Appendix 1

SANDWELL STRATEGY FOR PHYSICAL ACTIVITY, PHYSICAL EDUCATION AND SPORT 2009-2014

FEBRUARY 2009
# SANDWELL STRATEGY FOR PHYSICAL ACTIVITY, PHYSICAL EDUCATION AND SPORT 2009 - 2014

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FOREWORD

There is already much excellent work going on in Sandwell to develop Physical Activity, Physical Education and Sport. The challenge is to build on this excellent work so that more people are active more often and for longer. This strategy is designed to capitalise on current good work, increase local participation levels and raise the profile of Physical Activity, PE and Sport across the Borough. This will be done by ensuring better co-ordination, directing and targeting resources more effectively, supporting inactive people to become active and demonstrating the beneficial change that accompanies these achievements.

This is the final strategy for Physical Activity, PE and Sport in Sandwell between 2009 and 2014. It takes account of and, as feasible and appropriate, absorbs and reflects comments from a range of local commentators, interest groups and key partners and stakeholders following a consultation period during August and September 2008. Equal opportunities is central to the development of this Strategy.

The strategic themes developed and discussed during consultations are highlighted as commentaries within the main body of this document. Six strategic themes have been identified, which are partnerships, promotion, people, places, providers and performance. Strategic ‘change goals’ are identified within each of the themes (Appendix E) which will form the basis for the resulting action plans. The ‘action plans’ will highlight the work needed to respond to the challenges outlined in the main body of the Strategy with timescales, priorities and lead responsibilities identified for key partners and existing / new working project groups within the Physical Activity, PE and Sport partnership. An early task for project groups will be to establish appropriate membership, refine project outputs and develop action plans to achieve the desired outcomes.
INTRODUCTION: Why is the strategy needed?

This is the Sandwell strategy for Physical Activity, Physical Education (PE) and Sport 2009-2014. It aims to provide a focus for Physical Activity, PE and Sport in Sandwell whilst contributing to improving standards and achievement of national, regional and local targets. It is the start of a ‘journey’ to increase levels of physical activity in Sandwell that will require significant change and is likely to take many years. To this extent, it also seeks to provide future direction for development activity within the Borough beyond 2014.

The Chief Medical Officer (CMO) recommends that for general health benefit, adults should achieve a total of at least 30 minutes a day of at least moderate intensity physical activity on five or more days each week.

Sandwell has one of the lowest levels of physical activity participation in England. Just one in seven Sandwell residents currently reaches the recommended level of participation in sport and active recreation, at moderate intensity equivalent to 30 minutes on three or more days a week (N.B. 3 x 30 is the sport and recreation sector’s targeted contribution to the abovementioned overarching target of 30 minutes of moderate exercise on five days a week).

The Active People Survey (carried out by Sport England over a 12 month period between October 2005 and October 2006 surveying 1,000 people per local authority) identifies that, on average, 14.9% of all adults (aged 16+) in Sandwell take part in the recommended 30 minutes of sport/active recreation three times per week. This is one of the lowest adult participation rates in the country; the national average being 21%. Significantly, 57% of Sandwell residents surveyed reported zero participation in sport and active recreation.

The purpose of this strategy is to enhance the impact of the work of partners (based on those things that are working well) and identify what else needs to happen to significantly improve this situation. It will do this by improving co-ordination, reducing duplication of effort and identifying new ways of encouraging more people to become physically active.

In common with other local authority areas, a plethora of agencies and organisations work to develop Physical Activity, PE and Sport in the Borough. These include community groups, sports clubs, Sandwell Primary Care Trust (the PCT), schools, Sandwell Metropolitan Borough Council (SMBC), Sandwell Leisure Trust (SLT), West Bromwich Albion and local businesses. Despite their best efforts, and significant investment, physical activity levels remain low. Coupled with the recent establishment of Sandwell Physical Activity Board to co-ordinate future development, this strategy is based on an external, objective assessment conducted by Knight, Kavanagh & Page (KKP), a national sports management consultancy, to identify how this situation could be reversed. It will help to initiate changes that will set the scene and could result in long-term cultural change.

One of the most significant challenges in implementing this Strategy is development of an integrated approach that incorporates Physical Activity, PE and Sport, so that work done in one area complements (and potentially enhances) work in another. For example, a more effective, appropriate and successful PE service will mean more (young) adults in Sandwell with the skills and inclination to lead physically active lifestyles, for which an appropriate network of support and opportunities is required.
DEFINITIONS: Physical Activity, Physical Education and Sport?

Physical activity (defined as ‘any bodily movement produced by the skeletal muscles which results in energy expenditure’) is now the accepted umbrella term employed to encompass strategic and co-ordinated development of initiatives in physical activity, physical education, sport and active recreation by key partners within the Borough.

*Physical activity* is an all-encompassing term that includes the integration of physical activity into daily living (i.e., active living), unstructured activity that individuals freely pursue in their leisure time for a sense of enjoyment that also benefits their physical, social and emotional well-being (i.e., active recreation) and casual or organised participation (i.e., sport) (Department of Health, 2004). *Physical Education* is an educational process, which develops competent, confident young people who understand the importance of a healthy, active life-style. It develops teamwork, leadership and creative thinking within an educational context.
Physical Activity ‘Any bodily movement that results in a substantial increase in energy over resting’

Health Enhancing Physical Activity ‘Health enhancing physical activity that benefits expenditure health and functional capacity without undue harm or risk’

Physical Education ‘An educational process, which develops competent, confident young people who understand the importance of a healthy, active lifestyle’

Exercise ‘A type of physical activity performed with the specific objective of improving fitness, physical performance or health’

Sport ‘A game or competitive activity’

Figure 1: The Physical Activity PE & Sport Spectrum
CONTEXT: What is Sandwell like?

Sandwell Borough is located in the Black Country at the centre of the West Midlands conurbation. It comprises six areas; Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury and West Bromwich. It has a population of 282,904, one fifth of which is aged under 16 years of age. Almost four fifths (79.7%) of the population is white and just under one tenth is Asian Indian¹.

Sandwell has an indices of deprivation (2007) average score ranking of 14th in England (where 1 is most deprived and 354 is least deprived). Of the 187 super output areas in Sandwell, 55 (29.4%) are in the 10% most deprived nationally and a further 56 (20.9%) in the 20% most deprived (as illustrated in the map below). The Chief Medical Officer recently stated that some of the most disadvantaged groups in society are also the most sedentary and that the incidence of obesity, diabetes, cancer, coronary heart disease and mental health problems is higher among these groups. In the case of Sandwell, cancer accounts for 25% of all deaths with 18.2% caused by coronary heart disease, and 14% from respiratory diseases. Collectively, these account for 57.2% of all deaths in the Borough.

Figure 2: Sandwell indices of deprivation – Multiple rank

The Borough scores poorly on key health measures; several wards have a significantly worse life expectancy than the national average (Sandwell PCT). Male life expectancy (74.4 yrs) is currently 2.5 years below the national average and female life expectancy (79.4 yrs) is 1.7 below national average. There has historically been a high morbidity rate.

¹ Statistics provided by Research Sandwell & Sandwell PCT
In Sandwell, 8.2% of the 18 yrs and over population have a physical disability and 21.2% describe themselves as having a limiting long-term illness (LLTI) which is well above the national average of 17.6%. 47% of these are working age (16-retirement) which equates to 16.6% of Sandwell’s entire working-age population (Research Sandwell). The Disability Discrimination Act defines a person with disability as one who has “a physical or mental impairment which has a substantial and long-term adverse effect on his (or her) ability to carry out normal day-to-day activities”. According to the definition the effect must be:

- Substantial (i.e. more than trivial).
- Adverse (i.e. unfavourable or injurious).
- Long-term (i.e. for at least a year or as long as a person lives).

Sandwell has low levels of educational attainment, with lower levels of good (i.e. grade C and above) GCSE passes (52%) compared to neighbouring areas. It also shows particularly high levels of people in the workforce without qualifications (West Midlands Regional Observatory). 25% of the working age population have no qualifications.

In Sandwell, as would be expected, some of the most disadvantaged groups (and ‘hard to reach’) are also the most inactive: those from lower socio-economic groups and deprived areas, some from black and ethnic minorities, those with physical disabilities and many older people within the population. Physical inactivity is one of the leading causes of death in developed countries. According to the World Health Organisation it is estimated that inactivity is responsible for 34% of deaths from cardiovascular disease (22% coronary heart disease / 12% from strokes), 16% from colon cancer, 15% from diabetes, 11% from breast cancer. The prevalence of these diseases is also highest in low income households. According to the NHS in England 44% of women and 34% of men in the poorest households are sedentary compared to 33% of women and 28% of men in the wealthiest households.

**BENEFITS: Becoming more physically active?**

Physical activity does not have to be vigorous in order to be beneficial for health. Normal daily activity, carried out at moderate intensity (where an individual becomes warm and is aware of raised breathing), such as brisk walking, cycling and using stairs will provide health benefits if sustained for long enough e.g. 30 minutes during the day. Also, the benefits are the same if the activity is accumulated in short bouts e.g. 3 x 10 minute periods during the day.

**Reducing the risk of disease, improving health & mental well-being**

Regular physical activity can reduce the risk of developing cardiovascular disease and cancer by as much as 50%. Also, physically active people have a 33-50% reduced risk of developing Type 2 diabetes (which is closely linked with obesity). There is now high level evidence showing strong effect in these disease areas. Regular physical activity prevents high blood pressure and reduces blood pressure in people suffering from hypertension. In the realm of musculoskeletal health, physical activity can also increase bone mineral density in adolescents, maintain density in adults and slow the density decline in older people. There is also now moderate strength evidence to support the role that regular activity plays in improving mood, helping relieve depression and increasing personal feelings of well-being.
Reducing the risk from overweight and obesity

Regular physical activity is effective as part of weight management, particularly when combined with healthy eating and support to change unhealthy behaviours and adopt a healthy lifestyle. Conversely, obesity, closely linked to Type 2 diabetes, doubles the risk of death from all diseases mentioned above and also increases the risk of some cancers and the likelihood of musculoskeletal problems. Obesity reduces average life expectancy by nine years and is estimated to cost the country £7 billion per year. The Foresight Report highlights that those who are already disadvantaged are more likely to suffer obesity and its associated problems. 32% of women in the poorest fifth of English households are obese compared to only 19% of women in the richest fifth. Similarly, children in the lowest income households are almost twice as likely to be obese as those from highest income households.

_Tackling Obesities: Future Choices (2008)_ emphasises the following key areas which need to be underpinned by this Physical Activity, PE & Sport strategy:
- The need to combat energy dense food, reliance upon motorised transport and sedentary lifestyles,
- The need for long-term, large-scale commitment over the next 30 years,
- The need to make steadily shift our focus from small-scale interventions at the level of individual needs (mostly treatment-based) towards long-term, population-based actions incorporating a multi-faceted approach (more prevention-based).

Summary: Benefits of regular physical activity

Evidence confirms that there are many potential benefits of regular, moderate intensity physical activity. These may include:

- **Health improvements.** Improved physical health with reduced risk of acute illness, longer life expectancy, improved physical well-being including basic, movement, co-ordination and motor skills. Improved mental health and well being.

- **Improved social cohesion.** Improved social health, with opportunities for increased social contact and reduction in anti-social behaviour. Creation of an environment likely to lead to increased levels of physical activity e.g. accessible and safe open spaces, green areas, safer streets.

- **Improved life circumstances.** An emphasis on reducing social exclusion, more people being part of community life, more opportunities for them to engage in education and lifelong learning and to be physically active and able to work.
Planning the way forward

A strategy to increase levels of activity involves health enhancing physical activity such as walking, gardening, housework, running, swimming, dance and team games. At different times in their lives, individuals have different requirements. Strategy implementation will ultimately achieve an increase in activity levels by developing a range of opportunities and support for residents of all needs at different stages in life.

It is important that this Strategy takes account of the current context for Physical Activity, PE and Sport. Many policies and initiatives do, or should, influence development in Sandwell. The broader 'policy context' (derived from a comprehensive review of current policy) for Physical Activity, PE and Sport provision in the Borough can be found in Appendix A. Initially, however, the mid-term focus will be on achieving Local Area Agreement targets before subsequently focusing on creation of ‘activity habits’ amongst young people.

OUR VISION

Our vision for Physical Activity, PE and Sport in Sandwell is for it to be a place where, regardless of ability, age, economic or cultural background, a physically active lifestyle is the accepted norm. The ambition of this strategy is to (over the next five years) implement the process of change and significantly increase the number of people of all ages in Sandwell who are regularly active.

Two key targets currently identified in the Local Area Agreement to help achieve this are to:

- **Increase levels of sport and active recreation in Sandwell’s adult population from 14.9% to 21.9% by 2014, as defined and measured by Sport England in its Active People’s survey (with an interim target of 18.9% by March 2011, in accordance with the LAA).**

- **Increase the percentage of school children in Sandwell who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum to 100%, in accordance with the Local Public Service Agreement (with an interim target of 95% by July 2009 in accordance with the LAA).***

* Once the 5-hour offer targets are established, these will be implemented and allied to the 2 hour LAA target.

The contribution of this strategy to the wider Local Area Agreement Priorities 2007-2010:

The Strategy for Physical Activity, PE & Sport aligns closely with the ‘transformational priorities’ of improving health, raising aspirations and improving the self-confidence of individuals within communities, as identified by the LSP (Sandwell Partnership). Related themes are: Reviving communities, providing decent services, education and skills development, urban regeneration and sustainable development.
Within this context there are clear links between the 9 priority areas of the Sandwell Local Area Agreement (2007-2010) and the Strategy for Physical activity, PE and Sport, as exemplified by some of the thematic examples below:

**More and better homes** (LAA Priority 1)
- *Example:* Addressing the development of centralised, sustainable communities using accessibility planning guidance to promote the ability to walk to local services.
- *Example:* Establishing travel networks to ensure access to work, education, health & leisure (as per National Government Sustainable Communities Plan).

**Improving health** (LAA Priority 2)
- Targeting reduction of deaths through chronic heart disease, addressing health inequalities and causes of ill health such as diet, lack of exercise, alcohol, smoking and poverty.
- *Examples:* Establishing ‘green corridors’ – creating clear walking and biking connections between focal points; maximising safety and security. Seeking improvement of desire-line links between facilities and provision of safer crossing points. Safe routes to school. Integrated public transport planning.
- *Examples:* Developing leisure infrastructure – attracting a range of quality leisure services to develop the social infrastructure. Working with both public and private sector to negotiate/enable the changes.
- *Example:* Targeting families in order to effect behaviour change around lifestyle choices, especially where their health is concerned eg lads /dads; parents as first educators within a school setting.
- *Example:* Establishing all schools as Healthy Schools

**Supporting independence** (LAA Priority 3)
- Reducing dependency in most disadvantaged communities.
- *Example:* Supporting walking programmes to maintain independence of vulnerable population groups.

**Reducing high-volume crime** (LAA Priority 4)
- *Example:* Addressing ‘risk aversity’ and community perceptions around safety of green spaces and youth diversionary projects (sport an physical activity)

**Children having a good start in life** (LAA Priority 5)
- Raising attainment and aspirations
- *Examples:* ‘Stay and Play’ sessions; ‘Time to Talk’; Extended Services Core-Offer partnership.

**Successful young people** (LAA Priority 6)
- *Example:* Encouraging young people into activity leading to take up of sports or activities which can provide a potential route into employment – e.g. Sporting/Dance Pathways programme

**Cleaner, safer, active communities** (LAA Priority 7)
- Promoting social cohesion. Supporting key forums engaging the community in consultation to discern needs and local priorities. Engage, listen and respond to communities in order to improve community cohesion.
- Creating safer communities and encouraging people to interact locally.
• *Example:* Creating cleaner, safer streets' addressing ‘risk aversity’ and community perceptions around safety of green spaces and their local area eg WBA Kickz programme

• *Example:* Using ‘Community Activators’ to work effectively with local communities to encourage active lifestyles e.g. Greets Green, Friar Park

**More people in employment** (LAA Priority 8)
- Addressing low level skills and high levels of worklessness
- *Example:* Pathways to Employment Programme

**Educational attainment** (LAA Priority 9)
- Contribution that Physical Activity, PE and Sport make to raise self-esteem and attitudes to positive learning
- *Example:* Strategy contributes to Sandwell schools meeting National Floor targets

Physical Activity, P.E and Sport have potential to make significant contribution to delivery of the broad and specific objectives outlined in all areas. Local policies, in particular, provide a focus and direction for action (i.e. implementation of this strategy must be cognisant of the wider policy context and contribute to relevant objectives and targets). Careful interpretation of policies is required to ensure that the contribution made by Physical Activity, PE and Sport is while delivering against these wider aims and agendas, specific, relevant, appropriate and consistent with implementation of this strategy. A good example of how this can occur is the way that, whilst contributing to the development of sport and physical education in Sandwell, the Triple S project also contributed to reducing anti-social behaviour amongst young people.

This strategy will help to:
- Embed concepts and practices into the work of partners.
- Ensure that Physical Activity, PE and Sport contribute to wider social objectives.
- Encourage social responsibility.
- Be inclusive.
- Contribute to the 5 key outcomes of the ECM agenda

The following issues are integral to every aspect of strategy implementation:
- Social equity (e.g., recognising the needs of everyone).
- Economic prosperity (e.g., economic growth and employment).
- Environmental sustainability (e.g., use of natural resources).

Greater awareness and understanding of the issues will help to align the Partnership’s work with the aspirations of wider partner organisations, improve standards and build capacity throughout the Partnership. Project plans, developed to deliver strategy action(s), will demonstrate how they incorporate and/or respond to each of these issues before PAB endorses proposals.

**Strategic Themes and Way Forward**
There are six strategic themes which have been developed, these are partnerships, promotion, people, places, providers and performance. Strategic ‘change goals’ are identified within each of the themes which will form the basis for the resulting action plans. The ‘action plans’ will highlight the work needed to respond to the challenges outlined in the main body of the Strategy with timescales, priorities and lead
responsibilities identified for key partners and existing / new working project groups within the physical activity partnership.
Strategic Theme 1: PARTNERSHIP

1. Developing the Physical Activity, PE & Sport Partnership
(Overarching theme)

Acknowledging the need for a coherent strategic approach, the establishment of Sandwell Physical Activity Board over the last eighteen months seeks to build upon progress in developing infrastructure within the Borough to date. Partner organisations should, with its help, define and clearly understand their roles and how their work does and will contribute to overall delivery of the Strategy vision.

A ‘step change’ in service development and delivery is required to achieve, national, regional and local Physical Activity, PE & Sport targets. Momentous increases in physical activity levels, such as those envisaged in Sandwell require significant change and creation (probably over several decades) of a sustainable structure to drive such change and the associated processes. This will necessitate consistent advocacy of clear and simple messages by partners, alignment of resources (to avoid duplication and optimise their impact) and more collaborative/partnership working. Advocacy will be needed at strategic / political levels within Sandwell Partnership, at tactical / operational levels among partners and key agencies and also at community / delivery level. Lead roles in these areas will need to be identified. To drive change and achieve and implement this strategy the Physical Activity Board will continue to need strong direction and leadership.

A co-ordinated, integrated approach will provide a robust framework for action. This is required to ensure the efficient and effective development, implementation and monitoring of the strategy and action. A clear definition of the roles and responsibilities of respective partners is required to achieve this (See - Appendix B) For example, there is currently limited clarity about which organisation(s) is/are responsible for club development in the Borough. Improved understanding of roles and responsibilities would reduce (if not eradicate) ‘service gaps’ and duplication and promote more effective collaborative work.

A stronger strategic approach to developing Physical Activity, PE and Sport should, at least initially, focus on:

- Prioritisation of resources.
- Reaching a consensus about what is required and where resources should be targeted.
- Advocacy at strategic, operational and community engagement levels

In so doing, partners should accept that resources must, invariably, be deployed based upon identified need and, thus, be targeted at specific areas (i.e., not distributed evenly across the Authority or to all potential recipient ‘market segments’). Acceptance of this, key, philosophy will help align resources in order to reduce duplication.

Better co-ordination and collaboration between all groups and organisations (including voluntary & community organisations) involved in delivering and developing Physical Activity, PE and Sport is required to enhance the impact of their work and increase the number of people that are regularly physically active. This will require all those involved in providing opportunity in this field to focus their resources so that ‘the whole is greater than
the sum of the parts’. In some cases, this will necessitate that key delivery agents in Sandwell change current modes of operation.

Considerable resource is invested by a variety of organisations, including SMBC, the PCT, SLT, schools, national governing bodies of sport (NGBs) and the Youth Sport Trust (YST) to develop Physical Activity, PE and Sport in the Borough. Levels of investment are comparable to (and in some cases higher) than other similar local authority areas.

Agencies in Sandwell successfully attract funding to deliver Physical Activity, PE and Sport. In a significant number of cases, projects have been developed, and external funding secured, to address specific issues (e.g., club development). These are often targeted at specific activities, populations or communities and are invariably time limited. Even though several projects have been ‘mainstreamed’ (thereby avoiding staff redundancy), the continuation of externally funded projects, and the form in which they are maintained, is variable. This has limited impact, reduces the retention of skills within the Borough and curtails the absorption of lessons learnt. Replication and extension of projects and good practice is also variable. Consideration should be given to using existing routes and partnerships to engage with different sectors of the community. Sustainability of proven projects needs greater consideration.

Clear outcomes and greater accountability would optimise the impact of such investments and should be integral to the development and implementation of such projects. Targets should also be locally driven to meet the needs and demands of the local population. There should be more strategic commissioning and stronger local procurement practice to ensure that appropriate targets are set when initiating and developing projects.

Some key questions for the partnership to consider across the strategic themes:

Theme 2: Marketing health benefits and local opportunities – How to develop consistent, clear messages about the health benefits of, and local opportunities for, Physical Activity, PE and Sport?

Theme 3: Behaviour Change – How to develop community provision and family mentoring to underpin / support a local ‘entitlement’? How to develop and enhance a ‘Physical Activity, PE and Sport pathway’ which provides options for local residents to commence, progress and remain being physically active?

Theme 4: Active Lifestyles – How to ensure extensive and close links between education / community provision? How and when to identify and review priority activities and sports?

Theme 5: Active Places – How to work with planners to create a physical environment in which positive behaviour change can occur? How to better understand and share relationships between natural / built environment and physical activity levels? How to align health promotion and activity development with effective programming across all amenities and facilities?

Theme 6: Delivering Activity – How to ensure there is a process for consulting with communities and relevant partners when developing policy?
Theme 7: Performance evaluation – How to embed new initiatives systematically and check rigorously for evidence of impact? How to make effective use of performance measurement data in order to extend the impact of successful projects / interventions across the Borough?

**Strategic Change Goals:**

- Partnership commitment to the new strategy
- Development of the skills necessary for advocacy at a strategic / political level
- Clearly defined roles and responsibilities among organisations and generic groups
- Improved engagement of the partnership with community / voluntary groups and sports / recreation clubs
- A system in place for co-ordination of external funding in line with the strategy

**Cross reference(s):**

National, Regional, Local policy – See Appendix A
Local Area Agreement 2007-2010
Strategic Theme 2: PROMOTION

2. Marketing health benefits & sign-posting opportunities

The overall profile of Physical Activity, PE and Sport, particularly in relation to its capacity to deliver results in the context of other agendas, is understood by service providers. There is now a need for a consistent, simple, clear message relating to the benefits of physical activity and what actually constitutes a healthy lifestyle.

Good Practice Exemplar(s) - Evidence-Based National Guidance:

Forthcoming NICE guidance for children and physical activity stresses the need for a minimum five year campaign, aligned to other national campaigns (such as the Department of Health ‘Change for Life’ campaign targeting obesity) with an emphasis upon:
- Conveying fun, feel good factor and sociable benefits
- Stressing the range of formal / informal activity and active travel opportunities
- Promoting physical activity becoming part of ‘habitual’ everyday routine
- Involving parents in support and families being active together

*NICE – Children & Physical Activity (2009)*

Guidance around obesity advises people to:
- ‘Do what you enjoy’ with regard to physical activity
- Monitor and reduce television viewing, walk and cycle, use the stairs wherever possible and participate in active play / recreation opportunities

*NICE – Obesity (2006)*

Sandwell Longitudinal Physical Testing Programme

There is a contingent need for the profile of Physical Activity, PE and Sport to be locally well established. Branded delivery is a useful tool to engage residents in Physical Activity, PE and Sport. For example, the ‘Triple S’ programme is acknowledged to deliver good and credible physical activity. West Bromwich Albion, SLT and the ‘Walk to Beijing’ project are also recognised brands which engage people locally. Given careful management and promotion, such branded delivery could help to overcome the lack of a local sporting culture and ameliorate the effects of an obesogenic environment. It could also capitalise on the London 2012 effect. Whilst national initiatives are being developed (with which any Sandwell marketing will need to dovetail), lessons from other programmes in the area show that a strong, clear and credible brand has a significant impact on participation. An overall brand for Physical Activity, PE and Sport that clearly articulates what constitutes a healthy lifestyle and its benefits will provide an umbrella for all activity and promotion work in the Borough and remove anxieties that exist about who is delivering what/which activity.

Another important area for local promotion is making local residents more aware of opportunities to be regularly more active. This applies particularly as part of their daily routines and using amenities for activity that are accessible, free at the point of use and which could be incorporated into active lifestyles, such as green spaces, walking routes and cycling infrastructure etc.
Marketing must also be appropriate to its target audience in its tone and delivery. Sport England has developed a segmentation model, made up of 19 ‘sporting’ segments which aids understanding of attitudes, motivations and perceived barriers to sports participation. This model is designed to assist agencies involved in delivery of Physical Activity, PE and Sport to develop tailored interventions, communicate more effectively with the target market and to better understand participation in the context of life stage and lifecycles.

Across Sandwell, Active People data indicates that there are higher proportions of people in segments two, four, nine, ten, fourteen (see Table 1 below) than in neighbouring authorities (see Figure 2). At 12.2%, sector 19 ‘Elsie & Arnold’ is the largest proportion of the population and also has the lowest participation rate.

Figure 3: Sport England’s 19 market segments – Black Country local authority distribution

Source: Sport England

2 Supplied by Black Country Consortium Ltd
Table 1: Summary of market segments in Sandwell

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Market segment</th>
<th>Key characteristics</th>
<th>Location in the Borough</th>
<th>Proportion of SMBC population</th>
<th>Activities/ sports that appeal to the segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>A02</td>
<td>Jamie, sports team drinkers.</td>
<td>Jamie participates in club and organised sport. His motivations are to train/compete, to meet friends, to improve performance and to enjoy it. Better playing facilities would encourage him to participate.</td>
<td>Tends to live in inner city areas around West Bromwich and to the south east of the Borough.</td>
<td>8.8%</td>
<td>Football&lt;br&gt;Martial Arts&lt;br.Boxing&lt;br&gt;Basketball&lt;br&gt;Weight training&lt;br&gt;Badminton</td>
</tr>
<tr>
<td>A04</td>
<td>Leanne, supportive singles</td>
<td>Leanne participates in organised activity. Motivations to participate are to lose weight and take children along. Cheaper admission, help with children and longer opening hours would encourage her to take more exercise.</td>
<td>Like Jamie, also tends to live in inner city areas around West Bromwich and north of Oldbury.</td>
<td>7.0%</td>
<td>Swimming&lt;br&gt;Gym&lt;br&gt;Aerobics&lt;br&gt;Dance exercise&lt;br&gt;Utility walking&lt;br&gt;Ice skating&lt;br&gt;Body pump</td>
</tr>
<tr>
<td>B09</td>
<td>Kev, pub league team mates</td>
<td>Kev is likely to be part of a social club which has some form of physical recreation. As with Jamie, He is motivated to train and to meet friends. Better facilities and cheaper admission may encourage more participation.</td>
<td>Also lives in the inner city areas. Tends to live in West Bromwich and Smethwick. Also clusters found in the area around Tipton.</td>
<td>11.8%</td>
<td>Football&lt;br&gt;Karate&lt;br&gt;Weight training&lt;br.Boxing&lt;br&gt;Rugby&lt;br&gt;Darts&lt;br&gt;Snooker&lt;br&gt;Fishing&lt;br&gt;Pool&lt;br&gt;Cricket</td>
</tr>
<tr>
<td>B10</td>
<td>Paula, stretched single mums</td>
<td>Paula is unlikely to be a member of a club. She may take part in physical activity to lose weight and to take the children. Cheaper admission, help with childcare and better transport may encourage her to participate more often.</td>
<td>Tends to live to the north of the Borough and in the corridor between West Bromwich and Tipton.</td>
<td>9.0%</td>
<td>Swimming&lt;br&gt;Utility walking&lt;br&gt;Aerobics</td>
</tr>
<tr>
<td>C14</td>
<td>Brenda, older working women</td>
<td>Brenda’s main activity is walking. Her main motivation is to lose weight, aid an injury or to take grandchildren. She would be motivated by cheaper admission and longer opening hours but it may be difficult for her to find time.</td>
<td>Lives mainly towards the east of the Borough with clusters across the Authority area.</td>
<td>7.4%</td>
<td>Swimming&lt;br&gt;Utility walking&lt;br&gt;Aerobics&lt;br&gt;Step machine&lt;br&gt;Dance exercise&lt;br&gt;Keep fit</td>
</tr>
<tr>
<td>D19</td>
<td>Elsie and Arnold, retirement home singles</td>
<td>They have the lowest participation rates of the 19 segments. Poor health and disability are major inhibitors. Participation occurs mainly in low intensity activities. Safer neighbourhoods or people to go with would encourage participation. Organised, low-impact, low intensity events would be welcomed.</td>
<td>Live across the Borough. In the main part clusters are located around the six towns including Tipton Oldbury and West Bromwich.</td>
<td>12.2%</td>
<td>Walking&lt;br&gt;Bowls&lt;br&gt;Dancing</td>
</tr>
</tbody>
</table>
For example, the Active People defined ‘Kev’ (block 9 above) is a significant market segment in Sandwell. A key sport for this group is 5-a-side football. Provision of such activity should be mapped against the distribution of this group in Sandwell and if/where gaps are identified, attempts made to encourage the development of such activity in these areas (e.g., by working with and through schools, the Trust or private investors). This group should then be targeted via, for example, radio advertising (local commercial radio) and mailshots possibly supplemented by proactive work at the ‘handholding/signposting’ level to encourage participation.

It is important to understand the characteristics of these segments and the geographical spread across Sandwell to assess the impact and ‘penetration’ of current interventions and to highlight how future work should address the population within these segments.

Analysis of Active People survey results for Sandwell suggests that:

- An emphasis on young people (14+) would achieve significant, long term benefits.
- In the mid-term it would be necessary to target segment 19, to support the ageing population in Sandwell.
- Male participants tend to partake in sport for social reasons, whilst for female participants the main motivation is to lose weight and take children along.
- Clean, attractive facilities, cheaper admission and availability of childcare could contribute to increasing participation amongst Sandwell residents. Local delivery/availability of opportunities for physical activity is also an important factor.
- Low impact (e.g., walking and cycling) sports tend to be more popular with local residents.

The marketing and development of activity programmes, however, needs to be much more specific (than the generic issues identified above). To make full use of segmentation data, the location of a segment in Sandwell must be related directly to the activity infrastructure relevant to that target group and, if necessary, improved via appropriate activity programmes, marketed in the right manner and with the right message to attract the group in question.

Strategic Change Goals:

- A recognised brand for Physical Activity, PE and Sport exists in Sandwell
- Raised public awareness of the benefits of Physical Activity, PE and Sport and what constitutes a healthy lifestyle; with consistency in marketing message and supporting information about local opportunities

Cross Reference(s):
Sandwell Obesity Strategy, Sandwell Food Policy
Key partners – Social Marketing Strategies
Strategic Theme 3: PEOPLE

(a) Behaviour change - removing the ‘barriers’

There are significant barriers to initiating and sustaining participation in Physical Activity, PE and Sport. These include cost, time, transport, desirability, activity appropriateness, availability of volunteers and the levels of fitness required to be physically active. The key to successfully increasing participation levels is to support all people to overcome these barriers. There is a need to create a more widely held work ethos of nurturing and support for individuals and discrete communities to identify barriers and develop bespoke interventions. This can be costly and time consuming, but should be an established principle amongst partners.

**Good Practice Exemplar(s) - Evidence-Based National Guidance:**

- Those delivering interventions should set out specific behaviours to be targeted, assess potential barriers to change and how these will be addressed.
- Interventions should be based on the best available evidence and should be tailored to individual needs, identifying key barriers / incentives for individuals and key life stages or times when people are more likely to be open to change

*NICE – Behaviour Change (2007)*

Forthcoming NICE guidance for children and young people and physical activity emphasises identification and removal of local barriers. The following should be addressed when considering support for families:

- Parental support can be pivotal (simply showing an interest, giving practical support e.g. transport, active involvement in activities)
- Peer pressure can be both a positive and a negative influence upon children and young people
- Socio-environmental factors (e.g. adult perceptions about ‘bad weather’ and suitability for outdoor physical activity)
- Perceived risk and ‘risk aversity’ (e.g. parental / child fears for safety) which must be balanced against health risks associated with sedentary lifestyles

*NICE – Children & Physical Activity (2009)*

Targeted help for individuals to achieve desired outcomes is established practice in some services within the Borough (e.g., youth offending). Bespoke support for inactive people to enable them to become active should be one of the interventions used to increase levels of participation. It is, however, currently absent in the majority of Physical Activity, PE and Sport environments.

**Developing a Sandwell Physical Activity, PE and Sport ’Entitlement’**

Initially (at least), poor levels of fitness and inability to perform simple movements create significant barriers to becoming active. Development of an entitlement based upon achievement of physical literacy core skills (e.g., agility, balance and co-ordination) should equip them with the skills, information and confidence necessary to be physically active as illustrated in Appendix C.
Early Years
Within ‘early years’ it is important to promote the adoption of active lifestyles at an early age within a family setting. Below the age of 5 years the entitlement needs to align fully with ‘the ‘Early Years Foundation Stage’ (DCFS) and there need to be close links with the Play Strategy. Children need opportunities for regular active play, with an emphasis on outdoor play with appropriate guidance, support, equipment and facilities. In addition to working closely with families, there also needs to be thorough integration with public / private nursery provision, children’s centres, play schools and child-minders. As children grow older they need opportunities to play independently in both structured and unstructured settings.

Children and Young People
At Key Stage 1 and 2 all young people should have access to 2 hours high quality PE. In addition to the appropriate use of time and intervals during the school day with regard to developmental age of children, Physical Activity, PE and Sport needs to be promoted after school and at weekends; led by appropriately trained and qualified staff in school and community settings. Older children (11-18 years) need to be encouraged to participate in preferred activities in order to provide a range of formal or informal, competitive or non-competitive, single or mixed gender activities in school and community settings.

Adults
The entitlement for adults should be underpinned by sustainable opportunities to participate in both formal and informal activity, linked to market segmentation data and the needs/abilities/preferences of specific groups. Ongoing evaluation is also important to ensure that the entitlement is being delivered and that standards of physical literacy amongst adults are improving. It should also signal where additional support is needed or alternative approaches may be more effective catering for the needs of specific adults.

Older People
The Entitlement for older people could reflect life stages, for example, midlife planning, full time working, lifestyle induced conditions, retired (looking after grandchildren), frail & vulnerable and isolated & bereaved, with a focus on the quality of life. Targeting this group for physical activity interventions is cost effective as independent living, delay of later life disease and prevention of falls would significantly reduce the burden upon the NHS and Family & Social Care. Importantly, older people have a wealth of experience and a strong sense of community and should therefore be encouraged to become volunteers and local advocates of the physical activity message.

Working towards delivery of the Entitlement will ensure development of the key life skills (e.g., balance, coordination, strength, stamina, suppleness)ie swimming that all residents need to access opportunity and remain physically active. An entitlement has real value for service providers and residents. It clarifies what the former aspires to provide and what the latter should expect to receive. Delivery of the ‘Physical Activity, PE and Sport entitlement’ will also require some diversification to reflect popular culture and the aspirations of specific groups/communities.
The Entitlement will form a basis (and start point for many residents) for a continuum/‘pathway’ that helps to keep them active. As illustrated in Figure 4 below, the overall ‘pathway’ is based on effective support and signposting between each component part.

A wide range of individuals (including volunteers, education, sports and health professionals) should be involved facilitating the pathway (e.g., identifying, signposting and supporting residents into recreational activity). Recruitment and training of a network of individuals (or local champions) whose role it is to support residents into appropriate activity once key life skills attained is essential to its effective delivery.

A Sandwell Entitlement should be that the talent pool with the Borough is widening with the potential for more people to move from school and community sport into regional and national talent programmes. Ensuring there is a clear pathway from sports club into National Governing Body Performance and World Class programmes is also a strategic goal for the Borough, building on the Borough’s proud history of sporting heroes.

Figure 4: Sandwell Activity Pathway

Participation in Physical Activity for 30 Minutes a Day 5 Times a Week

Participation in Physical Activity for 30 Minutes a Day 3 Times a Week

Starting Point

Network of individuals whose role it is to support all residents into appropriate activity once key life skills attained; may refer people back to physical activity entitlement programme.

Physical Activity Entitlement

Development of the key life skills (e.g., balance, coordination, strength, stamina, suppleness) that all residents need to access and remain physically active; all residents to access opportunities within a 10 minute walk and coordinated by ‘5x30’ coordinators.
Strategic Change Goals:

- Understanding what motivates people to change their behaviour in order to make positive lifestyle choices
- Removal of personal and social barriers to becoming more physically active
- Adoption of the components of the Sandwell Physical Activity, PE and Sport Entitlement and Activity Pathway
- Creation of ‘development pathways’ to enable children and young people to achieve their potential (ECM agenda)

Cross reference(s):
Every Child Matters – The Early Years Foundation Stage
The National Curriculum
National Service Frameworks
Strategic Theme 3: PEOPLE

(b) Promoting active lifestyles

Increasing independent physical activity, nurturing confidence and enthusiasm and developing skills to enable local residents to be physically active independently, is central to sustaining activity levels. Physical activity should ideally flow naturally from our daily, ‘habitual’ lifestyle activity and our social lives with friendship groups. It should be enjoyable and getting fitter and healthier should be a by-product of daily living rather than an end in itself.

**Good Practice Exemplar(s) – Evidence-Based National Guidance:**

When considering children travelling to school:
- Encourage a culture of Active Travel – walking and cycling.
- Encourage especially those living within 1 mile of school to use active travel. Provide support to achieve this.
- Work with local authorities to map safe routes and consult with local communities.
- Develop a school travel plan which is integrated with other schools.
- Involve children, families, communities and external agencies in implementing the school travel plan. Work to recruit volunteers on a long-term basis.
- Set performance targets which are audited annually with built in remedial action.
*NICE – Children & Physical Activity (2009)*

For example, creation of safer routes to schools and expansion of the local cycle network are two ways of reducing dependence on private car journeys. Enhancement of the network of towpaths in Sandwell could also expand local opportunity for informal recreation and independent exercise.

**Good Practice Exemplar(s) - Evidence-Based National Guidance:**

In the workplace:
- People at work should be consulted and the policies developed should be sustainable with clear organisational targets
- Programmes should incorporate a health check and supporting information
- People should be encouraged to use stairs and increase their walking distances
- There could be opportunities for out of hours physical activity, lunchtime walks, access to local leisure facilities and incentivised schemes
*NICE – Workplace (2008)*

Supporting people into Active Lifestyles:

**Developing Physical Activity Co-ordinators**

Development of Physical Activity, PE and Sport in Sandwell will focus on activity delivery that is appropriate to local need and is based on a good facility base including SLT operated, education and community-based facilities, parks, cycleway and footpaths and other open spaces in each of the Borough’s six towns. These will operate in a locally
responsive but developmentally focused manner optimising quality and choices available to residents. It is proposed that work within each town will be co-ordinated by one of six PA Co-ordinators, and link to existing area based development models in the Borough, such as the Town Teams and those in Greets Green and proposed for Friar Park.

The PA Co-ordinators are not necessarily new posts (the network of six posts could – at least in part - be achieved by refocusing existing resources). They will, however, be a focus for successful, long term, strategy implementation. They will:

- Identify and articulate the needs of local communities.
- Negotiate/refocus/extend activities so that they are targeted at semi-active and inactive residents.
- Co-ordinate activities to ensure that they are appropriate to local need.
- Identify and liaise with service providers to improve accessibility, reduce duplication, fill gaps and ensure that services are orientated to meet local community need.
- Initiate new, more appropriate, activity. Co-ordinators will encourage/support activity provision but not deliver it (i.e., they are not local multi sports coaches/instructors).
- Develop a network of appropriately qualified providers.
- Engage with ‘other agendas’ and link Physical Activity, PE and Sport to a wider range of outcomes.
- Facilitate enhancement to the quality of provision.
- Broker improved collaborative working between service providers.
- Within the context of an orchestrated Borough system, oversee locally based performance measurement
- Advise the Physical Activity Board (possibly via CSPAN) on strategy/project development and implementation.

Supporting people into active lifestyles:
Developing Local Champions

Within local communities there is an urgent need to have more people mentoring & supporting behaviour change and delivering activities & programmes. Some of this can be achieved via the community/voluntary sector but it requires more people to be trained and deployed locally. This is particularly significant in relation to the worklessness agenda. Some of this may be achieved by redeploying/ retraining people already working in Sandwell, but additional resource is required. One solution, in the short to medium term, might be to develop a team of physical activity leaders/rangers who, like play rangers, would respond to local circumstances and take activity to local communities. In this context, they would complement the proposed PA Co-ordinators.

High priority is attached to training and development within the Borough and Black Country. Consequently, there are options to access external funding targeted at addressing worklessness and developing skills. This is done whilst also building local capacity, creating more opportunities to participate in physical activity, PE and sport programmes and enhancing their sustainability, as demonstrated through the ‘Pathways to Employment through Sport’ programme. Training local people as coaches and sports instructors has the double benefit of developing local role models who deliver locally to local schools and communities whilst also offering local people sustainable employment options.
Good Exemplar(s): Evidence-based National Guidance

When training people to deliver sessions:
- Ensure staff have sector relevant standards of training / qualifications.
- Ensure staff have necessary skills to design, plan and deliver activities. Sessions should be inspiring & enjoyable and should encourage personal development.
- Use community networks and partnerships.

As part of training & development establish programme of CPD to ensure staff can:
- Provide information and advice based on developmental age,
- Inspire confidence and motivation,
- Understand practical issues and problems that may discourage families, develop and foster partnership working
- Train people to deliver sector relevant Physical Activity, PE and Sport CPD programmes

NICE – Children & Physical Activity (2009)

There is a need for immediate action to raise participation levels. This should start with market segmentation (and linked changes in activity and marketing delivery) to drive up participation (See Strategic Theme 2). A long-term approach, to be developed in parallel, should build on the introduction of coordinators and a network of local champions, with development and further definition of the Entitlement (See Strategic Theme 3) focused on young people and the activity pathway.

Increases in physical activity levels require a modern and robust approach to providing services. A combination of appropriately designed, located and managed amenities, targeted interventions and progressive management, can provide opportunities for local residents to develop physical literacy skills, and enjoy active recreation, education & sport.

Strategic Change Goals

- Promotion of ‘habitual’ physical activity which can be built into everyday living
- Encouragement of Active Transport (walking and cycling)
- Development of healthy schools and healthy workplaces
- Deployment of Physical Activity Co-ordinators within the 6 towns offering a range of opportunities to be active
- Development of local Community Champions

Cross Reference(s):
Sandwell Play Strategy, Early Years and Healthy Schools
Supporting Parents & Families in Sandwell (CYPTP)
The Early Years Foundation Stage
Strategic Theme 4: PLACES

4. Developing active places

“Active Places” have two distinct aspects:

- They enable people to access jobs, services, family and friends in an active way, by walking or cycling.
- Outdoor and indoor locations dedicated to physical activity are easily accessible by all modes of transport, but with priority given to active modes.

Sandwell needs to improve both.

Active travel

For a society in which transport makes its proper contribution to physical activity, the most fundamental starting point is that as many jobs and services as possible must be within a reasonable walking or cycling distance from home. The quality of the routes used must be acceptable in terms of directness, safety and attractiveness, but this is a secondary consideration. It is insufficient to have a beautiful route if it is simply too long. Sandwell is a small borough but sheer distance to services is still an issue in some circumstances, for example the distance to walk to shops selling healthy food. This will be addressed through better spatial planning.

**Good Practice Exemplar(s) - Evidence-Based National Guidance:**

Recommendations concerning physical activity and the built environment state that:
- Communities should be consulted and planners should prioritise physical activity and, in particular, accessibility.
- Physical activity should be prioritised when developing street / road networks. For example, restricting car access, incorporating traffic calming, creating safe routes to schools and networks for walking and cycling ensuring good connectivity between workplaces, homes, schools and amenities such as shops and play / green areas.
- Public open spaces can be reached by walking or cycling, that they are maintained to a high standard and are safe, attractive and welcoming.
- Buildings should be linked by walking and cycling routes, and that staircases are well sign-posted and their use encouraged.
- School playgrounds should encourage varied and physically active play with areas for both individual and group activity

*NICE – Physical Activity & the Built Environment (2008)*

- Provide safe places, indoors and outdoors, and co-ordinate availability
- Ensure school facilities are available before, during and after the school day
- Encourage the use of non-traditional settings e.g. car parks outside office hours

*NICE – Children & Physical Activity (2009)*
Amenities and facilities

Development of sufficient, good quality and accessible ‘innovative’ places/opportunities for activity is key to raising activity levels. Utilisation of footpaths, cycleways, parks, playing fields and other open spaces will be important in developing a comprehensive network of opportunities. The environment could be improved and ‘upgraded’ to better accommodate physical activity in a sustainable manner and cater for active life styles.

National research identifies that only 20% of physical activity takes place in ‘traditional’ sport/leisure centre environments. Cost is also an important consideration that influences levels of sustained activity in traditional sport/leisure environments. Balancing financial sustainability with affordability, whilst also enhancing the desirability/perceived value of activities, plus securing participant commitment is a difficult equation. Household incomes in Sandwell are so low that regular payment to participate in sport and physical activity is simply unaffordable for many residents. Financial sustainability may either require long-term subsidy (from public agencies) or a change of culture amongst providers in relation to charging for activity. For example, local reaction to charging for ‘extended services’ activities has been surprisingly positive and has made it easier to manage and sustain the activities. Sustainability is also increased by emphasising giving people the skills to be active, rather than building reliance on led activities.

There are limited public funds (capital and revenue) available, particularly from the Council. New and innovative approaches are required to help solve this problem. This could potentially focus on greater use of community facilities (e.g., schools, leisure centres, community centres, church halls, children’s centres) and the natural environment as venues for ‘entry level’ activity.

Building Schools for the Future (BSF) provides an opportunity to ‘reshape’ the physical activity, PE and sport offer on school campuses. More should be done to ensure that this happens (e.g., segregated school and community access and use of amenities, collaborative working between schools and joint/complementary programming of amenities).

A significant proportion of sports facilities in Sandwell operate at or near capacity and, thus, have insufficient spare capacity to accommodate increased demand and levels of activity. In addition, a step-change is required in the quality, amount, type and location of the Borough’s sports facilities to improve their contribution to the wider social agenda. This will require significant, on-going investment in facility development and improvement.

The emerging ‘Sandwell Sports Facility Strategic Analysis’ should take this Strategy into account and assist the Physical Activity Board to develop a wider network of provision that will stimulate, support and sustain levels of physical activity. This should include amenities provided via a variety of mechanisms including public organisations, Sandwell Leisure Trust, on school campuses and at community venues. It is likely that the latter will be more significant than is currently the case, particularly in terms of overcoming barriers to physical activity and responding favourably to the needs of inactive residents.
### Strategic Change Goals

- Spatial planning to increase proximity of homes to jobs, services, people and public transport.
- Development of a living environment that supports people to participate in more active lifestyles, including greater co-operation with neighbouring districts on the environment for cycling and walking.
- Planning control used to further incentivise walking, cycling and public transport.
- Increased ability of the PAB to influence the development and use of amenities, facilities and infrastructure.
- Identification and use of alternative venues capable of accommodating increased demand and levels of physical activity.
- Physical Activity, PE & Sport are integral to reshaping of school campuses through BSF to incorporate new, non-traditional activities eg dance, skateboarding.
- School and community amenities are fully utilised and accessible for Physical Activity, PE and Sport.
- Rate relief is available to facility owning sports clubs in Sandwell which contribute positively to strategic outcomes.

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**Cross Reference(s)**

- Sandwell Facility Strategic Analysis, Building Schools for the Future
- NICE – Physical Activity & Built Environment (2008)
Strategic Theme 5: PROVIDERS

5. Planning & delivering activities

(A) Family & community-based settings

Development of opportunities to be physically active should be appropriate to the needs and abilities of targeted/anticipated users. Initiatives to introduce new activities should also incorporate training and support (often for volunteers) so that, over time, they become self-sustaining and independent.

*Good Practice Exemplar(s) – Evidence-Based National Guidance:*

*Choosing Health (2004)*
Personalisation of programmes & interventions with support for those in need such as deprived groups and communities.

*NICE - Four methods to increase PA (2006)*
Assess individual needs, preferences and circumstances. Consult and determine goals with follow up at 3 & 6 months

*NICE - Obesity (2006)*
- Family based approaches where children are at risk, for example, where one or both parents are obese.
- Feature individual counselling and ongoing support.
- Family based interventions with an emphasis on diet and physical activity and incorporating behaviour change techniques.
- Multi-component, lifestyle change objectives with weight management in young children
- Family based approach

*NICE – Children & Physical Activity (2009)*
When designing multi-component physical activity programmes:
- Develop school, family and community-based activities
- Identify community members, groups and organisations willing to contribute
- Develop multi-component programmes which could include: education and counselling to increase awareness of benefits, policy and environmental changes to create new opportunities in existing settings, family components which parents and children do together, community components.

When planning individual / family level interventions and programmes, it is recommended to select interventions that motivate and support people to:
- Understand the short, medium and longer term consequences of health-related behaviour.
- Feel positive about the benefits of health enhancing behaviour.
- Plan their changes in terms of easy steps over time.
- Recognise how their social context and relationships may affect their behaviour and plan the situations that might undermine the changes they are trying to make.
- Plan explicit ‘if – then’ coping strategies.
• Make a personal commitment by setting and recording goals to undertake specific behaviours over a specified time.
• Share behaviour goals with others.

When planning community level interventions and programmes it is recommended to invest in interventions and programmes which build on the ‘strengths’ of individuals and communities. Interventions to:
• Promote and develop positive parental skills and enhance relationships between children and parents / carers.
• Improve self efficacy.
• Develop and maintain supportive social networks.
• Support organisations and institutions that offer opportunities for local people to take part in planning and delivery of services.
• Support organisations and institutions that promote participation in leisure and voluntary activities.
• Promote resilience and build skills by promoting positive social networks.
• Promote access to financial and material resources needed to facilitate behaviour change.

Focus Sports / Activities

Arising from the previous P.E & Sport Strategy (2003-2008) four focus sports have received support and priority over several years. Although targeting support and resources underpins development of robust, sustainable opportunity, focus activities should also be accompanied by other targeted support and resources (e.g., concessionary rates). Identifying specific activities for support does not mean that all others are overlooked but does mean that those identified, based upon specific criteria, are proactively rather than reactively supported.

Some activities traditionally attract people from under represented groups (e.g., boxing, basketball), or have a stronger resource base than others (e.g., rugby). Work to strengthen the voluntary sector and raise its capacity to support (and its perception of the value of supporting) the physical literacy and generic sports skills development process is vital if all young people are to really achieve their potential.

Similarly, certain activities contribute more to achieving social objectives than others because of their community ‘appeal’ and ‘status’, capacity and developmental ethos. Priorities should reflect the infrastructure in Sandwell and the potential impact targeted work can have. Criteria should reflect, and be weighted in favour of, the potential contribution that an activity will make to achievement of local ambitions. They should be ‘scored’ and prioritised according to common criteria. Examples, of potential focus activities in Sandwell include dance, walking, cycling, soccer (‘hard court’ and girl’s) and bowls (including outdoor, indoor and carpet bowls).

Priority activities will be reviewed on a regular basis against specific criteria (e.g., an ability to increase mass participation). (See Appendix D for draft criteria upon which to base selection of focus activities).
(B) Physical Education and School Sport

It is a truism but if people have the core skills required to do something there is a higher percentage chance that they will. Sandwell residents need the physical literacy and skills to enable them to be physically active. Young people in schools are (arguably) a captive audience and a logical potential focus for this. Although PE and school sport is generally relatively strong in Sandwell, there are opportunities to build on its success and better equip Sandwell’s residents (particularly its young adults) with the skills and opportunities necessary to participate in Physical Activity, PE and Sport.

*Figure 5: Example: Sport England 10 ‘Ps’ of signposting*

Specific objectives for work in and around school sport should be more clearly defined, integrated into the plans and programmes of other partners and focused on addressing specific issues such as shared transport. Such work should also be managed in a way that ensures that development of PE and school sport is outward focused and, thus, integral to the work of the Physical Activity Board.

Development of an entitlement based upon achievement of physical literacy core skills (e.g., agility, balance and co-ordination) should help to ensure that PE and school sport is, itself, fully focused and is afforded appropriate priority by partners. (This is more than simply achieving the two hour high quality PE target). As well as providing vision and direction, working towards delivery of an ‘Entitlement’ should equip young people with skills necessary to be physically active, and progressively reduce the need to develop core skills amongst adults. (See Appendix C for proposed ‘Entitlement’).

To have genuine impact it needs to be underpinned by sustainable opportunities to participate in both formal and informal activity. Ongoing evaluation is also important to
ensure that the entitlement is being delivered and that standards of physical literacy among young people are improving e.g. data collected from longitudinal physical testing programmes being used strategically at both a local and National level. It should also signal where additional support is needed or alternative approaches may be more effective catering for the needs of specific young people.

Provision of the Entitlement will require those involved in the delivery of early years, PE and school sport programmes to have specific skill sets and attributes. Its success is also highly dependent upon primary schools being in a position to support delivery of the Entitlement for 5-11 year olds. The Physical Activity Board will therefore build on its engagement with Sports Colleges and their School Sport Partnerships (SSP’s), PE specialists within the primary sector and appropriate adults supporting learning (ASLs) to support primary school teachers to deliver Physical Activity, PE and school sport and, in particular, to understand and focus upon the key generic skills underpinning the Entitlement.

Everyone in Sandwell should, by the age of 11, have a range of skills that will enable them to access (facilitated by appropriate ‘signposting’ and ‘handholding’) opportunities to remain physically active. These should include:

- Basic ABCs (agility, balance, co-ordination) - a programme of multiskills, teaching and coaching may deliver key components of this but it is ensuring outcome that is the key.
- Swimming (targeted programme of swimming at those who can’t swim).
- Knowledge and understanding about fitness/diet/nutrition (PE National Curriculum)
- Developing life-skills including walking, cycling and swimming.

Work to deliver the Entitlement for young people will be highly dependent upon the work of partners in schools. The intention is to build upon good practice in delivery of PE curriculum in schools and ensure that all young people in the Borough are equipped with the skills for a lifelong involvement in sport and physical activity. It will also be necessary to provide the entitlement to 16+ adults who do not have the skills.

Delivering the Entitlement will require some handholding at a school level through effective signposting and exposing young people to a variety of opportunities. The entitlement model is not intended to be prescriptive and should be adjusted to accommodate the needs and demands of children and young people in Sandwell.

In 07/08 the two SSPs in Sandwell currently exceed (by 0.2%) the national target (85%) for the proportion of young people who spend a minimum of two hours a week on high-quality PE and school sport. Given this, the focus of work should now be to work towards the 5 hour offer and particularly to improve the physical literacy of young people in the Borough. Given the prevalence of obesity locally there is also a need for wider understanding about how PE and school sport can help to address health issues.

Strong links between schools and local sports and activity clubs are important in enabling active, and potentially active, young people to make the transition from schools into ‘the community’. The variable quality and availability of both clubs and other forms of physical activity in Sandwell presently limits opportunities for this. Furthermore, routes into clubs and activity are not always clearly signposted.
The five hour offer (Appendix E) presents one of the greatest challenges facing SSPs and other delivery partners. The key driver will be the SSP’s and by introducing young people to community activity (as per Triple S project support for clubs working to achieve Clubmark accreditation). Its delivery will be enhanced via achievement of the Entitlement.

One mechanism will be to supplement work undertaken by schools and SSPs with locally trained coaches ie activity specific such as dance coaches or multi-sport coaches, (both to support development of appropriate skills and to mentor/develop existing and new teachers and coaches). They should also be involved in working with local schools to develop, conduct and record the results of physical literacy evaluations to assess progress being made to achieve the Entitlement.

The Local Delivery Agency (LDA) supports the national Physical Education and School Sports CPD Strategy. It promotes high quality Physical Education for all. A comprehensive training and development programme with all strategic partners promotes effective teaching and a quality learning experience for all young people.

**(C) Development of Club infrastructure**

Clubs in Sandwell require effective mechanisms via which to engage with the Physical Activity Board and partners. Those that exist are not particularly effective and engagement with the voluntary sector sports clubs could be improved. This could be achieved through CSPAN rather than Sandwell Sports Council, particularly if it is linked to a commitment to greater support for clubs and club-based activity.

Strong sports (and comparable activity based) clubs and an effective network of amenities also key ingredients to sustaining activity. Club capacity in Sandwell is presently insufficient to accommodate increased and sustained activity levels. They could, however, be galvanised, via specific interventions and programmes, to support increased activity levels. Strong clubs can be effective vehicles to stimulate and sustain participation providing ongoing opportunities to become and stay involved. Improved levels of coach quality and qualification and strengthened school-club links will also enhance the effectiveness of the Borough’s local club infrastructure.

Sports development could be more effective by being clearer about existing management arrangements and working actively to promote greater co-ordination amongst partners. This is particularly significant for coach education and club development programmes. The strength of voluntary sector sports provision (i.e., that organised and run through independent sports clubs) varies considerably.

Work to develop activity should seek to build capacity locally and leave a sustainable legacy. One of the most effective ways of achieving this is through strong club/community activity/programmes delivered by local people, trained locally. This would suggest that Sandwell cannot move forward in a sustainable manner unless priority is given to building and supporting local capacity.

As referred to earlier, effective coach education and development of volunteers is vital in ensuring the quality of delivery within the club and education sectors. There is a significant opportunity to train and develop local people to achieve the level of delivery necessary to deliver new and extended programmes in the Borough. Skills development is also important in empowering people to exercise independently, or make more
independent use of opportunities to exercise. There is a need for ‘common purpose’ amongst partners to realise potential in this area. Progress could be increased by linking activity more closely to employment (e.g., increase in job opportunities, potential to engage with and retain the interest of young people).

Club accreditation and increased rate relief (achieved by registering with Community Amateur Sports Club (CASC) status for facility owning sports clubs in Sandwell could also be part of an effective club development package that provides tangible benefits to clubs at little additional cost.

The Borough contains well-organised, strong, sustainable clubs and others with limited aspirations or capacity to grow. Better understanding of these dynamics and work to strengthen the voluntary sports sector, as evidenced by the national Clubmark programme, is required.

<table>
<thead>
<tr>
<th>Strategic Change Goals</th>
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<tbody>
<tr>
<td><strong>Family / Community</strong></td>
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<tr>
<td>• Increased understanding and development of ‘needs based’ approaches to the development of activities</td>
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<tr>
<td>• Response to the stated needs of local residents and the communities in which they live</td>
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<tr>
<td>• Agreed ‘focus activities’ for Sandwell Borough</td>
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<tr>
<td>• Strategic commissioning of activities by the PAB and CSPAN</td>
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<tr>
<td><strong>Schools</strong></td>
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<tr>
<td>• Improved activity specific training for coaches and teachers through successful engagement of accredited programmes</td>
</tr>
<tr>
<td>• Development of the physical literacy and skills amongst children and young people to enable them to become and remain physically active, physically literate and physically educated</td>
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<tr>
<td>• Stronger school-club links</td>
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<tr>
<td><strong>Clubs</strong></td>
</tr>
<tr>
<td>• Increased capacity of clubs to support increased participation</td>
</tr>
<tr>
<td>• Increased number of sports clubs with accredited ‘quality marks’</td>
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</tbody>
</table>

*Cross Reference(s):*
Sandwell Play Strategy and Early Years
The Early Years Foundation Stage
The National Curriculum
Strategic Theme 6: PERFORMANCE

6. Performance management and evaluation

Sandwell’s Physical Activity Board will be responsible for strategy implementation and ensuring adherence to its objectives and timely action plan delivery. This will be driven by a five-year plan which identifies partners best positioned to contribute to various actions. Not all partners will contribute to delivery of all actions, but all should be supportive of strategy implementation regardless of level of involvement. It will guide, maintain and oversee strategy implementation, impact, review and updating via regular reporting from partners (using a locally devised template), particularly those engaged in project delivery and/or CSPAN. It will have a strategic responsibility for the PA Co-ordinators, although line management will be the responsibility of the host organisation; illustrated below.

Figure 6: Management of Sandwell’s Entitlement and Activity Pathway

- *Sandwell MBC includes: Schools Improvement Service, PE and Sport Strategy, Healthy Schools, Extended Services, Youth Services, parks and open spaces and planning.*

Source: Knight, Kavanagh & Page
Effective monitoring and evaluation is essential to assessing strategy implementation and the effectiveness of partners’ contributions. The ability to demonstrate, measure and benchmark the direct and indirect impact of programmes run by all partners is fundamental to both strategy delivery and to maintaining investment levels.

This Strategy is designed to improve coordination, reduce duplication and crucially provide a focus for the work of Sandwell’s PAB and its partners to increase participation. A key outcome will be that all projects, programmes and initiatives to increase and sustain levels of physical activity are assessed against their fit with the strategy rather than whether or not they are (in isolation) perceived to be a good idea and/or might attract external funding.

Whilst there is a good level of information available in the Borough and the wider Black Country/West Midlands area, much of this relates to inputs and outputs. There is a need to move to a more outcome based approach, in which the key measure is, for example, physical literacy as defined in Sandwell, successful transition from a school to a club or participation in physical activity for 30 minutes a day (3 or 5 times per week). All work should be assessed in the context of its contribution to achievement of identified outcomes.

**Exemplar(s) - Evidence-Based National Guidance**

Policy needs to monitor effectiveness of local strategies particularly concerning ‘hard to reach’ sections of the community

*NICE - Four methods to increase Physical Activity (2006)*

---

**Strategic Change Goals**

- Systems are in place to monitor the effectiveness of the PAB and physical activity partnership
- Systems are in place to monitor and review progress of strategic project plans
- Outcome measures and indicators are adopted against which progress made by individual programmes and partners can be assessed
- Enhanced level and quality of intelligence available with increased use for decision making
- Systems are in place to capture and use knowledge / expertise within the partnership
**APPENDIX A HOW DOES THIS STRATEGY LINK TO WHAT IS HAPPENING NATIONALLY, REGIONALLY AND LOCALLY?**

It is important that this Strategy takes account of the current context for Physical Activity, PE and Sport. Many policies and initiatives do, or should, influence development in Sandwell. The broader ‘policy context’ (derived from a comprehensive review of current policy) for Physical Activity, PE and Sport provision in the Borough can be summarised as follows:

- Government sports policy, as outlined in the new Sport England Strategy 2008-2011, provides a general framework designed to increase levels of participation in sport, tackle the ‘drop-off’ out of sport (particularly amongst 16 year olds) and developing talent.

- Government planning policy, which advocates the development of physical activity and sport in the broadest sense to increase participation. It also encourages the provision of a wide range of opportunities.

- National health guidance and social policies that identify benefits associated with increasing participation in sport and levels of physical activity (e.g., improved health, reduced incidence of crime) such as ‘Choosing Health’ public white paper.

- PESSYP – working towards Public Service Agreement (PSA) 22: Government Aim for 2008-2011: ‘In addition to at least 2 hours per week of high quality PE and Sport in school for all 5-16 year olds, all children and young people aged 5-19 will be offered opportunities to participate in a further 3 hours per week of sporting activities provided through schools, FE Colleges, clubs and community providers.

- Regional planning policy (i.e., The Regional Spatial Strategy), which provides a coherent planning framework and guides local authority development plans and local transport plans for the region up to 2021. The overall vision for the West Midlands is one of “an economically successful, outward looking and adaptable region, which is rich in culture and environment, where all people, working together, are able to meet their aspirations and needs without prejudicing the quality of life of future generations.”

Of particular significance to this Strategy are local policies, including:

- The Sandwell Local Area Agreement (LAA), which identifies a range of priorities and contains a delivery plan that is relevant for the duration of this Strategy (i.e., 2007-10). The LAA targets include a specific outcome to increase participation in physical activity, a clear recognition of the importance of this area of work in improving the health of residents. It also recognises the impact that sport can have on anti-social behaviour and addressing crime agendas through participation. It’s two core objectives are:

  - **Skills and employment** – improving basic and higher level skills, matching skills to employment opportunities, tackling worklessness
Respect and community cohesion – to build cohesion and strengthen respect for others within a diverse Borough, tackling anti-social behaviour, reducing the fear of crime, promoting community safety.

Priority two in the LAA identifies the need to improve health - this Strategy should, thus, provide a vision and direction for all partners in contributing to achievement of the priority. Increasing levels of physical activity amongst adults is a specific target within the LAA’s ‘Health and Older People Block’.

The Sandwell Plan 2008. The vision for the borough for 2021 is that, “People will choose Sandwell for their home, their job and their leisure. It will be an inspiring place, easy to get around, with quality homes, schools, shops and great places to go. Sandwell will realise its abundant talent and potential through the success of its businesses, schools and communities”. In order to achieve this vision, partners have agreed on a set of longer-term ‘priorities’ for Sandwell, including:

- Re-establishing West Bromwich as the borough’s premier town centre.
- A new leisure centre.
- A new college.
- Improvements to the highway and public transport.
- Delivery of Black Country Urban Park.

The Local Development Framework (LDF), which incorporates the common draft Black Country Joint Core Strategy, identifies the need to expand and enhance the role of West Bromwich town centre with retail and office functions, combined with new leisure facilities. In addition five key regeneration corridors are identified as:

- Hill Top.
- Oldbury, West Bromwich and Smethwick.
- Tipton and Coseley.
- Rowley Regis/Jewellery Line.
- Dudley Port/Brades Village.

The Borough Council’s corporate priorities - which are:

- Every Child Matters.
- Safer, cleaner, active communities.
- Economy, skills and jobs.

The emerging ‘Sandwell Sports Facilities Strategic Analysis’ helps to identify future facility needs and priorities, and help to quantify the longer-term investment needed. The West Midlands Local Transport Plan (LTP) is a public document that sets out the Highway Authority’s policies, strategies, objectives and targets for improving transport within the West Midlands. The LTP (March 2006) was developed by seven local authorities to:

- Inform decisions on capital funding for local authorities.
- Inform the development of local transport policies.
- Monitor the delivery of key national objectives and targets.
The long term strategy is to tackle congestion by continuing shorter term efforts to reduce traffic congestion and improve transport. There are three principal elements, which are to:

- Make the best use of the existing transport network
- Enhance the quality of public transport
- Target investment in infrastructure to support regeneration:

  The key target is to limit the increase in road traffic mileage to no more than 7% between 2004 and 2010. This is ambitious, it will require a modal shift from car travel, more bus routes, greater bus capacity and improved commitment to TravelWise initiatives. Targets that have implications for this strategy include:

  - A 1% increase in the cycling index between 2003/04 and 2010/11.
  - An improvement in perceived personal safety while travelling on public transport by 10% between 2005/06 and 2010/11.
  - 100% of schools to have travel plans by 2011.
  - 30% of all employees to work in organisations committed to work place travel plans by 2011.

The Play Policy and Strategy promote delivery of free innovative and inclusive opportunities for local children to play in safe environments. The Strategy states, “Children have the right to rest and leisure, to engage in play and recreational activities appropriate to their age and to participate freely in cultural life and the arts”. Provision of a variety of opportunities for play that are accessible and freely available create opportunities to develop a preference and disposition to active lifestyles amongst local residents from a young age. The Strategy identifies local barriers to independent play and aims (amongst other things) to:

- Address the disparity of children’s play provision.
- Ensure that information on play provision and relevant service providers is accurate and accessible.
- Ensure that children have the opportunity to participate in a range of quality play experiences.
- Promote equality of opportunity for all children in Sandwell.
- Promote the health, safety and well being of children and the awareness of the benefits of play.
- Invest in play opportunities for children and young people.
- Create fun, challenging exciting play opportunities and experiences.

Raise the profile of play in Sandwell. There are synergies between the Play Strategy and this strategy. It is important that the PAB is an effective partner in the former and that, where appropriate, projects emanating from its work contribute to realisation of Play Strategy aims.
## APPENDIX B  SUGGESTED ROLES AND RESPONSIBILITIES OF PARTNERS.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Roles and responsibilities</th>
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</table>
| **Sandwell Physical Activity Board** | To provide strategic planning guidance for development of Physical Activity, PE and Sport by:  
  - Ensuring that all partners ‘buy in’ to and champion the cause of Physical Activity, PE and Sport.  
  - Providing an overview and ensuring consistency.  
  - Co-ordinating and giving direction and purpose to development of physical activity, PE and sport.  
  - Effectively representing and promoting the development of Physical Activity, PE and Sport.  
  - Acting as consultee for national, regional and local funding programmes.  
  - Ensuring that all development proposals are appraised and approved in accordance with this strategy.  
  - Co-ordinating applications for funding.  
  - Providing strategic management for the ‘5 x 30’ Coordinators.  
  - Receiving reports from, and advising on, CSPAN re strategy implementation and project delivery.  
  - Providing guidance on development/implementation of programmes and initiatives.                                                                                                                                                                                                                                                                                                                                                           |
| **CSPAN**                           | To co-ordinate strategy implementation through:  
  - Supervising actions associated with Strategy implementation.  
  - Improved understanding of the work of others. Better integration/less duplication via detailed discussion/debate re strategy implementation.  
  - Management/co-ordination of local (town based) partnerships.  
  - Effective, systematic response to, and implementation of, national/regional/local programmes and initiatives.  
  - Grant aid advice/support, direct grant aid.  
  - Regular monitoring and review of strategy implementation.  
  - Providing functional management for the ‘5 x 30’ Coordinators.                                                                                                                                                                                                                                                                                                                                                                         |
| **PA Co-ordinators**                | To adopt and implement the strategy at a local level, by:  
  - Development/delivery of activity via area specific ‘action plans’.  
  - Developing initiatives to increase physical activity.  
  - Increase capacity of local residents and clubs to become active partners in strategy delivery.  
  - Identification of local need and development of effective solutions.  
  - Increasing awareness of the needs of local residents.  
  - Co-ordinating and integration of opportunities.  
  - Identifying, coordinating and integrating resources.  
  - Targeting resources and optimising development potential.  
  - Promoting awareness/understanding of Physical Activity, PE and Sport.  
  - Developing capacity to increasing participation.  
  - Recruit and support local networks of ‘champions’ to support inactive people to become more active.  
  - Monitoring/reviewing delivery of Strategy implementation actions.                                                                                                                                                                                                                                                                                                                                                       |
| **Sandwell Leisure Trust**          | To contribute to strategy implementation, by:  
  - Developing/identifying, maintaining and programming its network of amenities used for Physical Activity, PE and Sport.  
  - Contribute to (and where appropriate) initiate improved school-club links, club and coach development.                                                                                                                                                                                                                                                                                                                                                             |
<table>
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<tr>
<th>Organisation</th>
<th>Roles and responsibilities</th>
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<tr>
<td>Sandwell MBC (including Schools Improvement Service, PE and Sport Strategy, Healthy Schools, Extended Services, Youth Services, Parks and Open Spaces Planning)</td>
<td>• Refocusing sports development work to take a more community outreach focus to leave a sustainable legacy of increased local capacity.</td>
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<tr>
<td></td>
<td>A strategic lead for sport and general management deployed with specific responsibility for planning and managing:</td>
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<tr>
<td></td>
<td>• The strategy for Physical Activity, PE and Sport in Sandwell.</td>
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<tr>
<td></td>
<td>• Other relevant policy and programmes.</td>
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<td></td>
<td>• Development of PE and Sport within the Borough.</td>
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<td></td>
<td>• External liaison with agencies such as Sport England and the Black Country Consortium.</td>
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<tr>
<td></td>
<td>• PE and sport related capital and revenue development and specific projects.</td>
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<tr>
<td></td>
<td>• Performance measurement in the context of the impact of strategy implementation and service delivery.</td>
</tr>
<tr>
<td></td>
<td>• Effective coordination and brokering between SMBC departments/sections/services.</td>
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<td></td>
<td>• Support for the Physical Activity Board.</td>
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<td></td>
<td>• Interpretation of performance data</td>
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<td></td>
<td>• Professional Development and Training (LDA)</td>
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<tr>
<td>Sandwell PCT</td>
<td>To contribute to strategy implementation, by:</td>
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<tr>
<td></td>
<td>• Championing a 'needs based approach' to increasing levels of participation in Physical Activity, PE and Sport.</td>
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<td></td>
<td>• Adopting the lead in developing physical activity.</td>
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<td></td>
<td>• Providing opportunities to participate in physical activity.</td>
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<td></td>
<td>• Coordination and interpretation of intelligence about the benefits of physical activity, increasing levels of physical activity and engagement with 'hard to reach' groups.</td>
</tr>
<tr>
<td>Sandwell SSPs</td>
<td>To implement strategy recommendations via:</td>
</tr>
<tr>
<td></td>
<td>• Co-ordination of school based development initiatives (e.g., the SSCo programme).</td>
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<td></td>
<td>• Development of after school clubs.</td>
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<td></td>
<td>• Increased community use of amenities.</td>
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<td></td>
<td>• Increased club based developmental activity on school sites.</td>
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<td></td>
<td>• Lead on development of Entitlement for young people leading to increased participation levels to meet the outcomes of the 5 hour Offer</td>
</tr>
<tr>
<td>Voluntary sector sports clubs</td>
<td>To contribute to strategy implementation, by:</td>
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<tr>
<td></td>
<td>• Enhancing marketing and promotion of club based activities.</td>
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<td></td>
<td>• Increasing sustainable opportunities for residents to participate in physical activity and sport.</td>
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<tr>
<td></td>
<td>• Improving the capacity of clubs to cater for increased participation</td>
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<tr>
<td></td>
<td>• Contribute to better school-club links.</td>
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<tr>
<td>Other external/partner organisations (e.g., West Bromwich Albion FC)</td>
<td>• Project development and implementation.</td>
</tr>
<tr>
<td></td>
<td>• Advice and guidance to Physical Activity Board, via CSPAN.</td>
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<tr>
<td></td>
<td>• Support, and provision of activities, for ‘5 x 30’ Coordinators.</td>
</tr>
<tr>
<td></td>
<td>• Promoting healthy and active lifestyles.</td>
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<tr>
<td>Black Country Consortium (County Sports)</td>
<td>To contribute to the strategy implementation by:</td>
</tr>
<tr>
<td></td>
<td>• Enabler and facilitate arrangements with National Governing Bodies of Sport, Sport England and other national sports agencies to meet local</td>
</tr>
<tr>
<td>Organisation</td>
<td>Roles and responsibilities</td>
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</tbody>
</table>
| Partnership Core Team) | **priorities**  
  - Improving the capacity of the sport workforce through working with the PAB to implement Black Country Workforce and Skills programme  
  - Championing an evidence based and performance management approach to increasing participation  
  - Support and guidance to the Physical Activity Board  
  - Provide overall programme management for investment interventions such as Sport Unlimited |
# APPENDIX C
## DRAFT SANDWELL PHYSICAL ACTIVITY ENTITLEMENT

<table>
<thead>
<tr>
<th>Age</th>
<th>Entitlement</th>
</tr>
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<tbody>
<tr>
<td><strong>0-4</strong></td>
<td>All young people aged 0-4 in Sandwell will be entitled to:</td>
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<tr>
<td></td>
<td>- Receive simple usable guidance for parents on how to develop foundation movement skills at home and encourage indoor and outdoor play.</td>
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<tr>
<td></td>
<td>- Opportunities for formal and informal play.</td>
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<tr>
<td></td>
<td>- Affordable access to pre-school interventions for nursery school children.</td>
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<tr>
<td><strong>5-11</strong></td>
<td>All young people in KS2 will (as well as the ‘5 hour’ offer) be entitled to:</td>
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<tr>
<td></td>
<td>- (Measurably) improve their personal physical literacy via PE/sport provision at school; they will have received a skills profile aiding them to understand ‘where they are and illustrating whether/how progress is being made.</td>
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<td></td>
<td>- (By the end of KS2) be able to swim to an agreed Sandwell determined ‘ASA-defined swim standard’ and achieve Level 2 cycling skills.</td>
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<tr>
<td></td>
<td>- For those assessed not to have achieved an agreed level, to have the option to take part in additional quality assured FUNdamentals based multi skills activity.</td>
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<tr>
<td></td>
<td>- (With parents/guardians) be provided with accurate, easily accessed, information about appropriate locally available opportunity at Clubmark accredited clubs.</td>
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<tr>
<td></td>
<td>- Join Clubmark accredited clubs in a minimum of 10 different sports.</td>
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<td></td>
<td>- Daily opportunities for active play in safe and stimulating environments with opportunities to explore.</td>
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<tr>
<td></td>
<td>- A Sandwell MBC leisure card &amp; to receive (on request) information about sport and recreation opportunities via direct contact methods (e.g. texting).</td>
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<tr>
<td></td>
<td>- Develop skills for, and knowledge of, independent exercise (including indoor and outdoor activities).</td>
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<tr>
<td></td>
<td>- Live within a five minute walk of a park, green / open space.</td>
</tr>
<tr>
<td><strong>12-14</strong></td>
<td>All young people in KS3 will (as well as 2 hours curriculum PE and working towards the 5 hour offer) be entitled to:</td>
</tr>
<tr>
<td></td>
<td>- A physical literacy, fitness and participation evaluation at the start of Year 7.</td>
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<tr>
<td></td>
<td>- Be consulted as to preferences e.g. formal / informal, competitive / non-competitive activities.</td>
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<tr>
<td></td>
<td>- An opportunity to play for the school in a minimum number of sports.</td>
</tr>
<tr>
<td></td>
<td>- Join local Clubmark accredited clubs in a minimum of 10 different sports.</td>
</tr>
<tr>
<td></td>
<td>- (With parents/guardians) be provided with accurate, easily accessed, information about appropriate locally available opportunity at all NGB/Clubmark accredited clubs.</td>
</tr>
<tr>
<td><strong>15-16</strong></td>
<td>All young people in KS4 (as well as 2 hours of curriculum PE and working towards the 5 hour offer) will be entitled to:</td>
</tr>
<tr>
<td></td>
<td>- Be kept directly informed about local sport/physical activity programmes and facilities offered by accredited clubs, leisure centres and private sector providers.</td>
</tr>
<tr>
<td></td>
<td>- To develop and/or have acquired the skills and confidence necessary for sustained, independent exercise.</td>
</tr>
<tr>
<td><strong>17-19</strong></td>
<td>All young people aged 17-19 (working towards the 3 hour offer) in Sandwell will be entitled to:</td>
</tr>
<tr>
<td></td>
<td>- Be kept directly informed about local sport/physical activity programmes and facilities offered by accredited clubs, leisure centres and private sector providers.</td>
</tr>
<tr>
<td><strong>19+</strong></td>
<td>All adults in Sandwell will be entitled to (e.g.,):</td>
</tr>
<tr>
<td></td>
<td>- Personal support to develop the key life skills (particularly strength, stamina, basic movement, co-ordination and water skills) necessary to become and/or continue to be physically active.</td>
</tr>
<tr>
<td></td>
<td>- Accurate, easily accessed, information about appropriate locally available opportunities to be active and participate in sport.</td>
</tr>
</tbody>
</table>
### Age Entitlement

- Live within 15 minutes of at least two opportunities to participate in sport and recreation, plus at least two opportunities for on-going activity where they live.
### APPENDIX D  DRAFT CRITERIA UPON WHICH TO BASE SELECTION OF FOCUS ACTIVITIES

<table>
<thead>
<tr>
<th>Criteria: Activities and sports that offer/bring:</th>
<th>High</th>
<th>Med</th>
<th>Low</th>
<th>Multiple</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to significantly increase levels of adult participation.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 3</td>
</tr>
<tr>
<td>Strong, current, sustainable opportunities, and the potential to significantly improve the range/quality of local opportunity.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 3</td>
</tr>
<tr>
<td>Appropriateness and ability to meet the identified needs of specific targeted communities (age/interest/geography/poverty/BME).</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 3</td>
</tr>
<tr>
<td>Appropriate to the needs of target communities.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 2</td>
</tr>
<tr>
<td>Current/potential strength and sustainable capacity to deliver.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 2</td>
</tr>
<tr>
<td>Appropriate amenities, presently available and accessible.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 2</td>
</tr>
<tr>
<td>Open-ness and capacity to support delivery of services and wider objectives in relation to wider social objectives.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 2</td>
</tr>
<tr>
<td>Infrastructure catering effectively for and offering quality access to, people with physical, learning and sensory impairment.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 2</td>
</tr>
<tr>
<td>NGB or external body commitment.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 2</td>
</tr>
<tr>
<td>Capacity to target specific groups (e.g., men/boys and women/girls).</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 1.5</td>
</tr>
<tr>
<td>Established club/progression infrastructure (for young people), in Sandwell.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 1</td>
</tr>
<tr>
<td>Open access (e.g. the way in which the sport operates, the infrastructure, costs and ‘location’ of opportunities in the Borough, do not restrict access).</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>X 1</td>
</tr>
</tbody>
</table>

Application to the possible criteria listed above (by ‘scoring’ a range of sports and activities, where High = 3, Med = 2 and Low = 1) has identified the following potential priority sports and activities.
### Appendix E  Working Towards 5 Hours

#### Diagram A: Working towards 5 hours: Current landscape of young people

<table>
<thead>
<tr>
<th>% of young people</th>
<th>No of Hours</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>2 hours in the PE curriculum</td>
<td>Already/likely to access at least 2 hours beyond the school day</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CHALLENGE</td>
<td>Ensuring club and coaching opportunities are accessible and high quality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td>2 hours in the PE curriculum</td>
<td>Already/likely to access 1 hour beyond the school day</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CHALLENGE</td>
<td>Extending out of hours opportunities and embedding in Extended Schools and CYPSS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20%</td>
<td>2 hours in the PE curriculum</td>
<td>Unlikely/unable to engage in organised sport</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CHALLENGE</td>
<td>Ensuring these young people are physically active</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key**

- Shows areas currently delivered through the PESSCL Strategy
Appendix F  Summary of Strategic Change Goals

- Partnership commitment to the new strategy.
- Development of the skills necessary for advocacy at a strategic / political level.
- Clearly defined roles and responsibilities among organisations and generic groups.
- Improved engagement of the partnership with community / voluntary groups and sports / recreation clubs.
- A system in place for co-ordination of external funding in line with the strategy.
- A recognised brand for PA, PE and Sport exists in Sandwell.
- Raised public awareness of the benefits of physical activity, PE and Sport and what constitutes a health lifestyle; with consistency in marketing message and supporting information about local opportunities.
- Understanding what motivates people to change their behaviour in order to make positive lifestyle choices.
- Removal of personal and social barriers to becoming more physically active.
- Adoption of the components of the Sandwell Physical Activity, PE and Sport Entitlement and Activity Pathway.
- Creation of ‘development pathways’ to enable children and young people to achieve their potential (ECM agenda).
- Promotion of ‘habitual’ physical activity which can be built into everyday living.
- Encouragement of Active Transport (walking and cycling).
- Development of healthy schools and healthy workplaces.
- Deployment of Physical Activity Co-ordinators within the 6 towns offering a range of opportunities to be active.
- Development of local Community Champions.
- Spatial planning to increase proximity of homes to jobs, services, people and public transport.
- Development of a living environment that supports people to participate in more active lifestyles, including greater co-operation with neighbouring districts on the environment for cycling and walking.
- Planning control used to further incentivise walking, cycling and public transport.
- Increased ability of the PAB to influence the development and use of amenities, facilities and infrastructure.
• Identification and use of alternative venues capable of accommodating increased demand and levels of physical activity

• Physical Activity, PE & sport are integral to reshaping of school campuses through BSF to incorporate new, non-traditional activities eg dance, skateboarding

• School and community amenities are fully utilised and accessible for Physical Activity, PE and Sport

• Rate relief is available to facility owning sports clubs in Sandwell which contribute positively to strategic outcomes

• Schools and amenities are fully developed and accessible for PA.

• Increased understanding and development of ‘needs based’ approaches to the development of activities.

• Response to the stated needs of local residents and the communities in which they live.

• Agreed ‘focus activities’ for Sandwell Borough.

• Strategic commissioning of activities by the PAB and CSPAN

• Improved activity specific training courses for coaches and teachers through successful engagement in accredited programmes

• Development of the physically literate and physically educated children and young people to enable them to become and remain physically active.

• Stronger school club-links.

• Increased capacity of clubs to support increased participation.

• Increased number of sports clubs with accredited ‘quality marks’

• Systems are in place to monitor the effectiveness of the PAB and physical activity partnership.

• Systems are in place to monitor and review progress of strategic project plans.

• Outcome measures and indicators are adopted against which progress made by individual programmes and partners can be assessed.

• Enhanced level and quality of intelligence available with increased use for decision marking.

• Systems are in place to capture and use knowledge / expertise within the partnership.