practice to encourage a more sustainable sector</b> <sup>33</sup>					
<p>10.1 <b>Share best practice</b> via a variety of mechanisms, e.g.</p> <ul style="list-style-type: none"> <li>- Annual publication showcasing progress against this strategy</li> <li>- An Annual Lichfield Sports Awards that feeds into the County Awards</li> <li>- Establishing a formal reporting process into the Locality Commissioning Board and other strategic forums.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council wishes to empower the sector to step forward, innovate and respond to challenges in order to build a strong and sustainable sector. Its role as direct deliverer of activity is likely to be reduced over time with resource pressures but it is important that it maintains capacity in helping to engage partners and showcase best practice. This has value in sharing knowledge and is intended to encourage other organisations to learn and strive to deliver best practice themselves.</li> <li>• <i>Cross reference 2.3 regarding Club Development Forum.</i></li> </ul>	<p>✓</p> <ul style="list-style-type: none"> <li>• Leadership of this agenda – which can only happen if there is sufficient capacity dedicated towards partner engagement to understand where best practice is.</li> <li>• There are also likely to be some small resource implications to consider in facilitating this.</li> </ul>		<p>✓</p>	<ul style="list-style-type: none"> <li>• Individual mechanisms put in place with feedback tracked.</li> </ul>
<p>10.2 Ensure that <b>NGBs</b> are actively engaged in the District.</p>	<ul style="list-style-type: none"> <li>• There is a perception that not all NGBs are as heavily engaged in the District as desired with Lichfield rarely seen as a priority area of support (partly a victim of an existing strong network of delivery). There is a need for capacity to ensure NGBs are engaged to support the needs for clubs, ensuring talented individuals have the chance to progress, supporting workforce development, and facility aspirations.</li> <li>• <i>Cross reference objectives 4 and 6 and priority actions 2.3, 2.6, 3.2.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Work with SASSOT to identify key NGBs where greater engagement is desired and agree a coordinated approach to facilitating this.</li> </ul>	<p>✓</p>		<ul style="list-style-type: none"> <li>• Number of NGBs actively supporting activity in the District.</li> </ul>

<sup>33</sup> This objective cuts across every other element of the plan. Particular reference should be made to objective 9 (Insight and Intelligence), and priority actions 1.1 (Specialist interventions), 1.2 (Market Development), 1.3 (Club Development), 2.4 (Innovative approaches regarding places to be active).



Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<b>OBJECTIVE 11. INSIGHT - To understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding</b>					
11.1 Ensure there is a process in place to <b>collate, interpret, and act on the latest insight</b> in sport and physical activity trends	<ul style="list-style-type: none"> <li>Insight will be key to helping maximise the efficient use of resources to support a sustained growth in participation. There is also a need to use available evidence to help articulate the contribution of sport and physical activity to wider priorities, building on from this strategy.</li> <li>A lot of insight is available and has been applied to the development of this strategy. This includes recommendations to establish whether existing universal provision adequately caters for the needs of the 60+ age group, and considering the potential latent demand that exists in swimming and cycling (aligned to predominant market segments).</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Approach in place and being applied to inform interventions and approaches.</li> </ul>
11.2 Develop a position statement regarding the <b>economic value of sport and physical activity to the District</b>	<ul style="list-style-type: none"> <li>Given the strong strategic emphasis on economic growth from the Council it will be important to articulate the true impact/contribution of sport and physical activity across a number of areas. This includes the economic impact of sporting events, which should also highlight the impact of those events the Council does not directly invest in.</li> <li>A number of CSPs are starting to undertake such studies at a county level, a potential opportunity to explore through SASSOT and the Sportshire project.</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Position statement developed and communicated to senior decision makers within Lichfield (public and private sector).</li> </ul>

# Appendices

## Appendix A – How this Strategy has been developed

This strategy has been developed through a combination of extensive desk-based research and consultation with a wide range of local and sub regional stakeholders. The desk-based research includes the relevant evidence base in terms of demographic, participation and market segmentation analysis, alongside strategic documents with an influence over this remit.

The strategy has also been developed in close coordination with the Leisure Options Appraisal to ensure both pieces of work inform each other and are aligned in terms of key recommendations for the Council.

### Consultation list

Name	Role	Organisation
Neil Turner	Director – Leisure and Parks	Lichfield District Council
Cllr Andrew Smith	Cabinet Member for Leisure	Lichfield District Council
Wayne Mortiboys	District Commissioning Lead	Staffordshire County Council
Vicky Wilkes	School Games Organiser	Erasmus Darwin High School
Jon Topham	District Public Health Commissioning Lead	Staffordshire County Council
Sarah Sleigh	Sports Development Officer	Lichfield District Council
Mark Thornewill	Partnership Director	Sport Across Staffordshire and Stoke on Trent (SASSOT)
John Smith	Greens & Open Spaces Strategic Manager	Lichfield District Council
	King Edward VI Leisure Centre	Lichfield District Council
Phil Kelly	Manager, Friary Grange Leisure Centre	Lichfield District Council
	Manager, Burntwood Leisure Centre	Lichfield District Council
Will Lilley	New Ventures Manager	Bromford Housing
Darrin Gamble	Head of Neighbourhoods	Bromford Housing

Jane Rutherford	Head Teacher	King Edward VI School
Karl Sproston	Parks Ranger	Lichfield District Council
Oliver Dove	Spatial Policy and Delivery Officer	Lichfield District Council
David Lister	Head Teacher	Friary Grange School
Henry Exton	Business Development Manager	Friary Grange School

In addition to the above individuals consultation was also undertaken with the Senior Leadership Team at Lichfield District Council.

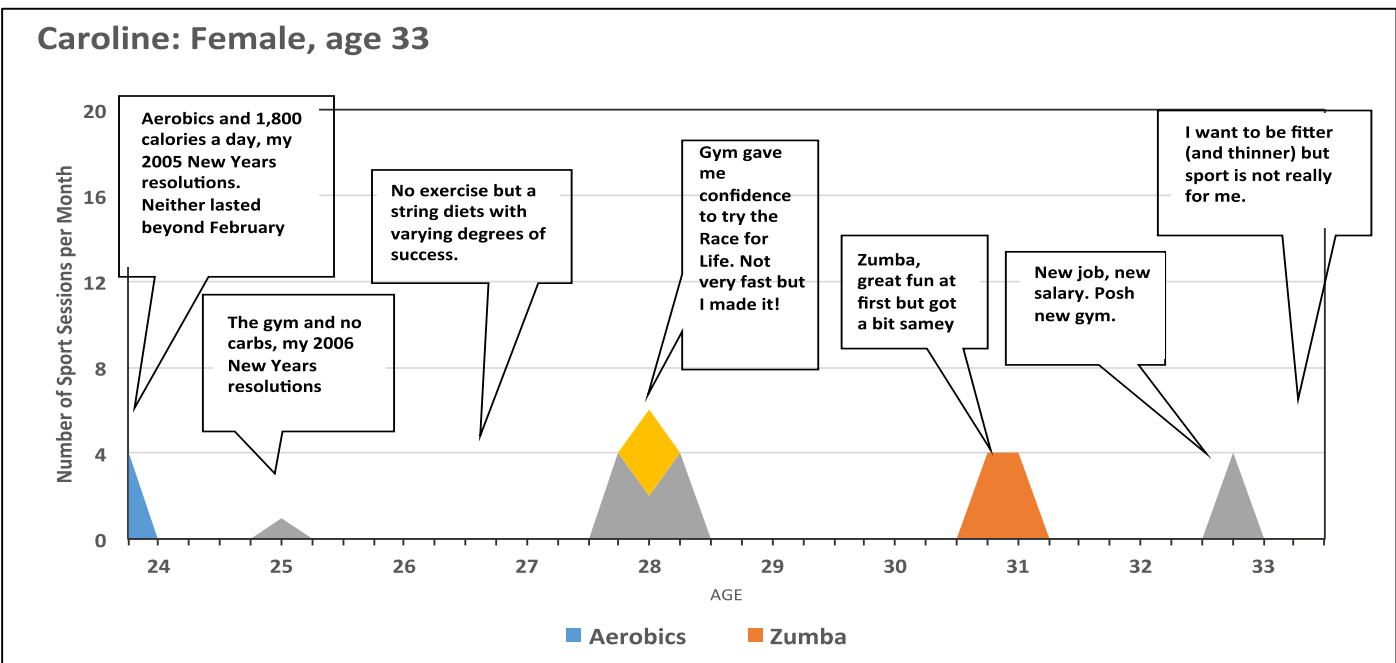
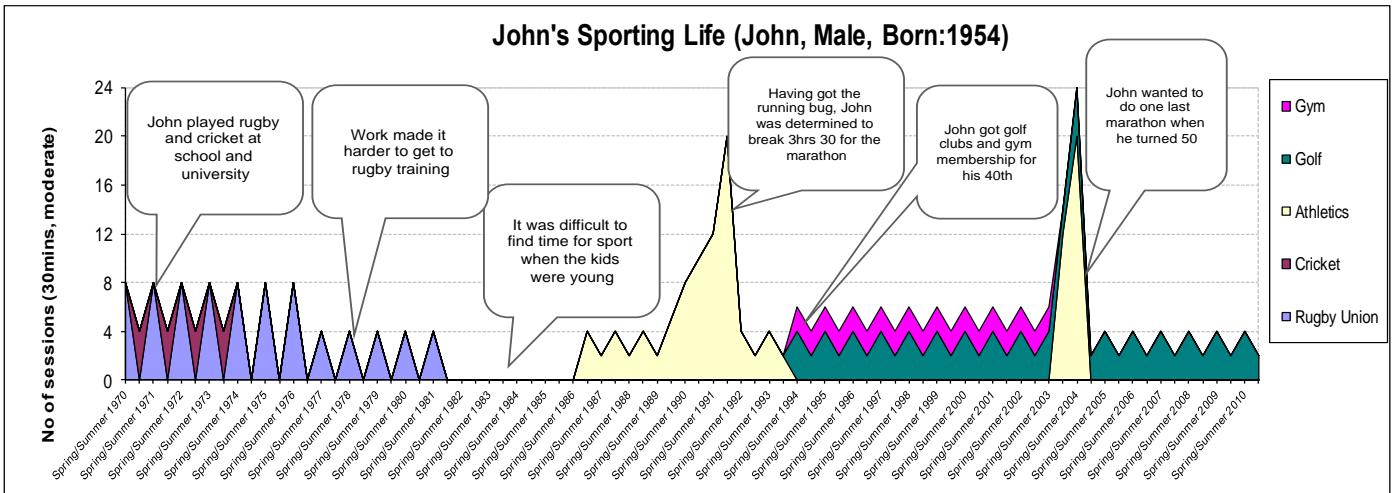
#### **List of Sports Clubs responding to the online survey**

- Lichfield Folk Dance Club
- Walsall Wood Aikido Club
- Lichfield Rugby Club Bowls section
- Lichfield and District Karate Club
- Lichfield Spires Netball Club
- Lichfield Health and Fitness club
- Burntwood Community Table Tennis Club
- Burntwood Racketball
- Friary Judo Club
- Burntwood Elite

#### **List of Clubs attending the Club Workshop:**

- Penguins Swimming Club
- Lichfield Crown Green Bowling Club
- Lichfield Bowling Club
- Lichfield Friary Lawn Tennis Club
- Burntwood Dragons & Phoenix FC
- Lichfield Nomads Cricket Club
- Lichfield Cricket Club Juniors
- Lichfield Hockey Club
- Lichfield Roundtable FC
- Lichfield Running Club
- Chasetown Youth Football
- Burntwood St Matthews Cricket Club
- Lichfield Swimming Club.

## Appendix B – Examples of individual sporting biographies



Source: Sport England

## Appendix C – Chief Medical Officer Physical Activity Guidelines

Source: Start Active, Stay Active: A report on physical activity for health from the four home countries' Chief Medical Officers. 2011

- Under fives:
  - Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (three hours) spread throughout the day
- Children – Aged five to 18 years:
  - All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
- Adults:
  - Adults should aim to be active daily. Over a week, this should add up to at least 150 minutes (2.5 hrs) of moderate intensity physical activity in bouts of 10 minutes or more
  - Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or combinations of moderate and vigorous intensity activity
  - All adults should also undertake physical activity to improve muscle strength on at least 2 days a week
- Older Adults 65 plus years:
  - Older Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2 ½ hours) moderate intensity activity in bouts of 10 minutes or more.
  - Older adults (65 years and over) who at risk of falls should incorporate physical activity to improve balance and coordination on at least 2 days a week.

Individual physical and mental capabilities should be considered when interpreting the guidelines, but the key issue is that some activity is better than no activity.

## Appendix D – Sport Action Plan

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
<b>Aerobics, fitness, gym</b>	Encourage more aerobics / fitness activity in community locations including parks and open spaces, village halls, schools, leisure centres etc.	<ul style="list-style-type: none"> <li>• Women</li> <li>• Volunteers / Coaches</li> <li>• Inactive, over 50's</li> </ul>	<ul style="list-style-type: none"> <li>• 2.2 Market Development</li> <li>• 3.3 Open and Green Spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Private instructors, companies.</li> <li>• CCG, SCC</li> </ul>		✓	✓
	Encourage greater investment in private fitness facilities through planning and economic development strategies.		<ul style="list-style-type: none"> <li>• 3.4 Innovative Places</li> </ul>		✓	✓	
	Invest in and maintain quality of workforce		<ul style="list-style-type: none"> <li>• 5.1 Events</li> </ul>		✓		✓
	Encourage involvement of CCG / public health to invest in low impact / intensity aerobics / fitness – e.g. cardiac rehab; exercise on referral, EXTEND type programmes.					✓	✓
	Invest in outdoor gyms at new housing estates				✓	✓	
<b>Archery</b>		<ul style="list-style-type: none"> <li>• Over 50's</li> <li>• Families</li> <li>• Male Adults</li> <li>• Male Juniors</li> <li>• Female Adults</li> <li>• Female Juniors</li> </ul>	<ul style="list-style-type: none"> <li>• 2.2 Market Development</li> <li>• 10.2 NGB Engagement</li> <li>• 3.3 Open and Green Spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Lichfield Archers</li> <li>• Archery GB</li> </ul>	✓	✓	
					✓		✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
			<ul style="list-style-type: none"> <li>2.5 Family Based Activity</li> </ul>				
<b>Athletics and Running</b>	Support and develop school based programmes Support the growth of clubs including Lichfield Running Club and Chasewater Runners	<ul style="list-style-type: none"> <li>Inactive - with beginners running</li> <li>Juniors</li> <li>Schools</li> <li>Running Clubs</li> <li>Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>2.5 Family Based Activities</li> <li>3.3 Open and Green Spaces</li> <li>10.2 NGB Engagement</li> <li>5.1 Events</li> </ul>	<ul style="list-style-type: none"> <li>SASSOT</li> <li>Schools</li> <li>Staffs Athletics Network;</li> <li>Lichfield Running Club; Chasewater Runners</li> <li>KP Events</li> <li>CCG, SCC</li> </ul>	✓		✓
	Beginner Running Sessions				✓		✓
	Identify safer running routes				✓		
	Support and promote key running events including Cathedral Dash, Half Marathon, Lichfield 10k, Fradley 10k, World's Smallest Fun Run, etc.				✓		
	Encourage the establishment of a competitive running club in Burntwood.				✓		
Encourage the provision of junior running within schools.				✓			
Encourage CCG and Public Health investment in beginner running						✓	
<b>Angling</b>	Seek angling club to lease fishing rights on Stowe Pool	<ul style="list-style-type: none"> <li>Local Angling Clubs</li> <li>Male Adults</li> <li>Male Juniors</li> <li>Female Adults</li> <li>Female Juniors</li> </ul>	<ul style="list-style-type: none"> <li>3.3 Open and Green Spaces</li> </ul>	<ul style="list-style-type: none"> <li>Angling clubs</li> <li>We Love Lichfield</li> </ul>	✓	✓	
Support an annual Minster Pool fish.	✓						

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
<b>Bowls</b>	Establish bowls development group and work with members clubs to encourage greater participation	<ul style="list-style-type: none"> <li>• Adult Males</li> <li>• Adult Females</li> <li>• Over 60's</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs</li> <li>• Bowls Alliance</li> <li>• SASSOT</li> </ul>	✓		✓
	Work with Bowls Alliance and SASSOT to develop bowls participation by over 55s and those with disabilities				✓		✓
	Seek to transfer parks greens to local clubs				✓		✓
	Support investment in members clubs to support facility development					✓	
	Promote indoor bowls at leisure centres				✓		✓
	Promote school club links				✓		
	Promote parks taster sessions				✓		
Deliver playing pitch strategy					✓	✓	
<b>Basketball</b>	Support the development of Churchbridge Basketball Club	<ul style="list-style-type: none"> <li>• Males Adult</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Churchbridge Basketball Club</li> <li>• England Basketball</li> </ul>	✓		



Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
<b>Badminton</b>	<p>Support the development of Badminton clubs in Burntwood and Lichfield.</p> <p>Work with Badminton England to implement the Play Badminton, Smash Up and Battle campaigns.</p> <p>Invest in Friary Grange Leisure Centre to provide more appropriate lighting and flooring for badminton</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Juniors</li> <li>• Over 60s</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Local Badminton Clubs</li> <li>• England Badminton</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
<b>Boxing</b>	<p>Support club development to promote boxing</p> <p>Provide boxing opportunities for young people through Positive Futures.</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Juniors</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• England Boxing</li> </ul>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<b>Canoeing</b>	<p>Chasewater Outdoor Education Centre is registered with British Canoeing as a GO Canoeing Centre,</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Juniors</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> <li>• 3.3 Open and Green Spaces</li> </ul>	<ul style="list-style-type: none"> <li>• British Canoeing</li> <li>• Chasewater OEC</li> <li>• Staffordshire County Council</li> </ul>		<p>✓</p>	
<b>Cricket</b>	<p>Encourage and support Clubmark standard clubs</p> <p>Promote and encourage the development of female teams</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> <li>• 2.3 Support the growth and</li> </ul>	<ul style="list-style-type: none"> <li>• Cricket Clubs</li> <li>• Staffordshire Cricket Ltd</li> <li>• SASSOT</li> <li>• Schools</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Influence	Deliver
	<p>Promote and encourage the development of disability teams</p> <p>Promote and encourage the development of shorter games</p> <p>Support the development of the following clubs:</p> <p>Lichfield CC – ground development, new changing rooms, female junior and disability team hub development</p> <p>Hammerwich CC – ground development, female, junior and disability team development</p> <p>Tamworth CC - ground development, female and junior team development</p> <p>Whittington CC - ground development, female, and junior team development</p> <p>Burntwood St Matthews CC - ground development, female and junior team development</p> <p>Alrewas CC - ground development, female, junior and disability team development</p>		development aspirations of Club		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Council Role Influence	Deliver
	Kings Bromley CC - ground development, female, junior and disability team development					✓	✓
	Elford CC - ground development, female, junior and disability team development					✓	
	Wall CC – female section						
	Work with Staffordshire Cricket and partners to encourage cricket take up including Cricket disability group at King Edward VI Leisure Centre					✓	
	Provide artificial wicket in Beacon Park and promote short games, consider providing cricket nets including Last Man Stands				✓		✓
	Invest at Friary Grange Leisure Centre to provide new nets, better lighting and flooring. Develop a base for east of county for coach education and development				✓		
	Encourage more use of the nets at Burntwood Leisure Centre				✓	✓	✓
					✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Support the operation of local leagues and competitions</p> <p>Support the cricket development group</p> <p>Implement 2012 playing pitch strategy</p> <p>Prepare and adopt cricket development plan for Beacon Park</p> <p>Work with Staffordshire Cricket to provide workforce, volunteer and official development opportunities.</p> <p>Support schools cricket including girls cricket including Kwik Cricket and Chance to Shine</p> <p>Promote school / club links</p> <p>Croquet - actions to be identified</p>				<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<b>Cycling</b>	<p>Support the development of Lichfield City Cycling Club</p> <p>Identify and create safer cycling routes throughout the district</p> <p>Consider repealing cycling byelaws in Beacon Park and Stowe Pool</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Families</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> <li>• 2.3 Support the growth and development</li> </ul>	<ul style="list-style-type: none"> <li>• Lichfield City Cycling Club</li> <li>• British Cycling</li> <li>• Schools</li> <li>• SASSOT</li> <li>• Staffordshire County Council</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Influence	Deliver
	<p>Protect, invest and support the development in Curborough Sprint Track</p> <p>Support the provision of Cycling for All family cycle rides</p> <p>Investigate provision of dedicated racetrack, which could be utilised for cycling, roller blading, running and wheelchair racing.</p> <p>Support the development of national cycling centre at Chasewater to include cyclo cross.</p> <p>Encourage healthier workplaces by promoting cycling to work /school etc</p> <p>Support the Central Rivers initiative cycle trail project for commuting routes and to encourage recreational cycling</p> <p>Promote indoor cycling as part of fitness regime.</p> <p>Encourage promotion of cycling in schools</p>		<p>aspirations of Club</p> <ul style="list-style-type: none"> <li>2.5 Family Based Activities</li> </ul>		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Work with cycling retailers and clubs to promote cycling.</p> <p>Promote mountain biking and look to develop tracks using Cannock Chase as a good example.</p> <p>Encourage cycling races and events in and around Lichfield City Centre.</p>					✓	✓
<b>Dance for exercise</b>	<p>Promote dance classes at community locations including parks, leisure centres, community halls etc.</p> <p>Provide dance programmes for targeted groups through Positive Futures</p> <p>Run Dance Leaders Level 1 and 2 courses</p>	<ul style="list-style-type: none"> <li>• Women and Girls</li> <li>• Male Juniors</li> <li>• Over 60's</li> </ul>	<ul style="list-style-type: none"> <li>• 2.2 Market Development</li> <li>• 3.4 Innovative Places</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Dance Schools</li> <li>• SASSOT</li> <li>• Sports Leaders</li> <li>• Schools</li> </ul>	✓	✓	✓
<b>Disability sport</b>	<p>Promote LAPs to those with disabilities</p> <p>Ensure all public fitness studios observe IFI standards</p> <p>Ensure all public gym instructors are trained to support disabled customers</p> <p>Work with clubs and NGBs to provide additional disability opportunities</p>	<ul style="list-style-type: none"> <li>• Young People with Disabilities</li> <li>• Adults with Disabilities</li> <li>• Sports Clubs</li> <li>• Volunteers / Coaches</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1 Specialist Interventions</li> <li>• 2.2 Market Development</li> <li>• 3.4 Innovative Places</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Disability Clubs</li> <li>• SASSOT</li> <li>• Leisure Centres</li> <li>• Schools</li> <li>• NGB's</li> <li>• EFDS</li> <li>• Staffordshire County Council</li> </ul>	✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Work with schools to provide additional opportunities</p> <p>Support the work of disability sports clubs like Penguins and Green Turtles</p> <p>Develop and sustain disability clubs like Inspire and Get Into It disability club at King Edward VI and Burntwood respectively</p> <p>Improve access to facilities</p>				<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p>
<b>Equestrian</b>	Support local clubs to develop, particularly Gartmore Riding School with their development around riding for the disabled	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Male Juniors</li> <li>• Female Adults</li> <li>• Female Juniors</li> <li>• Over 50's</li> <li>• People with Disabilities</li> <li>• Schools</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2NGB Engagement</li> <li>• 3.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs</li> <li>• SASSOT</li> <li>• Schools</li> </ul>	<p>✓</p>	<p>✓</p>	
<b>Football</b>	<p>Encourage and support Charter standard clubs</p> <p>Promote and encourage the development of female teams</p> <p>Promote and encourage the development of disability teams</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Male Juniors</li> <li>• Female Adults</li> <li>• Female Juniors</li> <li>• Over 50's</li> <li>• Local Clubs</li> <li>• People with Disabilities</li> <li>• Schools</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> <li>• 2.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Football Clubs</li> <li>• Staffs FA</li> <li>• Schools</li> <li>• Local leagues</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Influence	Deliver
	Promote and encourage the development of walking football				✓	✓	✓
	Support the development of the following clubs: Chasetown FC – stadium development; help find a single base for junior sections				✓	✓	
	Lichfield City FC – stadium development including stadium 3g; develop female section; develop disability provision; support presence at Stychbrook Park; help identify larger, permanent club home.				✓	✓	
	Lichfield Round Table FC – support aspiration for 3g pitch at Eastern Avenue				✓	✓	✓
	Burntwood Dragons and Burntwood Phoenix FC – complete transfer of Hospital Road Playing Fields; support their development plan					✓	
	Coton Green FC – support pitch /facility development					✓	



Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Council Role Influence	Deliver
	Mile Oak FC – support pitch/ facility development				✓	✓	
	Whittington FC – help identify home for club					✓	
	Shenstone Pathfinder FC – support pitch /facility development						
	Support the operation of the following leagues				✓	✓	
	Lichfield and District Recreational Leagues				✓	✓	
	Lichfield and Walsall District Sunday League				✓	✓	
	Staffordshire Girls League				✓	✓	
	Staffordshire County Women's League				✓	✓	✓
	Leisure Leagues				✓	✓	✓
	Establish and support football development group				✓	✓	✓
	Replace 3g pitch at Burntwood Leisure Centre and flood lights				✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Council Role Influence	Deliver
	Replace pitch at King Edward VI Leisure Centre.				✓	✓	✓
	Implement 2012 playing pitch strategy				✓		
	Prepare and adopt football development plans for Burntwood Leisure Centre and Cherry Close campus; and for Beacon Park including more youth, junior and mini football provision				✓	✓	
	Refurbish pitches at Beacon Park				✓		
	Refurbish changing rooms at Beacon Park, Stychbrook Park				✓		✓
	Work with the FA to provide workforce, volunteer and official development opportunities.				✓		✓
	Provide additional grass pitches at Streethay and south Lichfield				✓	✓	
	Utilise and promote Panna court.				✓	✓	
	Encourage greater use of St George's Park by clubs					✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Support schools football including girls football</p> <p>Promote school / club links</p> <p>Introduce futsal into leisure centres.</p>						
<b>Free running &amp; skateboarding</b>	<p>Secure the future of Burntwood skatepark</p> <p>Maintain Lichfield, Fradley and Shenstone skateparks</p> <p>Indoor free G sessions running through positive futures</p> <p>Install outdoor free running facilities in Burntwood and Beacon Park</p> <p>Introduce masterclasses at skateparks to promote skill development</p>	<ul style="list-style-type: none"> <li>• Young People</li> <li>• Schools</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 3.4 Innovative Places</li> </ul>	<ul style="list-style-type: none"> <li>• Staffordshire County Council</li> <li>• Cherry Orchard Gardening Scheme (COGS)</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p></p> <p>✓</p> <p>✓</p> <p></p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<b>Golf</b>	<p>Encourage the development of clubmark clubs</p> <p>Invest in and promote Beacon Park golf course</p> <p>Seek Beacon Park golf course partner</p> <p>Development club / school links</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Over 50's</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> <li>• 2.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs</li> <li>• England Golf</li> <li>• Golf Foundation</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p></p> <p></p> <p>✓</p>	<p></p> <p>✓</p> <p></p> <p></p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Support Whittington Heath GC protection against HS2</p> <p>Support rollout of England Golf's Get Into Golf programme</p> <p>Support and promote Golf Express which includes Lichfield Golf and Country Club, Darnford Moors and from spring 2016 Beacon Park</p> <p>Encourage and support EG's disability programme</p>					<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<b>Gymnastics</b>	<p>Support the development of Burntwood Elite Gymnastics Cub</p> <p>Support the development of coaches and volunteers</p> <p>Promote school / leisure centre / clubs links</p> <p>Provide recreational gymnastics courses at leisure centres</p>	<ul style="list-style-type: none"> <li>• Female Juniors</li> <li>• Male Juniors</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB engagement</li> <li>• 2.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Burntwood Elite Gymnastics Clubs</li> <li>• British Gymnastics</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<b>Hockey</b>	<p>Support the development of Lichfield Hockey Club – new sand dressed ATP, new changing rooms, female junior and disability team development</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Lichfield Hockey Club</li> <li>• England Hockey</li> </ul>	<p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Encourage school / club links – Back to Hockey sessions</p> <p>Work with NGB to provide additional investment and opportunities</p>		<ul style="list-style-type: none"> <li>2.3 Support the growth and development aspirations of Clubs</li> </ul>		<p>✓</p>	<p>✓</p>	
<b>Low impact physical activities</b>	<p>Promote activities at community locations including leisure centres, community halls, schools and parks</p> <p>Develop walking groups and activity groups</p> <p>Work with CCG and public health to fund new opportunities e.g. cardiac rehab and exercise referral. Suitably trained instructors and access to Cardiac Nurses</p> <p>Identify and work with specific community or social groups to provide additional activity</p> <p>Develop low activity events in the parks as part of the annual events programme</p>	<ul style="list-style-type: none"> <li>Inactive</li> <li>Volunteers / qualified instructors</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Specialist Interventions</li> <li>2.2 Market Development</li> <li>3.4 Innovative Places</li> <li>2.4 Physical literacy for under 5's</li> <li>9.1 Active Travel</li> <li>3.3 Open and Green Spaces</li> </ul>	<ul style="list-style-type: none"> <li>Clinical Commissioning Group</li> <li>Staffordshire County Council</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
<b>Martial Arts</b>	Support the development of aspirations of local Martial Arts Clubs	<ul style="list-style-type: none"> <li>Male Adults</li> <li>Females Adults</li> </ul>	<ul style="list-style-type: none"> <li>10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Martial Arts Clubs</li> </ul>		<p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	Provide accommodation for martial arts groups	<ul style="list-style-type: none"> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• 2.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Private Providers</li> </ul>	✓	✓	
<b>Modern Pentathlon</b>	Support the developments of WS7.5 Modern Pentathlon Club based in Burntwood which is the only club within the county	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Females Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> <li>• 2.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• WS7.5 Modern Pentathlon Club</li> <li>• Pentathlon GB</li> </ul>		✓	
<b>Motor Sport</b>	To protect the Curborough Sprint Track	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Young People</li> </ul>	<ul style="list-style-type: none"> <li>• 2.3 Support the growth and development aspirations of Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Course Members</li> </ul>		✓	
<b>Netball</b>	<p>Support the development of Lichfield Netball Club and Chasetown Ladies Netball Club</p> <p>Introduce junior section in conjunction with England Netball</p> <p>Promote Back to Netball campaign</p>	<ul style="list-style-type: none"> <li>• Female Adults</li> <li>• Female Juniors</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Chasetown &amp; Lichfield Spires Netball Club</li> <li>• England Netball</li> </ul>	✓	✓	✓
					✓	✓	✓
					✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	Upskilling coaches, volunteers and officials  Provide indoor facilities  Support school games  Introduce Walking Netball  Promote school / club links				✓  ✓  ✓  ✓	✓  ✓  ✓	✓  ✓  ✓
<b>Orienteering</b>	Support the Development of 6 Xplorer events in Beacon Park	<ul style="list-style-type: none"> <li>• Inactive</li> <li>• Male Adults</li> <li>• Females Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Families</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> <li>• 3.3 Open and Green Spaces</li> <li>• 5.1 Events</li> </ul>	<ul style="list-style-type: none"> <li>• British Orienteering</li> </ul>	✓	✓	✓
<b>Rugby Union</b>	Support the development of Lichfield, Burntwood and Whittington RC particularly ground development, pitch development, women, girls and disability sections  Introduce wheelchair rugby  Implement playing pitch strategy  Support schools Rugby  Promote schools / club links Support recreational rugby for women.	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Burntwood Rugby Club</li> <li>• Lichfield Rugby Club</li> <li>• RFU</li> </ul>	✓  ✓  ✓  ✓	✓  ✓  ✓  ✓	✓  ✓  ✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
<b>Sailing, Waterskiing and Water Sports</b>	Support the development of Chasewater clubs and Manor Park sailing club, particularly with regard to facility development and junior activities	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Female Juniors</li> <li>• Male Juniors</li> <li>• Over 60's</li> <li>• Volunteers / Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• 3.3 Open and Green Spaces</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Chasewater Sailing Club</li> <li>• Manor Park Sailing Club</li> <li>• Central Rivers Initiative</li> <li>• Staffordshire County Council</li> <li>• Royal Yachting Association</li> </ul>		✓	
	Introduce sailing and boating to Stowe Pool				✓	✓	
	Support and promote Wake Lake and Whitemoors Lake provision					✓	
	Introduce leisure kayaking and canoeing to the River Trent and Tame through the Central Rivers Initiative						✓
<b>Squash and Racketball</b>	Promote club development at Burntwood and Lichfield leisure centres	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs</li> <li>• England Squash and Racketball</li> <li>• Private providers</li> </ul>	✓	✓	
	Refurbish courts at leisure centres				✓		✓
	Encourage junior development working with England Squash				✓		
<b>Swimming</b>	Implement swimming development plan at Friary Grange	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Under 5's</li> <li>• Over 60's</li> <li>• Volunteers /Coaches</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> <li>• 2.1Market Development</li> </ul>	<ul style="list-style-type: none"> <li>• Burntwood and Lichfield Swimming Clubs</li> <li>• Amateur Swimming Association</li> </ul>	✓	✓	✓
	Support the development of Lichfield and Burntwood Swimming Clubs					✓	
	Support Burntwood Swimming Club to attain Swim 21 accreditation					✓	✓



Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Prepare plans for new pool at Friary Grange LC</p> <p>Seek to improve schools swimming offer</p> <p>Establish swimming development group and link group with existing regional development group in the south.</p> <p>Work with ASA to promote and develop new swimming opportunities including SwimFit</p> <p>Support school / centre/ club links</p> <p>Promote open water swimming at Chasewater, Stowe, central rivers.</p>		<ul style="list-style-type: none"> <li>3.3 Open and Green Spaces</li> <li>5.1 Events</li> </ul>		<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
<b>Table Tennis</b>	<p>Support Lichfield and Burntwood Community table tennis clubs</p> <p>Develop coaches, volunteers and officials.</p> <p>Provide free to access tables at Beacon Park, Burntwood and city centre locations.</p>	<ul style="list-style-type: none"> <li>Male Adults</li> <li>Female Adults</li> <li>Male Junior</li> <li>Female Juniors</li> <li>Over 60's</li> </ul>	<ul style="list-style-type: none"> <li>10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Table Tennis England</li> </ul>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	Encourage workplace table tennis tables.						
<b>Tennis</b>	<p>Support Lichfield, Shenstone and Alrewas tennis clubs.</p> <p>Support the provision of additional facilities at Lichfield Friary Lawn Tennis Club</p> <p>Introduce Tennis for Free in Beacon Park together with Lichfield TC</p> <p>Support the establishment of a tennis club in Burntwood</p> <p>Support Virgin Active's LTA sponsored initiative to get more people playing</p> <p>Implement playing pitch strategy</p> <p>Support school / club links</p>	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> <li>• Male Juniors</li> <li>• Female Juniors</li> <li>• Over 50's</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 FPM/PPS findings</li> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Lichfield Friary Lawn Tennis Club</li> <li>• Shenstone Tennis Club</li> <li>• Lawn Tennis Association</li> <li>• Tennis for Free</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>
<b>Trampolining</b>	<p>Support the development of G-Force club</p> <p>Encourage workforce development in order to provide more trampolining courses /sessions</p>	<ul style="list-style-type: none"> <li>• Male Junior</li> <li>• Female Junior</li> <li>• Female Adults</li> <li>• Male Adults</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Club</li> <li>• British Gymnastics</li> <li>• Schools</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	Trampoline Sessions through Positive Futures  Work with schools to promote trampolining					✓	
<b>Triathlon</b>	Support the development of Burntwood Triathlon Club  Promote triathlon events including IRONMAN and Lichfield based events	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> <li>• 3.3 Open and Green Spaces</li> <li>• 5.1 Events</li> </ul>	<ul style="list-style-type: none"> <li>• Burntwood Triathlon Club</li> <li>• Staffordshire County Council</li> <li>• SASSOT</li> </ul>		✓  ✓	
<b>Volleyball</b>	Support the Development of Go Spike Sessions within Leisure Centres	<ul style="list-style-type: none"> <li>• Male Adults</li> <li>• Female Adults</li> </ul>	<ul style="list-style-type: none"> <li>• 10.2 NGB Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Volleyball England</li> </ul>	✓		✓
<b>Walking</b>	Activities to be added.						

## Appendix E – Partners potential contribution to the strategy objectives <sup>34 35</sup>

Partner	1. Influence attitudes & behaviours & to inspire demand	2. Support clubs and other providers so that they can do more	3. Provide good quality, accessible & sustainable places to be active	4. Ensure that schools & colleges do more	5. Support the development & growth of sporting events	6. Develop the workforce to provide a better quality experience for all	7. Influence commissioners & public policy	8. Promote more active workplaces	9. Increase Active Travel levels	10. Champion & promote best practice	11. Build intelligence & insight
Staffordshire County Council	√ 1.1, 1.3	√ 2.4, 2.5	√ 3.1, 3.2, 3.3	√ 4.1, 4.2, 4.3, 4.4	√ 5.1		√ 7.2	√ 8.2	√ <b>9.1</b>	√ 10.1	√ 11.2
Health Sector (Public Health Staffordshire, SES & SP CCG)	√ 1.1, <b>1.3, 1.4</b>	√ <b>2.1, 2.4</b>	√ 3.4	√ 4.3, 4.4		√ 6.2	√ 7.2	√ 8.2	√ 9.1	√ 10.1	√ 11.1
Sports Clubs	√ 1.1	√ 2.1, 2.2, 2.3, 2.5, 2.6	√ 3.2, 3.3	√ 4.1, 4.2, 4.3, 4.5		√ 6.1, 6.3					√ 11.1
NGB's	√ 1.1	√ 2.1, 2.2, 2.3, <b>2.6</b>	√ 3.2	√ 4.1, 4.2, 4.3, 4.5	√ 5.1	√ 6.1, 6.3				√ 10.1, 10.2	√ 11.1
Town/Parish Councils	√ 1.1		√ 3.2, 3.3								
Schools and Colleges	√ 1.1	√ 2.1, 2.5	√ 3.1, 3.4	√ <b>4.1, 4.2, 4.3, 4.4, 4.5</b>		√ 6.2, 6.3			√ 9.1		√ 11.1
Business intermediaries / Businesses	√ 1.1		√ 3.4			√ 6.3		√ <b>8.2</b>	√ 9.1		
Private sector providers	√ 1.1	√ 2.1, 2.2, 2.5	√ 3.3	√ 4.1, 4.2, 4.3	√ 5.1	√ 6.2					
SASSOT	√ 1.1	√ 2.2, 2.3, 2.4, 2.5	√ 3.2, 3.3	√ 4.1, 4.2, 4.3, 4.5	√ <b>5.1</b>	√ 6.1, <b>6.2</b> , 6.3	√ 7.2	√ 8.2		√ 10.1, <b>10.2</b>	√ 11.1, 11.2
Charitable and community organisations	√ 1.1		√ 3.2, 3.4			√ 6.3					

<sup>34</sup> The anticipated lead responsible organisation/s under each priority action are highlighted in **green bold font**.

<sup>35</sup> As noted in section 6 for the purposes of highlighting the significance of health sector engagement Public Health Staffordshire has been separated out from Staffordshire County Council.

## Appendix F – Summary of the anticipated delivery role of the District Council

Objective	Priority Action
<p><b>1. Influencing Attitudes and Behaviours</b></p> <p>To influence attitudes and behaviours to inspire demand for sport and physical activity</p>	<p>1.1 Develop effective approaches to <b>intelligently signpost people towards opportunities</b>. This includes developing a plan for engaging with the 'touch points' around an individual's life to support in changing attitudes and behaviours, raising awareness of the benefits of being active, and signposting people to relevant opportunities.</p> <p>1.2 Ensure there is <b>appropriate emphasis on marketing the sport and physical activity offer in order to help influence attitudes and behaviours</b>. This starts with helping to make it easier for people to find out information about opportunities to be active.</p>
<p><b>2. Supporting Providers</b></p> <p>To support clubs and other providers so that they can do more</p>	<p>2.1 Identify where <b>specialist interventions</b> will need to be commissioned to meet the needs of targeted groups, e.g.</p> <ul style="list-style-type: none"> <li>- GP Referral</li> <li>- Targeted behaviour change interventions for overweight/obese adults (possibly linked to above)</li> <li>- Supporting those with disabilities to take part in sport and physical activity.</li> </ul> <p><b>2.2 Build capacity to facilitate development of the market</b>. This includes traditional providers such as clubs and schools, new potential partners from the private sector providers, or applications for new technology.</p> <p>2.3 Support the <b>growth and development aspirations of Clubs</b>, especially regarding broadening their reach:</p> <ul style="list-style-type: none"> <li>- Establish a Club Development Forum and accompanying plan for on-going communications</li> <li>- Support aspirations through the sport specific action plan (see appendix D)</li> </ul> <p>2.5 Proactively explore the provision and promotion of <b>more family based opportunities</b> to be active.</p>
<p><b>3. Places to be active</b></p> <p>To provide good quality, accessible and sustainable places to be active</p>	<p>3.1 Implement the recommendations from the <b>Leisure Options Review</b></p> <p>3.2 Ensure that the recommendations from the <b>Sport England FPM analysis</b> and <b>Playing Pitch Strategy</b> are progressed.</p> <p>3.3 Maximise the potential of the District's <b>outdoor spaces</b> in supporting people to become active.</p> <p>3.4 Identify opportunities for <b>more innovative approaches to the provision of places to be active</b>, e.g. community assets, health care settings, workplaces..</p>
<p><b>6. Workforce development</b></p> <p>Supporting the development of the sport and physical activity workforce to provide a better quality experience for all</p>	<p>6.3 Develop a plan for the <b>recruitment of more volunteers</b>, including engagement with employers, and schools who are training young leaders.</p>
<p><b>7. Commissioning and Policy</b></p> <p>To influence commissioners and public policy</p>	<p>3.1 Incorporate sport and physical activity into relevant <b>District Council policies</b></p>
<p><b>8. Active Workplaces</b></p> <p>To promote more active workplaces</p>	<p>8.1 <b>For Lichfield District Council to improve the physical activity levels of its own workforce</b> (and influence other public sector employers follow with their own workforces).</p>
<p><b>10. Champion Best Practice</b></p> <p>To champion and spread best practice to encourage a more sustainable sector</p>	<p>10.1 <b>Share best practice</b> via a variety of mechanisms, e.g.</p> <ul style="list-style-type: none"> <li>- Annual publication showcasing progress against this strategy</li> <li>- An Annual Lichfield Sports Awards that feeds into the County Awards</li> <li>- Establishing a formal reporting process into the Locality Commissioning Board and other strategic forums.</li> </ul>

<b>11. Insight</b> To understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding	11.1 Ensure there is a process in place to <b>collate, interpret, and act on the latest insight</b> in sport and physical activity trends
	11.2 Develop a position statement regarding the <b>economic value of sport and physical activity</b> to the District

The following provides a summary of those priority actions within the Action Plan where it is anticipated that the Council will have a specific delivery role, i.e. using Council resources to deliver specific interventions (either directly or commissioned).<sup>36</sup>

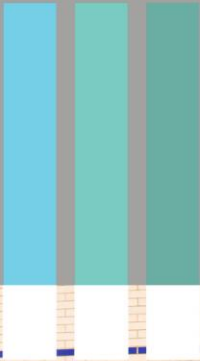
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<sup>36</sup> This is not necessarily a leadership role and not to say there won't be resource implications in the influencing and facilitating role of the Council but these will be focussed around the capacity of human resources.

# Glossary

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To be added





# The Future of the Shopmobility Service

Report of: Cabinet Member for Tourism and Communications



Date:	20 June 2016
Agenda Item:	8
Contact Officer:	Gary Brownridge
Tel Number:	01543 687572
Email:	Gary.brownridge@lichfielddc.gov.uk
Key Decision?	NO
Local Ward Members	Shopmobility users reside throughout the district and beyond but the service is based in the city centre.

**Leisure Parks and Waste Management (Overview and Scrutiny) Committee**

## 1. Executive Summary

- 1.1 The Council has offered a Shopmobility Service for a number of years and currently has approximately 70 members. Shopmobility provides its members with the opportunity to hire scooters and wheelchairs to use to enable easier access around the city centre shopping areas.
- 1.2 However, in early 2017, the Friarsgate development will mean that the multi-storey car park in which the service is based will be demolished. A new base will not be available until 2019 at the earliest.
- 1.3 In consequence, it is timely to commence a review into the service and to consider options available to the council.

## 2. Recommendations

- 2.1 The Committee's initial views are sought on the options for the future of the Shopmobility scheme.

## 3. Background

- 3.1 For many years, the council has provided Shopmobility, a discretionary service, from the Multi Story Car Park in the city centre. Shopmobility is available to people with permanent or temporary disabilities and offers access to 9 shopmobility scooters, 1 powered wheelchair and 4 push wheelchairs.
- 3.2 The facility is open between 9.00 am and 4.15 pm Monday to Saturday, except Bank Holidays. Anyone wishing to use the service needs to become a registered scheme member and undertake an induction that covers health and safety, operational competency and the correct use of the equipment.
- 3.3 To ensure the service can operate effectively and to deploy staff efficiently, members are required to book a minimum of 24hrs in advance. This guarantees the equipment will be available and ensures that the Council can deploy staff efficiently.
- 3.4 The service is operated by one in-house attendant working 30 hours per week, supported by casual and agency staff as required.

- 3.5 A charging scheme was approved and introduced in April 2014 as part of phase 1 of the Fit for the Future Programme. Fees comprise an annual membership fee of £5.00 and a charge of £1.00 per visit.
- 3.6 Since the introduction of the charging scheme there has been a reduction in the number of members. Prior to the introduction of charging there were 327 members. In 2014/15 this reduced to 112 members, then in 2015/16 membership reduced further to 91. However, there are currently only 70 registered members.
- 3.7 The introduction of the charges could explain the drop in members but we need also to be mindful that scooters have become increasingly affordable in recent years and privately owned vehicles are a common sight on the city streets.

### Current use

- 3.8 Although membership has declined over the past three years, usage has remained relatively consistent.
- 3.9 In 2013/14, there were 1312 uses, 2014/15: 1263 uses and in 2015/16: 1326 uses.
- 3.10 In 2015/16 there were 22 members using the service between once and 16 times per month.
- 3.11 50% of the regular users reside within Lichfield District.
- 3.12 102 members used the service less frequently; ranging from once to 10 times in the year.
- 3.13 In total 37% of members are Lichfield District residents. 57% of members reside within 10 miles of the city centre; 30% of members between 10 and 20 miles of the city centre and 13% reside further afield. Maps showing the area of residence of regular users and other members are attached at **APPENDIX A**.
- 3.14 There is no restriction on the length of time people are allowed to use the equipment providing they return before the close of service. Some people will use the equipment for just half an hour while others will use it all day. The general average is two to three hours use per visit.
- 3.15 All users have a disability of some description whether it be permanent or temporary. The majority of existing members are elderly although there are members of all ages. Membership is generally equally divided between male and female.

### Schemes Elsewhere

- 3.16 Locally there are a number of similar schemes:

	Annual membership	Hire fee	Comments
Tamworth – run by Mercian Ability Partnership	£25	£3 per day £2.25 per 3 hours	For regular users For occasional users
Burton upon Trent	£0	£1.50 per day £6 overnight	
Cannock	£5	£1.50 per hour	
Stafford (Town Centre Partnership)	£10	£1 per 2 hours £3 per visit	Members Non-members
Sutton Coldfield (Sutton Mobility)	£12	£5 per day £6.50 per day	Members Non-members

## The Implications of the Friarsgate Development on the Shopmobility Service

- 3.17 In May 2016 the Friarsgate development obtained planning permission and construction is due to commence in early 2017. The development will include the demolition of the multi-storey car park which includes the Shopmobility store and maintenance area.
- 3.18 Although not yet confirmed the development is expected to be completed by early 2019. Within the new development, a new shopmobility unit is proposed which is likely to be available at a peppercorn rent plus service charge.
- 3.19 The Shopmobility service has been given notice that it will need to vacate its unit by January 2017. It is therefore timely to consider whether the Shopmobility service remains relevant and represents value for money; and whether the council should continue to be the operator.

### Options for consideration

Officers have scoped some initial possible options.

#### **Option 1**

Continue to operate the service in-house and budget for an increase in operating costs due to inflation and the increase in staffing costs due to the living wage. Seek an alternative temporary location to operate the service from while Friarsgate is in development.

#### **Option 2**

Cease to operate the service when the Friarsgate development commences.

#### **Option 3**

Reduce operating cost of the service: We know due to the limited number of members and the daily usage figures that the service will not be self-sufficient. Therefore, we could consider reducing the days the service operates by example 50%, increase membership and usage charges and introduce fixed usage times. The days that the service gets more regularly used is Tuesday, Friday and Saturday, therefore, consider closing the service on the other days. Increase the annual membership charge so it is more in-line with neighbouring service providers example £10 to £15. Revise the usage charges example £1 per hour to a maximum £3 per day. We could also consider linking Shopmobility with the council's concessionary Leisure Activity Passport scheme in order to increase potential customer base.

#### **Option 4**

Seek an alternative organisation to operate the Shopmobility service, possibly part subsidised by the Council. We could consult with other organisations (Lichfield City Council, Three Spires Shopping Centre etc.) and explore the options if they may be interested in taking over the running of the service.

#### **Option 5**

If the service is to continue, should the service be temporarily suspended while the Friarsgate development is underway or should the Council seek an alternative location for up to three years.

The next piece of work is to explore these options in further detail but the

initial views of the committee are sought.

## Consultation

1. The findings of the Fit for the Future consultation programme were that: 44% of respondents said protect the facilities; 31% said cut back and 19% said cease.
2. 51% of respondents with a disability said that they would protect the service compared to 43% without a disability.

## Financial Implications

The budget for Shopmobility for 2016/17 is £37,030.

Budget	£
Employees	21250
Premises	100
Supplies and Services	8430
Central Support Charges	9250
Total Expenditure	39030
Income	(2000)
Net Cost	37030
Net Direct Cost	27880

There will be an ongoing increase in employer's costs over the next four years due to the introduction of the living wage. The estimated increase between 2016/17 and 2019/20 is approximately £3,000.

The Shopmobility budget including overheads and expected income for 2016/17 is £37,030. Based on the current number of registered users (70) and the average number of equipment uses per annum (1300) the costs per member and per visit is:

Cost per member £529.00 per annum.  
Cost per visit £28.48

The Council is currently in negotiation with the developer of Friarsgate. It has been proposed that the Shopmobility facility within the new development will be provided to the Council on a peppercorn rent basis; no decision has yet been agreed with regards to service charges.

An alternative temporary Shopmobility facility would be required during the Friarsgate development for approximately three years. This may incur additional costs for the service. No appropriate facility has been identified at the moment, therefore, we can't estimate any additional costs at this time.

## Contribution to the Delivery of the Strategic Plan

1. Providing a Shopmobility service helps to allow people with temporary or permanent disabilities the opportunity to visit Lichfield City centre who may not otherwise be able to do so. It encourages visits to the City and hence the development of a more prosperous District.

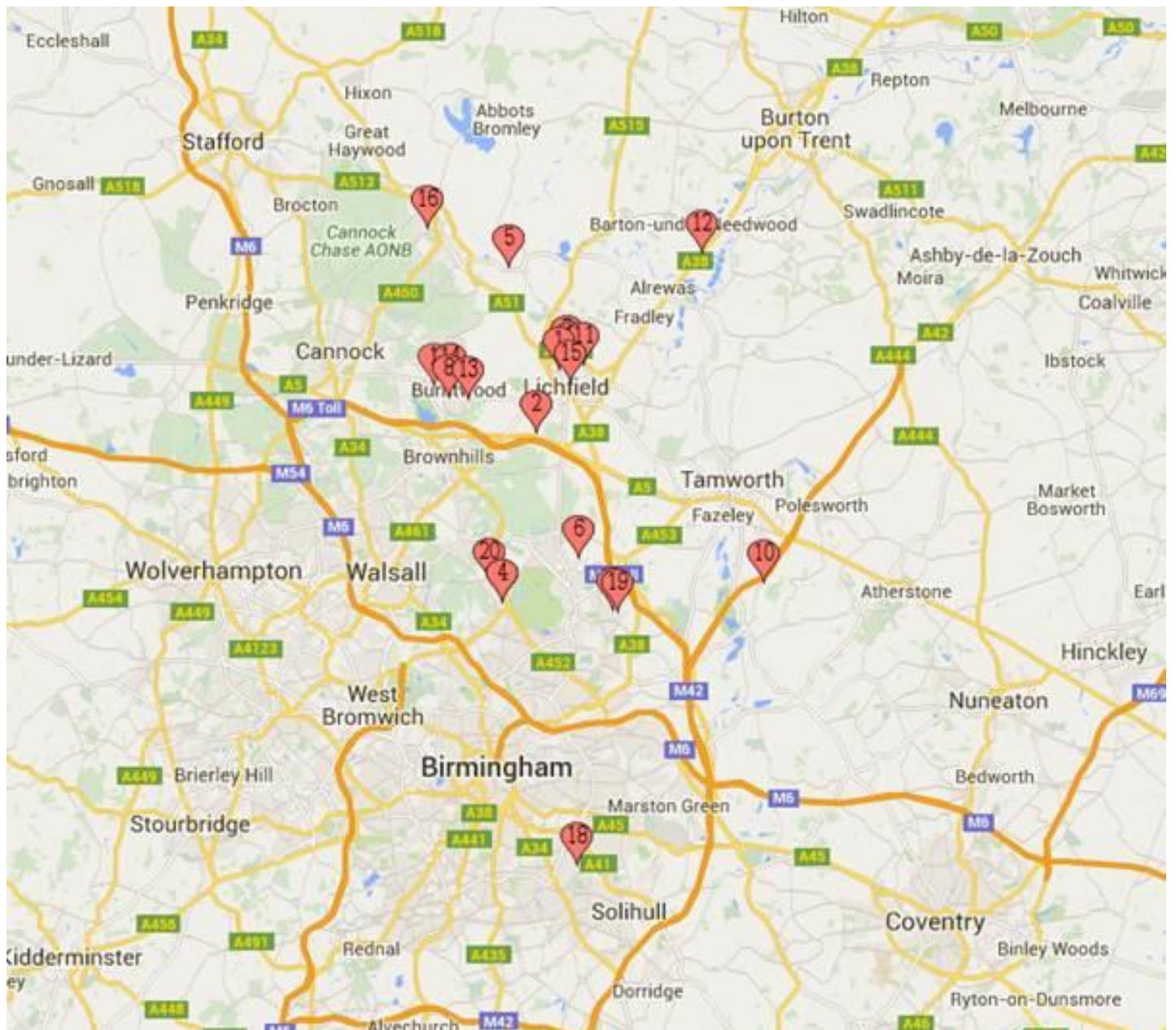
<b>Equality, Diversity and Human Rights Implications</b>	<ol style="list-style-type: none"> <li>1. The Shopmobility service is provided specifically for the use of people with temporary or permanent disabilities.</li> <li>2. The service aims to reduce the barriers to shopping around Lichfield City centre.</li> <li>3. The service is available to all persons with a temporary or permanent disability irrespective of race, gender, age, religion, sexual orientation or disability providing the basic induction criteria can be successfully completed.</li> <li>4. Before any decision is made about the future of the Shopmobility it is expected that an equality impact assessment will be completed.</li> </ol>
<b>Crime &amp; Safety Issues</b>	<ol style="list-style-type: none"> <li>1. None identified specific to this report</li> </ol>

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Adverse reaction from Service users	Any proposed changes to delivery of services will be reported to Committee first and accompanied by a communications plan.	Yellow Risk. Although this is not a statutory service and the Council is not obliged to provide it. It could be anticipated that existing members may complain about any changes to the service provision.
B	Costs of providing the service increases	Identify and account for a budget pressure	Yellow Risk. With the ongoing financial pressures faced by the Council any increase in costs will create additional financial pressures.
C	Unable to identify a suitable temporary storage and maintenance facility	Temporarily close the service until a suitable facility can be identified.	Yellow Risk. If a suitable facility could not be sourced we would have no option other than to temporarily close the service. This would have the most impact on service users.

**Background documents**    None identified specific to this report

**Relevant web links**

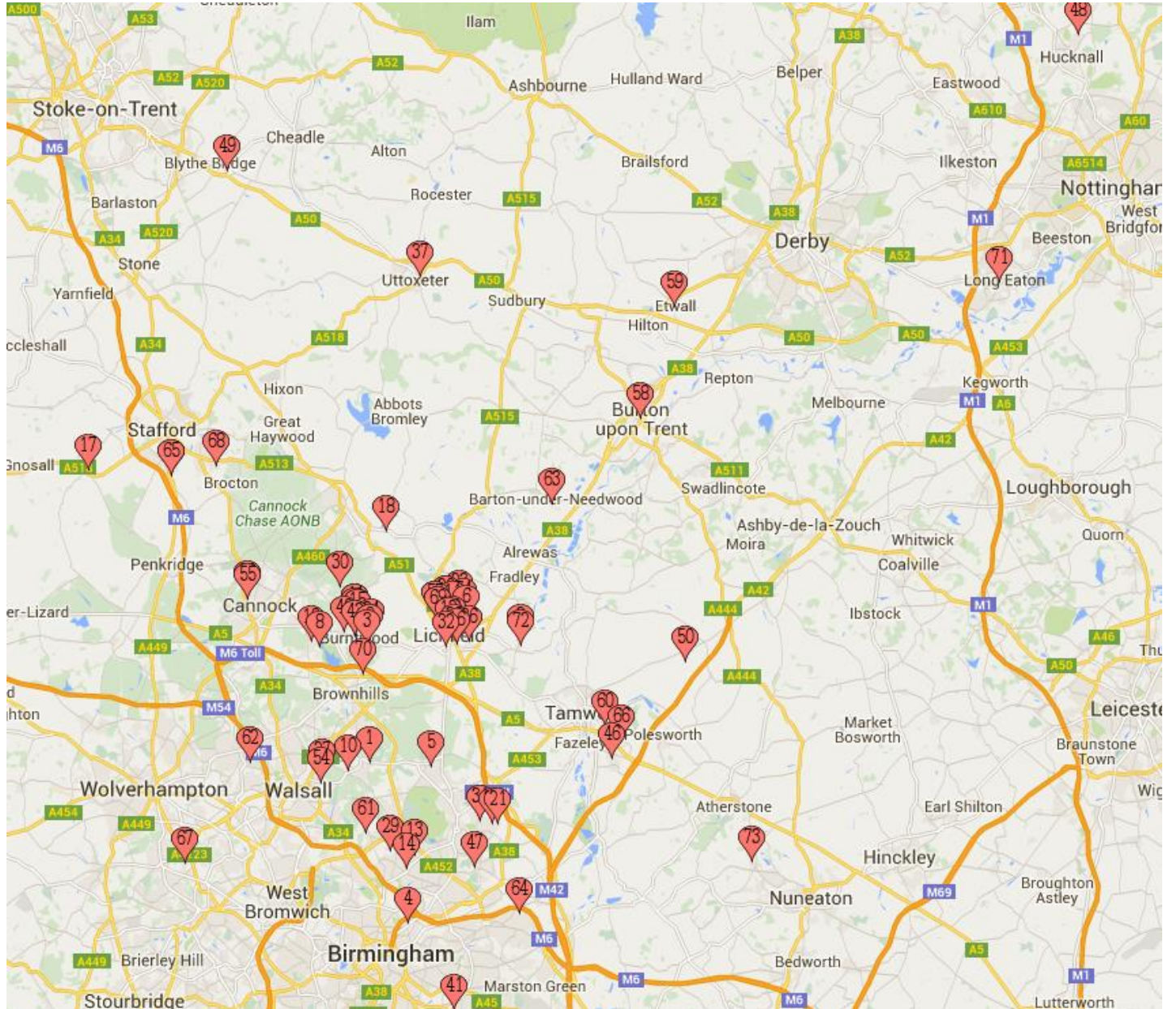
Home Locations of Regular Users



Map data ©2015 Google

## Home Locations of Other Members

There are four registered members from locations between 50 and 300 miles from Lichfield not shown on the map



Map data ©2015 Google