

Active Life



SOUTH
NORTHAMPTONSHIRE
LEISURE TRUST

STRATEGY 2009 –2020

Encouraging everyone to be healthier by being more active

Reducing the number of people who dropout from an active lifestyle

Reducing barriers to taking part

Providing high quality activity venues to cater for all tastes and capabilities

Active Life

A Strategy for 2009-2020

by

The South Northamptonshire Leisure Trust (SNLT)

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1 Executive Summary

South Northamptonshire Leisure Trust is a registered charity led by an independent Board of Trustees and leases from SNC the Towcester Centre for Leisure, Brackley Leisure Centre, and Brackley Pool. Serco as SNLT's agent manages these facilities

The vision of The South Northamptonshire Leisure Trust is to improve the health, wellbeing and quality of life of everyone living in the South Northants area. We aim to do this by:

- offering a wide range of activity at our leisure facilities in Towcester and Brackley
- assisting in the development of facilities for other activities, and
- by working with our partners to promote health and the benefits of an **active life**.

Physical activity improves health, wellbeing and the quality of life

We are uniquely placed to deliver on regional and national sport, physical activity and health agendas.

The purpose of this strategy and its delivery plans is to demonstrate how SNLT will connect to and address key local, regional and national strategies and issues including activities and opportunities for children and young people, active seniors, health and wellbeing and economic development. We will measure the success of our strategy against three key outcomes:

Growth	10 % increase in active participation of all of the population
Sustainability	25% reduction of the dropout from active leisure
Inclusivity	reducing barriers to taking part and promoting access to sport and physical activity for all ages and abilities from fun for children and families to supporting the elite athlete

Physical activity improves health, wellbeing and the quality of life. SNLT believes everyone should have the opportunity to take part in an active lifestyle, have a quality experience in their chosen activity and be helped to fulfil their potential throughout their life. There should be no barriers to having a healthy and active life, and any that exist need to be overcome.

Activity based leisure contributes substantially to the local economy and to the strength and safety of communities in general. Good health in the population reduces costs on the NHS and the care system and contributes to a thriving economy. (Choosing Activity (NHS 2005))

Sport and exercise is the single greatest contributor to social participation (51%). (Home Office Citizenship Survey, 2001) 70% of young people believe that a lack of positive activities provision leads to more youth crime. (MORI, 2002) and when asked, activities for teenagers are the local issue that most people want to see improved (39%). (Audit Commission, CPA – The Harder Test, 2007)

Not everyone can become an elite athlete but everyone can benefit from increased physical activity. The 2012 London Olympic and Paralympics Games have again raised awareness of the positive aspects of physical activity. SNLT will ensure that we maximise the benefits to South Northants of the 2012 Olympic games and Paralympics. To do this we will need to develop the physical infrastructure for sport to meet the needs of the planned population growth.

South Northants has a strong sporting tradition and has many gifted athletes and many people participate in active sports and activities and SNLT is determined to help provide them with quality facilities.

Upgrades to the local leisure centres are required to cater for the anticipated increases in population in both Towcester and Brackley by 12,000+ by 2020 and SNLT is determined to make a difference in alternative activities and building new facilities.

The population is set to grow by 15 % or 12,000 by 2020

The rural character of South Northamptonshire presents a particular challenge. Only 28% of the population live in the towns and even with the anticipated increases in population of Brackley and Towcester, town dwellers will still only represent 35% to 40% of the total. It is critical to future strategy to include these rural areas.

The focus of SNLT's strategy is to create a vibrant, quality and varied activity experience in South Northants for all, balancing the need to expand the leisure centres with the need to provide alternative activities and facilities to enable everyone to have an **active life**.



2. Key Challenges

2.1 Increasing active participation

Northamptonshire has been set a target to increase participation in sport and active recreation by 1% per year. Based on the Sport England Active People survey results, the overall challenge for South Northamptonshire is to deliver 10,000 more people achieving 5 x 30 minutes a week of moderate intensity active recreation by 2020.

The challenge is to deliver 10,000 more active people by 2020 in South Northants

The percentage of the adult population participating in at least 30 minutes of sport and active recreation (including recreational walking and cycling) of at least moderate intensity on at least 3 days a week in South Northants has remained at 22.6% over the last 2 years (Active People Survey)

The stretch target is to increase regular activity participation from the current 35% of the whole population to 50% by 2020 (At least five a week, by the chief medical officer)

2.2 Tackling Dropout from active leisure activities

Locally, SNLT faces challenges which are mirrored nationally.

- Each Year thousands of people drop out of playing sport and activity based leisure each year, especially at the age of 16 (Sport England Active People Survey, 2005-06)
- The proportion of people engaging in physical activity declines with age and particularly after the age of 35. (NHS Choosing Activity 2005)
- People's lifestyles and the role of physical activity within their lifestyles vary across age groups. (At Least Five a Week - 2004 by Chief Medical Officer)
- At 65+ only 17% of men and 12% of women have the required level of moderate intensity activity. At 75+ this reduces to 7% for men and 4% for women.

The challenge is to reverse these trends by at least 25%

Our lifestyles, and the role that physical activity plays, is different at each stage in our lives.

The importance of an active and healthy lifestyle from birth is now well promoted. The current Get Active campaign is entirely focused on ensuring a whole family approach to healthy diet and lifestyle. We know that exposure to risk through inactivity begins in childhood, but it is not until middle to older age that the resultant increase in premature mortality is seen.

To ensure people continue to enjoy the benefits of physical activity throughout their lives we need to offer a variety of sports and physical activities

2.3 Inclusivity: Ensuring everyone has an opportunity to enjoy an active life

There should be no barriers to enjoying an active life through physical or mental ability, economic circumstances, or because people live in a rural area. Similarly those who are overweight or leading a sedentary life should be encouraged to start to enjoy the benefits that come with active pursuits and a healthier lifestyle by demonstrating that they too can do it!

2.4 Developing Facilities

South Northamptonshire sits in the Milton Keynes South Midlands growth sub region and the growth agenda provides an opportunity and a focus for developing our sporting offer and facilities. While the pace of this change may slow as a result of the current recession, it is still expected to happen.

The potential increase in population of Towcester by up to 9300 people by 2020 (almost doubling the current 9,700) due to the Towcester Extension (Towcester Vale Development) and the anticipated increase of population of Brackley by up to 2700 due to the Radstone Fields Project will have a serious impact on the current leisure facilities in the area. In addition there are also a number of other residential planning applications on various sites within Towcester, plus the trend is an increase in the attractive rural areas.

South Northamptonshire Council have identified the need to provide additional leisure facilities to meet the needs of the proposed community and to encourage integration of the new and existing population, including the provision of parks and cycle and walking routes. The leisure centres will also need to be developed to cater for changing needs and the increase in population.

SNLT has identified the need to develop non-mainstream activities to provide a variety of activity to reduce the dropout from active lifestyles at various ages.



3 Strategic Context

This strategy for SNLT sits within and responds to a framework of local, regional and national strategies and delivery plans for sport and culture to deliver our vision for sport and wellbeing in South Northants.

Of particular relevance are the geographic delivery plans:

- West Northants and North Northants Investment Priorities for Culture and Sport

- South Northants Council plans for sport

And the sector specific delivery plans:

- Sport England "Framework for Sport"
- The Northamptonshire Sports Delivery Plan

"Culture and Sport makes us happier and healthier. They encourage people to be active and do things they enjoy. This increases personal, physical and mental wellbeing"

Sport and culture are central to creating sustainable communities. We know that sport helps to bring people together and to get to know each other through shared and complimentary interests. The Living Places Programme articulates this, placing sport and culture at the heart of place-shaping: (Living Places is an alliance of Sport England, Arts Council, CABE, English Heritage and Museums Libraries ^ Archives, Regional Cultural Consortium and government departments DCMS and Communities & Local Government)

3.1 National Context

As part of an overall national drive towards healthier lifestyles and to increase awareness of the benefit of physical activity, Local Authorities have been tasked to increase participation in sport and physical activity in the Local Area Agreements. A key factor of delivering this is the provision of good quality, fit for purpose, leisure venues which meet the identified needs of the local community, now and in the future. (NI8 is the relevant national indicator)

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3.1.1 Game Plan Strategy

The current national agenda is based on the Government's "Game Plan" strategy and numerous studies on the health of the nation. These studies and strategies point for a need to increase the number of people taking regular moderate exercise to improve the overall health of the nation.

"The Game Plan" (2002) sets a target to increase participation in sport from 32% to 70% in line with other EU Countries within 10 years

Sport England "Framework for Sport" which translates into regional plans to deliver increased participation

"Securing Good Health for the Whole Population" (2004) has 21 recommendations to improve health by increasing physical activity

"At Least Five a Week" (Chief Medical Officer 2004) provides robust evidence on the impact of physical activity and its relationship to health

"Choosing Activity" (2005 NHS) states the background of the NHS reasoning on the need for increased activity to promote healthy lifestyles with targets and a plan to achieve them.

"Healthy Weight, Healthy Lives" is a Cross-Government Strategy (2008)

(See Appendix for the full documents)

3.1.2 Passion for Excellence

The Government recently adopted a new strategy – "A passion for excellence - An improvement strategy for culture and sport" (dated 14/03/2008)

This strategy is to support local government working with their local partners to deliver better outcomes, improve the quality of life locally and improve the delivery of cultural and sport services.

The relevant National indicator is NI8 "Adult participation in sport and active recreation" which measures "The percentage of the adult population in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of the last 4 weeks (equivalent to 30 minutes on 3 or more days a week). More info in appendix (Passion for Excellence)

3.1.3 Change for Life

Eat well, move more, live longer is the mantra of the latest government initiative which aims to correct the trend of 'modern life' We are much less active today than in previous years and 9 out of 10 kids today could grow up with dangerous amounts of fat in their bodies, which can cause life-threatening diseases like cancer, type 2 diabetes and heart disease.



3.2.1 Local Context

The East Midlands is the most successful sporting region in England. 'Change 4 Sport' In "England's East Midlands: A regional Plan for Sport 2004-2008" by Sport England highlighted outcomes needed to increase participation in sport in East Midlands:

- Reducing inequality through increased participation in sport and active recreation by under-represented groups and communities;
- Reduced health inequalities and improved well being of the people;
- Stronger and safer communities in the East Midlands through sport;
- Improved education and lifelong learning through sport;
- A Stronger regional and local economy through realising the economic potential of sport;
- A more efficient and effective sport system within the East Midlands

In our corner of the East Midlands, South Northants is proud of its strong sporting tradition. Participation in sport is strong in schools and several schools have also an active competitive programme, achieving success in regional and national tournaments in recent years. We have a number of gifted and talented elite young athletes in our schools with national champions in cycling and karate and a number of young athletes progressing through national academies in their chosen sports. Hundreds of adults and juniors participate in sport at club level and we have thriving football, rugby, cricket, swimming, badminton and tennis clubs for players of all ages, offering access to sport from entry to elite level.

The sustainable communities' strategy for Northamptonshire 2008-2013 is designed to:

- Influence proposed growth and infrastructure development aligned to the Milton Keynes South Midlands housing development
- Inform economic development investment decisions at the east Midlands regional level
- Be the vision for the second Local Area Agreement for Northamptonshire

The Local Area Agreement for Northamptonshire, the delivery plan for the Sustainable Communities Strategy, requires a specific outcome to increase participation in sport and physical activity under the Stronger communities theme. Achieving this required increase in participation will demand an increased commitment from all partners and stakeholders, including South Northants Council, Serco, Northamptonshire PCT, and Sport England to support the development of sport and physical activity in South Northants.

The Northamptonshire Local Area Agreement (LAA) is concerned with the fundamental issues of quality of life and life chances and its overall challenge is to deliver real and long term change for people and communities.

However, while we have a number of strong sporting organisations in the county, including Saints Rugby Club, Northants County Cricket club, Northampton Football Club and Silverstone in our own area, Northamptonshire has suffered from a relative deficit of sports led investment. This has resulted in the sporting sector having a relatively low profile compared to other parts of the region often making it difficult for our voice to be heard and to attract investment.

Extending the leisure facilities ensures the themes detailed in the South Northamptonshire Community Strategy are not prejudiced by the increased population by providing good quality venues that would be widely utilised by the local community thus improving participation, health and social well being.

There have been 2 major independent reports on the impact of increased population on sports facilities in the South Northants area. Both very recent:

- **Provision of Sports Facilities within Towcester by 2021** For Towcester & District Sports Council by the Towcester Partnership, (2007)
- **Feasibility Study for a New Swimming Pool in Brackley** by Strategic Leisure Limited (Feb 2008)

And South Northants Council has produced its own report:

Open Space, Sport Play and Recreation Study, A Draft Report (April 2006)

All highlight the need for increased active leisure provision to handle the increased population.

Key features of Northamptonshire's PCT "Choosing Health" programme for 2007/08 included programmes to develop services and support for adults and children who are overweight, and to develop countywide Wellbeing Centres and provide improvements in mental health. SNLT is working with the PCT to deliver tailored programmes such as the MEND programme to tackle childhood obesity and the GP referral scheme

Northamptonshire Sport's "Physical Activity Framework" for 2008-11 sets the local agenda and explains the full health benefits of physical activity. Their mantra is "More people, more active, more often" Their priorities for action are:



- Reduce inequalities and widen access to opportunities;
- Promoting activity in the workplace;
- Enabling and sustaining an active community;
- Encouraging activity and healthy lifestyles in young people;
- Develop and promote consistent messages about physical activity across Northamptonshire; Ensure a strategic approach to consistent messages;
- Use the 2012 London Olympic and Paralympics Games to leave a lasting participation legacy

The age demographics in South Northants are approximately: (Appendix 11.4)

Up to 16	18,000
17 - 35	18,000
35 – 60	33,000
60+	18,000

3.3 Children and Young People

There is growing evidence (e.g. “Every Child Matters”) that quality young people focused leisure provision has a positive impact on reducing antisocial behaviour, reducing boredom and promoting a more positive life style and at the same time helps keep young people’s weight under control. Well-managed facilities have benefits not only to provide enjoyment and health related benefits, but also to develop community safety e.g. getting young people away from the High Street, public buildings, car parks etc. Providing for dedicated young people activity areas offers great potential for the councils, charity and voluntary sector workers to engage them outside school hours in a positive way, benefiting the community and more importantly their life skills and chances.

The young people In South Northamptonshire are bright, successful and talented and deserve the best facilities

The potential increase in population by 12,000 people means over 1,500 extra young people between 10 and 19 (adding to the existing 2,700+ in the towns).

The Youth Sport Trust’s ambition is for each young person to have access to five hours a week by 2012. This should be made up of two hours of physical education within the curriculum and three hours offered on school sites or in the community.

3.4 Active Seniors

As the so called ‘baby boom’ generation reaches retirement age the number of people over the age of 60 is set to soar. In South Northants 22% of the current population is aged over 60 and 15% are aged 65 and over mirroring the trend in the whole of the UK. As South Northants continues to follow the UK trends we can expect to see a 40% rise in the over-60s age group and the ratio of the number of people of retirement age for every person of working age will soar. By 2030 it will reach 30%. In rural areas such as South Northamptonshire the problem will be particularly acute and could reach a ratio of over 40%, putting it on a par with Japan, which has the highest ratio in the developed world. (5050vision.com)

By the year 2030, 30% of the population will be over 60

Although the over 50’s are not one homogenous group (for example, whilst 80% of the private wealth of the UK is in the hands of the over 50’s, a third of all pensioners live in poverty), the implications for health and well being is demonstrated by the fact that nationally, only 17% of men and 12% of women of the over 65’s have the required level of moderate intensity activity. At 75+ this reduces to 7% for men and 4% for women. (Innovation that matters 2009)

Long lives present significant challenges to public policy and demands on healthcare providers. To help lessen the effects SNLT has a commitment to ensure all our seniors have the opportunities to enjoy positive, healthy and active pursuits suitable to their individual capabilities and aspirations at the various stages of their life to prolong their **active life**.



4 **Headline Strategy**

4.1 **Focus**

The aim is to provide the opportunity to increase the level of activity of everyone in South Northamptonshire.

This will be delivered through the Trust's **active life** strategy and together with our local partners such as

SNC, the PCT, local schools, the Police and community groups. This is to be achieved by providing a variety of quality facilities and programmes at affordable prices which cater for all ages and levels of ability.

Particular targets are 16 year olds and mid-lifers, to reduce dropout at these ages, and seniors to ensure they enjoy a healthy, active and long life.

The focus is to provide quality facilities at affordable prices

4.2 **Direction**

4.2.1 **Building our capacity**

It is fundamental to the plan to expand the current centres to cater for the expected growth of population (see the SNLT's "Development plan brief for Towcester Leisure centre" – a similar brief will be made for Brackley). The aim is to promote the facilities into centres for good health and well being with emphasis on activity.

SNLT will encourage more people to take up swimming with a clear action plan to drive participation including sourcing funding if possible and through the use of promotional activities.

We will develop and seek funding for a programme of wet and dry side activities to complement our existing provision and to appeal to our key markets – 16 + and over 50s including:

- Free Rooky lifeguard courses
- Targeted young people's programmes
- Water polo
- Triathlon – using our pools and gym facilities
- Regular Dance classes incorporating contemporary and street dance
- Fitness Pilates
- Kickboxing

We will explore ways in which to diversify our business by developing activities to fill downtime in our spaces and to attract new participants. (For example: afternoon dance sessions for senior citizens)

4.2.2 **Developing Our Reach**

SNLT intend to encourage more use of the core facilities at the leisure centres as a key part of the strategy.

The 2012 London Olympic and Paralympics Games raises aspiration levels and SNLT will work closely with Sport England (via Northamptonshire Sport) to provide back-up facilities and training facilities at the leisure centres for their sports agenda. The 2012 national promotions will also be used in the years up to the games by SNLT to stimulate participation in active lifestyles when promoting sport activities and to maximise the benefit for our area from this exciting opportunity

The majority of our young people In South Northants are bright, successful and talented and it is our role to work with them to develop activity and facilities to meet their needs working with local partners including the South Northants youth panel to achieve this.

SNLT will work closely with both The Youth Sport Trust and Sport England to deliver 'out of curriculum' elements and to retain young people's interest in activities and build on the appetite generated by their work.

SNLT will work with its partners to investigate the possibilities of more playing fields to address the chronic shortage.

SNLT will work with its partners to investigate improving bus services from rural areas to the centres to enable more rural dwellers to access leisure facilities

A priority will be given to facilities for young people. Programmes with no entry cost or minimum cost will ensure young people will be persuaded to continue with a healthy active lifestyle. SNLT will devise a clear action plan to drive participation including sourcing funding if possible and through the use of promotional activities.

SNLT will participate in a local framework for ageing with associated partners.



4.2.3 **New Facilities for New Activities**

We will address the drop out in organised sports activity. For the post age 16 we will launch a series of targeted initiatives. One major project will be to facilitate the development of a Skatepark in Brackley. The demand for this has been identified through consultation (police survey 2008) as helping to satisfy the needs and aspirations of young people.

To encourage more cycling, safe cycle paths will be pursued. Cycling at least twenty miles a week reduces the risk of heart disease to less than half that for non-cyclists who take no other exercise (Source: British Heart Foundation, Morris) The Department of Transport's "A sustainable future for cycling (2008)" sets the agenda. In partnerships with SNC we will support weekly leisure drop-in cycling groups in addition to supporting A% Rangers who represent the more competitive elements of the sport.

SNLT will participate in a 'Walking into Health' campaign, aiming to get a third of England walking at least 1000 more steps daily by 2012 in line with "Healthy Weight, Healthy Lives: A Cross-Government Strategy for England (2008)". Already, we provide support to community walking groups in Towcester and Brackley

Access to sports provision and regular physical activity for people in rural areas is a major strand of our strategy. SNLT will research the feasibility with a pilot research project to take some mobile equipment to rural areas to reduce the feeling in many villages that they do not have the opportunity for an active life.

4.2.4 **Development of New Activities at existing facilities**

SNLT's vision is to create real community hubs: spaces where people come to exercise, have health checks, receive alternate therapies and create community events. We have a track record in working with special interest groups and partners' agendas to deliver events and activity to meet their needs and to respond to local, regional and national strategies. This builds on the key competencies at the centres, expands the activities offered and draws the whole community to the centres.

4.3 **How We Will Get There**

4.3.1 **Organic Growth**

Expanding the existing leisure centres is a high priority as they are flexible enough to provide space for all types of activity for all ages and capabilities

Using the association with the Brackley Running Club as a model more clubs will be encouraged to use the centres and programmes will be developed to attract the target groups and be developed into an action plan.

National Governing Bodies of sports will be contacted to investigate how we can assist in their plans.

4.3.2 **Joint Ventures and Partnerships**

We will work with our network of partnerships and the Trust will help them deliver the **active life** and healthy life agendas through the existing leisure centres and by creating specific and targeted projects. A key partnership is SNC's leisure department who guide us through the maze of Local authority initiatives and priorities and equally the support of the SNC councillors is highly valued.

Our Partners will include

- Northamptonshire County Council, South Northants Council, Town and Parish Councils
- Associations promoting rural England, WNDC, EMDA
- Local Education Authority, Schools, Friends of Schools
- Primary Care Trusts; Northamptonshire Federation of Disability Sport
- Northampton Police, Northamptonshire Sport
- Northamptonshire's Physical Activity Forum (including The Everyday Sport Working Group, Activity Referral Group, Health Walk Group and LAA Stretch Target Group)
- Governing Bodies of Sport, Professional Clubs, Community Sport Networks,
- Sport England, Youth Sports Trust Clubs, Towcester & District Sports Council

The Trust is in a unique position to ensure partners' activities agendas spend are excellent value



5 Vision and Outcomes

5.1 The Trust's vision is to provide the opportunity for an **active life** to improve the health, wellbeing and quality of life of everyone living and working in South Northamptonshire and to remove any barriers to taking part. SNLT will take an overview of all sport and activity based leisure in the area.

The aim is to support and influence the delivery of a number of National objectives as outlined in the Appendix and local objectives set by local partners.

The strategy is based on the delivery of three key outcomes which, when combined, will form the basis of an excellent community activity infrastructure.

5.2 Outcome1 - Growth

The aim is to assist the agenda to increase local participation in active lifestyle from 35% to above 45% by 2020. This represents 1% increase per year. The emphasis here is to build up the core facilities to provide extra capacity and supplement these with additional builds to provide variety of choice.

5.3 Outcome 2 – Sustain

The aim is to reduce the number dropping out from activity by increasing participant's satisfaction by providing quality facilities at affordable cost. The emphasis here is to support alternative activity agendas e.g. Skate-parks, dance clubs, rock climbing. Targets include 16 year-olds, mid-lifers, and seniors. The cycling and walking agendas are supported.

5.4 Outcome 3 – Inclusivity

The aim is to ensure that all members of the local population have access to a form of activity that fits their aspirations, preferences and capabilities.

Particular emphasis is on bringing in more rural dwellers, disabled, low income families and those overweight.

5.5 Overall impact

In summary, SNLT is committed to contribute to the delivery by 2020

- 1,000 people per year or 10,000 extra people being more active by 2020.
- A reduction in post-16 drop-off by 25% by 2020
- A quantifiable increase in satisfaction (actual measure to be determined).
- A major contribution to the delivery of more active 5-19 year olds
- Increased activities for the disabled delivering a minimum 100 extra
- Increase in activities for senior citizens. Increase in over 65's from 2,000 (17% of 12,000 over 65's) active now to 2,500 minimum and 3,000 stretched target
- Reverse the drop out of mid-lifers (35-60 current total 33,000) from 30% of them being moderately active to 35%, delivering an extra 1000 to 2000 moderately active people by 2020

(Statistics from "At least five a week": Evidence on the impact of physical activity and its relationship to health: A report from the Chief Medical Officer (2004) and The Total South Northants Profile) see appendix

6. First steps

The Trustees have identified the following as the initial priority projects

6.1 3g Astro turf replacement of the All Weather Pitch at Towcester

This project is well advanced with funding identified including financing consultants to project manage and to apply for the funding. (Estimated cost – 200k)

When completed (early 2010) this facility provides a quality all weather facility for local teams for practice and training contributing to the 3 outcomes.

6.2 Towcester Vale Development / Extension of TCFL

A £5m proposal has been submitted for allocation under the Section 106 provisions of this development for an extension of the Towcester Centre for Leisure. The initial proposal has been compiled by Trustees. (See appendix for details)

Evidence of Need
Growth

Development Plan Brief for Towcester Leisure Centre By SNLT (2008)
Providing facilities for increased population growth of 9000 people. At 35% activity ratio this will deliver an extra 3000 plus active people who will need leisure provision.

Sustain

Flexible spaces provide opportunity for extra alternative activities. The extra capacity will provide facilities for all ages ensuring reduced dropout



Inclusivity Catering for all levels

6.3 Brackley Swimming Pool

The Feasibility Study for a New Swimming Pool in Brackley by Strategic Leisure Limited (Feb 2008), highlights the need and options. The combining of a new pool with the Brackley Leisure Centre will provide a more attractive leisure venue and will dramatically increase the uptake of active alternatives in Brackley. Estimated cost – £5 million (see appendix for details)

Evidence of Need	Feasibility Study for a New Swimming Pool in Brackley By Strategic Leisure Limited (Feb 2008)
Growth	Deliver up to 1500 extra active people. The combined centre will attract more people
Sustain	Swimming is a popular pastime with all. The extra capacity will provide facilities for all ages ensuring reduced dropout.
Inclusivity	Catering for all levels

6.4 Skatepark at Brackley

The Development Plan Brief for a Brackley BMX / Skateboard / Inline Skaters Park is well developed and is being driven by SNLT and supported by a steering group involving all our key partners and stakeholders. We have identified demand for the project and further impetus has come from the police initiative to survey young people in Brackley about their needs. The not so surprising result is a Skatepark topping the wish list. A viable plot of land has been identified and planning consent is being applied for. Estimated cost – 200k (see appendix for details)

Evidence of Need	Police survey of 278 young people's April 2008
Growth	Deliver up to 500 extra active people
Sustain	A popular pastime with young people this facility will provide facilities for alternative activity - reducing activity dropout after school
Inclusivity	Free entry and disabled access

6.5 Cycle ways for Towcester

Sustrans has obtained £50 million from the peoples vote on the Lottery Fund. This is a good opportunity to progress a much debated project

Evidence of Need	Local surveys
Growth	Deliver up to 1000 extra active people
Sustain	Popular pastime with all members of families. Safe cycling will cut down short car journeys and cycling can become a lifetime activity with the added benefit of safe access to other facilities
Inclusivity	Free entry to all. Walkers and the disabled would also have access to safe routes

6.6 Mobile facilities for rural areas.

This to include a large trailer based Skatepark and mobile Astro turf. Estimated cost – Skatepark 30k, Astro turf 50k

Evidence of need	Sport England has identified the need to provide more facilities for rural dwellers
Growth	Up to 2000 extra active people
Sustain	Provide opportunities for those moving to the countryside to continue an active life
Inclusivity	Reverse the disadvantage of living in rural areas

6.7 Facilities for People with Disabilities

A project to identify and procure priority facilities for the disabled
Examination of existing facilities to ensure access and usability

6.8 Dance

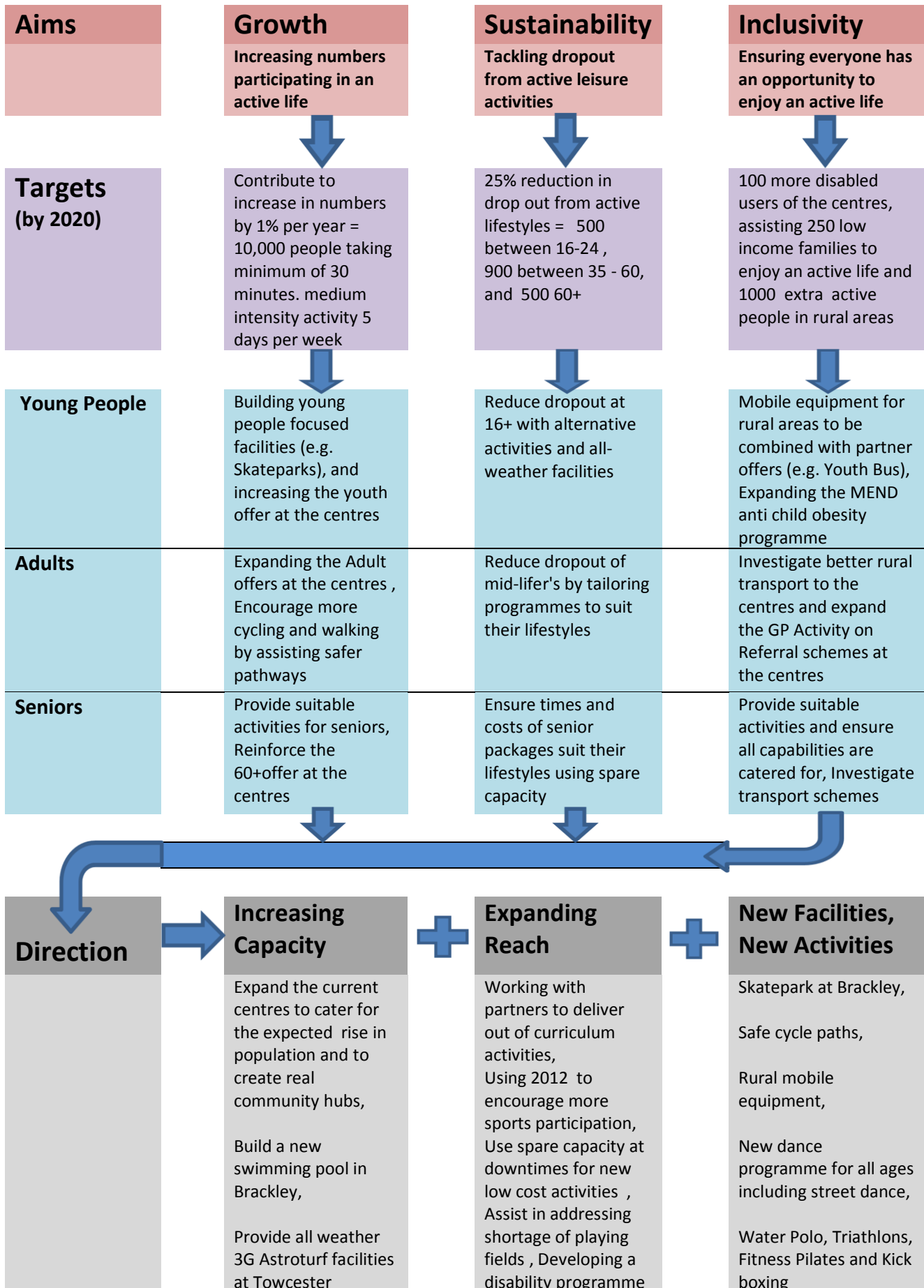
A project will be undertaken to fulfil the increasing demand for dance of all styles. In particular, street dance and hip hop will target the age 16+ age group.

6.9 2012

SNLT will liaise closely with the 2012 committee to gauge the facilities that will be needed after the games to cater for the increased popularity of the most successful sports



7 Strategy Map



8 SNLT Operating Procedure

SNLT's role within the wider leisure landscape is to enable and invest in the delivery of quality leisure facilities and assist others in the delivery of their activity based agendas. The Board of Trustees meet each month where progress against the expected outcomes is reported.

8.1 Working with Local Partners

Discussing with local partners how we can assist delivery of their agendas both through the leisure centres and other initiatives is a prime objective and Trustees will be individually tasked to liaise with each partner. The board will review the partnerships against the targeted outcomes above.

8.2 Core Areas of Activity

Many of the partner agendas will be delivered through the leisure centres and Serco as SNLT's agents will discuss commercial arrangements and report to the Trustees who have strategic overview.

8.3 New Facilities

New projects are subject to a robust screening process and must satisfy the key criteria of growth, sustainability and inclusivity. They are also subject to rigorous analysis for suitability (does the project fit what we know about the leisure agenda), acceptability (what are the returns and risks and how do they fit expectations) and feasibility (can it be funded and can we provide the required skills).

8.4 Surveys and Detailed Proposals

Quality proposals are essential for the confidence of partners and achieving funding success. Where internal resources cannot deliver these, independent consultancies are employed.

8.5 Organisation

The Trust, in compliance with its articles of association, consists of a minimum of six Trustees and maximum of nine. One is Chairman and one is a Local Government Trustee. Trustees have a duty to act collectively in the interests of the trust and trustees are nominated as representatives of the Trust to provide focal points for partners and other interested parties and report monthly to the full board on their portfolios.

9 Funding

9.1 Core funding stream

The leisure centres at Towcester and Brackley are operated on our behalf by our agent, Serco on a commercial basis and facilities offered at competitive rates. SNLT derives core funding from surpluses earned at the leisure centres, an annual administration fee, a capital projects fund, and a revenue account support fund. This core funding enables the Trust to provide seed funding on projects to attract other agencies' funding, and to pay for consultant and professional fees to ensure quality outcomes.

9.2 Attracting external funding

By identifying partner agendas the Trust can help deliver, and closer relations with these agencies, SNLT can access funding streams.

Other funding sources will continuously be monitored including company sponsorship of potential facilities. Accessing project funding is challenging due to long lead times from most funding organisations and the status of South Northants as one of the least deprived areas in the UK. This strategy document is a key document in SNLT's applications.



10 Governance

10.1 Accountability

SNLT leases from SNC the Towcester Centre for Leisure, Brackley Leisure Centre, and Brackley Pool. Serco as SNLT's agent manages these facilities and is accountable to the Trust for the commercial viability of the leisure centres.

SNLT is governed by its Articles and Memorandum of Association and its responsibilities to the Charity Commission to ensure it is solvent, well run and delivering outcomes for the benefit of the public. The board of Trustees of SNLT are responsible for delivery of outcomes and accountable for investment decisions.

South Northamptonshire Leisure Trust is a registered charity. Charity No: [1117285](#)

10.2 Measurement

Assessing progress towards the achievement of objectives needs to be as efficient and effective as possible. In particular there is a desire to ensure that delivery efforts are not deflected by unnecessary or excessive demands regarding data collection and bureaucracy

There are four key outcome indicators that will need to be measured.

Outcome	Outcome Indicator	Data Source	Frequency of reporting
Growth Sustain	Increase in participation	Active People	Every 6 months
	Reduction in drop-off	Active People	Every 6 months
	Increase in satisfaction	Survey	Every 12 months
Inclusivity	Numbers at Centres	Legend system	Every 12 months
		Legend system	Every 12 months

In addition the "Quest" system is the UK Quality Scheme for Sport and Leisure and the aim is to exceed 80%+ (highly commended) consistently.

Benchmarks of the current position are to be established from the leisure centres Legend systems and in discussion with partners so progress can be measured

10.3 Reporting progress

Progress reports against the delivery programmes are made on a monthly basis in the SNLT board meeting reports. Reports feature a combination of qualitative and quantitative measures, with a focus on the achievement of milestones. Every three months there is a look ahead including an assessment of how likely it is that we will achieve our objectives. Partners are to be consulted on qualitative measures.

10.4 Equality

In designing and implementing the strategy SNLT is committed to:

- Enabling the full involvement of all in high quality activity based leisure activities, embedding the principle of equality.
- Responding to the diverse needs, capabilities and preferences of all, by ensuring appropriate levels of challenge; and
- Overcoming potential barriers for those individuals and groups currently under represented as participants in an active lifestyle.

10.5 Fundamental Governance policies

SNLT's affairs are conducted in an accountable and transparent manner (consistent with commercial confidentiality), reflecting the interests of agents, employees, clients and customers as well as others affected by the Trust's activities.

All trustees and employees and agents are expected to reflect SNLT's key values of professionalism, ownership, people focus, integrity, and a passion for excellence. All are expected to deliver services with honesty and fairness at all times, and to comply with the relevant laws and regulations and standards.



11 Appendix

11.1 Websites

Towcester Centre for Leisure (www.towcesterleisure.com)
Brackley Leisure Centre (www.brackleyleisure.com)
Fitness Industry Association <http://www.fia.org.uk>
Sport England <http://www.sportengland.org/>
2012 EMDA <http://2012.emda.org.uk/>
WNDC <http://www.wndc.co.uk/>
UK Sport <http://www.uk sport.gov.uk>
Strategic Leisure <http://www.strategicleisure.co.uk>
Quest <http://www.questnbs.info/>
Bike for all <http://bikeforall.net/>
Sustrans <http://www.sustrans.org.uk/>
Quest <http://www.questnbs.info/>

11.2 Partners

South Northamptonshire Leisure Trust (www.southnorthantsleisuretrust.com)
South Northants Council (www.southnorthants.gov.uk/)
Serco (www.serco.com)

11.3 Referenced documents

Game Plan: a strategy for delivering Government's sport and physical activity objectives
www.southnorthantsleisuretrust.com/links/gameplan2002.pdf

Choosing Activity: people, their communities, local government, voluntary agencies and business a physical activity action plan (NHS 2005)
www.southnorthantsleisuretrust.com/links/choosinghealth.pdf

At least five a week: Evidence on the impact of physical activity and its relationship to health: A report from the Chief Medical Officer (2004) www.southnorthantsleisuretrust.com/links/fiveaweek.pdf

Healthy Weight, Healthy Lives: A Cross-Government Strategy for England (PDF, 4858K)
www.southnorthantsleisuretrust.com/links/healthyweight.pdf

A Passion for Excellence: An improvement strategy for culture and sport
www.southnorthantsleisuretrust.com/links/apassionforexcellence.pdf

Sport England: Funding Strategy 2009
www.southnorthantsleisuretrust.com/links/sport_england_funding_strategy_20090106.pdf

'Change 4 Sport' In England's East Midlands: A regional Plan For Sport 2004-2008
www.southnorthantsleisuretrust.com/links/cfs.pdf

The East Midlands Strategy for the 2012 Games
www.southnorthantsleisuretrust.com/links/CTEM_STRAT.pdf

Northamptonshire Sport's "Physical Activity Framework" for 2008-11
www.southnorthantsleisuretrust.com/links/physical_activity_frameworkapril08.doc

Northamptonshire Children and Young People's Partnership: NORTHAMPTONSHIRE PLAY AND LEISURE FRAMEWORK (6th March, 2008)
www.southnorthantsleisuretrust.com/links/PlayandLeisureStrategyFinal060308.pdf

Planning Policy Statement 12: Local Spatial Planning
www.southnorthantsleisuretrust.com/links/pps12lsp.pdf

Open Space, Sport Play and Recreation Study,



www.southnorthantsleisuretrust.com/links/open_space_strategy.pdf

Playing Pitch Strategy by South Northamptonshire Council(December 2007)

www.southnorthantsleisuretrust.com/links/playing_pitch_strategy_composite.pdf

National Indicator 8 (NI8)

http://www.sportengland.org/2008-03-06_ni8_technical_note_for_las_final.doc

Passion for excellence

<http://www.culture.gov.uk/NR/rdonlyres/CBDCC1D5-8984-41A1-AFD8-C6ECD15C21BF/0/apassionforexcellence.pdf>

Active People Survey

http://www.sportengland.org/eastmidlands_index/eastmidlands_get_resources/homepage-ap/iyf_east_midlands-apsurvey.htm

http://www.sportengland.org/index/news_and_media/news_pr/se_reveals_sports_participation_is_increasing_with_the_over_55s_leading_the_charge_.htm

Development Plan for Skatepark at Brackley

www.southnorthantsleisuretrust.com/links/BTFCSkatedevplanC.doc

Provision of Sports Facilities within Towcester by 2021

www.southnorthantsleisuretrust.com/links/Provision_of_Sports_Facilities_within_Towcester_by_2021.doc

Prepared for the Towcester & District Sports Council by the Towcester Partnership, 2007

Integrated Youth Offer: Services to Vulnerable Young People in South Northants

www.southnorthantsleisuretrust.com/links/Integratedyouthoffer09.doc

Innovation that matters: How innovation is currently supported in an ageing Society, By Deloitte (2009)

www.southnorthantsleisuretrust.com/links/innovation.pdf

Commercially sensitive documents not available for general circulation

Development Plan Brief for Towcester Leisure Centre

By South Northamptonshire Leisure Trust (2008)

Feasibility Study for a New Swimming Pool in Brackley

By Strategic Leisure Limited (Feb 2008)

11.4 Reference statistics

Brackley statistics www.southnorthantsleisuretrust.com/links/Brackley_Profile1.pdf

Towcester statistics www.southnorthantsleisuretrust.com/links/Towcester_Profile1.pdf

Total South Northants statistics www.southnorthantsleisuretrust.com/links/SNC_Profile.pdf

11.5 Relevant Government Targets

CSR07 PSA 21 – national objective to increase the percentage of adults who participate in culture or sport.

DSO1 – DCMS Departmental objective to increase the percentage of adults who participate in culture or sport.

NI8 – local government objective to increase the percentage of people who take part in sport and active recreation.

Legacy Action Plan – ambition to increase participation in sport and active Recreation amongst 2m people – of which 1m will be via sport after Olympics 2012

CSR07 PSA 22 – deliver a successful Olympic Games and Paralympics Games and get more children and young people taking part in high quality PE and sport.

