

BRENT'S

SPORT AND

PHYSICAL ACTIVITY

STRATEGY

2010 TO 2015

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INTRODUCTION

Sport and physical activity is recognised as having wide reaching benefits beyond those of just providing sport for sports sake. Sport or physical activity is essential to a healthy lifestyle and can improve an individual's quality of life. It contributes to addressing a wide range of social issues such as social inclusion and community cohesion, education, skill development and lifelong learning, crime reduction and community safety as well as health improvement. It can also make improvements to the environment, assist with regeneration, and hosting large events can benefit the local economy.

The previous Sport and Physical Activity Strategy for Brent 2004 - 2009 ended in December 2009. Many of the recommendations in the old strategy have been achieved but some issues remain and have been incorporated into the new strategy. A list of key achievements against the old strategy are detailed in Appendix 3.

The purpose of the new strategy is to give strategic focus to everyone who has a role in providing, delivering, enabling and directing the provision of sport and physical activity in Brent. This strategy recognises that there are many providers of sports opportunities in the Borough, not just the Council. Over the period 2010 – 2015 it is very likely that for many providers of sports, financial resources may be reduced and new funding will be harder to obtain. However, the Olympic and Paralympic Games in London in 2012 offer a unique opportunity as a catalyst to enthuse, motivate and stimulate the Borough to increase participation in sport and physical activity as well as celebrate the culture and diversity of Brent and London.

This strategy requires the many different providers of sport and physical activity to work together in partnership to improve co-ordination, reduce duplication and maximise resources in order to achieve the shared outcomes and give Brent's communities the greatest opportunities to participate in sport and physical activity.

To embed this partnership approach this strategy has been written and endorsed by Brent's Community Sport and Physical Activity Network (Brent CSPAN). Brent's CSPAN is a group of key stakeholders whose members include representatives from: Brent Association for Voluntary Action, Brent Sports Council, Leisure Connection, NHS Brent, School Sports Partnerships, Brent Association for Disabled People, Pro-Active West London and Council Services including Regeneration, School Improvement, Youth Service, Sports Service and Parks Service. Brent CSPAN will be the lead agency responsible for delivering the strategy and will be responsible for working with partners to deliver the strategy's themes, priorities and actions.

The Sports and Physical activity Strategy will help achieve the vision of Brent's Cultural Strategy, "*develop a range of cultural opportunities that are engaging, accessible and enriching for all local communities.*" Eight principles are identified in the Cultural strategy as being key to the successful delivery of the vision. These are:

1. Enhancing Cultural Vibrancy
2. Increasing Participation
3. Raising the Profile of Culture
4. Encouraging Young People to Take Part
5. Developing Public Spaces
6. Making the Most of London 2012
7. Supporting the Cultural Economy
8. Promoting Health and Wellbeing

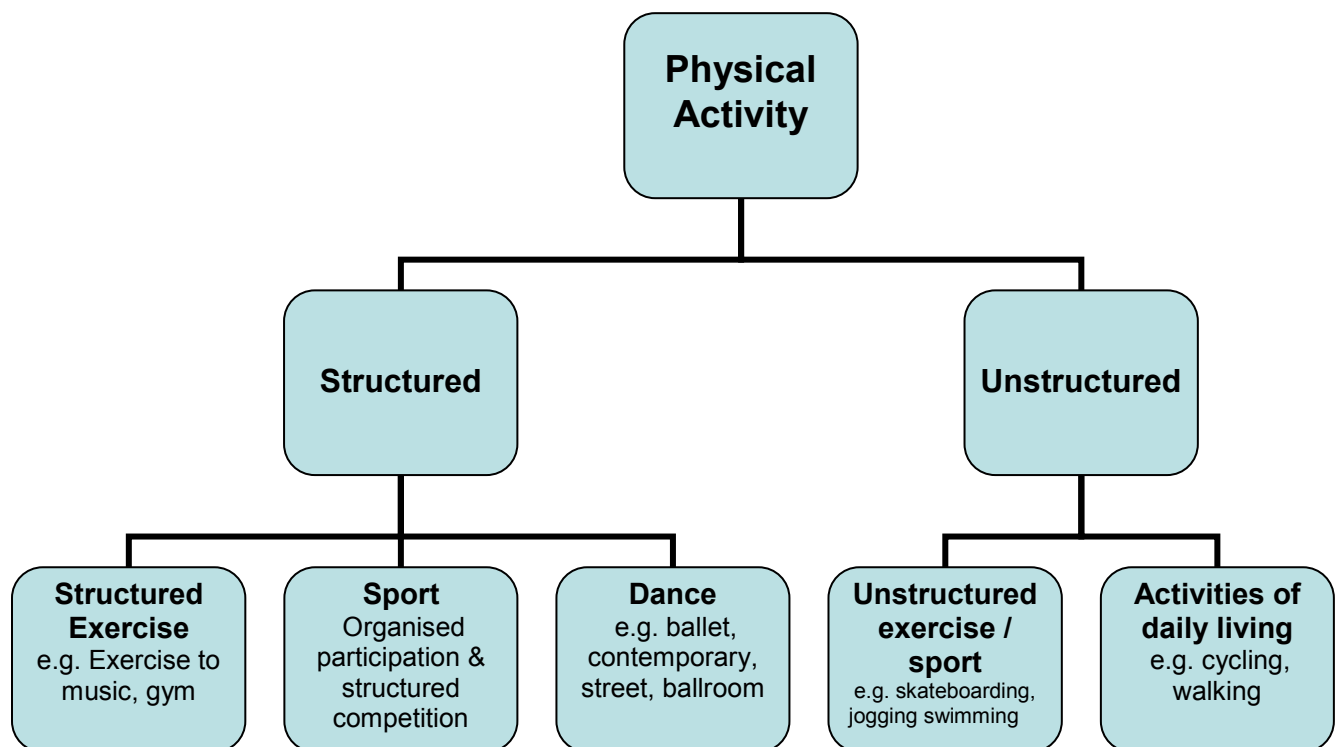
Brent's sports and physical activity strategy has themes and priorities that mirror these Cultural principles and therefore delivery of the sports and physical activity actions will contribute to achieving the vision of the Cultural strategy.

To ensure that the views of a large number of Brent individuals and organisations were taken on board when writing this strategy a considerable amount of consultation has been undertaken including a 'strategy challenge day' and workshops with sports clubs and disability organisations. Recent research has been analysed including the Active People surveys, surveys with school pupils and Brent Youth Parliament members, sports centre user surveys, the Place survey and Brent's Residents Attitude survey. All this information has informed and directed the content of this strategy. Public consultation on the draft strategy took place from July to September 2009 and the responses arising from this consultation process have informed the final version of the strategy.

There are many different definitions of 'sport' and of 'physical activity' but the one recognised by Brent CSPAN and Sport England is:

“Sport means all forms of physical activity which, through casual or organised participation, aims at improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels.”

The World Health Organisation defines Physical Activity as, “all movement in every day life, including work, recreation, exercise and sporting activities”. The President's Council on Fitness and Sport (2000) describes physical activity using the diagram below. Physical activity is a broad term that can cover structured and unstructured activity.



VISION

The overarching vision of this strategy is,

“To increase opportunities for, and levels of participation in sport and physical activity by all sections of the community resulting in improved health, well being, community cohesion and enhanced quality of life for those people who live, work, learn and play in Brent.”

In order to achieve this vision, seven themes have been identified arising from the consultation and research. Within each theme there are then a number of key priorities which need to be addressed and success measures and outcomes have been determined to assess the overall effectiveness of this strategy.

THEME 1: INCREASE PROVISION OF APPROPRIATE FACILITIES

Priorities:

- a) Provide a third swimming pool with health and fitness facilities that serves the North of the Borough.
- b) Increase community access to all facilities, in particular facilities on education sites, that are suitable for sports use.
- c) Increase facilities for informal participation in sport and physical activity.
- d) Deliver the vision and recommendations of the Planning for Sport and Active Recreation Facilities Strategy including progressing the need to :
 - Provide a fourth pool in the centre of the Borough
 - Redevelop Vale Farm sports centre
 - Increase health and fitness provision
- e) Include sports facilities that meet school and community needs as part of the Building Schools for the Future programme.
- f) Ensure that the Local Standards defined within the Planning for Sport and Active Recreation Facilities Strategy are achieved.

Success measures and outcomes:

- A third 6 lane x 25 metres swimming pool with, as a minimum, health and fitness facilities is provided in the North of the Borough.
- Improvement in resident satisfaction levels for sport and leisure facilities.
- Increase in the number of facilities suitable for sport which are available for community access.
- Increase in the number and quality of pitches, courts and MUGA's in Brent's parks.
- At least 3 existing and all new Brent Council owned sports centres attain Inclusive Fitness Initiative accreditation.

THEME 2: INCREASE KNOWLEDGE OF THE WIDER BENEFITS OF AN ACTIVE LIFESTYLE

Priorities:

- a) Increase the role of sport and physical activity as a means to address and prevent poor health in the Borough.
- b) Increase the public's and 'professionals' awareness of the wider benefits of sport and physical activity e.g. crime reduction, employment, education, life long learning, regeneration, health improvement and social cohesion and inclusion.

Success measures and outcomes:

- Deliver the sport and physical activity actions within the Borough's Health and Well Being strategy.
- Reduce the rate of increase in childhood and adult obesity.
- Reduce Brent's mortality rate from all circulatory diseases by people aged under 75
- The wider benefits of sport and physical activity are recognised in other strategies such as health improvement, regeneration, crime and education.

THEME 3: GET MORE PEOPLE ACTIVE

Priorities:

- a) Reduce the percentage of people that are inactive, particularly those from low participation target groups.
- b) Ensure opportunities for participation in sports and physical activity for all Brent's diverse communities.
- c) Increase awareness of the opportunities available.

Success measures and outcomes:

- Reduction in zero participation in sport and moderate intensity physical activity.
- Increase in participation in sports and physical activity particularly by the five target groups.
- Development plans written and implemented for three new priority sports.

Target Groups:

- Disabled people.
- Adults aged 35 to 54.
- Black and ethnic minority people.
- Women and girls.
- Young people.

Priority Sports:

1. Badminton
2. Cycling
3. Watersports

4. Athletics
5. Basketball
6. Cricket

7. Football
8. Martial Arts
9. Netball
10. Tennis
11. Swimming

THEME 4: DEVELOP LOCAL SPORTS PROVIDERS

Priorities:

- a) Support the training and development of qualified personnel within clubs and community groups.
- b) Develop volunteering within sport.
- c) Support organisations to provide quality sport and physical activity opportunities.
- d) Support clubs to gain Club Mark accreditation or equivalent.

Success measures and outcomes:

- Increase in the number of people accessing training courses on sports leadership, coaching and officiating.
- Increase in the percentage of adults volunteering in sport and physical activity.
- Increase in the percentage of school pupils that are actively involved in sports volunteering and leadership.
- Increase in the percentage of adults that are members of a sports club.
- Increase in the number of clubs gaining Club Mark accreditation or equivalent.
- Increase in the number of school based sports or activities, with links to clubs.

THEME 5: INCREASE SPORTS OPPORTUNITIES FOR YOUNG PEOPLE

Priorities:

- a) Offer a range of opportunities for young people that meet their local needs.
- b) Ensure Brent's young people are given the maximum opportunity to take part in a wide variety of sports and activities within and beyond the school environment.
- c) Support young people to develop their involvement in sport to their chosen level.

Success measures and outcomes:

- Increase in the number of young people using the Borough's sports centres.
- Increase in the number of different sports or activities provided by schools.
- Increase in the percentage of 5 to 16 year olds participating in at least two hours a week of high quality physical education (PE) and sport at school during curriculum time.
- Increase in the percentage of 5 to 19 year-olds participating in at least 3 after school and community sport per week.
- School Sports Partnerships provided beyond 2011.

THEME 6: MAKE THE MOST OF LONDON 2012 AND WEMBLEY AS A MAJOR SPORTING VENUE.

Priorities:

- a) Deliver the aims of the Brent 2012 action plan.
- b) Maximise sports opportunities for Brent's communities from hosting national and international events at Wembley Stadium and Arena.
- c) Use the 2012 Paralympic Games as a catalyst for disability sport.

Success measures and outcomes:

- Sporting legacy derived out of events hosted at Wembley.
- Willesden and Capital City Academy used as a 2012 pre-games training camp.
- Increase in the percentage of disabled people taking part in sport and physical activity.
- Increase in the number of Brent schools signed up to the London 2012 Get Set Programme
- All Brent schools to participate in the Brent Inspires Award
- Brent to receive a significant proportion of the funding available from Wembley Stadium National Trust Ltd from March 2012

THEME 7: IMPROVE PARTNERSHIP WORKING

Priorities:

- a) Increase awareness of facilities and opportunities for sport and physical activity by all providers.
- b) Develop a more co-ordinated approach to sports and physical activity provision.
- c) Increase opportunities for joint working.

Success measures and outcomes:

- Brent CSPAN members deliver the actions within this strategy.
- Increase in the number of joint project funding submissions.
- Active engagement with Pro-Active West London, West London sports forums and neighbouring Borough's.

In order to achieve the vision and deliver the priorities within the seven themes a number of actions are identified. It will require all individuals, groups and organisations that have an interest in sport to work together to deliver these actions. Funding is likely to be harder to obtain and current resources are likely to be reduced over the next five years and therefore partners in this strategy will need to be innovative and work together in order to resource the delivery of this strategy's action plan.

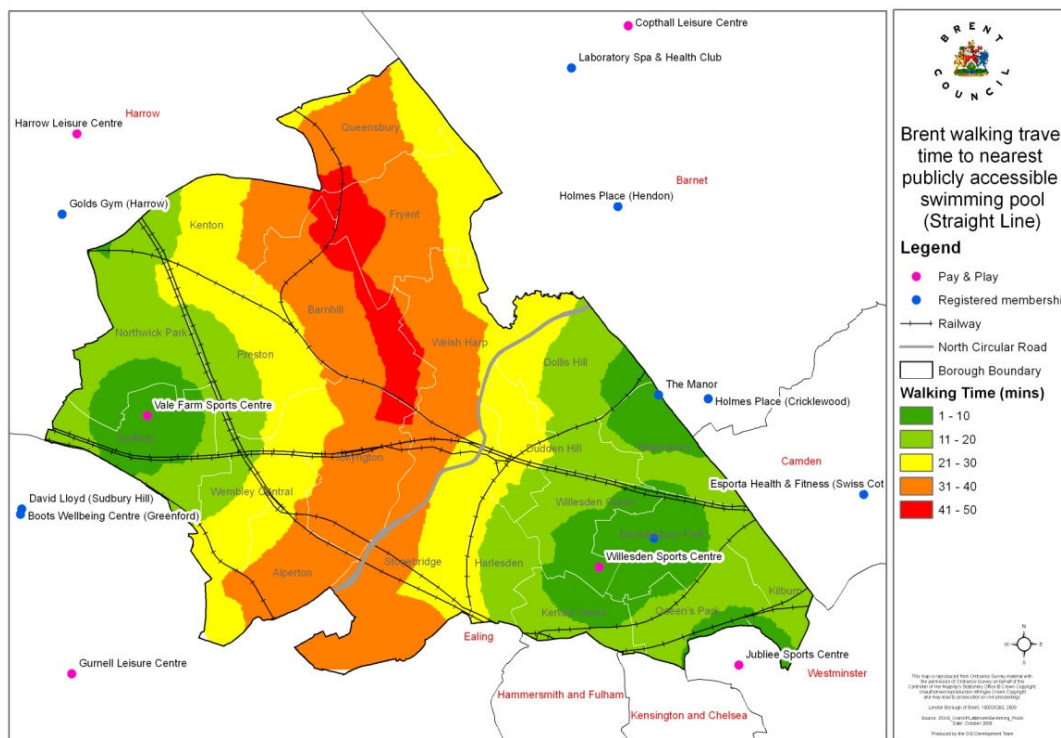
THEME 1: INCREASE PROVISION OF APPROPRIATE FACILITIES

Brent has a range of indoor and outdoor sports facilities, some provided by the local authority and schools, others by the private sector and some by voluntary sports clubs, community groups or faith organisations. There are five local authority owned sports centres in Brent. Four are owned by Brent; Vale Farm and Willesden sports centres which both have dry facilities and swimming pools plus Bridge Park and Charteris that have only dry facilities. The fifth facility is Moberly Sports and Education centre which is also a dry facility but owned and managed by the City of Westminster.

An extensive review of the Boroughs indoor and outdoor sports facilities was undertaken in 2008 to identify the quality and quantity of provision. A range of Sport England planning tools were used to provide a robust needs and evidence base to identify future levels of demand and supply. The report found that the Council's existing sports centres have a key role to play in providing publicly accessible sports provision and play an important role in meeting the sporting demands of residents. However the majority of the centres are aging and in need of refurbishment or re-provision. Two of the centres are not purpose built and therefore their layout and operational efficiency is poor. The poor physical state of most of the centres means that they are likely to become more expensive to operate and maintain which will result in poor cost effectiveness, falling participation levels and declining satisfaction.

There are only two publicly accessible swimming pools in Brent which means that over 50% of Brent residents are more than a 20 minute walk from a pool. Brent is short of at least two swimming pools to meet demand with the first priority to be the provision of a pool that serves the north of Brent and then one that serves the centre of the Borough, an area which is likely to see a substantial population growth.

Map to show the walking distance to the nearest publicly accessible swimming pool



There are approximately thirty sports halls in Brent of which five are in sports centres and the others are predominantly on school sites. The quality of the school sports halls varies as do their access arrangements with 68% being available either on a pay and play basis or via

bookings to clubs or community associations, but 32% (9 halls - equivalent to 28 badminton courts) are only available for private hire. Future refurbishment or development of sports facilities on school sites either as part of Building Schools for the Future (BSF) or other funding schemes will provide an opportunity to provide quality facilities and community access that meet the needs of the school and the local community.

The facilities review; 'Planning for Sport and Active Recreation Facilities Strategy 2008 – 2021' identified the need for increased health and fitness provision. Future provision should be encouraged by both the private and public sector recognising that in order to enable participation by people from areas of higher deprivation there will be a need for publicly accessible and pay and play facilities. The facilities strategy also recognises the need to improve existing outdoor provision and identifies the future demand for sports halls, pitches, courts and Multi Use Games Areas, recommending local standards and priorities for provision.

Satisfaction amongst Brent's residents with the provision of sports facilities has improved with 60.1% satisfied according to the 2008 Active People 2 survey compared to 52.7% in the 2006 Active People 1 survey. (The 2006 survey was undertaken before Willesden Sports Centre opened.) Nevertheless there is room for significant improvement with the average satisfaction for London being 62.7% and England, 67.5%

Case study – Willesden sports centre.

This centre was opened in November 2006 following an 18 month construction period. The new centre was built on the site of the old Willesden sports centre. The new centre includes a sports hall, main and teaching swimming pools, health and fitness facilities, multipurpose rooms plus an outdoor track and indoor running straight. The old centre used to attract approximately 250,000 visits per year (2003/04). In 2008/09 the new centre attracted over 670,000 visits per year, approximately 1,850 people per day, an increase of over 250%. The profile of users of the centre reflects the diversity of the Borough with over 60% of users from black and ethnic minority groups and more than half of all users being female. The centre has drawn some users away from private and public facilities in and outside of Brent but more encouragingly 49% of users did not use another sports centre or gym before they started using Willesden. This case study provides evidence that if quality facilities are provided that offer a range of activities that meet the needs of Brent's diverse communities at affordable rates, then a significant percentage of the local population will take part in sport and physical activity.

In order to increase participation there is a clear need to provide additional facilities as well as a need to be refurbish or redevelop existing facilities so that they are 'fit for purpose' and meet the demands and expectations of local people. There is also a need to increase community access to those facilities which already exist such as facilities on education sites. In order to provide the opportunity for a significant number of people to take part in sport and physical activity, Brent needs to provide access to sufficient good standard provision which is appropriately located and affordable. Without this there will be little increase in participation levels and Brent will remain one of the most inactive Borough's in London and England.

Twelve per cent of the Borough's land is occupied by public parks and open spaces, so there is a considerable amount of green and open space across Brent. These provide a vital resource for local residents not just in terms of providing green spaces but also as venues for outdoor sport and physical activity for team games and unstructured physical activity. Some of Brent's Parks are large and predominantly used for informal recreation e.g. Fryent Country Park, whilst others such as Gladstone Park offer a range of facilities for different

sports. Some areas are relatively small but provide essential pockets of open space in areas of high density housing and other areas such as the Welsh Harp provide sporting opportunities of sub-regional importance.

The annual Parks survey of a sample of 10% of households' estimates that 16million visits are made annually to Brent's parks and open spaces. Of those that use the parks for physical activity the greatest levels of use are for walking and jogging with a very small percentage using them for team sports. Residents said that marked walks, jogging routes and outdoor gyms would encourage them to make more use of the parks for physical activity.

Climate change is likely to have an impact on sports pitches. It is predicted that there will be wetter winters and drier summers in the London area. Water companies and Government policies are increasing the management of urban surface water, with consequential restrictions on pitch discharge consents. Therefore all sports pitch providers will need to review their pitch maintenance to seek new solutions for drainage during the winter and moisture retention during the summer so that pitch quality can be maintained and improved.

Central government targets and increasing concern for the environment we live in is encouraging people to think about how they can reduce CO₂ emissions, increase energy efficiency and use more sustainable 'green' travel methods. Brent needs to include these principles within the provision of new and existing sports facilities. We also need to ensure that new built environments are designed so as to provide good safe access by foot and public transport and access to open spaces.

Theme 1: Increase provision of appropriate facilities

Priorities:

- a) Provide a third swimming pool with health and fitness facilities that serves the North of the Borough.
- b) Increase community access to all facilities, in particular facilities on education sites that are suitable for sports use.
- c) Increase facilities for informal participation in sport and physical activity.
- d) Deliver the vision and recommendations of the Planning for Sport and Active Recreation Facilities Strategy including progressing the need to :
 - Provide a fourth pool in the centre of the Borough
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 - Increase health and fitness provision
- e) Include sports facilities that meet school and community needs as part of the Building Schools for the Future programme.
- f) Ensure that the Local Standards defined within the Planning for Sport and Active Recreation Facilities Strategy are achieved.

Success measures and outcomes:

- A third 6 lane x 25 metres swimming pool with, as a minimum, health and fitness facilities is provided in the North of the Borough.
- Improvement in resident satisfaction levels for sport and leisure facilities.
- Increase in the number of facilities suitable for sport which are available for community access.
- Increase in the number and quality of pitches, courts and MUGA's in Brent's parks.

- At least 3 existing and all new Brent Council owned sports centres attain Inclusive Fitness Initiative accreditation.

In order to deliver the strategic priorities and achieve the success measures and outcomes we will undertake the following key actions.

Key Actions

1. Progress the work to enable a third pool to be built that serves the North of the Borough.
2. Determine the best value package for future management of Brent's sports and leisure centres
3. Develop and maintain a comprehensive web-based directory of all facilities available for hire that are suitable for use for sport or physical activity and provide details of their fees and charges.
4. Maximise the opportunity presented by the Welsh Harp including increasing the sporting opportunity available to the people of Brent.
5. Include green travel plans within the Healthy schools award criteria.
6. Make public parks and open spaces more accessible and attractive to those wanting to be physically active and develop a wider range of opportunities for informal physical activity.
7. Ensure new facilities comply with the local standards set out in the Planning for Sport and Active Recreation Facilities Strategy.
8. Ensure that new facility developments recognise the diversity of the Borough's communities.
9. Ensure that new and existing sports facilities are fully accessible and inclusive to disabled people and audits by disabled people inform improvements
10. Deliver the recommendations within the Planning for Sport and Active Recreation Facilities Strategy
11. Maintain and improve the quality of existing facilities
12. Ensure quality sports provision is integral within the Building Schools for the Future (BSF) programme in Brent.
13. Ensure that all new sports provision on education sites meets the educational need of the provider and promises long term affordable community access arrangements.
14. Work with providers of sports facilities with restricted member usage to create opportunities for community access.
15. Ensure opportunities for physical activity are built into public spaces.
- 16.** Implement key sport and physical activity actions from the Brent Parks strategy.

THEME 2: INCREASE KNOWLEDGE OF THE WIDER BENEFITS OF AN ACTIVE LIFESTYLE

It is recognised that the sport and physical activity can help achieve wider social and economic objectives as well as improve the quality of life of the people who live, work, learn and play in Brent. Taking part in positive activities through sport and physical activity can help adults and young people learn new skills, develop confidence, increase social interaction, make friends, raise attainment levels and ambitions. Engagement in sport and physical activity can help reduce the likelihood of young people becoming involved in crime and anti social behaviour. Sport and physical activity can bring different individuals and communities together leading to greater social inclusion and community cohesion.

It is widely recognised that inactivity is having a significant impact on our health and the economics of our Country not only in terms of the cost to the health system but to the quality of our everyday lives. Over 3.5 million Londoners do not meet the recommended levels of physical activity which equates to an annual average cost of physical inactivity to the National Health Service in London of £105 million. Physical inactivity ranks alongside obesity, high blood pressure, high blood sugar and lipids and cigarette smoking as risk factors for chronic diseases such as cancer, cardio vascular disease and heart disease. Yet by becoming more physically active these risks can be reduced.

Within the Borough there are significant health inequalities linked to location, gender, level of deprivation and ethnicity. To support Brent's most deprived communities 5 priority neighbourhoods have been identified by the Council; South Kilburn, Harlesden, Stonebridge, St Raphael's, and Church End. Whilst this strategy will not focus sport and physical activity opportunities purely on geographical area, people living in these priority areas are likely to fall into the identified target groups. By working in these priority neighbourhoods there is considerable opportunity through physical activity to improve the health and increase the life expectancy of these residents .

The Active People 2 survey (2008) showed that 53% of Brent's population do no physical activity. The 2007 'Taking Part 'survey results showed that 46% gave the reason 'health isn't good enough' as the main grounds why they didn't take part in sport or physical activity. Clearly a significant amount of work needs to be done to get more people active so that their health can improve and they gain a better quality of life.

Case Study – Healthy Walks Programme

Established in April 2006, Brent's free Healthy Walks Programme aims to encourage adults, especially those new to physical activity, to become more physically active as a means to improving their health. Set in parks across the borough, the programme has been instrumental in promoting mental health and social benefits alongside the traditional messages of living a healthy lifestyle. Each walk is led by a walk leader and over twenty people have been trained and employed as walk leaders. Currently 11 walks take place per week with some walks attracting nearly 50 people per session. Walkers have commented how the programme has brought many positive benefits:

"My blood pressure is lower; I sleep better and have made new friends".

"I hadn't walked in five years but walking makes me feel good. We meet our friends here and my husband comes as well. He is blind because of a stroke but he is still walking and is very fit".

Approximately 20% of Brent's adult population are classed as obese, whilst 22.5% of year 6 school 6 pupils are obese. The latter is above the London (21.6%) and National (18.3%) average and is the 10th highest obesity level for this age group in the country. These levels

are predicted to rise and currently 37.1% of Brent's year 6 population are overweight or obese. Educating children, parents and adults on what constitutes good diet, nutrition, and physical activity are key components to supporting obese children and adults to lose weight and develop a healthier, more active lifestyle.

Case Study - MEND (Mind, Exercise, Nutrition, Do it!)

NHS Brent and Brent Council with additional funding from the Big Lottery Fund and the Youth Sport Trust started the MEND (Mind, Exercise, Nutrition, Do it!) programme in Brent in 2008 to start to address the Borough's child obesity problem. MEND is a free family based behavioural programme for treating overweight and obese children aged 7-10 and their families over a period of 10 weeks. It includes dietary, exercise and psychological components and aims to support the whole family to make long term sustainable changes to improve their health and weight through fun activities and interactive learning.

Up to October 2009, 9 programmes have been held in venues all over the Borough and MEND has supported over 90 children to achieve positive outcomes in terms of Body Mass Index, waist circumference, heart rates, self confidence and nutrition scores. To support those who have completed the programme a graduate programme has been developed that includes activities such as a weekly Saturday morning exercise programme and gardening on the MEND allotment site to grow fruit and vegetables.

Brent residents say that low levels of crime are extremely important in making somewhere a good place to live. The perception of crime and fear of crime affects the lives of many people and yet crime statistics for Brent show a 15% reduction in offences since 2003/04 and this continues to fall. There is much evidence and good practice around the Country to show that sport can be used as a tool to engage young people in positive activities that can encourage them away from crime and anti-social behaviour

In 2006/07 sixty percent of 16 year olds achieved 5+ A's to C's at GCSE and figures keep improving annually although attainment levels vary between schools and across the Borough. Learning and undertaking physical activities contribute to achievement of the curriculum aims for all young people to become:

- successful learners who enjoy learning, make progress and achieve
- confident individuals who are able to live safe, healthy and fulfilling lives
- responsible citizens who make a positive contribution to society.

Numerous research projects and evidence exists that shows that participation in physical and sporting activities develops competence and confidence and teaches the value of healthy, active lifestyles. Young people make informed choices about lifelong physical activity which helps to develop them personally and socially. Outstanding academic success is achieved through maintaining a balance of physical, cognitive, creative, social and personal challenge and this is often best seen through sport and physical activity.

The involvement in sport can enable a person to develop and learn new skills. Taking this learning further to gain qualifications in coaching, officiating, leadership or pursue a course of study or career in sports / physical activity related learning can offer opportunities both as a volunteer and/or paid employment. The provision of facilities for sport such as leisure centres or national stadiums creates numerous jobs both directly and indirectly and can assist in the regeneration of an area.

Theme 2: Increase knowledge of the wider benefits of an active lifestyle

Priorities:

- a) Increase the role of sport and physical activity as a means to address and prevent poor health in the Borough.
- b) Increase the public's and 'professional's' awareness of the wider benefits of sport and physical activity e.g. crime reduction, employment, education, life long learning, regeneration, health improvement and social cohesion and inclusion.

Success measures and outcomes:

- Deliver the sport and physical activity actions within the Borough's Health and Well Being strategy.
- Reduce the rate of increase in childhood and adult obesity.
- Reduce Brent's mortality rate from all circulatory diseases by people aged under 75.
- The wider benefits of sport and physical activity are recognised in other strategies such as health improvement, regeneration, crime and education.

Key Actions:

1. Target new physical activity programmes in areas with higher levels of deprivation to tackle health inequalities.
2. Develop and expand health promotion opportunities, prevention initiatives, and treatment options for over weight and obese adults and young people.
3. Persuade more health professionals to prescribe physical activity as a form of preventative medicine.
4. Develop and expand the 'Exercise Referral' programmes within the Borough.
5. Ensure that physical activity is a key component in targeted health improvement and intervention programmes such as improving vascular health.
6. Get more people walking and physically active during their leisure time, work breaks and as a means of transport.
7. Support businesses develop healthy, active workplaces.
8. Use role models within the community to highlight the benefits of an active lifestyle.
9. Develop physical activity programmes as part of the mental health promotion strategy in statutory and community settings.
10. Develop the health trainer model to help support and motivate people wishing to develop a healthier more active lifestyle.
11. Work with partners to use sport as a tool to help address crime, school exclusion and anti social behaviour.
12. Support schools to achieve and maintain healthy schools status to ensure that young people are educated to make good lifestyle choices.
13. Raise awareness amongst parents of the educational performance benefits associated with participating in sport and physical activity

THEME 3: GET MORE PEOPLE ACTIVE

In 2006 Sport England commissioned the first survey of sports participation in England. Nearly 364,000 adults were surveyed by phone in all 354 English local authorities. The results of this survey, Active People 1, provides reliable statistics on participation in sport and active recreation and has subsequently been repeated in 2008 (Active People 2) and is being undertaken in 2009 and there is a commitment to undertake the survey again in 2010.

The Active People Surveys gather data on the type, duration and intensity of people's participation in different types of sport and active recreation, as well as information about volunteering, club membership, receiving tuition, participation in competitive sport and satisfaction with local sports provision.

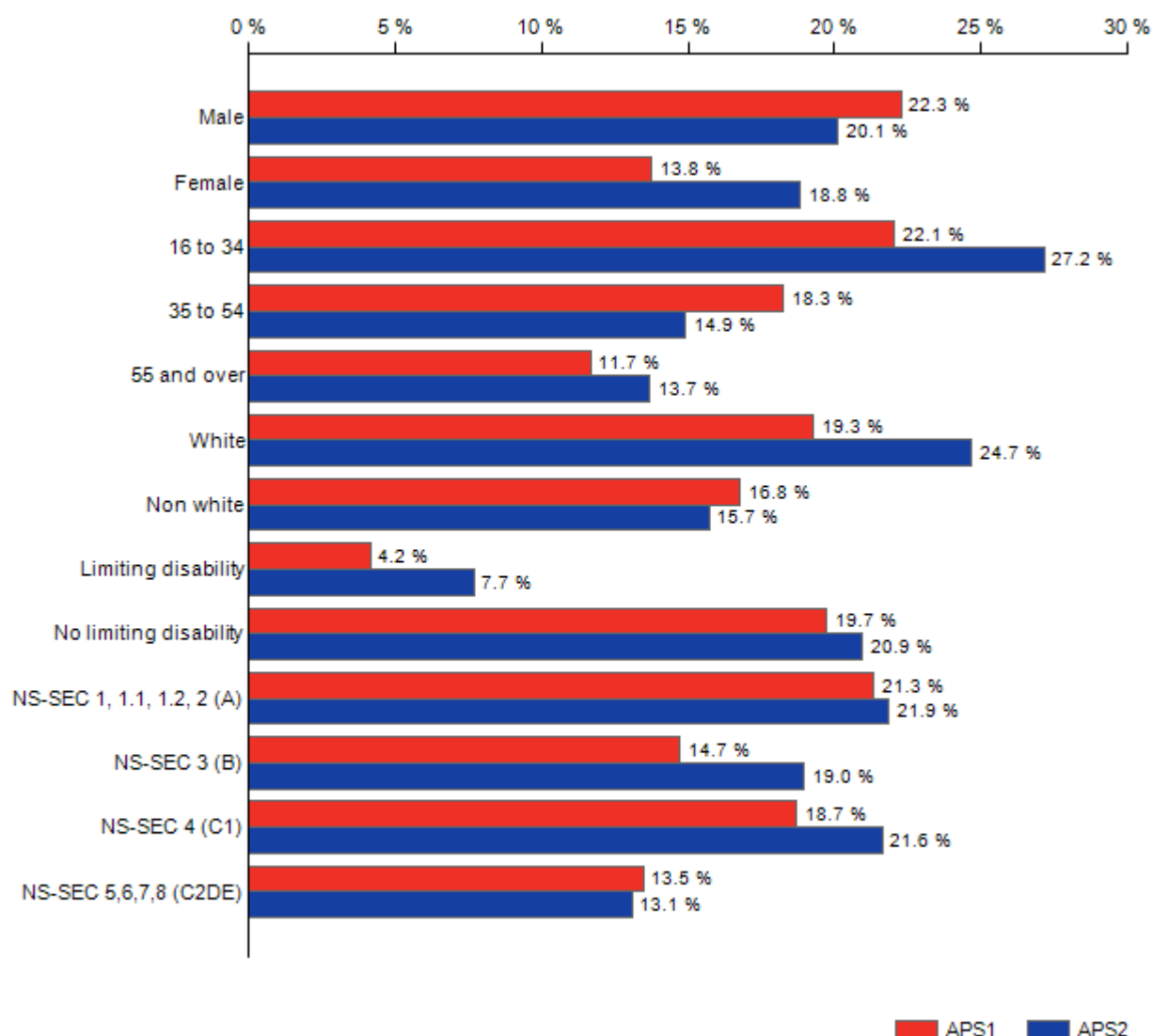
The 2008 Active People 2 survey results show that only 19.5% of Brent's population is undertaking the recommended 3 occasions of 30 minutes (3 x 30) moderate intensity sports or active recreation per week. This has improved by 1.5% since the 2006 Active People 1 survey was undertaken but is still below the London and National average.

Table showing Active People survey results for 3 x 30 participation in sport and moderate intensity physical activity.

West London Boroughs	Active People 1 Survey 2005-06 3 x 30 participation rate	Active People 2 Survey 2007-08 3 x 30 participation rate
Harrow	18.6%	13.3%
Hounslow	19.7%	15.1%
Brent	18.0%	19.5%
Ealing	21.2%	20.0%
Hillingdon	20.6%	20.7%
Hammersmith & Fulham	25.4%	27.0%
West London average	20.6%	19.3%
London Average	21.3%	20.1%
National Average	21.35%	21.7%

There are more males than females achieving 3 x 30 although the percentage of women achieving 3 x 30 has increased significantly since Active People 1 was undertaken. There has been an increase in 3 x 30 participation levels across the 16-34 (27.2%) and 55+ (13.7%) age groups putting these both above the London average but only 14.9% of 35-54 year olds are participating which is significantly below the 20.3% London average. Participation by Brent's disabled people has improved since Active People 1 but it is still below the London average. The percentage of Brent's black and ethnic minority population that are undertaking 3 x 30 has dropped from 16.8% to 15.7% whilst the percentage of Brent's white population undertaking 3 x 30 has increased from 19.3% to 24.7%.

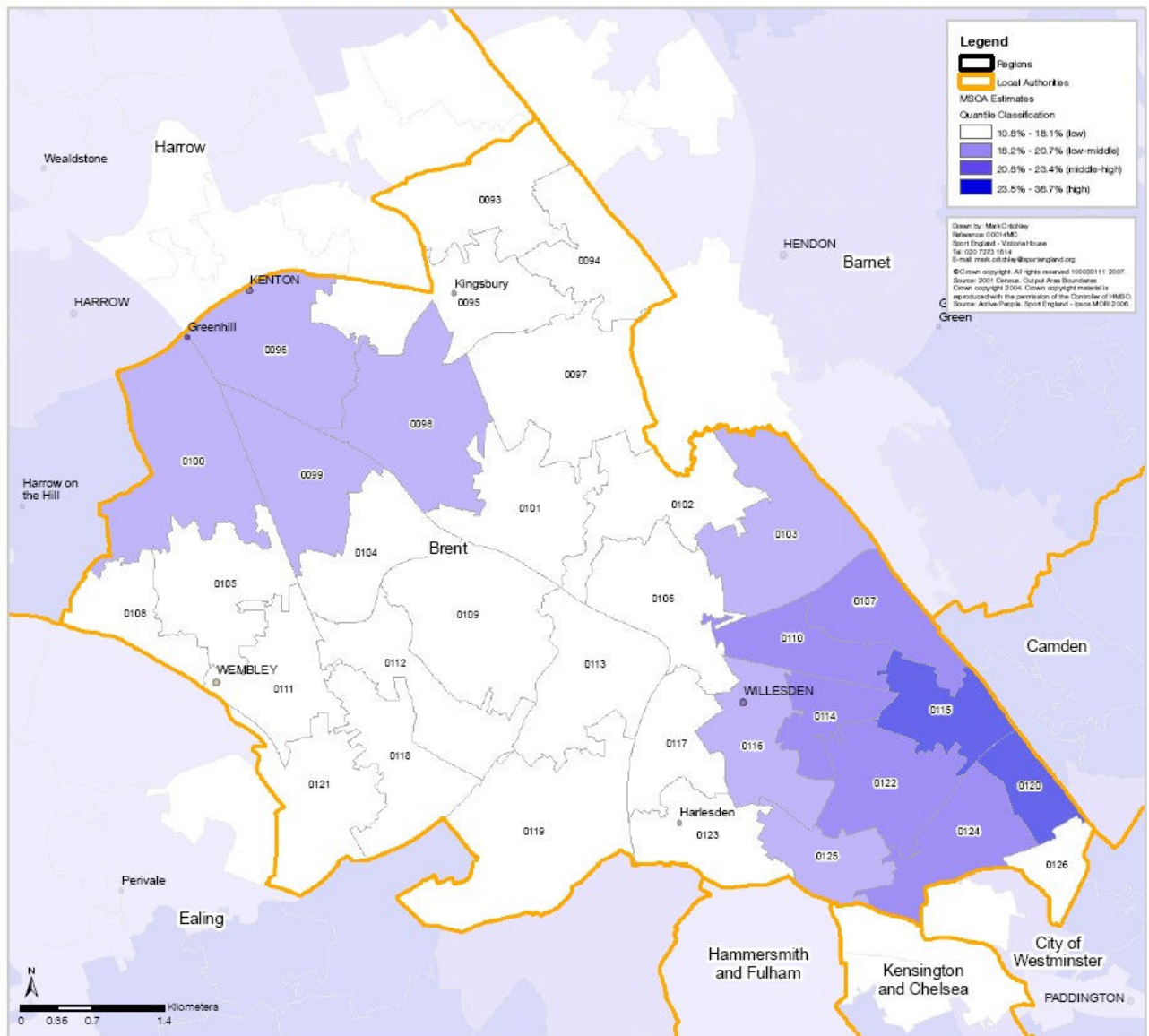
Graph showing Active People Survey 1 and 2 detailed results: 3 x 30 participation in sport and moderate intensity physical activity.



Surveys of users at the Leisure Centres generally mirror the Active People survey results with the percentage of females and pensioners increasing over the last few years. The percentage of disabled users at the centres with swimming pools has remained static but has reduced at the dryside sports centres.

Small area estimate maps have been produced from the Active People 1 survey which shows areas of higher and lower 3 x 30 participation across the Borough.

Map to show Active People 1 survey results by middle super output area
London Borough of Brent Participation (3 x 30) Estimates by Middle Super Output Area (MSOA)



The areas of lowest participation reflect areas of higher deprivation or greater distance from publicly accessible sports facilities.

The Active People 2 survey results also show that over half, 53.3% of Brent's adult population undertake no sport or physical activity which is the highest in West London and above the London average.

Table showing Active People 2 detailed results: zero x 30 participation in sport and moderate intensity physical activity.

	Active People 2 Survey 2007-08 Zero days physical activity
Brent	53.3%
West London average	49.2%
London average	48.0%
National average	48.1%

Non user surveys have shown that the main reasons why people don't do sport or physical activity is because they have 'no time' (57%) or they 'don't like sport' (15%). 'Lack of awareness' is less frequently cited as a reason for non participation than it was several years ago but it still remains an issue. To be effective information needs to be available in formats that are appropriate for the audience that we are trying to inform. Different groups within our society perceive different barriers to participation and are motivated by different factors. Social marketing and market segmentation information can profile the Borough into types of groups and this information can then be used to identify the most effective way to increase awareness within these groups and identify the type of sports these groups are more likely to be interested in.

Target Groups

This strategy aims to increase participation in sport and physical activity by everyone who lives, works, learns and plays in Brent. Taking part in physical activity is important to all of us and a considerable amount of work has been undertaken over the last five years to increase activity amongst certain groups. The results of this have been reflected in the Active People 2 survey results which show that Brent's female and older population have become more active. However some groups are still significantly less active than others. These groups should become the focus of additional, targeted work by all stakeholders. Disabled people, black and ethnic minority people and adults aged 35 to 54 from Brent participate less in sport and physical activity than the London average. For disabled people, an active lifestyle can significantly help improve their health and increase social interaction. Brent's middle age population is undertaking little activity on a regular basis. If those in middle age are not enticed to participate in sport now then physically it will be more difficult for them to be able to participate when they reach old age and it will add to age related health problems. For some black and ethnic minority groups participation in sport or physical activity can greatly reduce the risk or impact of chronic diseases which are more prevalent within their communities.

Female participation although increasing, is still significantly below that of male participation and drop off by girls is a matter of concern, therefore women and girls will be another target group. Finally, with such a large 'young population' we need to ensure that they develop an appetite for a active lifestyle at a young age and offer them the range of opportunities that meets their needs that will motivate them to continue participating in sport and physical activity into adulthood and through to old age.

Therefore stakeholders will focus additional developmental work on the following five target groups:

- **Disabled people.**
- **Adults aged 35 to 54**
- **Black and ethnic minority people**
- **Women and girls**
- **Young people**

It is recognised that many people belong to more than one of these target groups and that there will be a degree of cross over to address this.

Priority Sports

The 2004 to 2009 strategy for sport and physical activity in Brent identified eight sports for which steering groups were established and co-ordinated sports specific development plans written. This enabled the partners to focus their work on these eight sports whilst continuing to give support to all other sports. The development plans of these eight sports did not come

with funding attached to them but were able to be used as a point of reference for funding applications to show that Brent had a co-ordinated approach to developing these sports.

The development plans for these eight sports are still 'live' and the strategy will continue with these as priority sports, reviewing progress and potentially extending these plans when they expire.

Sport	Period of Development Plan
Athletics	2007 to 2012
Basketball	2008 to 2013
Cricket	2005 to 2010
Football	2008 to 2013
Martial Arts	2008 to 2013
Netball	2007 to 2012
Swimming	2006 to 2011
Tennis	2005 to 2010

As it is not feasibly possible for key partners to develop the 100 plus sports recognised by Sport England, up to three additional sports were identified by Brent's CSPAN after reviewing feedback and priority sport preferences received as part of the consultation on the draft strategy. (Appendix 6 shows the matrix which was used to help select the priority sports, the sports which were being considered and the criteria against which the sports were assessed.) These additional sports are:

- Cycling
- Badminton
- Watersports

For these sports steering groups will be established with representation from schools, sports clubs, national governing bodies of sport, facility providers and other partners and development plans will be written to identify the development needs of these sports within Brent.

Theme 3: Get more people active

Priorities:

- a) Reduce the percentage of people that are inactive, particularly those from low participation target groups.
- b) Ensure opportunities for sports participation for all Brent's diverse communities.
- c) Increase awareness of the opportunities available.

Success measures and outcomes:

- Reduction in zero participation in sport and moderate intensity physical activity.
- Increase in participation in sports and physical activity particularly by the five target groups.
- Development plans written and implemented for three new priority sports

Key Actions:

1. Direct additional developmental work on the five target groups, concentrating on non and low participants to encourage them to become active.
2. Develop activities within community settings to reduce transport as a barrier and enhance the likelihood of sustained participation.
3. Promote the use of Parks for informal physical activity.
4. Develop opportunities for 'family' participation in sport and physical activity.
5. Offer activity programmes that reflect the needs of Brent's diverse communities offering both inclusive and specific opportunities.
6. Implement key actions from 'Inclusive and Active' the sport and physical activity action plan for disabled people in London.
7. Proactively listen to local communities and develop activity programmes that are based on the needs of the individual, families and communities.
8. Use market segmentation and social marketing information to inform the provision of services and effective marketing techniques.
9. Develop and maintain a comprehensive web-based directory of sport and physical activities offered by all sporting providers: individuals, clubs, groups, organisations and private and public sector facilities.
10. Continue to use a range of different and exciting approaches to raise awareness of where, how and why people should and can take part in sport and physical activity.
11. Widely promote free activities, Brent's leisure discount scheme and the availability of pay and play opportunities at all Brent Council owned sports centres.
12. Work with stakeholders to produce sports specific development plans for the priority sports.

THEME 4: DEVELOP LOCAL SPORTS PROVIDERS

It is estimated that there are over 100 voluntary sports clubs in Brent catering for at least 26 sports for people of all ages and ability levels. In addition many community organisations and faith groups offer opportunities for sport and physical activity within their own settings. These clubs and groups play an important role in offering opportunities to take part in sport and physical activity with faith and community groups often catering for those who are not interested in joining or who feel that they would not feel comfortable in joining a traditional sports club.

Many sports clubs offer the opportunity to receive coaching and take part in competition. Some clubs in Brent have national and international representatives as club members and/or compete in regional and national leagues and competitions. Many clubs are established to cater for most abilities, offering their members the opportunity and support to participate to the best of their ability and follow performance pathways. Football, cricket and martial arts have a large club base in Brent and yet some sports currently have no club representation. The number of sports clubs in Brent is relatively small and this may account for the fact that only 20.6% of Brent's residents are members of a sports club, the fourth lowest percentage in London.

For those clubs that provide activities for young people it is becoming increasingly important that they offer safe, child friendly environments with good practice policies and procedures in place. Nine clubs in Brent have obtained Club Mark accreditation or equivalent and more are working towards it. The number of qualified coaches, officials and leaders in the Borough has increased considerably over the last few years and clubs recognise the need to continue to review their skills base to ensure their personnel have the appropriate qualifications, competencies and expertise.

Some clubs are reporting that their membership levels are dropping which causes concern for the long term future of these clubs. Encouraging young people to join sports clubs, particularly clubs with sections specifically for juniors and retaining these young people though into adulthood will make the clubs more sustainable.

Case Study – Student Sports Fayre

The Sports Development Team and College of North-West London organised a student's sports fayre in January 2009. Sports clubs organised stalls throughout the day to promote their sessions to the 16 to 24 year old students. Some clubs held demonstrations throughout the event in sports such as athletics, self defence and rugby. The event was a big success with around nineteen stalls for sports clubs and over 350 students attended. The sports clubs who attended were offered the opportunity to participate in the Student Enrichment Programme which involves direct college/club links for the students to attend club sessions as part of their weekly sport and physical activity sessions.

Schools are keen to encourage their pupils to develop their sporting pathway from school to club and establish school-club links with clubs that offer a quality, safe environment. School-club links will build on and enhance the existing PE and Sport opportunities available in schools. Young people will be guided from schools to NGB affiliated or otherwise accredited clubs linked to those school sports partnerships, particularly through the school club development nights. The strategy's priority sports will be the main focus but schools will be encouraged to establish links in a broader range of sports and physical activity.

Several clubs are reporting difficulties in retaining or recruiting sufficient people to help run and administer the club, often resulting in a few people taking on several roles both as coach and administrator. Many clubs are attracting fewer volunteers with limited support from parents or former players and for some clubs this has to result in higher membership fees to

pay for the cost of work previously undertaken by volunteers. Despite this, Active People 2 shows an increase in the percentage of Brent's adult population that have volunteered in sport from 2.7% to 4% in the last few years. In schools the percentage of pupils that are involved with leadership and volunteering is higher at 13%.

Case Study – Open Sports Club Fortnight

This was held between 25th August and 7th September 2008 and was an opportunity for local residents to try out new sports for free in a club environment. For clubs it was an opportunity to gain valuable publicity and to attract new members and volunteers. The timing represented the end of the Beijing Olympics and the beginning of the countdown to London 2012. Twenty-three clubs were involved, delivering forty-three sessions over the fortnight. Leaflets and posters were distributed around the borough and T-shirts provided for the club volunteers so they were easily recognisable on the day. The open club week was also on the London 2012 website.

Every year people offer their services as volunteers through organisations such as Brent volunteer centre and many of these peoples skills or experience could be appropriate for roles within sports clubs or groups even if the volunteer has limited sports knowledge. As with school club links, there is a need to ensure a quality, safe environment for all volunteers at local sports clubs and other local sports providers. To achieve this, local sports providers need help to develop recruitment processes, support and training for volunteers, and to manage risk so that volunteers have a safe, enjoyable experience and continue to offer their volunteering services.

Participation in competitive sport is often a key driver to retain people in their chosen sport. 12.1% of Brent's adult population take part in competitive sport which is just below the London average.

In Brent schools 34% of pupils are involved in inter-school competition (41% nationally), and 77 % in intra school competition (66% nationally). Brent and Harrow's schools competition manager aims to increase participation in high quality competition. Working with national governing bodies of sports, consistent , clear pathways are being developed with competitive opportunities established that are appropriate for the age and ability of the participants from annual multi skills festivals for key stage one pupils through to more regular festivals, leagues, inter-school leagues and cup competitions for pupils at Key stages 3 and 4.

In order to ensure high quality PE and Sport in schools, teachers and others need development and support. Over 500 teachers a year in Brent have accessed this programme and the schools Professional development programme will continue to help ensure that they have the tools and expertise that they need.

Funding is often identified as an issue by clubs and community groups. Clubs will need to continue to adopt innovative approaches for day to day fundraising but recognise the wider benefits such as health improvement, social cohesion and community safety that the provision of their activities bring to their local communities in order to gain money from new funding initiatives.

Theme 4: Develop local sports providers

Priorities

- a) Support the training and development of qualified personnel within clubs and community groups.
- b) Develop volunteering within sport.
- c) Support organisations to provide quality sport and physical activity opportunities.

- d) Support more clubs to gain Club Mark accreditation or equivalent.

Success measures and outcomes:

- Increase in the number of people accessing training courses on sports leadership, coaching and officiating.
- Increase in the percentage of adults volunteering in sport and physical activity.
- Increase in the percentage of school pupils that are actively involved in sports volunteering and leadership.
- Increase in the percentage of adults that are members of a sports club.
- Increase in the number of clubs gaining Club Mark accreditation or equivalent.
- Increase in the number of school based sports or activities, with links to clubs.

Key Actions:

1. Develop more opportunities for people to gain leadership, coaching, officiating and other sports qualifications.
2. Assist coaches and leaders to develop the skills to be competent to coach participants of all standards and disabled people.
3. Provide a programme of skills training for volunteers to meet local needs.
4. Develop volunteering opportunities within sports clubs, including opportunities for people with no previous experience in club sport that have the relevant skills.
5. Support clubs increase involvement of parents and families in club activity.
6. Create a volunteer recognition scheme.
7. Promote and disseminate best practice on club structures, policies and procedures to increase the provision of high quality, sustainable sports clubs and community groups.
8. Develop more sports clubs based on school sites as a satellite to the main club.
9. Support the development of more inclusive sports clubs providing high quality sports opportunities for disabled people.
10. Bring together sports clubs, schools and colleges to increase opportunities for young people to participate in club sport.
11. Encourage and support community and faith groups to offer sport and physical activity within their own organisations.
12. Provide information to sports clubs, schools, faith and community groups that will help them improve their self promotion and marketing to attract more participants.
13. Inform and assist sports clubs, faith and community groups to apply for and secure external funding, especially to achieve the priorities within this strategy.
14. Brent Sports Council to re-establish itself as a voice for voluntary sports clubs in Brent.
15. Encourage and support clubs to gain Club mark accreditation or equivalent.
16. Review the booking policy of sports pitches and sports centres/halls to reflect the wider benefits of having more Club Mark or equivalent accredited clubs using Brent's facilities.

THEME 5: INCREASE SPORTS OPPORTUNITIES FOR YOUNG PEOPLE

Brent has a relatively young population with a quarter of residents aged 19 and under. If we can engage and enthuse this population to enjoy and habitually take part in sport and physical activity, in the future Brent is likely to have a more active adult population. Participation in PE, sport and physical activity has increased significantly over the last few years with 87% of pupils receiving two or more hour's high quality P.E. per week, a major improvement on just 24% in 2003. There is now the aspiration to provide every school pupil with the 'five hour offer' based on two hours of PE during curriculum time and three hours of after school and community sport per week.

To help achieve this the Borough has two strong School Sports Partnerships, one in the North and the other in the South of the Borough. These partnerships have led the improvement in school PE and sport such that during 2008:

- 41% of pupils were involved in inter-school competition,
- 20.5% participated in community sports, dance or multi-skill clubs which had links to the school
- 13% were actively involved in sports volunteering and leadership.
- On average 17.1 sports were provided by each Brent school with football, dance, gymnastics, athletics, cricket, basketball and rounders being the most provided, and sports such as multi-skill clubs, golf, tennis, gymnastics, basketball and fitness having the greatest increase. On average Brent schools have links to 9.16 different sports clubs.

In 2008 5.5% of Brent pupils were registered as gifted and talented because of their ability in PE and/or Sport. The Gifted and Talented programme aims to improve the range and quality of teaching, coaching and learning for talented young sports people in order to raise their aspirations and improve their performance, motivation and self-esteem. It also encourages more talented young sports people to join sports clubs and strengthen the relationship between schools and NGB's in supporting talented young people. Up to 10% of pupils in primary and secondary schools will be supported.

Many surveys, workshops, forums and questionnaires have been completed by young people to identify their sporting needs. Brent's Youth parliament was keen to encourage more young people to take part in sport and had Sport and Leisure as one of their priorities in 2008, working with leisure centres and Council services to identify and overcome the issues being faced by young people.

Case Study – School survey

Pro-Active West London, Brent's two school sports partnerships and the Council's Sports Service surveyed primary and secondary pupils with a view to identifying: the sports young people would like more access to, current participation levels, how young people find out about activities and barriers to participation. Over 12,000 responses were received, 49% from males and 51% from females. The Headline results were:

- 60% do at least 2 hours club sport outside of PE
- 52% take part in at least one hour competitive sport outside of school
- 82% do at least one hour and 52% at least two hours unorganised activity per week
- 32% do at least an hours sports volunteering per week
- 5% have a leadership qualification
- Football, Swimming, Ice Skating, Basketball and Dance were they activities they would like to do more of.
- 'Time', then 'cost' and 'friends don't take part' were the most frequently noted reason for not taking part

- Friends, Posters, leaflets and parents were the means by which most pupils found out about sports activities with friends being the main way for over 60% of secondary pupils. This survey information is being used at a school, ward and borough level to develop programmes of activity that meet the needs of Brent's school pupils.

Usage at Brent's four sports centres by juniors has increased annually with approximately 322,500 or 29% of all visits being made by young people (16 and under). This is in part due to the provision of free swimming, initially during the school holidays and since April 2009 at all public swimming times until 2011, but also due to improved publicity and outreach work, and a greater number and more varied range of sports being offered from dance to boxing, martial arts to gymnastics.

Some young people however feel excluded from general sports participation opportunities either within school or outside. Some of Brent's young people have a 'caring' role at home which limits the free time they have available to participate in sport. Looked After children and those leaving care often need additional support to initially access sporting activities. For some sport is 'un cool' amongst their peers whilst for others, sport and physical activity is given a low priority within the family. The educational benefits of improved attainment levels by active young people and the health issues of a sedentary lifestyle should be highlighted to try and educate young people and their families in order to see a change in attitude towards sport and physical activity.

Theme 5: Increase sports opportunities for young people

Priorities:

- a) Offer a range of opportunities for young people that meet their local needs.
- b) Ensure Brent's young people are given the maximum opportunity to take part in a wide variety of sports and activities within and beyond the school environment.
- c) Support young people to develop their involvement in sport to their chosen level.

Success measures and outcomes:

- Increase in the number of young people using the Borough's sports centres.
- Increase in the number of different sports or activities provided by schools.
- Increase in the percentage of 5 to 16 year olds participating in at least two hours a week of high quality physical education (PE) and sport at school during curriculum time.
- Increase in the percentage of 5 to 19 year-olds participating in at least 3 hours after school and community sport per week.
- School Sports Partnerships provided beyond 2011.

Key Actions:

1. Review the benefits and sustainability of free swimming for 16's and under during all public swimming sessions.
2. Provide a range of affordable recreational facilities in parks that are suitable for young people.
3. Develop more young people as leaders, officials and volunteers and link these with local sports providers.
4. Promote the educational benefits of an 'active' young person and the health issues associated with inactivity.
5. Identify means by which the Council's sports development officers that lead on diversionary activities and activities for disabled people can be core funded when the existing funding ceases in April 2012.

6. Ensure that all schools are working towards achieving healthy schools status and support them in moving on to achieving the enhanced status model.
7. Assess the sustainability of the school sports partnership programme post Youth Sports Trust funding commitment to 2011.
8. Review the option of a leisure discount / loyalty scheme exclusively for young people resident in Brent.
9. Extend the programme of taster sessions and open days, specifically targeting young people.
10. Provide targeted activities and opportunities to participate in sport and physical activity for vulnerable young people and young people who are disengaged from the mainstream school and community provision.
11. Develop sports opportunities for people who are Not in Education, Employment or Training (NEET).
12. Provide advice, support and opportunities for looked after children, children leaving care and children as carers to access sports activities.
13. Create a borough wide Sports Achievement evening to celebrate the dedicated, committed and talented young sports people of Brent.
14. Provide targeted talent development support through the gifted and talented programme.

THEME 6: MAKE THE MOST OF LONDON 2012 AND WEMBLEY AS A MAJOR SPORTING VENUE.

On 27 July 2012 London will welcome the world to the Olympic and Paralympic Games. Wembley will host the football finals and semi finals, welcoming the Games back after sixty four years. The Olympic and Paralympic Games are not just about competitive sport but an opportunity to celebrate Brent's rich cultural heritage by ensuring it plays a role in the cultural Olympiad. London 2012 is an exceptional opportunity to act as a catalyst to enthuse, motivate and stimulate people to take part in sport and physical activity. All providers of sport should embrace this opportunity and ensure a lasting legacy from the Games.

Case Study – Countdown to 2012

Brent Youth parliament worked with the Council to organise a Young People's 2012 Challenge day. The aim of the day was to raise awareness of the 2012 Olympics and Paralympics amongst the youth of Brent, how they can get involved, educating young people on the benefits of participating in sports and what their current views are on Brent's sports facilities

Two international athletes attended the day and spoke about how they got involved in sports and how they began their sports careers. It was clear that these sporting stars inspired and motivated the young people and showed the positive impact that playing sports has had on their young lives in terms of health, stamina and confidence.

The young people were then able to participate in taster session of three Olympic sports; boxing, archery and athletics. The taster sessions allowed the young people to try the new sports, learn more about the sport they had chosen for the day and helped raise awareness of sports clubs in the borough who offer such sports.

A presentation was then given on the Personal Best programme which uses the hook of the Olympics and Paralympics to help socially excluded people gain a Level 1 qualification in volunteering.

Willesden Sports Centre and Capital City Academy (WSC / CCA) have been selected by the London Organising Committee of the Olympic Games (LOCOG) as a venue suitable for pre-games training camps in a range of Olympic and Paralympic sports. Attracting a nation or team to use these facilities in Willesden will make London 2012 seem more tangible and the wider opportunities associated with such a relationship with London 2012 competitors would be enormous.

Brent is working with unemployed residents through the national Personal Best Programme to give them the opportunity to gain a level 1 qualification based around volunteering and offer support in accessing further training, volunteering, work experience and employment opportunities. An outcome for those who complete the 8 week programme is that they are offered an interview to become a volunteer during the London 2012 Olympic Games.

Public Service Agreement 22 is to "deliver a successful Olympic and Paralympic Games and get more children and young people taking part in high-quality PE and sport." To this end Brent has launched the 'Brent Inspires Award' as a mechanism to encourage all organisations working with young people to get involved in promoting the Olympic and Paralympic values. The Brent Inspires Award will encourage, capture and celebrate young peoples positive contribution to a successful 2012 games.

The Mayor of London through the Greater London Authority and the National Health Service (NHS) London and have finalised their 2012 Legacy plans. The Mayor of London's strategy; 'A Sporting Future for London' aims to deliver a grass roots sporting legacy for Londoners and will direct the allocation of London Development Agency funding up until 2012. NHS London's 'Go London' strategy approaches the legacy of London 2012 from a public health

perspective and the desire to increase physical activity resulting in improved health and well being.

Over the next ten years a large number of international sporting events are coming Britain and London and some of them will be coming to Wembley. Many international events that are supported by their national governing bodies (NGB) of sport will be looking to see an increase in participation and involvement in those sports during and leading up to the delivery of the event and Brent needs to ensure that it maximises the potential spin off from holding such major events at Wembley into a lasting legacy of increased participation.

As part of the funding from the National Lottery Capital fund via Sport England, Wembley National Stadium Limited is required, from the 5th anniversary of the opening of the Stadium (March 2012) to make 1% of turnover available each year to support sport, education and other projects nationally. As it is the residents of Brent who are affected and inconvenienced by the matches and events that take place at the Stadium, Brent should be pro-active to ensure that a significant proportion of this funding is used to support sport and physical activity within Brent.

Theme 6: Make the most of London 2012 and Wembley as a major sporting venue.

Priorities:

- a) Deliver the aims of the Brent 2012 action plan.
- b) Maximise sports opportunities for Brent's communities from hosting national and international events at Wembley Stadium and Arena.
- c) Use the 2012 Paralympic Games as a catalyst for disability sport.

Success measures and outcomes:

- Sporting legacy derived out of events hosted at Wembley.
- Willesden and Capital City Academy used as a 2012 pre-games training camp.
- Increase in the percentage of disabled people taking part in sport and physical activity.
- Increase in the number of Brent schools that are signed up to the London 2012 Get Set Programme
- All Brent schools to participate in Brent Inspires Award
- Brent to receive a significant proportion of the funding available from Wembley Stadium National Trust Ltd from March 2012

Key Actions:

1. Provide a programme of London 2012 Olympic sports activities and events.
2. Develop cultural Olympiad events that link the arts and sports and encourage active lifestyles.
3. Attract international teams to use WSC / CCA as a pre games training camp.
4. Implement development programmes at WSC in their pre-games training camp sports.
5. Create a scholarship scheme to support Brent's (inter)national / potential. (inter)national sports people to access Brent's sports centres for training.
6. Develop the Brent Fun Run and Walk as a local mass participation event.
7. Encourage all stakeholders to use Brent's programme of festivals as a showcase to promote sport.
8. Support those involved in the Personal Best programme so that they continue to volunteer in sport related activities.

9. Inspire as many schools, clubs and voluntary organisations as possible to take part in the Brent Inspires Award
10. Work with relevant NGB's to ensure that organisers of major events at Wembley implement a co-ordinated programme to generate a sustained increase in participation in that sport.
11. Brent to work proactively to ensure that a significant proportion of the funding that becomes available through the Wembley Stadium Trust in 2012 is made available to develop sport and physical activity in Brent.
12. Provide a programme of London 2012 Paralympic sports activities and events.
13. Use the Paralympics as a tool to motivate, recruit and train disabled people as volunteers and leaders to support sports activities and events.

THEME 7: IMPROVE PARTNERSHIP WORKING

As stated throughout this strategy there are many different organisations and individuals involved in delivering, organising, enabling and providing opportunities for sport and physical activity. Sports centres, sports clubs, community groups, faith groups, schools, further and adult education centres and many more organisations offer opportunities for sport and physical activity. In order to effectively achieve the outcomes of this strategy and to reduce duplication and effort, maximise resources and increase co-ordination there is a need to improve partnership working and increase awareness of what everyone else is providing and planning to provide. Partners should also acknowledge that the public do not recognise Borough Boundaries and will travel to the activity or facility that is most convenient and appropriate for them and therefore there will be benefits from working with partners in neighbouring Borough's as well.

Case Study – Temporary swimming pool in a school hall

Brent has only two public swimming pools, with the North and central part of the Borough furthest from a pool. Swimming was identified by Brent's school pupils as one of the activities they would most like to do more of and in April 2009 the Council introduced free swimming for 16's and under during all public swimming sessions. (Prior to this it had only been available during school holidays.) Despite this interest in swimming performance at the end of Key stage 2 was poor and a large number of pupils at Key stage one cannot swim.

By joining together in partnership, the Kingsbury School Sports Partnership, extended services, Council's sports service, Brent's MEND programme and Preston Park primary school pooled their human and financial resources and together with Total Swimming and London Swimming, Brent was able to provide a temporary swimming pool in a school hall.

Over 150 hours of swimming were provided over a 5 week period for use by schools and the wider community. Significant improvements in swimming ability were seen over the period. Initially 58% of swimmers were classed as aqua-phobic or non swimmers and at the end of the programme only 15% remained non swimmers. Over 700 pupils used the pool together with pre-school sessions, child and adult learn to swim classes and women only sessions.

Consultation will form a basis of much of the work that partners undertake and the results of consultation should be shared so that information and evidence is disseminated amongst partners.

Theme 7: Improve partnership working

Priorities:

- a) Increase awareness of facilities and opportunities for sport and physical activity by all providers.
- b) Develop a more co-ordinated approach to sports and physical activity provision.
- c) Increase opportunities for joint working.

Success measures and outcomes:

- Brent CSPAN members deliver the actions within this strategy.
- Increase in the number of joint project funding submissions.
- Active engagement with Pro-Active West London, West London sports forums and neighbouring Borough's.

Key actions

1. Share the information, experience, knowledge and data we hold to improve and direct the services we provide.
2. Ensure clear and open lines of communication to avoid duplication and repetition.
3. Get involved with Regional and National sport and physical activity campaigns as a tool to promote and increase participation.
4. Providers think strategically to consider what will most benefit the people who live, work, learn and play in Brent.
5. Raise the profile of Brent CSPAN.
6. Build upon existing alliances and create new ones where appropriate.
7. Organise joint promotion and marketing to increase awareness of what is going on in and around Brent.
8. Work in partnership to increase capacity, finances and open up new opportunities for funding.

DELIVERY AND REVIEW

This strategy has been written by Brent CSPAN and they will oversee the implementation of the strategy's action plan. The action plan identifies individual Brent CSPAN members as leads for each action as well as potential partners with whom they will need to work in order to deliver the actions. For many of these actions more detailed implementation plans will be developed which will identify the resources available at the time and SMART targets.

Brent's CSPAN will review the strategy's action plan on an annual basis comparing achievements against actions and accounting for new opportunities and circumstances. They will produce an annual report of progress which will also allow any slippage to be recognised and actions re-timetabled accordingly. This report will be presented to the Culture, Learning and Sport forum and from there; the Local Strategic Partnership will be informed.

A comprehensive review of the strategy will take place in 2014 to allow sufficient time for a subsequent strategy to be produced.

APPENDIX 1 - A PROFILE OF BRENT

Key Facts

Population

- Brent's population was 279,200 in 2007 and this is predicted to rise to over 305,000 by 2016
- 55% of residents are from black and ethnic minority communities rising to xx % within schools
- Over 130 different languages spoken in schools
- A relatively young population with 43% of residents under 30 years of age
- General divide with the northern wards being more affluent and the south of the borough having higher levels of social and economic deprivation.

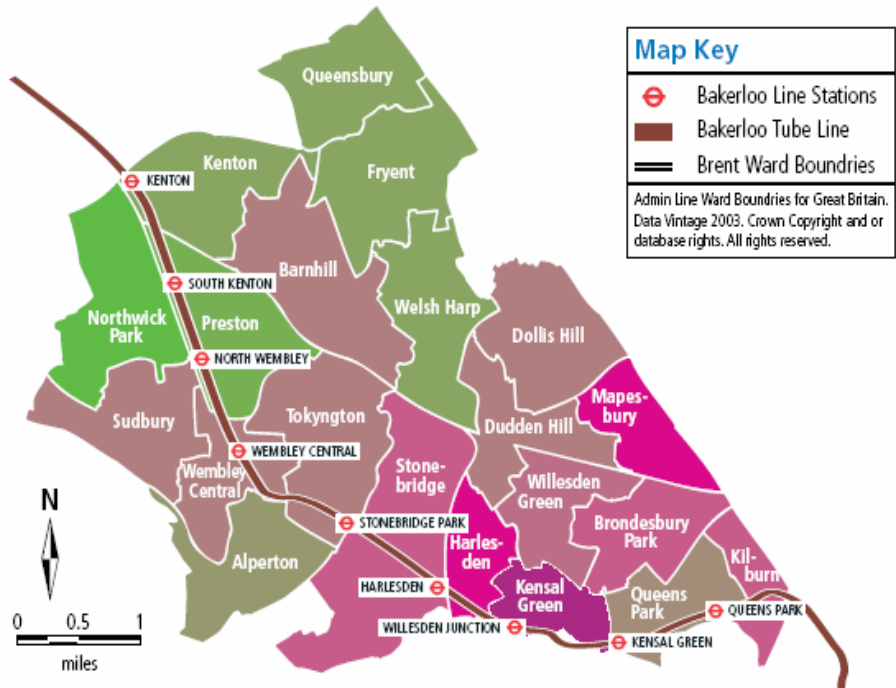
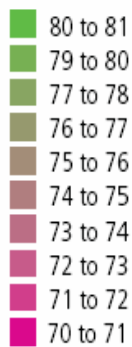
Map 1: Wards within the London Borough of Brent



Economic, Social and Environmental Factors

- Decrease in overall crime rates
- Brent has the fourth lowest average income levels in London.
- Unemployment rate has increased and is above London and England averages
- Qualification and skills levels in Brent are relatively low
- Education attainment varies between neighbourhoods
- Nearly 40% of Brent residents do not have access to a car
- Decline in single person households and an increase in larger households which is contrary to both national and London wide trends
- Brent has become more deprived and is the 53rd most deprived Borough in England and some wards in the top 10% most deprived

**2001-2005
Male Life Expectancy
by Ward (Years)**



Key facts: Sports participation

- Over half (53.3%) of Brent's adult population is not taking part in any form of physical activity
- Only 19.5% of Brent's adult population take part in the recommended 3 occasions of 30 minutes physical activity per week
- Indoor swimming and 'going to the gym' are the activities most Brent residents participate in but this is significantly below the London average
- Football and jogging are the activities most participated in outdoors but these are below the London average
- Cricket, dance studio based activities and basketball are more popular in Brent than across London as a whole
- 87% of Brent pupils are receiving two hours quality PE
- There are a low number of sports clubs and low sports club membership in
- The quality of existing local authority pitches and courts needs to be improved
- There is a need for changing accommodation on more pitch locations
- Community access to sports facilities on school sites should be increased

Further information about the profile of Brent is available in the Joint Strategic Needs Assessment document.

APPENDIX 2 – RELEVANT STRATEGIES AND DOCUMENTS

The development of Brent Sport and Physical Activity strategy 2010 – 2015 has been informed by sport and physical activity policies and strategies at a National, sub regional and local level.

Some of these key documents include:

LOCAL

- **Brent's Children and Young People's Plan** (available on Brent Council's website)
- **Brent's Health and Well Being strategy 2008-2018** (available on Brent Council's website)
- **Brent's Local Area Agreement priorities** (available on Brent Council's website)
- **Brent's Planning for Sport and Active Recreation Facilities Strategy 2008 – 2021** (available on Brent Council's website)
- **Brent's Parks Strategy** (available on Brent Council's website)
- **Brent's Cultural Strategy for Brent 2010 to 2015** (available on Brent Council's website)
- **Brent's Community Strategy 2006-2010** (available on Brent Council's website)
- **Brent Youth Parliament manifesto** (available Brain's website)

REGIONAL

- **The Mayor of London's 2012 Legacy Plan - A Sporting Future for London** (available on <http://www.london.gov.uk/mayor/publications/2009/docs/sporting-future-2009.pdf>)
- **NHS London's physical activity legacy plan - Go London** (available on: <http://www.london.nhs.uk/publications/public-health/go-london!-an-active-and-healthy-london-for-2012-and-beyond>)
- **Inclusive and Active – London Sports Forum for Disabled People** (available from http://www.londonsportsforum.org.uk/inclusive_active.php)

NATIONAL

- **Sport England's Strategy: *Grow, Sustain, Excel*** (2008-2011) (available on <http://www.sportengland.org>)
- **The National PE, School Sport and Club Links Strategy (PESSCL) (2003) and Strategy Update (2004)**
- **PE and Sport Strategy for Young People (PESSYP)**

SURVEY RESULTS

- **Place Survey** (available on Brent Council's website at <http://www.brent.gov.uk/evidencebase>)
- **Residents Attitude Survey** (available on Brent Council's website)
- **Active People Survey** (available on Sport England's website: http://www.sportengland.org/research/active_people_survey)

Appendix 3

Key achievements against the themes in the Strategy for Sport and Physical Activity in Brent 2004 – 2009.

Theme:	Key achievements:
Promoting the Health Benefits of an Active Lifestyle	<ul style="list-style-type: none"> • Exercise Referral schemes at Willesden and Vale Farm sports centres • Cardiac Rehab Phase 4 sessions, weight management classes, over 50's classes • Mend programme for obese children being delivered across Brent • 13 walks programmes held across the Borough per week • 5 Jog sessions per week • Introduced mass participation Fun Run and Walk
Increasing Awareness of Sports Opportunities	<ul style="list-style-type: none"> • Sports Service website much improved and recorded xxx hits in 2008/09. • Web based and hard copy sports club directory produced • Wide range of marketing and promotion tools used to inform people of sports opportunities including SMS texting, Community TV channels, on the back of buses, adverts in cinemas, email. • Regular newsletters produced and circulated
Ensuring Sports Facilities Are Fit For Purpose	<ul style="list-style-type: none"> • Willesden sports centre opened on 1 November 2006 on time and on budget • Wembley Stadium opened • Pilot authority for Sport England's facilities planning strategy completed in 2008. • Improvements made to pitches and tennis courts. • External funding awarded to develop courts for netball use • New changing accommodation provided at Gladstone Park • Computerised booking and management systems introduced at sports centres which will enable on-line bookings • Quest accreditation obtained at all four Council owned sports centres • Improvements made to Vale Farm, Charteris and Bridge Park Community Leisure Centres • The provision of a third pool that serves the North of the Borough agreed as the first priority for the Borough for major sports provision • Willesden sports centre in conjunction with Capital city Academy chosen as a Pre-Games training site for several Olympic and Paralympic sports
Reducing Inequalities and Ensuring Equity in Sport	<ul style="list-style-type: none"> • Part time sports development officer focussing on increasing sport by disabled children funded for six years • New leisure discount scheme introduced giving greater discount to concessionary groups • Vale Farm and Willesden sports centres gain Inclusive Fitness

	<p>Initiative accreditation</p> <ul style="list-style-type: none"> • Sports development activities delivered within all the wards in the Borough. • New bus route stops close to Willesden sports centre • Co-ordinated timetable of activities for women only across three sports centres • Regular programme of consultation with users and non users of sports centres. • Sweat in the city delivered in conjunction with FIA at all four council owned sports centres • Free swimming provided for disabled people
Supporting and Developing Local Sports Clubs	<ul style="list-style-type: none"> • Supported 29 clubs and groups successfully obtain over £85,000 external funding in 2008/09 • 72 newly qualified coaches, 22 newly qualified officials and 89 volunteers on different workshops during 2008/09. • 9 clubs gain Club Mark or Standard Chartered status • Club fortnight held to offer people the opportunity to 'try out' club sessions • Member of Kilburn Cosmos RFC awarded Pro-Active London volunteer of the year award • AFC Wembley placed second in Pro-Active London club of the year award
Increasing Sports Opportunities For Young People	<ul style="list-style-type: none"> • Recruited Advisory teacher for PE and sport • Two successful school sports partnership programmes in place • 87% of pupils receiving high quality PE and sport. • Six years funding awarded to use sport as a tool to divert young people from crime and antisocial behaviour • Pro-Active west London, School sports partnerships and Council's sports service survey 12,000 school pupils regarding sporting preferences • Annual participation in London Youth Games and other inter0 borough events • Multi Use Games Areas installed at different locations across the Borough • Skateboarding facility installed in River Brent park • On average there are seven school-club links per school • Free swimming provided for juniors during all school holidays was extended to include all public swimming times from April 2009 under DCMS scheme
<p>Target Groups: Young People Women and girls Black and ethnic minority groups Older people Disabled people</p>	<ul style="list-style-type: none"> • <i>Visits to Brent's sports centre by juniors increases from 30725 in 2005/06 to 80333 in 2008/09 (excluding school visits, clubs and swimming lesson)</i> • <i>Percentage of women undertaking 3 x 30 increases from 13.8% in 2006 top 18.8% in 2007-08.</i> • <i>Percentage of older people undertaking 3 x 30 increases from 11.7% in 2006 to 13.7% in 2007-08</i> • Free swimming provided for pensioners and disabled people • All sports centres have outreach officers with action plans to increase participation in sport by these target groups

<p>Priority sports: Athletics Basketball Cricket Football Martial Arts Netball Swimming Tennis</p>	<ul style="list-style-type: none"> • Steering groups established for all sports • Action plans written for all priority sports • Athletics development officer post created through tri-part funding arrangement
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Brent CSPAN Action Plan

Appendix 4

Abbreviations:

BADP = Brent Association for Disabled People

BSC = Brent Sports Council

BrAVA = Brent Association for Voluntary Action

C&F = Children and Families Department

CCA = Capital City Academy

CSPAN = Brent Community Sports and Physical Activity Network

H&CC = Housing and Community Care

IFI = Inclusive Fitness Initiative

LSF = London Sports Forum for Disabled People

NGB's = National Governing Bodies of Sport

NHS Brent = National Health Service, Brent

P&AM = Property and Asset Management Team

PRU = Pupil Referral Units

Regen = Regeneration Unit

SSP's = School Sports Partnerships

PAWL = Pro-Active West London

WSC = Willesden Sports Centre

EME 1: INCREASE PROVISION OF APPROPRIATE FACILITIES

Success measures and outcomes:

- A third 6 lane x 25 metres swimming pool with, as a minimum, health and fitness facilities is provided in the North of the Borough.
- Improvement in resident satisfaction levels for sport and leisure facilities.
- Increase in the number of facilities suitable for sport which are available for community access.
- Increase in the number of pitches, courts and MUGA's in Brent's parks.
- At least 3 existing and all new Brent Council owned sports centres attain Inclusive Fitness Initiative accreditation.

THEME 1:		Increase provision of appropriate facilities		Period for Action					
Priority	Action	Lead	Partners	2010	2011	2012	2013	2014	2015
Provide a third swimming pool with health and fitness facilities that serves the North of the Borough.	Progress the work to enable a third pool to be built that serves the north of the Borough.	Sports Service	C&F, Finance, P&AM, Leisure contractor						
	Determine the best value package for future management of Brent's sports and leisure centres	Sports Service	Procurement, Legal, Finance						
Increase community access to all facilities, in particular facilities on education sites, which are suitable for sports use.	Develop and maintain a comprehensive web-based directory of all facilities available for hire that are suitable for use for sport or physical activity and provide details of their fees and charges.	Sports Service	Schools, SSP's, Private Leisure sector, Sports clubs, Community & faith groups						
	Maximise the opportunity presented by the Welsh Harp including increasing the sporting opportunity to the people of Brent.	Sports Service	Welsh Harp Sailing Association, SSP's,						

THEME 1: Increase provision of appropriate facilities										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
			Schools. Regeneration							
	Include green travel plans within the Healthy schools award criteria.	Schools								
Increase facilities for informal participation in sport and physical activity	Make public parks and open spaces more accessible and attractive to those wanting to be physically active and develop a wider range of opportunities for informal physical activity.	Parks Service	Sports Service							
Deliver the vision and recommendations of the Planning for Sport and Active Recreation Facilities Strategy including progressing the need to : Provide a fourth pool in the centre of the Borough Redevelop Vale Farm sports centre Increase health and fitness provision	Deliver the recommendations within the Planning for Sport and Active Recreation Facilities Strategy	Sports & Planning Services	Parks Service, Developers, Regeneration							
	Ensure new facilities comply with local standards set out in the Planning for Sport and Active recreation Facilities Strategy	Planning	Sports Service, Parks Service, C&F,							

THEME 1:		Increase provision of appropriate facilities								
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
			Sports Clubs Leisure providers, LSF IFI							
	Ensure that new facility developments recognise the diversity of the Borough's communities.	Sports Service	Planning, C&F							
	Ensure that new and existing sports facilities are fully accessible and inclusive to disabled people and audits by disabled people inform improvements.	Sports Service	Planning, Leisure Providers, BADP, LSF, IFI,							
	Maintain and improve the quality of existing facilities	Sports & Parks Service	Leisure Contractors, Sports Clubs, Schools							
	Ensure quality sports provision is integral within the BSF programme in Brent.	C & F	Sports Service, Planning							
	Ensure that all new sports provision on education sites meets the educational need of the provider and promises long term affordable community access arrangements	C & F	Planning, Sports Service							
	To work with providers of sports facilities with restricted member usage to create opportunities for community access	Sports Service	Schools, C&F, Private leisure sector,							

THEME 1: Increase provision of appropriate facilities										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
			Community & faith groups							
	Ensure physical activity is built into public spaces.	Planning	Transportation, Sports Service							
Increase the number of pitches, courts and MUGA's in Brent's parks.	Implement key sport and physical activity actions from the Brent Parks strategy.	Parks Service	Sports Service, Sports clubs.							

EME 2: INCREASE KNOWLEDGE OF THE WIDER BENEFITS OF AN ACTIVE LIFESTYLE**Success measures and outcomes:**

- Deliver the sport and physical activity actions within the Borough's Health and Well Being strategy
- Reduce the rate of increase in childhood and adult obesity.
- Reduce Brent's mortality rate for all circulatory diseases by people aged under 75
- The wider benefits of sport and physical activity are recognised in other strategies such as health improvement, regeneration, crime and education.

Theme 2: Increase knowledge of the wider benefits of an active lifestyle.										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
Increase the role of sport and physical activity as a means to address and prevent poor health in the Borough.	Target new physical activity programmes in areas with higher levels of deprivation to tackle health inequalities	NHS Brent	Sports Service, Community & faith groups							
	Develop and expand health promotion opportunities, prevention initiatives, and treatment options for over weight and obese adults and young people.	NHS Brent	C&F, Sports Service, SSP's Schools, Leisure contractors,							
	Persuade more health professionals to prescribe physical activity as a form of preventative medicine.	NHS Brent	Sports Service, Leisure contractors, C&F							
	Develop and expand the Exercise Referral programmes within the Borough.	Sports Service,	Leisure contractors,							

Theme 2: Increase knowledge of the wider benefits of an active lifestyle.										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
	Ensure that physical activity is a key component in targeted health improvement and intervention programmes such as improving vascular health.	NHS Brent	Sports Service, private Leisure contractors, Private leisure providers, Community & faith groups							
	Get more people walking and physically active during their leisure time, work breaks and for transport.	Sports Service	NHS Brent, Parks service,							
	Support businesses develop healthy, active workplaces.	NHS Brent	Sports Service, Regeneration PAWL							
	Use role models within the community to highlight the benefits of an active lifestyle.	NHS Brent	Sports Service, Youth Service, LSF							
	Develop physical activity programmes as part of the mental health promotion strategy in statutory and community settings.	NHS Brent	Sports Service,							
	To develop the health trainer model to help support and motivate people wishing to develop a healthier more active lifestyle.	NHS Brent	Sports Service,							

Theme 2: Increase knowledge of the wider benefits of an active lifestyle.										
riority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
Increase the public's and 'professional's' awareness of the wider benefits of sport and physical activity e.g. crime reduction, employment, education, life long learning, regeneration, health improvement and social cohesion and inclusion.	Work with partners to use sport as a tool to help address crime, school exclusion and anti social behaviour	Sports Service	Community safety, Met Police, Schools, PRU, C&F Youth Service,							
	Support schools to achieve and maintain healthy schools status to ensure that young people are educated to make good lifestyle choices.	C&F	SSP's Schools							
	Raise awareness amongst parents of the educational performance benefits associated with participating in sport and physical activity.	SSP's,	Schools , Sports Service Youth Service							

EME 3: GET MORE PEOPLE ACTIVE

Success measures and outcomes:

- Reduction in zero participation in sport and moderate intensity physical activity.
- Increase in participation in sports and physical activity particularly by the five target groups.
- Development plans written and implemented for three new priority sports

Theme 3: Get more people active				Period for Action					
Priority	Action	Lead	Partners	2010	2011	2012	2013	2014	2015
Reduce the percentage of people that are inactive, particularly those from low participation target groups.	Direct additional developmental work on the five target groups, concentrating on non and low participants to encourage them to become active.	Sports Service	Leisure contractors, Youth Service, schools, Disability groups, LSF IFI						
	Develop activities within community settings to reduce transport as a barrier and enhance the likelihood of sustained participation.	Sports Service	Community & faith groups, Schools, Youth Service						
	Promote the use of Parks for informal physical activity.	Parks service	Sports Service, NHS Brent,						
	Develop opportunities for 'family' participation in sport and physical activity.	Sports Service	Leisure contractors, Parks service, NHS Brent						
	Offer activity programmes that reflect the needs of Brent's diverse communities offering both inclusive and specific opportunities.	Sports Service	Leisure contractors, Youth						

Theme 3: Get more people active										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
			Service, SSP's Schools, Disability groups, H&CC LSF IFI							
	Implement key actions from 'Inclusive and Active' the sport and physical activity action plan for disabled people in London.	Sports Service	SSP's, Schools, Youth Service, Leisure contractors, Disability groups LSF							
Ensure opportunities for participation in sports and physical activity for all Brent's diverse communities.	Proactively listen to local communities and develop activity programmes that are based on the needs of the individual, families and communities.	Sports Service	Leisure contractors, SSP's, Youth Service, Schools, Regeneration							
	Use market segmentation and social marketing information to inform the provision of services and effective marketing techniques.	Sports Service	Leisure contractors, Youth Service,							
Increase awareness of the opportunities	Develop and maintain a comprehensive web-based directory of sport and physical activities offered by all	Sports Service	NHS Brent, BrAVA,							

Theme 3: Get more people active										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
available.	sporting providers: individuals, clubs, groups, organisations and private and public sector facilities.		Sports Clubs, Community & faith groups, schools							
	Continue to use a range of different and exciting approaches to raise awareness of where, how and why people should and can take part in sport and physical activity.	Sports Service	Leisure contractors, NHS Brent, Sports clubs, SSP's, Schools							
	Widely promote free activities, Brent's leisure discount scheme and the availability of pay and play opportunities at all Brent Council owned sports centres.	Sports Service	Leisure contractors, NHS Brent, Regeneration SSP's, Schools							
	To work with stakeholders to produce sports specific development plans for the priority sports.	Sports Service	NGB's, Leisure Sports clubs, contractors, SSP's, Schools, Planning, Transportation.							

EME 4: DEVELOP LOCAL SPORTS PROVIDERS

Success measures and outcomes:

- Increase in the number of people accessing training courses on sports leadership, coaching and officiating.
- Increase in the percentage of adults volunteering in sport and physical activity.
- Increase in the percentage of school pupils that are actively involved in sports volunteering and leadership.
- Increase in the percentage of adults that are members of a sports club.
- Increase in the number of clubs gaining Club Mark accreditation or equivalent.
- Increase in the number of school based sports or activities, with links to clubs.

Theme 4: Develop local sports providers				Period for Action					
Priority	Action	Lead	Partners	2010	2011	2012	2013	2014	2015
Support the training and development of qualified personnel within clubs and community groups.	Develop more opportunities for people to gain leadership, coaching, officiating and other sports qualifications.	Sports Service	Schools, Youth Service, BrAVA, Sports clubs, BSC Leisure Contractors, FE colleges Community & faith groups						
	Assist coaches and leaders to develop the skills to be competent to coach participants of all standards and disabled people.	Sports Service	Sports clubs, Leisure contractors, Disability groups, NGB's, BSC LSF IFI						

Theme 4: Develop local sports providers									
Priority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
Develop volunteering within sport.	Provide a programme of skills training for volunteers to meet local needs.	BrAVA	Sports Service, Sports clubs, Community & faith groups						
	Develop volunteering opportunities within sports clubs, including opportunities for people with no previous experience in club sport that have the relevant skills.	BrAVA,	Sports Service, BSC Sports clubs						
	Support clubs increase involvement of parents and families in club activity.	BSC	Sports Service, Sports Clubs, schools						
	Create a volunteer recognition scheme	BrAVA,	Sports Service, BSC, Sports clubs, SSP's Schools, Youth service Community & faith groups						
Support organisations to provide quality sport and physical activity opportunities.	Promote and disseminate best practice on club structures, policies and procedures to increase the provision of high quality, sustainable sports clubs and community groups.	Sports Service	BSC, NGB's Sports Clubs, PAWL,						
	Develop more sports clubs based on school sites as a satellite to the main club.	SSP's	Sports Clubs BSC Sports Service						

Theme 4: Develop local sports providers										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
	Support the development of more inclusive sports clubs providing high quality sports opportunities for disabled people.									
	Bring together sports clubs, schools and colleges to increase opportunities for young people to participate in club sport.	Schools	BSC Sports clubs							
	Encourage and support community and faith groups to offer sport and physical activity within their own organisations.	Sports Service	Regeneration Community & faith groups							
	Provide information to sports clubs, schools, faith and community groups that will help them improve their self promotion and marketing to attract more participants.	Sports Service	BSC, PAWL,							
	Inform and assist sports clubs, faith and community groups to apply for and secure external funding, especially to achieve the priorities within this strategy.	Sports Service	NGB's, PAWL, SSP's							
	Brent Sports Council to re-establish itself as a voice for voluntary sports clubs in Brent.	Brent Sports Council,	Sports Service, sports clubs							
Support clubs to gain Club Mark accreditation or equivalent.	Encourage and support clubs to gain Club mark accreditation or equivalent	Sports Service	NGB's, BSC, PAWL							
	Review the booking policy of sports pitches and sports centres/halls to reflect the wider benefits of having more Club Mark or equivalent accredited clubs using Brent's	Sports Service	Parks Service, Leisure							

Theme 4: Develop local sports providers									
riority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
	facilities.		contractors						

EME 5: INCREASE SPORTS OPPORTUNITIES FOR YOUNG PEOPLE

Success measures and outcomes:

- Increase in the number of young people using the Borough's sports centres.
- Increase in the number of different sports or activities provided by schools.
- Increase in the percentage of 5 to 16 year olds participating in at least two hours a week of high quality physical education and sport at school during curriculum time.
- Increase in the percentage of 5 to 19 year olds participation in at least 3 hours after school and community sport per week.
- School Sports Partnerships provided beyond 2011.

Theme 5: Increase sports opportunities for young people				Period for Action					
Priority	Action	Lead	Partners	2010	2011	2012	2013	2014	2015
Offer a range of opportunities for young people that meet their local needs.	Review the benefits and sustainability of free swimming for 16's and under during all public swimming sessions.	Sports Service	Leisure contractors, C&F						
	Provide a range of affordable recreational facilities in parks that are suitable for young people.	Sports Service	Parks Service						
	Develop more young people as leaders, officials and volunteers and link these with local sports providers.	SSP's	Sports Service, Sports clubs, Leisure contractors, Youth service						
	Promote the educational benefits of an 'active' young person and the health issues associated with inactivity.	Schools	C&F NHS Brent, SSP's, Sports Service, Youth Service						

Theme 5: Increase sports opportunities for young people									
Priority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
	Identify means by which the Council's sports development officers that lead on diversionary activities and activities for disabled people can be core funded when the existing funding ceases in April 2012.	Sports Service	Finance						
	Ensure that all schools are working towards achieving healthy schools status and support them in moving on to achieving the enhanced status model.	Schools	NHS Brent, SSP's,						
Ensure Brent's young people are given the maximum opportunity to take part in a wide variety of sports and activities within and beyond the school environment.	Assess the sustainability of the school sports partnership programme post Youth Sports Trust funding commitment to 2011.	C&F	SSP's						
	Review the option of a leisure discount / loyalty scheme exclusively for young people resident in Brent.	Sports Service	Leisure contractors, SSP's						
	Extend the programme of taster sessions and open days, specifically targeting young people.	Sports Service	Leisure contractors,						
	Provide targeted activities and opportunities to participate in sport and physical activity for vulnerable young people and young people who are disengaged from the mainstream school and community provision.	Sports Service	C&F, PRU, Met Police, Community safety, Youth						

Theme 5: Increase sports opportunities for young people									
Priority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
			Service						
	Develop sports opportunities for people who are Not in Education, Employment or Training (NEET).	Sports Service	H&CC, C&F						
	Provide advice, support and opportunities for looked after children, children leaving care and children as carers to access sports activities.	C&F,	Sports Service, H&CC						
Support young people to develop their involvement in sport to their chosen level.	Create a borough wide Sports Achievement evening to celebrate the dedicated, committed and talented young sports people of Brent.	SSP's	Sports Service, Sports Clubs, Youth Service						
	Provide targeted talent development support through the gifted and talented programme.	SSP's	Schools						

EME 6: MAKE THE MOST OF LONDON 2012 AND WEMBLEY AS A MAJOR SPORTING VENUE.

Success measures and outcomes:

- Sporting legacy derived out of events hosted at Wembley.
- Willesden and Capital City Academy used as a 2012 pre-games training camp.
- Increase in the percentage of disabled people taking part in sport and physical activity.
- Increase in the number of Brent schools signed up to the London 2012 Get Set Programme
- All Brent schools participate in the Brent Inspires Award.
- Brent to receive a significant proportion of the funding available from Wembley Stadium National Trust Ltd from March 2012.

Theme 6: Make the most of London 2012 and Wembley as a major sporting venue.										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
Deliver the aims of the Brent 2012 action plan.	Provide a programme of London 2012 Olympic sports activities and events.	Sports Service	SSP's Schools, Youth Service, BSC, Sports clubs, Community & faith groups, Leisure contractors							
	Develop cultural Olympiad events that link the arts and sports and encourage active lifestyles.	Arts and festivals team	Sports Service, Parks service, SSP's, Schools, Youth service, Community & faith groups, NHS Brent							

Theme 6: Make the most of London 2012 and Wembley as a major sporting venue.									
Priority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
	Attract international teams to use WSC / CCA as a pre games training camp.	2012 Mgr	Sports Service, Regeneration WSC & CCA						
	Implement development programmes at WSC in their pre-games training camp sports.	Leisure contractor	Sports Service Sports Clubs						
	Create a scholarship scheme to support Brent's (inter)national / potential (inter)national sports people to access Brent's sports centres for training.	Sports Service	Leisure contractors, NGB's						
	Develop the Brent Fun Run and Walk as a local mass participation event.	Sports Service	Community & faith groups, SSP's, Parks Service						
	Encourage all stakeholders to use Brent's programme of festivals as a showcase to promote sport.	Arts and Festivals Team	Sports Service, BSC, Sports Clubs,						
	Support those involved in the Personal Best programme so that they continue to volunteer in sport related activities.	Regeneration	BrAVA, Sports Clubs						
	Inspire as many schools, clubs and voluntary organisations as possible to take part in the Brent Inspires Award	C&F	SSP's Schools Sports Clubs Community & faith groups, BrAVA Sports						

Theme 6: Make the most of London 2012 and Wembley as a major sporting venue.									
Priority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
			Service BSC						
Maximise sports opportunities for Brent's communities from hosting national and international events at Wembley Stadium and Arena.	Work with relevant NGB's to ensure that organisers of major events at Wembley implement a co-ordinated programme to generate a sustained increase in participation in that sport.	Sports Service	NGB's						
	Brent to work proactively to ensure that a significant proportion of the funding that becomes available through the Wembley Stadium Trust in 2012 is made available to develop sport and physical activity in Brent.	Brent Council							
Use the 2012 Paralympic Games as a catalyst for disability sport.	Provide a programme of London 2012 Paralympic sports activities and events.	Sports Service	Disability groups SSP's Youth Service, Sports clubs, Leisure contractors LSF						
	Use the Paralympics as a tool to motivate, recruit and train disabled people as volunteers and leaders to support sports activities and events. .	Sports Service	Disability groups, BrAVA, H&CC, Leisure						

Theme 6: Make the most of London 2012 and Wembley as a major sporting venue.									
Priority	Action	Lead	Partners	Period for Action					
				2010	2011	2012	2013	2014	2015
			contractors, Sports clubs, SSP's, LSF Community and faith groups						

THEME 7: INCREASE PARTNERSHIP WORKING

Success measures and outcomes:

- Brent CSPAN members deliver the actions within this strategy.
- Increase in the number of joint project funding submissions.
- Active engagement with Pro-Active West London, West London sports forums and neighbouring Borough's.

Theme 7: Increase partnership working				Period for Action					
Priority	Action	Lead	Partners	2010	2011	2012	2013	2014	2015
Increase awareness of facilities and opportunities for sport and physical activity by all providers.	Share the information, experience, knowledge and data we hold to improve and direct the services we provide.	All CSPAN members							
	Ensure clear and open lines of communication to avoid duplication and repetition.	All CSPAN members							
	Get involved with Regional and National sport and physical activity campaigns as a tool to promote and increase participation.	All CSPAN members							
Develop a more co-ordinated approach to sports and physical activity provision.	Providers think strategically to consider what will most benefit the people who live, work, learn and play in Brent.	All CSPAN members	C&F, Schools						
	Raise the profile of Brent CSPAN.	CSPAN Chair	All CSPAN members						
	Build upon existing alliances and create new ones where appropriate.	All CSPAN							

Theme 7: Increase partnership working										
Priority	Action	Lead	Partners	Period for Action						
				2010	2011	2012	2013	2014	2015	
		members								
Increase opportunities for joint working.	Organise joint promotion and marketing to increase awareness of what is going on in and around Brent.	All CSPAN members								
	Work in partnership to increase capacity, finances and open up new opportunities for funding.	All CSPAN members								

Appendix 5: Strategy Success Measures and Outcomes - Baseline information.

THEME 1: INCREASE PROVISION OF APPROPRIATE FACILITIES

Success measures and outcomes:	Baseline and method of measurement:
A third swimming pool with health and fitness facilities is provided as a minimum.	Currently two swimming pools with full public access provided
Improvement in resident satisfaction levels for sport and leisure facilities.	Active People Survey 2008 – resident satisfaction with sport and leisure provision = 60.1% Residents Attitude Survey 2009 – satisfaction with the quality of sports facilities = 49% Place Survey 2008 – satisfaction with the Councils sports / leisure facilities = 46%
Increase in the number of facilities suitable for sport which are available for community access.	Planning for Sport and Active Recreation Facilities Strategy: 19 out of 28 (68%) sports halls are available for community access 15 out of 20 (75%) health and fitness facilities are available for community access
Increase in the number and quality of pitches, courts and MUGA's in Brent's parks.	Information on quantity and quality of facilities detailed in the Planning for Sport and Active Recreation Facilities Strategy:
At least 3 existing and all new Brent Council owned sports centres attain Inclusive Fitness Initiative accreditation.	October 2008. Vale Farm = level 1 IFI accreditation Willesden Sports Centre = level 2 IFI accreditation

THEME 2: INCREASE KNOWLEDGE OF THE WIDER BENEFITS OF AN ACTIVE LIFESTYLE

Success measures and outcomes:	Baseline:
Deliver the sport and physical activity actions within the Borough's Health and Well Being strategy.	Strategy identifies a number of objectives and actions and sets the following measures, some of which are linked to National indicators: <ul style="list-style-type: none"> • NI 8 – Adult participation in sport = 20.3% • Number of sport clubs in the borough: 2008/09 = 105 clubs on Council's sports club directory
Reduce the rate of increase in childhood and adult obesity.	22.5% of year 6 pupils are obese (2007/2008 National Child Measurement Programme (NCMP)) 20% of Brent's adult population are obese
Reduce Brent's mortality rate from all circulatory diseases by people under 75	85 in 2006 (LAA baseline)
The wider benefits of sport and physical activity are recognised in other strategies such as health improvement, regeneration, crime and education	To be recognised in new strategies from 2009.

THEME 3: GET MORE PEOPLE ACTIVE

Success measures and outcomes:	Baseline:
Reduction in zero participation in sport and moderate intensity physical activity.	Active People Survey 2 = 53%
Increase in participation in sports and physical activity by particularly by the five target groups.	3 x 30 mins participation, Active People Survey 2. <ul style="list-style-type: none"> • Women = 18.8% • BME Groups = 15.7% • 35 to 54 year olds = 14.9% • Disabled People = 7.7% • Overall 3 x 30 = 19.5% • NI 8: Adult participation in sport = 20.3%
Development plans written and implemented for three new priority sports	No existing development plans for badminton, cycling and watersports (Nov 2009)

THEME 4: DEVELOP LOCAL SPORTS PROVIDERS

Success measures and outcomes:	Baseline:
Increase in the number of people accessing training courses on sports leadership, coaching and officiating.	Brent Council's Sports Development Team – x in 2008/09
Increase in the percentage of adults volunteering in sport and physical activity.	Active People Survey 2 = 4%
Increase in the percentage of school pupils that are actively involved in sports volunteering and leadership.	13% in 2008 PE and Sport Survey
Increase in the percentage of adults that are members of a sports club.	Active People Survey 2 = 20.6%
Increase in the number of clubs gaining Club Mark accreditation or equivalent.	Brent Council's Sports Development Team – x in 2008/09
Increase in the number of school based sports or activities with links to clubs.	Brent schools had links to 9.16 different sports clubs in 2008. (PE and Sport survey)

THEME 5: INCREASE SPORTS OPPORTUNITIES FOR YOUNG PEOPLE

Success measures and outcomes:	Baseline:
Increase in the number of young people using the Borough's sports centres.	107,588 in 2008 using the LAA criteria: The annual number of visits by young people under 17 taking part in sport and physical activities at council owned sports centres (not part of a school, club or term-time learn to swim course).
Increase in the number of different sports or	17.1% in 2008 PE and Sport Survey

activities provided by schools.	
Increase the percentage of 5 to 16 year olds participating in at least two hours a week of high quality physical education (PE) and sport at school during curriculum time.	69% in 2008 PE and Sport Survey
Increase the percentage of 5 to 19 year-olds participating in at least 3 hours per week of sporting opportunities.	51% in 2008 PE and Sport Survey
School Sports Partnerships provided beyond 2011.	Funding only guaranteed by Youth Sports Trust until 2011

THEME 6: MAKE THE MOST OF LONDON 2012 AND WEMBLEY AS A MAJOR SPORTING VENUE.

Success measures and outcomes:	Baseline:
Sporting legacy derived out of events hosted in Wembley.	None at present (Nov 2009)
Willesden and Capital City Academy used as a 2012 pre-games training camp.	No countries confirmed (Nov 2009)
Increase in the percentage of disabled people taking part in sport and physical activity.	Active People survey 2 = 7.7% doing 3 x 30.

THEME 7: IMPROVE PARTNERSHIP WORKING

Success measures and outcomes:	Baseline:
CSPAN members deliver the actions within this strategy.	
Increase in the number of joint project funding submissions.	None in 2009
Active engagement with Pro-Active West London and West London sports forums.	Asst Director, Environment & Culture on Pro-Active West London Board. Head of Sport, Chair of West London Sports and Leisure Officers Group (rotating Chair) Sports Development Manager attends West London Sports Development Managers Forum

PRIORITY SPORTS MATRIX

APPENDIX 5

	Priority sports in previous Brent Sports Strategy	Good Facilities in Brent	Schools Sports (1)	Coordinator Programme (2) Priorities	Solid Club Structure	NGB development officers in area	Sports under provided for (no / very few clubs)	Whole Sport Plan sports	Most popular sports in school survey	Olympic pre-games training camp sports	Paralympic pre-games training camp sports	Active People 1 Brent Popular sports	Active People 2 London popular sports	Brent market segmentation popular sports	Preference identified during consultation	Total
ry			✓				✓	✓							1	4
ics	✓	✓		✓	✓	✓		✓		✓	✓	✓	✓			
ninton								✓				✓	✓		4	7
etball	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			
g								✓							4	5
eing		✓						✓							4	6
et	✓	✓	✓	✓	✓	✓		✓								
ng / BMX						✓		✓							9	11
e				✓					✓					✓	9	12
ng				✓		✓	✓	✓		✓	✓				2	8
all	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓	✓		
c Football					✓	✓									1	3
						✓	✓	✓					✓		2	6
astics					✓			✓					✓	✓	3	7
ey							✓	✓							2	4
Riding								✓	✓				✓		0	3
kating									✓					✓	3	6

Judo	✓	✓	✓	✓	✓		✓		✓	✓					
e	✓		✓	✓											
ill	✓				✓	✓	✓					✓	✓		
ng		✓	✓	✓		✓	✓	✓						3	9
y League						✓	✓							0	2
y Union				✓	✓		✓							6	9
ig		✓		✓			✓							1	4
sh		✓					✓				✓	✓		1	5
ming	✓	✓		✓	✓		✓	✓			✓	✓			
Tennis							✓							4	5
vondo				✓			✓								
s	✓			✓			✓				✓	✓			
oolining												✓		1	2
/ball				✓			✓					✓		3	5
iling							✓							1	1