
Report to: Education, Sport & Leisure Committee

Date of Meeting: 21 November, 2013

Subject: Leisure & Sport Strategy (2013-15)

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to present to Committee the Leisure & Sport Strategy 2013-2015.

2.0 Recommendations

- 2.1. It is recommended that the Committee:
- a) recommends approval by Council of the Leisure & Sport Strategy 2013-2015;
 - b) subject to Council approval further to 2.1(a), notes the intention to take forward the review of leisure referred to in paragraph 5.3 of this report;
 - c) endorses the remit of that review; and
 - d) notes the Chief Executive's intention to streamline management and operational responsibility for leisure and sport within the Council.

3.0 Considerations - Strategic Context

- 3.1 The Council's corporate priorities contained within the document *Taking Clackmannanshire Forward* (agreed in October, 2012) included a priority action to deliver a holistic Leisure & Sport Strategy.
- 3.2 The proposed Strategy, which is attached as the Appendix to this report, is firmly grounded in the ambitions of the Clackmannanshire Community Plan, *Working Together for Clackmannanshire*, and the Clackmannanshire Single Outcome Agreement which was signed off at the start of July this year. As such, the Leisure & Sport Strategy is underpinned by the following key principles which are fundamental to these recently agreed core documents:
- **Community Participation & Problem Solving:** should lie at the heart of service design to ensure need is met;
 - **Prevention & Early Intervention:** there must be a decisive shift towards prevention & early intervention setting behaviours early in life.

- **Preventative Health Care:** Early is best, but it's never too late to start leading a healthier, more active life, therefore, we should work with communities and community groups to raise awareness and tailor responses based on need;
- **Partnership Working:** the totality of all assets should be brought to bear through Partnership Working & Integrated Service Delivery, e.g. those of council, partners, third sector and communities
- **Customer Focus** - recognition that one size doesn't fit all; preferences, needs and trends change over time and as people transition through various life stages; flexibility and adaptability of will be key
- **Sustainability & Affordability** - solutions must be affordable, stand the test of time and should not result in unsustainable future liabilities, either for partners or communities.

3.3 The Council's transformational change programme, *Making Clackmannanshire Better*, also provides a key strategic context for the Leisure & Sport Strategy, with the following themes being of particular relevance:

- supporting early years
- supporting adults
- working in partnership and developing our communities
- making better use of public buildings and facilities.

4.0 Considerations - Aims & Objectives of the Strategy

4.1 The Strategy sets out the local context for leisure and sport provision and is informed by recent stakeholder consultation (via the Main Issues Report and the Clacks 1000). Derived from that context, the Strategy sets out three aims which are to:

- 1 Make active lives a habit for all children and young people in Clackmannanshire;
- 2 Increase levels of participation by all;
- 3 Develop a core infrastructure that is sufficiently flexible to support participation and development in a range of leisure and sport activities.

4.2 There are number of more detailed objectives associated with each of these aims and these are set out on pages 13-18 of the Strategy.

4.3 In addition, seven key measures from the SOA are proposed to assess the impact the Strategy is having in meeting its aims and the Council's wider intended outcomes. These measures are set out on page 19 of the Strategy.

5.0 Considerations - Going Forward

5.1 As the Committee will note, the proposed Strategy covers a shorter period than would normally be associated with such a document. The reason for this is to enable the document to be revisited in response to potential future developments which may arise as a result of:

a) relevant *Making Clackmannanshire Better* initiatives which could impact on provision of leisure and sport, generally, and the Council's role in that provision, specifically; and

b) the Leisure & Sport Strategy's aim to "*develop a core infrastructure that is sufficiently flexible to support participation and development in a range of leisure and sport activities.*"

- 5.2 Related to b), a significant factor is that the five year contract for the provision of leisure and sport services at the Alloa Leisure Bowl is coming to an end. (The contract is worth £488,000 and due to expire in September, 2014.) While the terms of the contract allow for a five year extension, it is considered prudent given the strategic framework which has been described in this report to review this contract in that context. Accordingly, it is intended (subject to agreement with Wasp Leisure Limited) to extend the contract for one year to enable an assessment of that provision to take place and for an appraisal of the potential capacity for other provision to be carried out.
- 5.3 Council has previously earmarked resources for this review pending the approval of a Leisure Strategy (ref 2012-13 Revenue Budget) so, subject to Council approval of the Strategy, this review will be taken forward. The intended remit of the review is as follows:

Review of Leisure Provision - Remit

Purpose

The purpose of the review is

1 - to assess the current provision (as delivered by Alloa Leisure Bowl) against the following criteria:

- a. range and quality of activities offered
- b. cost and value of activities offered
- c. fitness for purpose of the facility taking into account the following contexts:

- other leisure facilities within Clackmannanshire
- other leisure facilities outwith but accessible to Clackmannanshire
- service user demand
- potential alternative models of provision
- the Council's interim Leisure & Sport Strategy

2 - to assess the potential capacity for other leisure provision in Clackmannanshire against the same criteria as above and taking into account the same contexts.

Outputs

The outputs of the review will be a report outlining:

- a) the assessments referred to above
- b) the provision of a range of options for future leisure provision which best align with the ambitions of the Council and the financial constraints that it faces
- c) an options appraisal of these options

6.0 Related Matters

- 6.1 The management of various aspects of leisure and sport provision within the Council is currently split between Education, Facilities Management and Strategy & Customer Services. This has meant that there has not been a single strategic lead which has sometimes resulted in a lack of clarity and corporate direction.
- 6.2 Accordingly, it is the Chief Executive's intention to consolidate management responsibility for leisure and sport so that in future:
- the Head of Education will have the strategic lead for leisure and sport policy and provision
 - associated supporting processes (e.g. bookings, staffing of facilities) would be streamlined within Strategy & Customer Services
 - responsibility for maintenance of the buildings would remain with the Hard FM & Maintenance team.
- 6.3 As well as ensuring greater clarity of direction and accountability at officer level, this focus aligns with the Council's structure for political accountability in terms of the roles of the Education, Leisure & Sport Committee in determining policies for the promotion of sport and leisure and of the Convenor of that Committee who has political responsibility for the policy areas of leisure and sport and for the education service.
- 6.4 A subsidiary benefit of this streamlined management is that it would also align better with Stirling Council's arrangements, where the lead service is education.

7.0 Conclusions

- 7.1 One of the Council's priority actions is to deliver a holistic Leisure & Sport Strategy. In order that that Strategy is, and remains, fit for purpose, it is important that it is firmly rooted in the relevant strategic contexts which underpin the policy and operating environments of the Council. The approach put forward in this report should ensure that this is the case.

8.0 Sustainability Implications

- 8.1 The proposals in the Strategy would contribute to reducing health inequalities, reducing social exclusion and encouraging outdoor activity.

9.0 Resource Implications

- 9.2 *Financial Details* - there are no additional financial implications for the Council's approved budget as a direct result of this paper. Any future budget implications from the Strategy, if approved by Council, would be routed via the normal budget processes.
- 9.3 *Staffing* - there are no changes to the Council's establishment as a result of this report.

10.0 Exempt Reports

10.1 Is this report exempt? No

11.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Our communities are more cohesive and inclusive
Vulnerable people and families are supported
Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing
The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

Community Plan
Single Outcome Agreement
Taking Clackmannanshire Forward

12.0 Equalities Impact

12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes

13.0 Legality

13.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

14.0 Appendices

14.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

- Leisure & Sport Strategy (2013-2015)

15.0 Background Papers

15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered) Yes


- Main Issues Report
- Clackmannanshire SOA
- Taking Clackmannanshire Forward

- Working Together for Clackmannanshire

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Clackmannanshire
Council

Making Clackmannanshire Better Leisure and Sport Strategy

2013-2015





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Foreword

The Council wants to make Clackmannanshire better by making healthy, active living a way of life.

The benefits of leisure and sport are well known; beyond the obvious health benefits, leisure and sport activities provide us with friendship and a sense of community and wellbeing that goes beyond anything we can easily measure. Achievement in leisure and sport, on a personal level, or through supporting others, can provide a real sense of satisfaction and enjoyment.

Whether it's Andy Murray winning Wimbledon, Alloa Athletic getting promoted or that feeling of completing a personal challenge, such as climbing a Munro or running a half marathon, the sense of achievement and unity with others is uplifting, motivational and often life-affirming

The challenge, of course, is for us to make changes in our daily lives so that we realise the benefits of being more active, more often and for longer. It's not always easy; not everyone can or would want to be an Andy Murray, and with modern busy lives, there are many distractions and barriers to be overcome.

The Strategy, therefore, seeks to provide a framework to make it easier for all of us to get involved in leisure and sport activities. Through it, the Council wants to see:

1. Increased participation in leisure and sport;
2. Increased numbers of people leading more active lives;
3. Improvements in adult health and reduction in levels of childhood obesity;
4. Reductions in the gap between the highest and lowest life expectancy rates;
5. Improvements in the quality of life within all our communities.

The Strategy has been developed taking into account recent community consultation and will be refined over the next 18 months alongside other Council service developments which are taking place.

I hope the document provides a framework to motivate and support everyone in Clackmannanshire to be more active more often, regardless of age or ability.

Councillor Ellen Forson



Our Mission

To make healthy, active living a way of life in Clackmannanshire.

Contexts

Leisure and sport are inherently good things to promote and support. They keep us fit, active and healthy, but more than that, they enrich all our lives and are essential elements of community wellbeing and cohesion. As such, leisure and sport are as much part of Scotland's rich history, culture and traditions as our music and poetry, our food and drink, our landscapes and our architectural heritage.

There are many and varied leisure and sport activities to choose from in Clackmannanshire. The facilities which the Council directly provides and maintains are shown on the diagram on the next page.

As well, as Council facilities and assets, there are many other organisations in the private and voluntary sectors which offer activities. And, of course, in Clackmannanshire, perhaps our biggest leisure assets are the Ochil Hills which offer superb opportunities for many pursuits.





Resources allocated by the Council to some of this provision are as follows:

- Alloa Leisure Bowl - £488,000 - footfall 378,000
- Firpark Ski Centre - £161,089 - footfall 25,392
- Tullibody Civic Centre - £118,416 - footfall 31,972
- Dumyat Leisure Centre - £100,624 - footfall 12,810
- Sports Development Service - £316,000
- Alloa Academy (public leisure resources) - £133,000 - footfall 38,159
- Alva Academy (public leisure resources) - £145,123 - footfall 34,741
- Lornshill Academy (public leisure resources) - £132,683 - footfall 42,438
- Maintenance of open space - £250,000

As can be seen, Council expenditure on that provision is over £1.8M.

The statutory basis for this is the Local Government and Planning Act (Scotland) 1982 which states that Councils *"shall ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities."*

While the term *"adequate"* is not defined in law, national guidance from 2003 advises councils to find out people's needs whilst taking into account national objectives and priorities.

Taking into consideration this statutory basis, the priorities set out by the Council and the economic climate, it is clear that investment in leisure and sport by the Council must demonstrably improve outcomes within a context of reducing resources. Given the current fiscal outlook, it is doubly important that the case for leisure and sport provision is firmly rooted within the context of clear policy priorities, customer need and economic reality.



Health & Lifestyle Outcomes in Clackmannanshire

There remain significant health and lifestyle inequalities in Clackmannanshire, particularly between our most and our least deprived communities.

Clackmannanshire's lifestyle indicators provide an illustration of the challenges we face within the Wee County. For instance, compared to Scotland as a whole, in Clackmannanshire:

- an estimated 30% of adults smoke compared with 25%
- child obesity is 8.9% compared with 8%
- prevalence of diabetes in adults is 3.8% compared with 3.5%
- mental health prescriptions total 10.5% compared with 9.7%.

Women's, maternal and children's health factors are also worse in Clackmannanshire than in the rest of Scotland. For example, an estimated 29.9% of mothers smoke during pregnancy compared with a national average of 22.6%. Other women's and maternal outcomes, such as number of teenage pregnancies, low birth weights and low breast feeding rates are also much worse in Clackmannanshire than they are in the rest of Scotland.

Although mortality rates from the main causes in Scotland (which are coronary heart disease, cerebrovascular disease and cancers) are generally below the Scottish average, male life expectancy is significantly worse, particularly in our most deprived communities where it is as low as 67.9 years compared with a Scottish average of 74.5 years.

Stakeholder Consultation

A significant consultation exercise supported the development of this interim strategy. The Leisure & Sport Strategy Main Issues Paper developed in 2012 set out a number of considerations and some key threads emerged from stakeholder groups:

- **Community and community groups** - informal leisure pursuits were higher priority than formal sports provision, with walking and cycling being by some margin the most popular activities. Of those who use leisure and sports facilities within Clackmannanshire, poor quality, high cost and issues with access were regarded as the main barriers to participation;
- **Clubs** - indicated that they wanted club development to lead to increased participation, and, therefore, wanted the Council's strategic



response to engage the whole community, and a greater focus on attracting external funding;

- **Nurseries and schools** - feedback provided a pattern that mirrors national research, with participation levels beginning to decline sharply as children move from primary into secondary education. From national research, we know this downward trajectory continues at a constant rate in the working age population, significantly worsening with age.

Based on the consultation, participation levels are high in nursery age children, with activities in parks and swimming featuring highly. Swimming continues to be popular for primary age children, when football also comes to the fore as a significant area of participation. Better promotion of existing events and facilities, and better outdoor facilities, such as skate parks, were regarded respectively as priorities for nursery and primary age pupils.

A quarter of secondary school age respondents were not interested in leisure and sport. For those who do participate, formal sporting activity featured less in preference to informal activities such as walking. School, Council and club based activities supported the majority of participation, however, these tended to be more leisure or fitness orientated, rather than significant participation in competitive sport.

The main barriers to sport participation cited by secondary-school aged respondents were clashes with other commitments and a lack of quality facilities.

Public Perception

When asked in 2012, 28% of residents who responded to the Clacks 1000 Citizens' Panel said that the area had good leisure facilities. This was higher at 42% in the former regeneration areas. The results in 2013 were 35% and 36% respectively.

For those that had used leisure and sport services, positive perceptions of the facilities are the norm:

- overall 76% in 2012 and 77% in 2013
- regeneration areas 91% in 2012 and 88% in 2013.

When asked specifically in 2012 (results from regeneration communities in brackets) what they disliked about their community 29% (7%) said poor leisure facilities, 25% (35%) said nowhere for children to play and 49% (59%) said young people hanging around/nothing to do.



In 2013 when asked what they disliked about their community 26% (22%) said poor leisure facilities, 16% (26%) said nowhere for children to play, and 36% (39%) said young people hanging around.

Whilst over half of residents believe that sport and leisure facilities are good, only 12% agree Clackmannanshire has a good choice of activities/facilities for teenagers. Just over a quarter agreed that Clackmannanshire has good facilities and activities for families, and a similar proportion, 28%, agree that there are good facilities/activities for older people.

The bulk of Clackmannanshire residents (over 90%) agree they have good access to open spaces, with around 60% of respondents consistently saying they visit these. Over half (57% overall, and 60% in regeneration areas) of panel members said they visited Gartmorn Dam Country Park in the past year.

Awareness of work being taken forward by Ochil Landscape Partnership has shifted from about a quarter of residents in 2012 to a third in 2013. However, awareness of the Partnership is very low in regeneration areas. Awareness of the work of the Inner Forth Landscape Initiative remains very low both in regeneration areas and across Clackmannanshire more widely.



Principles

Leisure and sport are an important part of all our lives. This Strategy acknowledges that in the current climate of uncertainty, both within the wider economy and partner organisations, new ways of thinking are required. If we are to continue meeting the needs and expectations of the communities we serve, we need to be open to working in new ways, seeing the role of the Council and its partners in a new light, with personal and community responsibilities for problem-solving coming more and more to the fore.

Changing behaviours is never easy, particularly in later life, therefore prevention and early intervention, setting our young people on a path of healthy active lifestyles is key. We know that positive lifestyles formed early in our early years tend to stay with us throughout life. Parents, therefore, particularly mothers, have a significant influence and role to play.

Whilst prevention is best, it's never too late to start living more healthily, so targeted interventions can make a significant contribution at all life stages.

Medical, environmental and lifestyle advances and improvements in working conditions are seeing a significant proportion of our population living longer, though not always healthier lives. As our population ages, and with increasing numbers leading sedentary, inactive lifestyles, we are facing a demographic time bomb.

We often see ourselves as passive recipients of health care, however, as a core principle we must shift public perception so that we all regard anticipatory or preventative health care as a personal responsibility. In essence, healthier living today is the best prescription for us to be healthier, fitter and more active into later life.

This needs to be seen beyond just physical wellbeing. As our population increasingly ages, more people are living on their own, often with complex health and social care needs, some of whom may be leading isolated existences with impacts on mental health. Leisure and sport, but particularly community leisure and group activities, will increasingly play an important role in bringing communities together, giving people a sense of purpose and place, thereby improving community cohesion.

The strategy recognises that there is no magic bullet; improving service provision is important but insufficient in its own right. Opportunities presently exist that are not being taken up by segments of our community, the result of which is social inequality with too many suffering premature ill-health, poor quality of life and ultimately, lives shorter than they need be.

The solutions lie in a better blend of responses, with service providers, community groups and communities working together to meet need based on



circumstance, recognising that not everyone can or wants to participate in formal or organised activities. The barriers to participation are many and complex: cost, accessibility, awareness, personal confidence, parental confidence, self-esteem, self-image, ability, peer-pressure, personal preference, poor role models and environmental influences.

Accordingly, our decision-making and actions in relation to the Strategy are underpinned by the following principles:

- **Community Participation & Problem Solving:** should lie at the heart of service design to ensure need is met;
- **Prevention & Early Intervention:** there must be a decisive shift towards prevention & early Intervention setting behaviours early in life.
- **Preventative Health Care:** Early is best, but it's never too late to start leading a healthier, more active life, therefore, we should work with communities and community groups to raise awareness and tailor responses based on need, both in terms of place, and life stage;
- **Partnership Working:** the totality of all assets should be brought to bear through Partnership Working & Integrated Service Delivery, e.g. those of council, partners, third sector and communities
- **Customer Focus** - recognition that one size doesn't fit all, and that preferences, needs and trends change over time and as people transition through various life stages, therefore flexibility and adaptability will be key
- **Sustainability & Affordability** - solutions must be affordable, stand the test of time and should not result in unsustainable future liabilities, neither for partners nor communities..



Aims and Objectives

To enable us to implement our Mission, we have identified the following overarching aims based on the underpinning principles set out in the previous section.

Aims:

- 1 Make active lives a habit for all children and young people in Clackmannanshire;
- 2 Increase levels of participation by all;
- 3 Develop a core infrastructure that is sufficiently flexible to support participation and development in a range of leisure and sport activities.

The next pages explain these aims and set out specific objectives we intend to pursue under each of the aims. A summary is also provided at Appendix 1 of the Strategy.



Aim 1 - Make active living a habit for all children and young people in Clackmannanshire

The arguments for a decisive shift of resources to prevention and early intervention are well understood, as is the understanding that children's early years are the time to form positive habits and behaviours.

While the emphasis has often been placed on the role of education and schools, even before children start nursery, parents or carers have a key role to play in promoting active healthy lives and in setting a positive example through their own participation. Opportunities for parents and children to participate together can be particularly powerful.

So while schools will continue to be an important part of the mix through the Curriculum for Excellence, we also need to see a greater focus earlier on in life.

As well as parents and carers, clubs and community groups are vital as they provide an array of opportunities for participation from cradle to grave. There is a need, however, to better link these opportunities through more formal service design or participation pathways, from early years, supporting the Curriculum for Excellence during school years, and then through into adulthood, including ongoing organised activities, leisure pursuits and amateur and elite sports.

The focus for all partners will be on programmes aimed at developing key physical and social skills that will have a significant impact on a child's development. This will include improving the child's physical literacy such as agility, balance and coordination in line with Long Term Athlete FUNdamental development. This will enable individuals to put those skills into use later in life, enabling participation in leisure and sports with confidence.

Objectives:

By working with partners and communities:

- develop information, advice and, where necessary, support programmes for expectant mothers to improve personal confidence and physical and health literacy;
- develop and enhance the provision offered through the Active Start initiative, including daily physical activity, movement and co-ordination programmes, information for families and resources for all pre-school children in nursery settings;
- develop further the work and benefits of the Active Start initiative through parent and toddler groups, new mothers, health visitors and other pre-school establishments;



- develop and enhance the Active Schools initiative including extra-curricular sports and physical activity clubs, links to community sports clubs, sports pathways and P7 transition projects;
- ensure the Active Schools initiative works closely with other organisations to use sport to target groups of girls/women, people who have disabilities and individuals in socio-economically deprived communities to increase participation in physical activity;
- ensure the delivery of 2 hours quality PE per week to all primary school aged children through a co-ordinated and balanced curriculum driven by the Curriculum for Excellence and that links the school to local clubs and community opportunities;
- raise confidence, motivation and provide challenge through an annual programme of inter school sports competitions with clear pathways leading to regional and national representation;
- ensure delivery of 2 sessions of PE per pupil per week in secondary schools and develop the schools of sport model to increase pupils' sporting and life skills such as resilience, self-esteem, fitness respect and self-belief;
- ensure that all school, leisure, physical activity, PE and sport are managed through integrated and co-ordinated pathway approaches, working with key local groups and regional and national partners to help pupils achieve their potential;
- develop a Commonwealth Games and Ryder Cup Legacy Plan for Clackmannanshire to ensure that we inspire young people and increase participation.



Aim 2 - Increase levels of participation by all

Health inequalities are significant within Clackmannanshire. Poor health impacts on quality of life; it also limits employment and income opportunities, and is, therefore, a significant factor in determining socio-economic deprivation. Moreover, premature ill-health brought on by inactivity, bad diet and poor lifestyle choices will increasingly place unsustainable burdens on the health and social care system in Clackmannanshire.

Leisure and sport are essential components, therefore, of targeted integrated anticipatory care/prevention programmes that we need put in place to significantly improve adult health in areas of known high risk.

It is also vital that leisure and sport are accessible (physically and economically) so partners need to work together to ensure that any such barriers to participation are minimised.

Objectives:

Working with partners and communities:

- develop and enhance the provision offered through the Active Communities initiative, raising awareness of wellbeing and the benefits of healthy lifestyle choices, to include:
 - individual health checks and learning plans
 - nutritional advice
 - a range of fitness and exercise classes
 - the development (with health partners and community groups) targeted referral pathways to leisure and sport anticipatory health care programmes;
- working with local employers, develop programmes and promotions that encourage increased participation in the workplace;
- develop the roll out of the national Community Sports Hub programme at Lornshill, Alva and Alloa campuses in order to provide additional structured opportunities for young people and adults to be physically active within their communities;
- develop tailored community programmes such as Midnight Leagues, Urban Sports (such as skateboarding), freestyle activities, outdoor activities, dance and martial arts and youth programmes as a focussed approach to support vulnerable communities and groups;
- review existing sports provision for older people and people with disabilities and develop a range of sports and leisure activities and



pathways, including supporting the creation of new community based clubs;

- review public funding/service level agreements with community groups to ensure sufficient support is targeted at the development and maintenance of preventative and anticipatory health care leisure and sport programmes;
- work with all sectors to ensure accessibility of leisure and sport is maximised;
- working with all sectors, develop an integrated marketing and promotional programme of leisure and sports opportunities in the County, including developing and attracting new events that make the most of Clackmannanshire's outstanding outdoor space and existing facilities.



Aim 3 - Develop a core infrastructure that is sufficiently flexible to support increased participation in a range of leisure and sports activities

Leisure and sports activities are diverse which means that the facilities and resources required to support them will be wide and varied. Even within any one leisure pursuit or sport, levels of participation, practice or expertise may require completely different levels of facilities and support.

At the elite end, participants may expect to travel to a regional centre of excellence for facilities and coaching; at a beginners level, a small area of open space or access to a hall may suffice. For others it may be easy access to outdoor spaces or cycle paths.

Infrastructure should not be regarded solely as hard assets such as playing fields or buildings. Coaches, activity leaders and volunteers are as - if not more - important.

While the Council cannot possibly cater for all activities and levels of participation, there remains significant underutilisation of existing council leisure and sport facilities. Looking across Clackmannanshire, there are many public, private and community assets which if better planned and integrated could be used to much greater impact and effect. Looking beyond county boundaries, there is also merit in continuing to explore more formal links and pathways with neighbouring, regional and national resources to better meet the needs of all.

Objectives:

- develop an Open Space Strategy, and associated Land Asset Management Plan, that enables increased participation in our highest demand areas such as informal outdoor leisure activities and opportunities;
- working with partners and communities map out all existing leisure and sports assets, both hard assets, groups and gaps in service provision. and people resources within Clackmannanshire;
- based on the mapping exercise, as part of the *Making Clackmannanshire Better* programme undertake a review of service delivery models that meet need at a community and county level, and provide pathways to neighbouring, regional and national resources;
- work with communities and community groups to realise their aspirations as set out in their Community Action Plans or community visioning exercises
- support communities and community groups to develop community vehicles and funding applications for sport and leisure provision or facilities that meet identified need;



- working with CTSI and local clubs, develop an integrated volunteer development programme that supports the needs of leisure and sport provision, including:
 - an integrated programme of coach education, in-service training, Continued Professional Development and leadership
 - wider deployment of modern progressive ideas such as the Community Sports Hub, Positive Coaching Scotland, club accreditation
- ensure better utilisation of high profile national campaigns and events to motivate and inspire young people and adults in Clackmannanshire to participate in leisure and sport.



Taking Our Leisure & Sport Strategy Forward

The landscape within which the Council operates is constantly changing. In delivering this Strategy, we need to fully consider the impact of developments such as the Council's Corporate Plan 2012-2017, the new Single Outcome Agreement 2013-2023, including initiatives being delivered under the umbrella of *Making Clackmannanshire Better*. We will also consider the increasing and changing demand for services, and the challenging context in which we find ourselves.

The Strategy will be reviewed annually to ensure it remains fit for purpose and is having a positive impact towards achieving our overall Corporate Vision. This will include an evaluation based on performance outcomes set out in the SOA. It will also be reconsidered in 2015 further to a review of existing provision as set out in the objectives under the third aim.

Measure	2012	2013	Target 2017
Satisfaction with Sport and Leisure provision overall	76%	77%	85%
% of people participating in leisure and sport	Check Household Survey		
Prevalence of Adult Diabetes (gap with national average)	-	0.3%	0%
Child Obesity in primary 1 Children (gap with national average)	-	0.8%	0%
Gap between Life Expectancy (Clacks and national average)	Males 0.9 yrs Females 0.1 yrs		
% of people who feel that they have a good quality of life	88%	87%	95%
% of people who agree that Clackmannanshire has good choice of leisure & sport activities/facilities:			
Overall	54%	55%	70%
Young Children	28%	34%	50%
Teenagers	11%	12%	30%
Families	21%	26%	45%
Older People	25%	28%	45%

Leisure & Sports Strategy Mission

Our mission is to see that healthy active living becomes a way of life for all in Clackmannanshire



<p>Make active living a habit for all children and young people in Clackmannanshire</p>	<p>Increase levels of participation by all</p>	<p>Develop a core infrastructure that is sufficiently flexible to support increased participation in a range of leisure and sports activities</p>
<ul style="list-style-type: none"> • develop information, advice and, where necessary, support programmes for expectant mothers to improve personal confidence and physical and health literacy; • develop and enhance the provision offered through the Active Start initiative, including daily physical activity, movement and co-ordination programmes, information for families and resources for all pre-school children in nursery settings; • develop further the work and benefits of the Active Start initiative through parent and toddler groups, new mothers, health visitors and other pre-school establishments; 	<ul style="list-style-type: none"> • develop and enhance the provision offered through the Active Communities initiative, raising awareness of wellbeing and the benefits of healthy lifestyle choices, to include; <ul style="list-style-type: none"> ○ individual health checks and learning plans ○ nutritional advice ○ a range of fitness and exercise classes ○ develop (with health partners and community groups) targeted referral pathways to leisure and sport anticipatory health care programmes; • working with local employers, develop programmes and promotions that encourage increased participation in the workplace; • develop the roll out of the national Community Sports Hub programme at Lornshell, Alva and Alloa 	<ul style="list-style-type: none"> • develop an Open Space Strategy, and associated Land Asset Management Plan, that enables increased participation in our highest demand areas such as informal outdoor leisure activities and opportunities; • working with partners and communities map out all existing leisure and sports assets, both hard assets, groups and gaps in service provision. and people resources within Clackmannanshire; • based on the mapping exercise, as part of the Making Clackmannanshire Better undertake a review of service delivery models that meet need at a community and county level, and provide pathways to neighbouring, regional and national resources;



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<ul style="list-style-type: none"> • develop and enhance the Active Schools initiative including extra-curricular sports and physical activity clubs, links to community sports clubs, sports pathways and P7 transition projects; • ensure the Active Schools initiative works closely with other organisations to use sport to target groups of girls/women, people who have disabilities and individuals in socio-economically deprived communities to increase participation in physical activity; • ensure the delivery of 2 hours quality PE per week to all primary school aged children through a co-ordinated and balanced curriculum driven by the Curriculum for Excellence and that links the school to local clubs and community opportunities; • raise confidence, motivation and provide challenge through an annual programme of inter school sports competitions with clear pathways leading to regional and national representation; • ensure delivery of 2 sessions of PE per pupil per week in secondary schools and develop 	<p>campuses providing additional structured opportunities for young people and adults to be physically active within their communities;</p> <ul style="list-style-type: none"> • develop tailored community programmes such as Midnight Leagues, Urban Sports (such as skateboarding), freestyle activities, outdoor activities, dance and martial arts and youth programmes as a focussed approach to support vulnerable communities and groups; • review existing sports provision for older people and people with disabilities and develop a range of sports and leisure activities and pathways, including supporting the creation of new community based clubs; • review public funding/service level agreements with community groups to ensure sufficient support is provided to the development and maintenance of preventative and anticipatory health care leisure and sport programmes; <p>working with all sectors, develop an integrated marketing and promotional programme of leisure and sports opportunities in the County, including developing and attracting new events that make the most of Clackmannanshire's outstanding outdoor space and</p>	<ul style="list-style-type: none"> • work with communities and community groups to realise their aspirations as set out in their Community Action Plan or community visioning exercises; • provide support to communities and community groups to develop community vehicles and funding applications for sport and leisure provision or facilities that meet identified need; • working with CTSI and local clubs, develop an integrated volunteer development programme that supports the needs of leisure and sport provision, including: <ul style="list-style-type: none"> ○ an integrated programme of coach education, in-service training, Continued Professional Development and leadership ○ wider deployment of modern progressive ideas such as the Community Sports Hub, Positive Coaching Scotland, club accreditation • work with all sectors to ensure accessibility of leisure and sport is maximised;



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<p>the schools of sport model to increase pupils' sporting and life skills such as resilience, self-esteem, fitness respect and self-belief;</p> <ul style="list-style-type: none"> • ensure that all school, leisure, physical activity, PE and sport are managed through integrated and co-ordinated pathway approaches, working with key local groups and regional and national partners to help pupils achieve their potential; • develop a Commonwealth Games and Ryder Cup Legacy Plan for Clackmannanshire to ensure that we inspire young people and increase participation. 	<p>existing facilities.</p>	<ul style="list-style-type: none"> • ensure better utilisation of high profile national campaigns and events to motivate and inspire young people and adults in Clackmannanshire to participate in leisure and sport.



Appendix 2 - Strategic Background

Through its Corporate Plan and the Single Outcome Agreement (SOA), the Council is committed to improving the long-term outcomes for our communities in Clackmannanshire. Both plans recognise that a step change is required in order to break the cycle of deprivation that creates inequalities in Clackmannanshire, and to manage the demand for sustainable services essential for the most vulnerable individuals in our communities.

We will realise our Vision, by enabling:

- Better services
- Better opportunities
- Better communities

The Council has a number of key corporate strategies in place to guide how we will achieve these aims, objectives and priorities. These strategies complement one another and promote a strategic, organisation-wide approach for delivering positive outcomes for our customers and our communities. This Leisure & Sports Strategy is, therefore, closely aligned with the Council's other corporate strategies, and is integral to the Council's significant and ambitious programme of transformation, '*Making Clackmannanshire Better*'.



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