

Leisure & Wellbeing Strategy

2015-2020

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 World-class leisure for everyone…

**Executive summary**

Oxford City Council recognises the value of leisure. It is not only enjoyable in its own right, but supports community cohesion ­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­­− cutting across social divides and improves physical and mental health. By ensuring our leisure facilities are maximising low carbon technology and by increasing green transport, leisure also plays a key role in reducing the city’s carbon footprint.

This strategy is ambitious and goes beyond our approach to the Council’s leisure assets to explore how we can create a physical environment that encourages people to become active, and develop how we work with partners to create a world-class leisure offer for everyone. While the strategy focuses on the needs of the city’s residents, the leisure offer goes beyond the city’s boundary. The strategy details our plans, acts as a framework of influence for partners and includes good practice case studies. In the context of this strategy, leisure encompasses physical activity, sport and all activities that take place in leisure and outdoor sports facilities.

An extensive needs analysis was undertaken in 2013/14 that provided the evidence base; this included using Sport England’s Facilities Planning Model to understand current and future needs. The demographic research confirmed our target groups and reinforced that deprivation is integrally correlated with lower levels of activity and the negative health impacts of inactivity.

The strategy demonstrates an improved understanding of the city’s communities, barriers to under-represented groups and how we will better target our resources into creating a world-class leisure offer for everyone.

**1 Why do we need a Leisure & Wellbeing Strategy?**

The Leisure Facilities and Sport and Physical Activity Strategies were implemented in

2009 and expired in 2014. This strategy builds on the progress that has been made and

details how we will channel our resources over the next five years.

Oxford has a highly performing sport and leisure service compared with national

Comparators; there is, however, a long way to go until we are achieving world-class

outcomes. A good example is the increase in adult participation in sport from 20.6% to

31.3% which has moved the city from one of the worst to one of the best performing

authorities, but 69% of people are still not achieving the three times a week target. While

satisfaction with Council leisure centres is high, satisfaction with sports facilities remains

low.

**2 What the strategy covers**

* Our plans for the city’s leisure centres
* Our approach to creating a world-class leisure offer
* How we will get more people physically active
* Sport and health development
* A framework to influence partners.

**3 Where does the strategy fit?**

The Corporate Plan is the over-arching plan for the Council; this strategy supports the following areas of the Corporate Plan:

**Strong, Active Communities**

The Corporate Plan has a target of increasing adult participation in sport by 1% each year. Since 2005 this has been overachieved, with 12,000 more people in Oxford now exercising three times a week.

The Council has an excellent concessionary access scheme supporting its ambition of a world class city for everyone*.* Concessionarymembership holders pay reduced rates for activities at Council leisure centres. In January to March 2015 the approximate average concessionary membership uptake was 40%.

The Council has continued to offer free swimming for those under 17 years of age living in the city even after the government cut the funding of the initiative. In 2014/15 there were more than 25,000 visits to free swimming sessions. People engaged in sports at a national level also get free access in exchange for undertaking an advocacy role.

The consultation has focused upon understanding which groups are underrepresented within the leisure offer and to see what changes we can make to reduce barriers. We have found that although facilities and activities are well advertised, these messages struggle to reach some community groups. This is due to a number of reasons – the wrong form of publicity and barriers stopping people being receptive. A number of communities perceive leisure facilities as expensive and are often not aware what concessions they are entitled to.

We will increasingly offer employment opportunities to these target groups so our workforce better reflects the communities we serve which will also improve our understanding of needs.

**Vibrant, Sustainable Economy**

Oxford is a thriving city and in 2014 was awarded City Deal status. This will lead to further investment into roads and public transport, specifically tailored to link universities with the city’s major industrial and research areas. Within all such developments, ensuring access to leisure pursuits is a key ingredient.

Leisure is a key component for thriving communities. Leisure is being used to drive regeneration with the best example being the new pool and transformation of Blackbird Leys Park. The new pool, fitness trails, sports pavilions and play areas are acting as a catalyst for a broader regeneration programme.

**Cleaner, Greener Oxford**

The Council’s leisure centres have been extensively modernised, including numerous low carbon adaptations. This can be seen most evidently in the new pool at Blackbird Leys that replaced two facilities that had come to the end of their economic life. The new pool has a biomass boiler, a combined heat and power unit, photovoltaic panels and low energy lighting. The net effect of the new pool is a saving of over 600 tonnes of carbon each year. Barton and Ferry Leisure Centres also have photovoltaic panels and we will continue to explore how we can further reduce the centre’s carbon footprint.

Getting more people cycling, walking and running rather than using the car has a profound benefit on reducing carbon which is one reason why cycling is now prioritised within the strategy as a *Focus sport*.

**Efficient, Effective Council**

The leisure contract with Fusion Lifestyle, a social enterprise with charitable status, has greatly improved the user experience at our leisure centres, alongside achieving cumulative revenue savings of £1,360,000 per year. Over this period, facilities have been greatly improved with around £14.4 million of capital investment.

Alongside these savings, leisure delivers immense social value. As such our approach continues to be to ensure our physical assets are well managed and invested in to ensure they deliver their optimum value.

**4 The Oxford context**

**Demography**

In common with many cities there are major inequalities in Oxford. The Index of Deprivation 2010 ranks Oxford 131 out of 354, placing it in the top half of the most deprived local authority areas in England. People living in the least deprived areas of the city can expect to live around six years longer than people living in the most deprived areas.

Of 85 areas in Oxford, 12 are amongst the 20% most deprived areas in England, with one area in the Northfield Brook ward among the 10% most deprived. These areas, which are in the Leys, Littlemore, Rose Hill and Barton areas of the city, experience multiple levels of deprivation − low skills, low incomes and relatively high levels of crime.

Around 23% of Oxford’s under 16s live in low-income households and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England.

In 2013, Oxford’s 'usual resident population' was estimated to be 155,000. The city's population grew by 12% over the decade 2003-2013 and is projected to continue growing rapidly, reaching 165,000 by 2023.

Oxford is ethnically and internationally diverse. In 2013, 29% of Oxford's residents had been born outside the UK and an estimated 4,000 short-term international migrants were visiting the city. These factors, combined with large student numbers, create an incredibly transient population.

**Health**

**Local context**

Oxford exhibits a range of health inequalities, with the headline challenges being:

* The majority of Oxford’s population remain inactive
* Obesity levels in Oxford continue to rise: 21.3% of Year 6 children in the city are classified as obese[[1]](#footnote-1)
* Life expectancy is 8.8 years lower for men in the most deprived areas of Oxford compared with the least deprived areas[[2]](#footnote-2)
* The health cost of inactivity in Oxford is £2.1 million per year.[[3]](#footnote-3)

The following maps show activity levels across the city and how the areas of low activity correlate with obesity and deprivation.

 **Index of Multiple Deprivation 2010, Rank** 



Super Output Areas ranked across England

Source: Department of Communities and Local Government

 **Adult obesity rates – Oxford City**

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Percentage of the population aged 16+ with a BMI of 30+,

modelled estimate, 2006-08, Public Health England.[[4]](#footnote-4)

**National context**

12.5 million people in England are currently failing to raise their heart level for more than half an hour per week over a 28-day period.[[5]](#footnote-5) The Health Survey England reported only 21% of boys and 16% of girls aged five to 15 met the Chief Medical Officer guidelines of 60 minutes per day in 2012. The Chief Medical Officer has warned that soaring obesity levels mean one in 10 deaths in England are caused by excess weight.

The Inactivity Time Bomb (2014), published by national sports charity StreetGames and the Centre for Economics and Business Research, is the first study to quantify the economic and social costs associated with physical inactivity among young people in the UK.Key findings include:

* Physical inactivity among today’s 11-25 year-olds will cost the UK economy £53.3 billion over their life-times
* Each physically inactive young person costs the UK economy £12,000 over their life-time
* Lowest-income households are most likely to have the least active children.

A study in *The Lancet* (2012) highlighted how inactivity is responsible for 17% of premature deaths in the UK every year and shortens the lifespan by three to five years.

Mental health problems are among the most common health conditions. One in four people will experience a mental health problem in the course of a year. Numerous studies have shown that exercise has a profound impact upon prevention and recovery.

If everyone in England met the Chief Medical Officer’s recommended physical activity levels, 37,000 lives would be saved each year and public health costs drastically reduced.

**5 Where we are now**

Since 2009 the city’s leisure offer has been transformed. From a low base, our sport development function and all five of our leisure centres have achieved QUEST (the UK’s quality scheme for sport and leisure) along with significant sport and leisure infrastructure improvements. Since the leisure contract commenced facilities have been greatly improved with around £14.4 million of investment.

The partnership with Fusion Lifestyle has been very successful (see section 3). Participation in the city’s leisure centres has increased by over 53% and Oxford has had the third highest increase in adult participation nationally. It has not only helped drive up participation and improve levels of satisfaction, but also saves the Council over £1 million pounds a year.

**6 Our plans**

**Objective 1 – A world-class leisure offer**

The *leisure offer* is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, children’s centres, business premises and community buildings such as schools, churches and village halls.

Oxford’s waterways are another key part of the offer and we will increasingly look for ways to maximise the potential they offer in getting more people active. The city’s pavements and paths are essential for running, walking and cycling and their design must increasingly take into account their uses for these purposes.

While the core of the city’s leisure offer is five high-quality, well-maintained leisure facilities, the Council will take an increasing leadership rolein coordinating a cross sector accessible leisure offer.

The diagram below shows an estimate of split between facilities available in the city, illustrating the vast benefits in effectively knitting together the local offer across partners.

The data below details the current and future needs, shows what the capacity is within the current offer and enables a picture of future needs to be developed.

**Number of facilities in comparison with other Oxfordshire Districts and comparable authorities (includes education, private sector and council sites)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type** | **Oxford** | **Cambridge** | **Cherwell** | **Exeter** | **South Oxfordshire** | **Vale of White Horse** | **Warwick** | **Watford** | **West Oxfordshire** | **Oxford Rank (highest number =1 and least =9)** |
| **Sports Halls** |
| Sports Hall | 27 | 30 | 29 | 31 | 42 | 42 | 27 | 13 | 19 | **6** |
| **Swimming Pools (Teaching, Leisure, Outdoor and Main)** |
| Learner  | 5 | 2 | 0 | 2 | 7 | 2 | 5 | 2 | 6 |  |
| Leisure Pool | 1 | 1 | 1 | 0 | 1 | 0 | 2 | 0 | 0 |  |
| Outdoor Pools | 3 | 3 | 2 | 5 | 8 | 3 | 1 | 0 | 7 |  |
| Main | 14 | 10 | 9 | 10 | 7 | 12 | 7 | 4 | 8 |  |
| **Total** | **23** | **16** | **12** | **17** | **23** | **17** | **15** | **6** | **21** | **1** |
| **Health and Fitness Suite (Gyms and Studio)** |
| Health and Fitness Suite | 24 | 26 | 19 | 23 | 23 | 21 | 22 | 13 | 15 | **2** |
| Studio | 22 | 23 | 16 | 18 | 25 | 15 | 12 | 13 | 8 | **3** |
| **Squash Courts** |
| Courts | 21 | 31 | 16 | 23 | 29 | 25 | 24 | 11 | 8 | **6** |

**Table 1 –** note the outdoor pools are Hinksey, Virgin Active and Rye St Anthony (source: Sport England Facility Planning Model).

Our leisure centre operator, Fusion Lifestyle, uses sophisticated systems to understand demand. This information is used in conjunction with customer feedback and also feedback from people who do not use the centres to continually improve the activity offering.

**Our investment plans**

Our investment plans are built on data and local understanding; the following table gives an overview of current plans. Along with the planned improvements, we will also undertake an annual review of opportunities across the centres.

**Leisure centres**

|  |  |  |  |
| --- | --- | --- | --- |
| **Centre** | **Usage 2014/15****(visits)** | **Additional Capacity** | **Planned Improvements** |
| **Barton Leisure Centre** | 121,500 | At all times | **Further health and fitness improvements.** |
| Leys Pools and Leisure Centre \* | 408,000  | At all times | **Maximise the potential from the new developments.** **Create a new multi-use games area at the rear of the centre.****Integrate the leisure centre offering with an improved parks activity offering.** |
| Ferry Leisure Centre | 551,000  | At non-peak times | Further health and fitness improvements. |
| Oxford Ice Rink | 175,000  | At all times | Improve ancillary provision. |
| Hinksey Outdoor Pools | 60,300  | Weather dependent | **Integrate the leisure centre offering with an improved parks activity offering.** **Landscape the new grassed area and increase outdoor activities.** |

**Table 2** \*Includes Temple Cowley and Blackbird Leys Pool which closed in December 2014.

**The above table shows that we still have capacity at most times in our leisure facilities, with the exception of Ferry Leisure Centre, where at peak times parts of the facility are close to capacity. Based on 2013/14 usage and continuing with the same usage patterns, capacity for around half a million more visits exists across the centres. This would be achieved by improving the off-peak usage.**

Sport England’s Facilities Planning Model (FPM) is a computer-based supply/demand model to assess the strategic need for certain community sports facilities. The playing pitch strategy assessed all outdoor sporting provision, so this strategy has focused upon sports halls and swimming pools. Gyms are more simplistic and based on a formula of gym stations per population: gym provision in the city far exceeds the minimum standards and there is a good range of providers.

Whilst Table One provides a list of all facilities within Oxford and other local authority areas, Sport England’s FPM analyses only those facilities that provide community use and that meet facility specification-related inclusion criteria. For example, the FPM excludes outdoor swimming pools and only includes those main pools that are at least 20m in length and/or more than 160m² in area. The FPM uses a range of information to analyse supply and demand including the location of facilities, their age and subsequent attractiveness to people, the amount of hours available for community use and how the facilities are managed.

Based on the FPM analysis that has been undertaken, the city is well served with community accessible swimming pools compared with national comparators. This remains the case when Sport England has used its FPM to test supply against future demand based on 2025 population growth predictions for the city, with a theoretical excess of supply of 1,029m² when assessing supply against demand.

Encouragingly, the FPM indicates that the supply of swimming pools currently satisfies 95% of the demand generated by the city’s resident population and this is also the case in 2025.

|  |  |  |
| --- | --- | --- |
|  | **2014** | **2025** |
| Supply - Swimming pool provision (sq. m) scaled to take account of hours available for community use. | 2,804.83 | 2,804.83 |
| Demand - Swimming pool provision (sq. m). | 1,673.99 | 1,775.68 |
| Supply / Demand balance - Variation in sq. m of provision available compared with the minimum required to meet demand. | 1,130.84 | 1,029.15 |

**Table 3**

Appendix One illustrates that all residents are within a 20 minute drive time of a pool. The vast majority of the city’s residents are within a 20 minute walk time which is unusual when compared with other areas. The high level of coverage within parts of the city should not be replicated across the city or there would be an oversupply and an unsustainable leisure offer. However, public transport should be improved to increase participation at existing facilities.

The city has 14 sports halls and 51 courts. The FPM found that there is a small under-supply of four courts rising to six courts by 2025. The model demonstrates that a new facility on the west side of the city would be beneficial, while a more central location, with good access to public transport, would have additional potential to reduce pressure on existing facilities.

While small community halls may provide opportunities for informal badminton use and fitness, their ability to offer a balanced programme of formal sporting activities is limited. For this reason, community halls of less than 459sq. m have been excluded from this assessment.

This small under-supply does not mean a new facility is needed, but when new community facilities, such as schools, are built, this should be a key consideration.

**Outdoor sports**

**The Council’s Playing Pitch and Outdoor Sport Strategy (2012-2026) details current and future requirements.** The strategy incorporates all sectors, including local authority, education (both schools and universities), private sports grounds and develops its recommendations based on facilities that are accessible to the community.

It shows that there is currently a shortage of playing pitch provision in Oxford that has secured community use; this is especially prevalent in cricket. Given this shortfall, the assessment suggests that all provision within the city should be protected. The strategy does not necessarily suggest that additional new pitches are required, as once you add back in those unsecured pitches that have community use, there appears to be adequate provision for all sports. However, the provision of youth and mini football is an exception, but this shortfall in the main can be addressed by the spare capacity in other pitch provision. The aim of the Council is to continue to look to secure community access against other providers’ playing pitches.

**The focus is to bring the rest of the Council’s sport and leisure provision up to standard. A key part of this is the £3 million investment into the city’s sports pavilions and the £500,000 investment in to the city’s tennis courts and multi-use games areas.**

**The Council will also invest in improving the track and pavilion at Horspath Athletics Ground in advance of the London 2017 World Athletics Championships: work will also be undertaken to explore the feasibility of creating a more joined-up offer with the adjacent sports provision.**

**The broader leisure offer**

**While the Council’s leisure facilities are an important part of the city’s leisure offer, the most value to residents comes by knitting together all providers into a coherent offer. It is important to understand the direction and explore opportunities with other providers.**

**Primary stakeholders – direction and opportunities**

|  |  |  |
| --- | --- | --- |
| **Agency** | **Direction** | **Opportunities** |
| **Schools** | * **Increased autonomy with the introduction of academies**
* **Oxford City Council is investing around half a million pounds into developing a new community accessible gym at Oxford Spires Academy.**
 | * **Expand our delivery of sessions in schools**
* **Explore opportunities for schools to offer their facilities to the community**
* **Support schools to improve their facilities and attain funding.**
 |
| **Universities/ colleges**  | * **High quality leisure offer with new facilities being created**
* **A reasonable level of community access.**
 | * **Better utilise their expertise in areas such as evaluation**
* **Increased community access.**
 |
| **Oxfordshire Sports Partnership**  | * **Supporting other organisations to get more people active**
* **Exploring ways to become less reliant on their grant from Sport England.**
 | * **Develop and grow our existing joint programmes**
* **Further joint bids for national funding.**
 |
| **Community Centres**  | * **Improving the quality of the offer. The new Community Centre in Rose Hill includes excellent community leisure provision. We will explore how the Rose Hill model can be developed across the city, creating high quality community facilities that enhance the leisure offer.**
 | * **The Sports Team will continue to work with the Communities Team to develop improved programming and facilities.**
 |
| **Private Health Clubs**  | * **Increasing trend for low cost 24/7 gyms**
* In 2014 national market penetration rate is at an all-time high of 13.2%.
 | * **Look for partnership opportunities with private operators.**
 |
| **Health** | * **Public Health part of County Council**
* **Oxfordshire Clinical Commissioning Group in process of restructuring**
* **Significant budget pressures.**
 | * **To champion and deliver the preventative health agenda**
* **To be commissioned to deliver health outcomes.**
 |
| **Children’s Centres and Play**  | * **Major changes due to significant budget pressures.**
 | * **Improved promotion of activities and pathways for under-fives and young families**
* **Promote pathways at events such as play days. A physical activity pathways sub-group is being established.**
 |

**Table 4**

**Our programmes**

The Council offers a broad range of inclusive activities.

|  |  |  |  |
| --- | --- | --- | --- |
| **Programme** | **Description** | **Target Groups** | **Partners** |
| Active Women | Working with women and girls, breaking down barriers to help increase participation in sport. | Women and girls 16+ | * Oxfordshire Sports Partnership
* Children’s centres
* Fusion Lifestyle
 |
| GO Active at Work | Working with local businesses to promote a healthy workplace and get people more active. | Local businesses | * Oxfordshire Sports Partnership
* OUHT
* Various businesses
 |
| GO Active Get Healthy | Increase participation in sport by developing and delivering programmes that appeal to inactive people, meeting their expressed needs as well as providing on-going support to help them change their behaviour. | 16+Inactive/ Sedentary | * Oxfordshire Sports Partnership
* Local health partners
* Community associations
 |
| Community Sports Events | Over 10 events providing taster sessions in a variety of different sports to provide opportunities for pathways into sports clubs. | All | * Local community partners
* Sports clubs
* National Governing Bodies
 |
| **Youth Ambition** |
| StreetSports Programme | Delivering a variety of informal sports opportunities in our regeneration areas. | 8-13 year olds | * Local PCSO’s
* Community associations
 |
| Doorstep Sports Clubs | Non-typical activities such as skateboarding, dance or girls night out in a club format.  | 14-25 year olds | * StreetGames
 |
| Community Sport Activation  | A programme of multi-sport activities in Barton, Wood Farm, Rose Hill, Cutteslowe and Blackbird Leys.  | 15-21 year olds (25 if vulnerable) | * Sport England
* NGBs
* Community associations
* Fusion Lifestyle.
 |
| Sportivate | Six to eight weeks of a sport or activity of their choice, linked to ways they can continue to participate once the initial sessions have finished. | 11-25 year olds semi sporty | * Oxfordshire Sports Partnership
* Universities
* National Governing Bodies/ Clubs
* Fusion
 |
| High Sheriff Challenge | 10 informal sports clubs and supporting an additional five existing sports clubs in areas of deprivation.  | 14-25disability | * Access Sport
* Sport England
* Local businesses
 |
| School Sport Programme | Sports opportunities, skill development and pathway building including competition, taster sessions and events for schools. | Schools | * Primary schools
* Secondary schools
* Sports clubs
* National Governing Bodies
 |

**Table 5**

**Our programmes and the leisure offer is kept up to date on the Council’s website −**

<http://www.oxford.gov.uk/leisureandparks>

A wide range of primary care and community-based interventions are available to increase physical activity. One of these is health walks that help enable organisations to develop and run volunteer-led health walk schemes that meet local needs and helps individuals to take charge of their own health and wellbeing. Appendix Two demonstrates the value of health walks compared with other interventions.

**Promoting the offer**

We will continue to improve how we promote the leisure offer. This will be done by maximising the potential of marketing mediums and targeting messages to under-represented groups. We will increasingly use technology to promote the offer, using solutions such as apps. We will build on the innovative rewards system we have implemented within our Youth Ambition Programme and extend it to incentivise more people to become active.

Oxford has a wealth of talented sports people. Through programmes such as Youth Ambition and Free Access for National Sports People (FANS) we will increasingly use role models to inspire people to become more active and reach their potential. The Council is also investing in the wellbeing of its employees through policies such as discounted leisure centre membership, through to flexible working practices.

The work undertaken to understand barriers highlights the complexities we face. While we know the gender balance, the rapidly increasing range of ethnicities means that it is complex to attain a full picture. The research shows that quite often under-represented communities want their own activities due to concerns about the social standards and behaviour of people outside of their communities. They are more likely to have a low level of understanding of what is on offer, believe that costs are high and have a limited understanding of what concessions are available. This highlights that we must continue to build on our outreach and taster sessions, building strong pathways from the taster sessions into a high quality leisure offer for everyone.

**Objective 2 – Our focus sports**

According to the *World Sports Encyclopedia* there are 8,000 sports. This shows why we need a framework for our Sport and Youth team to operate within. This strategy continues to designate *Focus sports*, those where we can have most impact and/or where Oxford is a priority area for the sport’s governing body. The Sport and Youth Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation in our Focus sports through a joined-up leisure offer.

Swimming

Cycling

Table Tennis

Athletics

Youth Ambition

Cricket

Dance

The model shows how sports can move in and out of being a Focus sport dependent on opportunities, inclusion and innovation.

**Objective 3 – Partnership working**

**Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council’s Sport and Leisure team have an excellent reputation; this has helped the team bring in external funding and resulted in far greater outcomes being achieved.**

**The Council is an active member of the County Sports Partnership, which is an umbrella organisation for sport. This partnership has been successful in drawing in funding and pooling resources for county-wide programmes such as GO Active and Active Women.**

The Health and Wellbeing Board oversee health and wellbeing in the county. Physical activity has a marked impact upon all nine health priorities and must increasingly be an integral part of the public health solution.

**Priority One:** *All children have a healthy start in life and stay healthy*

**Priority Two:** *Narrowing the gap for the most disadvantaged and vulnerable*

**Priority Three:** *Keeping all children and young people safe*

**Priority Four:** *Raising achievement for all children and young people*

**Priority Five:** *Living and working well*

**Priority Six:** *Support older people to live independently with dignity*

**Priority Seven:** *Working together to improve quality and value for money*

**Priority Eight:** *Preventing early death and improving quality of life in later years*

**Priority Nine:** *Preventing chronic disease through tackling obesity.*

One of the areas where we can support partners in achieving these objectives is healthy eating, which must be addressed to tackle the deeply rooted-health problems. We will ensure our vending machines and cafés provide healthy options, use our buildings to provide advice using schemes such as [Change4life](http://www.nhs.uk/change4life/Pages/change-for-life.aspx) and use social media apps (Bungee) to promote healthy eating.

Physical activity and sport is heavily supported by volunteers and by volunteering people often improve their health and wellbeing. Volunteer opportunities range from supporting sports clubs and becoming walk leaders, through to people helping in parks and supporting events. We will continue to improve our volunteering framework and implement Investors in Volunteers (UK quality standard for all organisations which involve volunteers in their work).

**Demonstrating the difference**

While there is a wealth of evidence that demonstrates the value of being physically active, we will continue to improve how we show the benefits from the programmes we provide. We will implement a social impact study to demonstrate the value of the usage that takes place in the leisure centres. This will enable a more sophisticated commissioning dialogue with public health partners.

The sessions that we deliver within the Youth Ambition Programme are evaluated using Sportworks which provides a per pound value against social indicators such as substance misuse, crime, obesity and wellbeing.

Within our delivery programmes it is increasingly the norm to undertake impact evaluations. Perhaps the best example of this is with Get Healthy Get into Sport, which is a County Sports Partnership led initiative; Oxford Brookes University is undertaking a full evaluation of the impact of the programme.

**Measures**

We will develop a manageable number of measures that will help us to track the

success of the strategy:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref.** | **Measure** | **2014/15 Actual** | **2015/16 Target** | **2020 Target** |
| L&W 1 | Adult participation in sport (3 x 30 mins) | 29% | 30% | >32% |
| L&W 2 | The number of people undertaking 150 minutes of moderate intensity activity a week | 62.4% | 63.4% | >67.4% |
| L&W 3 | Leisure centre usage | 1.3 million visits | 1.35 million visits | 1.4 million visits |
| L&W 4 | Leisure centre subsidy per user based on the payment to Fusion | 54 pence | 25 pence | Zero |
| L&W 5 | Leisure centre usage by target groups | 482,000 | 506,000 | 531,000 |
| L&W 6 | People volunteering (sports clubs, youth ambition and parks) | 3,700 | 4,100 | 5,000 |
| L&W 7 | Satisfaction levels | 98% leisure centre satisfaction80% parks satisfaction | >95% leisure centre satisfaction >60% excellent>85% satisfied with parks | >60% leisure centre excellent>85% satisfied with parks |

**Table 6**

**Objective 1 - A world-class leisure offer**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **What we want to achieve** | **How are we going to do it?** | **Milestones** | **When by** | **Who** | **Resources** |
| **High quality leisure facilities** | **Continue to invest into our leisure facilities** **(Barton and Ferry are at feasibility stage and not within the capital programme)** | * **Further improve Ferry**
* **Further improve Barton**
* **Annual review of opportunities**
* **Develop a new gym attached to Oxford Spires Academy**
 | **2017****2016****Annual****2015** | **Leisure & Performance Manager/** **Fusion Lifestyle** **Active Communities Manager** | **£400,000****Developer contribution****£500,000** |
| **High quality outdoor sports facilities**  | **Continue to invest into outdoor sports** | * **Complete pavilion modernisation**
* **Complete the tennis court improvements**
* **Develop a long term tennis management contract**
* **Complete the multi-use games area refurbishment**
* **Implement further outdoor gyms**
* **Modernise Horspath Sports Village**

* **Construct three new skate parks**
 | **2016****2016****2016****2016****2018****2018****2017** | **Active Communities Manager****Active Communities Manager****Sports Development Manager****Active Communities Manager****Parks Manager****Head of Service****Active Communities Manager** | **£4.5m****£224,000****Income generating****£220,000****Funding bids required** **£300,000 for a new track****£210,000** |
| **Improved access** | **Remove the barriers that stop people being** active  | **Cost barrier*** **Improved promotion of free swimming for under 17s and concessions**

**Time barrier** * **Progress or Active work places scheme**
 | **2015****2016** | **Leisure & Performance Manager****Go Active Coordinator** | **Within current resources****Income generating** |
| **Improve the promotion of the leisure offer**  | **Better utilise technology** **Link up communications between partners**  | * **Add leisure activity to the new Bungee application**
* **Shared communication plan managed by the Community Sport Network**
* **Keep an up to date cross sector offer on the website**
* **Improved targeted marketing using social media**
* **Improve our data capturing to get a better understanding of which groups are under-represented**
* **Increased taster sessions for under-represented groups**
 | **2015****2015****2015****Annually****2015****2015** | **Youth Ambition Manager****Youth Ambition Manager****Leisure & Performance Manager****ICT Business Partners****Leisure & Performance Manager****Sports Development/ Youth Ambition Managers** | **Within current resources****Within current resources****Within current resources****Within current resources****Within current resources****Within current resources** |

**Table 7**

**Objective 2 – Our focus sports – more people, more active, more often**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **What we want to achieve** | **How we are going to do it** | **First key milestones** | **Target achieved by** | **Who** | **Resources** |
| **More people active**  | 2% annual increase in participation for all focus sports Development plans in place for all facilities | **Partnership agreement with governing bodies (2016)****Existing sites** **Improved sites (2018)** | **2020****2020** | **Active Communities Manager****Active Communities Manager** | **Within current resources****Within current resources** |
| **More people cycling** | Encourage mass participation events Improve cycling infrastructure working with city cycling group and partners  | First new event**Trial** using fitness tracking devices **Increased cycle racks / feasibility of new facility**  | **2016****2017****2017** | **Active Communities Manager****Active Communities Manager****Sports Development Manager** | **Within current resources**  **£40,000** |
| **More people****swimming** | Work with Fusion to deliver the aquatics planIncrease community use to non-Council owned pools in and around the city Explore options to re-open outdoor bathing sites | **Partnership** **agreement with the clubs** **New community use agreement****Feasibility study**  | **2016****2018****2019** | **Fusion/ Active Communities Manager****Fusion/ Leisure & Performance Manager****Sports Development Manager** | **Within current resources****Within current resources****Would need external funding**  |
| **More people playing football** | **Re-launch football forum**Support the development and sustainability of clubs  | **1st meeting set****Development plans in place for clubs in new facilities** | **2015****2016** | **Sports Development Manager****Sports Development Manager** | **Within current resources** |
| **More people playing****tennis**  | Improved management of our tennis courts **Improve the usage at Alexandra Courts** | **Procurement route agreed****Feasibility study 2015** | **2015****2017** | **Active Communities Manager****Active Communities Manager** | **Within current resources****£12,000 (feasibility)** |
| **More people playing****Doorstep Sports**  | **Increased sporting opportunities in our regeneration areas** **Explore the opportunity to expand and improve existing provision in line with demonstrated need** | **Implement High Sheriff Challenge** **Business case developed** | **2015****April 16** | **Active Communities Manager****Sports Development Manager** | **Within current budgets****External funding required**  |
| **More people playing****table tennis** | **Develop a table tennis club within the city****Increase participation in table tennis by further developing and making sustainable the Ping! project** | **Consultation****Funding bid 2015** | **2016****2020**  | **GO Active Coordinator/ SSDO****GO Active Coordinator/ SSDO** | Within current resources/ e**xternal funding** |
| **More people dancing**  | Increased, more varied sessions targeted at women and girls Incorporate dance into multi-sport programmes | **Launch 2015****Launch 2015** | **2020****March 2016** | **Sports Development Manager/ Arts Officer****Sports Development Manager/ Arts Officer** | Within current resources |
| **More people involved in athletics** | Work with Oxford City Athletics club to maximise the opportunities presented by the development of the track and facilities | **Programme agreed** | **2016** | **Active Communities Manager/ Sports Development Manager** | **Within current resources/ external funding** |
| **More people playing****cricket** | Develop an informal cricket programme in East Oxford, targeting the Asian communityWork with partners to ensure an effective offer to schools | **Consultation**Oxford Spires Academy scheme in place | **April 2016****2016** | **School Sports Development Officer****School Sports Development Officer** | **£2,000****Within current resources** |
| **More people playing****Rugby Union** | Work with partners to ensure an effective offer to schools | **Programme** | **Dec 2015** | **School Sports Development Officer** | **Within current resources** |

**Table 8**

**Objective 3 – Partnership working**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  **What we want to achieve** | **How are we going to do it?** | **Milestones** | **When by** | **Who** | **Resources** |
| **Excellent local governance**  | **A representative Leisure Partnership Board**  | **Four annual meetings** | **2015** | **Head of Service** | **Time** |
| **External funding**  | **Work with partners to achieve external funding to help deliver this plan** | **>£50,000** | **Annually** | **Active Communities Manager** | **Within current resources** |
| **Capacity**  | **Well-coordinated volunteering opportunities** **Introduce traineeships** **Work with specialist organisations to help to increase participation in our target groups**  | **Achieve Investors in Volunteers** **A cohort of three**Link with Minds Active Body Active Mind project | **2015****2016****2015** | **Volunteer coordinator****HR Business Partner****GO Active Coordinator/ Locality Officers** | **£3,000****£10,000****Time** |
| **Better demonstrate the impact of what we do**  | **Social impact review of our leisure centres****Increase the number of case studies we produce**  | **Review undertaken****A monthly newsletter**  | **June****2015****2016** | **Fusion Lifestyle****Leisure & Performance Manager** | **Within the contract****Time** |
| **Healthy eating**  | **Healthy options in all Council vending machines** **Encourage all Council meetings to have healthy snacks****Train our activity coaches to provide healthy eating advice****Influence the Council Street Trading Policy** | **Review in quarter one of 2015****First quarter of 2015****All trained.** **Annual campaign** **Representation on the internal work group****Local audit of healthy option provision in all OCC catering/ vending provision** | **In place by 2016****In place by 2016****Mid 2016****In place by 2016****In place by March 2016** | **GO Active Coordinator****HR Business Partner****Sports Development Manager****Go Active Coordinator/ Leisure & Performance Manager****Go Active Coordinator** | **Within current resources****Within current resources****£2,000****Time, Within current resources****Time** |
| **Mental health** | **Sign up and engage with principles of the Mental Health Charter for Sport and Recreation** | **Establish a project group and work programme** | **In place by September 2015** | **GO Active Coordinator** | **Within current resources****Time** |

**Table 9**

**Our case studies**

**Our website includes other case studies that we hope will help to get more people active. *If you would like to submit a case study showing how you have got people active in Oxford please send it to*** *sportsdevelopment@oxford.gov.uk* ***. If suitable we will submit it on our activity case study page to help others learn from your good practice.***

**Outreach taster sessions − Ping! (Table Tennis)**

|  |  |
| --- | --- |
| **Description** | **Details** |
| Organisations involved | Table Tennis England, Oxford and Districts Table Tennis Association (ODTTA), OISE Language School and Oxford City Council Sports Development Team. Plus nine table hosts and 14 Ping! Maker volunteers. |
| Project title | **Ping! Oxford 2014** |
| Aims of project/dates | To bring people together through sport by placing table tennis tables in a variety of new and unusual community venues and providing the opportunity for people to play free of charge.12 July – 7 September 2014. |
| What happened | Funding this year was used to bring an additional 9 tables to the city and working with new venues, plus venues from last year; the aim was to develop on the momentum of Ping! 2013 and encourage more people to pick up a bat and play table tennis this summer.The eight week festival of free table tennis launched at Oxford Moonlight Stroll and Race for Life and closed at Leys Festival and Bike Oxford. In between these dates our roaming tables visited a number of events and along with our marketing campaign encouraged people to visit one of the 26 tables in the city and play for free. |
| Impact | Over 73,000 participants in just eight weeks! |
| What was the added value of partnership working? | * We were able to market to a wider audience and include more events.
* We were able to take Ping! international when the OISE Language School organised a Ping! in Paris event with their sister school their
* Our venues were integral for placing tables safely and securely in new community spaces.
 |
| Any value for money from the project? | * All 26 tables remain within the local community for people to continue to play
* Some tables have been donated to local community groups/facilities providing them with extra resource
* Oxford has now become a Priority Zone for Table Tennis England and further table tennis activities are being developed including a junior club for the city Table Tennis England are providing up to a further £10,000 for these developments.
 |
| Cost/funding secured | £10,000 Sport England funding. |
| Quotes/ testimonials | “First of all a huge Thank You for placing one of the Ping tables in Gloucester Green this summer. My balcony overlooks the square and I can tell you that it has been enormously popular and in almost constant use from 7 a.m. until around 10 p.m. - by us locals, language school students as well as the University ones, parents and grandparents with children and even bus drivers and taxi drivers having their time off. I do hope we get another one next year!”“They (the tables) have been hugely successful and much enjoyed by visitors and so far as I can see have been in almost constant use.” |
| Contacts | Vicki Galvin, GO Active Coordinator - Oxford City Sports Development TeamMargaret Stevens, School Sports Development Officer − Oxford City Sports Development Team |

**Recruiting volunteers**

|  |  |
| --- | --- |
| **Description** | **Details** |
| Organisations involved. | Oxfordshire Sports PartnershipOxford City CouncilWider community partners |
| Project title | **Oxford Olympic Torch Relay and Sport Makers** |
| Aims of project/dates | To recruit, train and deploy 600 volunteers to support the Oxford Olympic Torch Relay and Celebration event on 9 July 2012. |
| What happened | Oxford City Council worked with the Oxfordshire Sports Partnership to recruit and train the 600 volunteers needed to ensure the successful and safe running of the Oxford leg of the Olympic Torch Relay and evening Celebration Event. The recruitment and training of volunteers for the Torch Relay was incorporated into the Sport Makers programme. Sport Makers is a national Olympic Legacy Programme for volunteers, funded by Sport England and led locally by the Oxfordshire Sports Partnership. A working group was formed to lead on volunteers for the event and potential volunteer sources were identified. Communications were sent out and potential volunteers were invited to register on the Sport Makers website [www.sportmakers.co.uk](http://www.sportmakers.co.uk). Training sessions were then arranged with a choice of venues and times. Bookings were managed through the Sport Makers website and communications were via email using the Mailchimp system. Due to the processes and training implemented, drop out on the day was well below what would normally be expected. |
| Impact | * 900 people registered an interest in volunteering
* 13 workshops were delivered by trained Sport Makers tutors
* Over 600 people booked and attended workshops
* Over 8,000 hours of volunteering have been recorded on the Sport Makers website
* Volunteers involved have gone on to support other events such as the Oxford Half Marathon
* Nearly 700 people receive regular emails with event volunteering opportunities
* Other projects have developed from people who were inspired at the workshop.
* Over a thousand people had a go at a new sport at the Celebration Event.
 |
| What was the added value of partnership working? | Incorporating the Torch Relay into Sport Makers had the following benefits:* Enabled each volunteer to be given a Sport Makers polo shirt and bag worth approximately £6,000 for all who attended the training
* All workshops were delivered by trained facilitators paid for through Sport Makers, worth £1,700
* On the first day that bookings opened, over 300 people booked a place on a workshop.
 |

**Setting up a new sports club**

|  |  |
| --- | --- |
| **Description** | **Details** |
| Organisations involved | Oxford City Council Sports Development Team, Oxsrad, Oxford Sports Council. |
| Project title | **Inclusive Karate Club** |
| Aims of project/dates | To follow up on the enthusiasm for karate from our Parability Day by setting up an inclusive club. |
| What happened | A Parability Day for young people with all types of disability was held in September 2012. Karate was one of the taster sessions on offer. It was very popular with the young people and the coach was inspired by the ability and enthusiasm of the young people for the sport. He approached the event organiser to find out how to do more. The idea for a new club was born and sessions started in early November 2012. |
| Impact | The initial take up was slow and the timing appealed to an older age group. However, the numbers slowly grew and the club expanded to two sessions per week. As a result of this work the coach is now working in a Special School teaching 48 young people on a weekly basis.We believe this is the first karate club to be set up solely for people with disabilities. |
| What was the added value of partnership working? | Oxsrad agreed to free use of the facilities for the first 12 weeks. Oxford Sports Council funded the provision of suits/belts/instruction booklets and insurance for the participants and Sportivate funding was used to match this. OCC produced all the publicity materials, contacted the media and liaised between the different groups. |
| Any value for money from the project? | Relationships were established with some of the care providers for adults with disabilities which hadn’t existed before. |
| Cost/funding secured | £800 from Sportivate, £800 from Oxford Sports Council and free hall usage for 24 hours from Oxsrad. |
| Quotes/ testimonials | “Great to see you again on Friday and well done on such a brilliant day.”“I can't stop thinking about Friday's Parability Event, I enjoyed it so much and I had the feeling I was actually making a difference for some of them.” “Karate is brilliant for people who are on the autistic spectrum. It’s very empowering.” Kerry Hughes – carer of Asperger’s participant. |
| Contacts | Margaret Stevens – mstevens@oxford.gov.uk Ray Sweeney – Washinkai Karate Club – washinkai@hotmail.com  |

**Mental Health and Wellbeing**

|  |  |
| --- | --- |
| **Description** | **Details** |
| Organisations involved | * Oxford City Council
* Table Tennis England (funded by Sport England)
* The Oxford Coasters
* Oxfordshire Sports Partnership Core Team
* The European Commission
* INSPORT.
 |
| Project title | **Real people, real stories:** How sport can help people with mental health problems. |
| Aims of project | One in four people will have a mental health problem at some point in their life and at any one time the figure is one in six. 10% of children have a mental health problem in their childhood. A Ping! Maker was one of them, who became a volunteer in Oxford, a UK-wide incentive to bring table tennis to a wider audience.Through sport and helping others, to help people find confidence, but even more important balance in their mood, which allows them to undertake new challenges. |
| What happened | Having anxiety problems, they found a way to work around their imperfections and find things that make them feel worthwhile. |
| Impact | **By sharing feelings in therapy and through the sporting activity, they have a balance to their life which not only helps with their confidence but more importantly the anxieties that they feel.****Although at times finding it difficult, they have been empowered to take other things on. Through their sporting activity they have balanced their moods and been able to take on fresh challenges and lead a more fulfilled life.****They have attained a position where they can be involved more and gained essential understanding that what they contribute is worthwhile to them and of benefit to those they help.****Therapy, voluntary work and their enjoyment through sports have allowed them to be where they are today. The condition remains but the anxiety and frustration they felt has been brought under control.**The Ping! Maker’s message was simple: **"Inclusion and understanding is the way forward”.** |
| Quotes/testimonials | “Ping! Gave me the opportunity to volunteer, to interact with others and see them as well as myself enjoy something”.“It was something for me to do rather than not do, and be involved with something worthwhile”.“Sometimes my confidence is way up there, other times I’m withdrawn. I can look back at what I’ve achieved and that helps me”.“I don’t have those highs and lows and have a real awareness of that balance. I have more understanding of myself partly through doing sport and that helps my mood that I can actually take things on”. |
| Contacts | **Oxfordshire Sports Partnership** info@oxfordshiresport.org, 01865 252676 [www.oxfordshiresport.org](http://www.oxfordshiresport.org)**Oxford City Council**Vicki Galvin vgalvin@oxford.gov.uk, 01865 252720Margaret Stevens, mstevens@oxford.gov.uk, 01865 252702**Ping! Oxford** [www.pingoxford.co.uk](http://www.pingoxford.co.uk) |

**Appendix 3a – Facility Planning Model**

**Appendix Two**

**Public Health Interventions – Cost per Quality Adjusted Life Year (QALY**[[6]](#footnote-6)**) saved.**

|  |  |
| --- | --- |
| Telehealth[[7]](#footnote-7) for People with Long Term Conditions | £92,000 |
| Chlamydia Screening (under 25 yrs. age) | **£27,269** |
| Buprenorphine Maintenance Therapy*(NICE, 2007)* | **£26,400** |
| Group Exercise Programme (>65 yrs.)*(Garratt et al, 2011)* | **£13,890** |
| Walking Groups (‘GWK’)*(Garratt et al, 2011)* | **£2,700** |
| Exercise ‘Prescriptions’ (>65 yrs.)*(NICE, 2008)* | **£74** |

**Table 10**

1. [↑](#footnote-ref-1)
2. 1 & Public Health England – Oxford Health Profile 2015 <http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR> [↑](#footnote-ref-2)
3. Department of Health – Be Active Be Healthy, 2006/07, measure: cost of inactivity. [↑](#footnote-ref-3)
4. These are modelled estimates.  This means that they show the level of obesity expected in different areas given the demographic characteristics of the people who live in those areas. [↑](#footnote-ref-4)
5. UKactive in their [*“Turning the Tide”*](http://www.ukactive.com/turningthetide/) report (January 2014). [↑](#footnote-ref-5)
6. A QALY takes into account both the quantity and quality of life generated by healthcare interventions. It is the arithmetic product of life expectancy and a measure of the quality of the remaining life-years. [↑](#footnote-ref-6)
7. Telehealth is a collection of means or methods for enhancing health care, public health, and health education delivery and support using telecommunications technologies. [↑](#footnote-ref-7)