

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

22ND SEPTEMBER 2016

A PHYSICALLY ACTIVE RHONDDA CYNON TAF' – A MEDIUM TERM STRATEGIC PLAN FOR RCT LEISURE SERVICES 2016-2020

REPORT OF THE SERVICE DIRECTOR, PUBLIC HEALTH & PROTECTION IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR A. CRIMMINGS

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1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to present a revised strategic framework for Leisure Services following feedback from Pre-Scrutiny and key partners.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Approve and adopt 'A Physically Active Rhondda Cynon Taf' as the Medium Term Strategic Plan for Leisure Services for the period 2016-2020.

3 REASONS FOR RECOMMENDATIONS

- 3.1 A Physically Active Rhondda Cynon Taf details how the Council intends to deliver and support an increase in the physical activity levels of the residents of Rhondda Cynon Taf and in doing so contribute to improving quality of life and well-being. This strategic plan establishes a framework within which future investment decisions can be made.

4. BACKGROUND

- 4.1 Rhondda Cynon Taf County Borough Council and its predecessors have provided Leisure Services for the past 40 years. Whilst there have been numerous reviews, business plans and initiatives in this time, there has not been a single strategic plan in place that underpins service delivery.

- 4.2 In recent years there has been a focus on ensuring the service is as cost effective as possible; reducing the number of facilities overall, modernising and refocusing the leisure activities on offer. The Council now has nine leisure facilities located across the County Borough, providing a range of leisure and sporting opportunities.
- 4.3 These changes together with a programme of targeted investment have led to improved performance of the service. However, this progress needs to be set against a continuing rise in obesity, endemic life limiting illness and growing inequalities in health in the population of Rhondda Cynon Taf.
- 4.4 Leisure Services have an important part to play in improving the health and well being of residents however it is clear that having a good leisure offer is not in itself enough. There needs to be a concentrated and joined up effort by all partners; the health service, education and voluntary sectors all have an important role to play. The Council has a clear leadership role in making this happen and a clear strategic framework is essential to underpin this work.
- 4.5 The Medium Term Strategic Plan – RCT Leisure Services 2016-2020 attempts to provide this clear strategic direction. The main aims of the strategy are:-
- Define the Council's Leisure role.
 - Be clear what the Council is trying to do.
 - Review what it is spending on Leisure facilities.
 - Improve the Councils ability and that of its sports partners to Attract and secure external funding.
 - To provide focus on those things that the Council needs to provide directly and those things that the Council needs to influence.
 - To provide a framework and evidence with which to make decisions.

5 EQUALITY AND DIVERSITY IMPLICATIONS

- 5.1 An Equality Impact Assessment (EqIA) screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time. The screening form can be accessed by contacting the author of the report or the Cabinet Business officer.

6 CONSULTATION

- 6.1 The draft plan was discussed at a special meeting of the Health and Wellbeing Scrutiny Committee on 20th January 2016. Members spent some time reviewing the content of the draft plan, and made a number of comments on the strategy. Members were concerned about

engagement and unrepresented groups, and those with real barriers to participation. There were particular comments on middle to older age groups who had not been active for a long time, as well as accessibility for mothers and toddlers. Members were keen to see more joined up working with Communities 1st as a way of reaching the inactive.

- 6.2 There was also a robust discussion about the role of the Health Board, and the Committee felt that greater pressure needed to be put on GP's to participate and refer into the National Exercise Referral Scheme (NERS).
- 6.3 The special meeting was the first consultation undertaken on the strategy and as a result Members suggestions have been incorporated into the revised version of the plan (Appendix One) and in the action plan for delivery (Appendix Two). In addition the minutes of the special meeting of the Health and Wellbeing Scrutiny Committee are attached (Appendix Three).
- 6.4 In view of the critical and clear role that leisure plays in the health and wellbeing of our communities it was also suggested by the Chair that the draft Leisure Strategy should actually be renamed the Wellbeing Strategy hence the current proposal i.e. " A physically active Rhondda Cynon Taf – A Sport, Physical Activity and Wellbeing Strategy"
- 6.5 In addition, informal consultation on the strategy has been undertaken with key partners such as Public Health Wales, Cwm Taf University Health Board, Communities First and Sport Wales. All partners have indicated their support for the strategy and identified key shared goals. As a result, discussions have commenced to develop joint plans on key issues such as obesity, community opportunities and additional support for disadvantaged populations, and partnership plans covering: physical literacy, marketing, workforce development, inequalities and sporting pathways.

7. FINANCIAL IMPLICATION(S)

- 7.1 There are no immediate financial implications attached to this report.

8. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 8.1 There are no legal implications arising from this report.

9. LINKS TO THE COUNCILS CORPORATE PLAN/OTHER CORPORATE PRIORITIES/SIP

- 9.1 A Physically Active Rhondda Cynon Taf links directly to the Health priorities in the Corporate Plan and the Single Integrated Plan (SIP) as well as contributing to the goal of A Healthier Wales in the Wellbeing of

Future Generations (Wales) Act 2015. The purpose of this strategy is to provide a framework that will increase participation in leisure, sport and fitness activities which, along with a good diet are essential to achieving a healthier lifestyle.

10. CONCLUSION

- 10.1 We know that the health of some of our residents is poor and that their life expectancy is lower than the Welsh average. We therefore need to focus on increasing participation in physical activity and work hard to identify and address barriers, as we know that regular exercise will improve health and wellbeing. Leisure Services has a major part to play in this initiative. This strategy makes a strong case that we need to continue to prioritise and support those services which have a direct and positive impact on the health of our residents.
- 10.2 A modern and cost effective Leisure Service will be well placed to lead a coordinated approach to improving the health and well being of the residents of Rhondda Cynon Taf so that we can deliver our vision i.e. **that all residents will be able to access opportunities to undertake regular physical exercise, as part of a healthy lifestyle, which maintains and improves their health and wellbeing.**

Other Information:-

Relevant Scrutiny Committee

Health and wellbeing scrutiny committee

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

8TH SEPTEMBER 2016

REPORT OF THE GROUP DIRECTOR, COMMUNITY AND CHILDREN'S SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR A.CRIMMINGS

A PHYSICALLY ACTIVE RHONDDA CYNON TAF' – A MEDIUM TERM STRATEGIC PLAN FOR RCT LEISURE SERVICES 2016-2020

Background Papers:

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A PHYSICALLY ACTIVE RHONDDA CYNON TAF

A Sport, Physical Activity and Wellbeing Strategy



2016 - 2021



STRONG HERITAGE | STRONG FUTURE
RHONDDA CYNON TAF
TREFTADAETH GADARN | DYFODOL SICR



A Foreword by Councillor Ann Crimmings

Rhondda Cynon Taf is fortunate in having a wide range of leisure facilities across the County Borough. However having the facilities is not enough; there needs to be a relentless focus on how we operate our facilities and services to be sure that our residents are able to do the things that they want to do, at times that suit them.

This strategy aims to build on the improvements that we have already made to ensure that we continue to provide a high quality, cost effective and targeted leisure offer over the next 5 years. To achieve this we will need to continue to work hard with and alongside our partners, in health, education and, most importantly, with our community groups.

We know that the health of some of our residents is poor and that their life expectancy is lower than the Welsh average. We therefore need to focus on increasing participation in physical activity and work hard to identify and address barriers, as we know that regular exercise will improve health and wellbeing. Leisure Services has a major part to play in this initiative. This strategy makes a strong case that we need to prioritise those services which have a direct impact on the health of our residents.

This Council will continue to face enormous budget pressures for the foreseeable future. This strategy will ensure that the resources available to the Council for Leisure Services are spent in the best way possible to make the biggest impact on the health and wellbeing of our residents.



The Vision

Over the five year period of this strategy we aim to significantly increase the levels of participation in regular physical activity – leisure, sport and fitness.

Increased participation as part of a healthy lifestyle will help people to maintain and improve their health, which in turn will have a positive influence on the levels of chronic ill-health, obesity, long term limiting illness and reduced mobility for people in Rhondda Cynon Taf (RCT). Regular participation in physical activity could ultimately help to increase the life expectancy and quality of life for the residents of RCT.

The Council, and our partners in Health and Education, need to improve how we communicate the health benefits of regular physical exercise. Despite the wealth of information available our participation levels are still amongst the lowest in Wales. We have to make it easy for our residents to make an informed choice about their own personal physical activity levels.

To enable increased regular participation the Local Authority will seek to ensure that a wide range of suitable facilities and services are accessible across the County Borough through a range of providers from the public, private, third and education sectors.

Our Vision is that all residents will be able to access opportunities to undertake regular physical exercise, as part of a healthy lifestyle, which maintains and improves their health and wellbeing.

3. The Purpose of the Strategy

The purpose of this strategy is to provide a framework that will increase participation in sport and physical activity for those living and working in Rhondda Cynon Taf.

This strategy aims to:

- Define the Council's leisure role;
- Be clear about what the Council is trying to do;
- Review what it is spending on its leisure facilities;
- Improve the Council's ability, and that of its sports partners, to attract and secure external funding;
- Provide a focus on those things that the Council needs to provide directly and those things that the Council needs to influence;
- Provide a framework and evidence with which to make decisions.

Evidence demonstrates that Rhondda Cynon Taf is an area with significant levels of economic and social deprivation. Research shows that there is a correlation between levels of deprivation and the likelihood of higher levels of obesity, long term ill health and lower life expectancy.

National surveys also demonstrate that the population of Rhondda Cynon Taf is amongst the least active in Wales. Leisure Services can play an important role in providing and enabling the opportunities required for people to get active and stay healthy. A more regularly active population would contribute to a reduction in NHS and social care costs as people would remain healthier and more independent for longer.

The provision of affordable and accessible opportunities to participate in physical activity is delivered by a wide range of organisations, including: the voluntary and 3rd sector; community, non-profit organisations and charities; commercial companies; as well as schools and the Leisure Department within the Local Authority.

The current and projected economic climate means that Rhondda Cynon Taf County Borough Council continues to experience significant budget pressures. Considerable work has already been undertaken to reduce the cost of the leisure service, and this included a complete review of the service, a facilities review, changes to the programme and a streamlining of the staffing arrangements, along with the re-launch of the membership scheme and a new focus on marketing.

This strategy is the next step to ensuring that Rhondda Cynon Taf Council and our partners continue to meet the needs and aspirations of our residents by providing cost effective and sustainable opportunities for regular physical exercise.



4. The Context

Rhondda Cynon Taf has a population of 234,410 and this is projected to rise to 236,942 by 2020.

According to the 2011 census the age profile of the population is:

- 30.9% of the population is made up of children and young people;
- 45.4% are adults aged 25 – 59 years old
- 23.7% are aged 60+

The average life expectancy in RCT is 76.4 for males (78.2 for Wales) and 81 for females (82.2 for Wales).

RCT is the 3rd most deprived Local Authority in Wales with 17.8% of the population amongst the most deprived in Wales. It has the second highest death rate in Wales and the 4th highest incident of long term limiting illness (25.8%).

4.1 Health

Obesity is a major public health concern in Wales and it affects the ability of an individual to participate in everyday activities as well as having both short and long term impacts on health. As a result obesity can impair a person's wellbeing and quality of life.

Weight and Obesity Levels in RCT

	Welsh Average	Average for deprived areas in Wales	RCT
Overweight Adults	58%	-----	64%
Obese Adults	22%	-----	27%
Overweight Children	26%	29.4%	28%
Obese Children	11.3%	13.6%	13%

The Foresight Programme suggests that nearly 60% of the UK population could be obese by 2050.

Obesity is a result of an energy imbalance; this occurs when the energy consumed from food does not equal the energy expended to keep the body working properly and through taking part in physical activity. A poor diet and a sedentary lifestyle are the main causes of overweight and obesity.

Public Health Wales

Being overweight or obese has a direct impact on other health factors such as chronic conditions, mobility, independent living and mental health. Longer term health problems include coronary heart disease, stroke and people who are obese are more likely to develop type two diabetes and some types of cancer.

The Welsh Health Survey 2014 identified that:

- 13% of the population had a respiratory illness
- 12% of the population had arthritis
- 12% of the population had a mental illness
- 9% of the population had a heart condition
- 7% of the population had diabetes

Wales has the highest rates of long term limiting illness in the UK, accounting for a large proportion of unnecessary emergency admissions to hospital. In RCT 25.8% of adults have a long term limiting illness.

It is well recognised and evidenced that regular physical activity benefits your health. People who have an active lifestyle have up to 50% reduced risk of developing major chronic diseases such as coronary heart disease, diabetes and some cancers and a 20-30% reduced risk of premature death.

Clinical research has evidenced the beneficial effects that regular exercise can have on reducing the limiting effects of such conditions. Many of these have been included in the National Exercise Referral Scheme for people with heart and respiratory problems, those with mental illness, diabetes, weight management issues, those at risk of falls and those with joint or skeletal difficulties. It is also recognised that sedentary people who are at risk of developing a chronic condition can prevent or delay the onset through including regular exercise as part of a healthy lifestyle.

There is also evidence to suggest that regular physical activity plays an important role in reducing dementia risk and preventing falls in our older population. Regular physical activity can have a significant impact on a person's mental and emotional wellbeing.

The evaluation of the National Exercise Referral Scheme in 2010 stated:

'The benefits to health of a physically active lifestyle are well established and there is growing evidence that a sedentary lifestyle plays a significant role in the onset and progression of chronic disease'

4.2 Education

In May 2014, the Welsh Government formally launched its flagship 21st Century Schools Programme in Aberdare.

The 21st Century Schools Programme is more than a building programme. It is a One Wales commitment and a unique collaboration between the Welsh Government, the Welsh Local Government Association and Local Authorities.

It is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st Century schools in Wales. The programme will focus resources on the right schools in the right places. It will provide greater economy and efficiency for learning environments through the better use of resources.

Each school in the programme requires access to state of the art leisure, sports and fitness facilities and there are already a number of examples where this has been achieved. To maximise participation, the facilities are shared with the community outside school hours, allowing all sections of the local community access to good quality leisure, sport and fitness opportunities.

“The new sports facilities at Aberdare Community School are providing excellent “state of the art” facilities and opportunities for the pupils and these are also available for community use after school. The facilities enable the pupils to engage in a wide range of extracurricular and community sporting opportunities, which will encourage them to remain active once they have graduated from school. The excellent facilities have enabled the school to develop a sporting academy. Sixth Form pupils are part of the Cardiff Blues, Cardiff City Sporting Partnership, with the school and these organisations delivering an excellent practical and theoretical Level 3 Learning Pathway. Aberdare Community School is developing elite athletes now as part of its embedded curriculum and culture.”

Mrs. Sue Davies. OBE. Head Teacher. November 2015.

Aberdare Community School received £15m from the 21st Century Schools Programme and combined existing and new leisure, sports and fitness facilities to provide a “state of the art” physical activity complex for use by the school and the local community.

The Minister for Education, Huw Lewis said “The plans for Aberdare Community School are a shining example of what we hope to achieve in areas across Wales through the 21st Century Schools programme. It is about working in partnership to achieve the very best outcomes for students and the community”

Rhondda Cynon Taf Council has made a commitment to extend the programme across the County Borough. This will enable the Council and schools to work closely together to design, build, refurbish and deliver a range of leisure, sports and fitness facilities that meet the needs of both the students and the wider community, in a more sustainable and cost effective way.

4.3 Sport

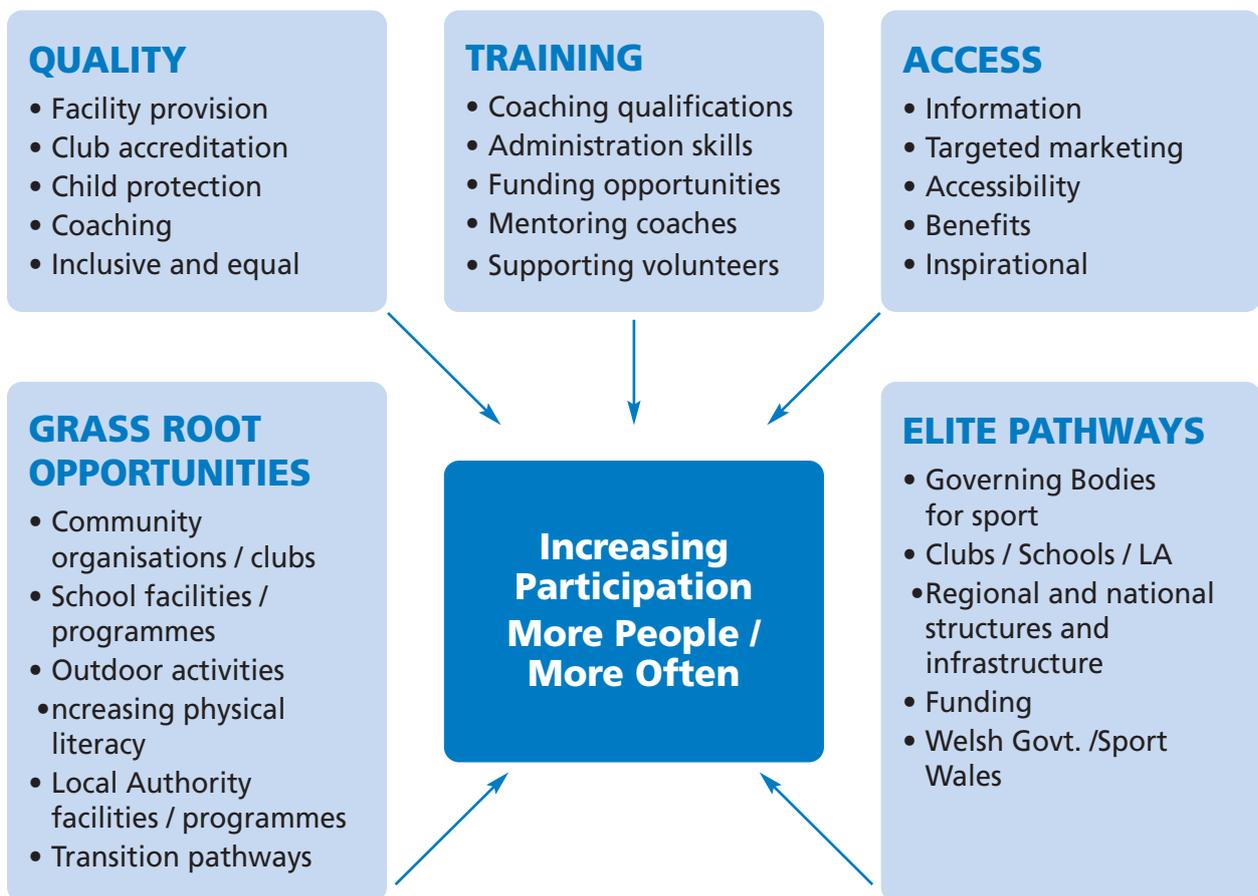
Rhondda Cynon Taf is home to in excess of 325 community based sports clubs and also has many local physical activity opportunities provided through organisations such as Communities First and RCT Homes.

Hooked on Sport

	Welsh Average	RCT		Welsh Average	RCT
Adult participation 3 x a week	39%	31%	Outdoor Cycling adults	10%	6%
Junior participation 3 x a week	48%	44%	Walking adults	42%	30%
Adult Sports Club Membership	27%	25%	Junior Football Club membership	46%	42%
Junior Sports Club membership	57%	54%	Junior Swimming Club membership	40%	40%
Junior Community Sports participation	63%	60%	Volunteers	10%	10%

Sport Wales: Active Adults Survey 2014, Junior Schools Survey 2015.

The provision of community based sports opportunities requires a wide range of organisations and individuals to work together to achieve the common goal of creating thriving, sustainable sporting communities, with participation at the heart.





4.4 Participation

The Welsh Health Survey 2014 found that in RCT the level of adult physical activity (5 times a week) had risen from 25% in 2003/4 to 27% in 2013/14.

However it is still the second lowest in Wales. Adults who were completely inactive have stayed static during the same period at 39% in RCT, again the 2nd highest in Wales.

The Sport Wales Active Adults Survey 2012 found that 31% of the adult population in RCT undertook physical activity 3 times a week or more (39% for Wales as a whole). This was the lowest level across all local authorities in Wales. 62% took part in physical activity or sport at least once in a 4 week period, again the lowest level across Wales.

Adult Physical Activity in RCT: 2012 - 2014

	RCT	Welsh Average	Rank
5 times a week	27%	31%	2nd lowest L.A.
3 times a week	31%	39%	Lowest L.A.
At least once in 4 weeks	62%	70%	Lowest L.A.
Inactive	39%	34%	2nd highest L.A.

Participation in Physical Activity by Juniors (Sport Wales School Sport Survey 2013 and 2015)

	RCT		Welsh Average	
	2013	2015	2013	2015
Once a week - extra curricular	46%	47%	47%	49%
Once a week - outside school	53%	60%	55%	63%
At least 3 times a week	38%	44%	40%	48%
Use a leisure centre at least once a week	27%	31%	30%	34%
Sports Club Membership	52%	54%	53%	57%

Pupils who attend schools that are relatively more deprived are less likely to participate in sport on three or more occasions a week.

4.5 Barriers to Participation

Survey (Sport Wales Active Adults Survey 2012) respondents who had not participated in sports or physical activity in the previous four weeks were asked for their reasons for not participating. The top five reasons provided are shown below:

Reasons for not participating in sports or physical activity (Top 5)

Reasons for not participating in Sports or Physical activity (Top 5)

	Male	Female	All
Have a disability, injury or illness that prevents me from taking part.	33.6%	34.0%	33.3%
I'm not fit enough	27.4%	29.31%	26.1%
I'm too old	25.0%	24.91%	25.1%
I'm too busy at work	22.3%	26.11%	19.71%
Family commitments	20.2%	16.21%	22.91%

It is worth noting that price was not considered a significant barrier to participation. However, the prioritisation of disposable income is a challenge when spending on physical activity is compared to a wide range of other more sedentary leisure activities. The Leisure Tracker report estimates that eating and drinking out accounts for two thirds of leisure spending.

Gross disposable household income (GDHI) per head in Wales in 2013 was £15,413, with the central valley's being at £14,126 per head, 84.7% of the UK average. Analysts predict a 2 ½ % to 3% rise in consumer spending on recreation and culture over the next 15 years.



5. Current Provision

RCT Leisure Services currently operates eight leisure centres (six with swimming pools), one stand alone swimming pool and 5 artificial pitches.

The service also delivers grant funded health and sports development programmes, including the National Exercise Referral Scheme (NERS), the Support To Access Recreation Scheme (STARS), the junior sport programme, the primary school swimming programme and has supported approximately 278 external community organisations in their delivery of sporting opportunities for the residents of RCT during 2014/15.

In addition, RCT Leisure Services supports a further 12 sports halls, 4 swimming pools and 7 artificial turf pitches on school sites.

During the last 5 years the service has invested in 5 new fitness suite facilities and refurbished a sixth. It has also undertaken a management and service restructure which has resulted in cost savings of £1.2m p.a.

5.1 External Challenges

A number of external challenges can be identified that will provide the Council with both difficult decisions and opportunities over the next 5 years.

It is likely that the significant economic challenges placed on the Council will continue, with pressure from reducing budget settlements and central government grants. The challenge is to continue to provide good quality services that meet the needs of the population at a reduced cost. This may result in delivering services differently or in partnership with other organisations. It could also result in the externalisation of some services.

Whilst Leisure Services have already made considerable savings in the cost of delivering the service, it is important that all options are given full and appropriate consideration when the time is right to do so, to ensure that core services are maintained.

In addition, Welsh Government and Sport Wales are constantly reviewing the level of additional grants available and the mechanisms whereby they are distributed to public sector and community organisations. The challenge is to ensure that the Council is flexible enough to be able to continue to compete and secure grant funding and that it is able to adapt quickly to changing national priorities and distribution mechanisms.

Discussions around increased partnership working between Local Authorities and other regional service providers continue. Leisure Services in RCT have a good track record of working in partnership with neighbouring Local Authorities and share similar values and aspirations for the service. It would provide opportunities for more integrated regional service provision along with the challenges of developing new ways of working.

As documented there is a rising older population as a % of the total population and this increases the pressure on NHS and social care services. The Social Services and Well-being (Wales) Act 2014 provides a new legal framework for social care in Wales. The framework focuses on local authorities and health agencies helping citizens to achieve independence and well-being.

The Social Services and Well-being (Wales) Act 2014 will integrate social services and make provision for:

- Improving the well-being outcomes for people
- The co-ordination and partnership of public authorities with a view to improving the well-being of people

Whilst this is a huge challenge for the Local Authority and NHS partners, it is also an opportunity for leisure to contribute to a wider more collaborative service provision.

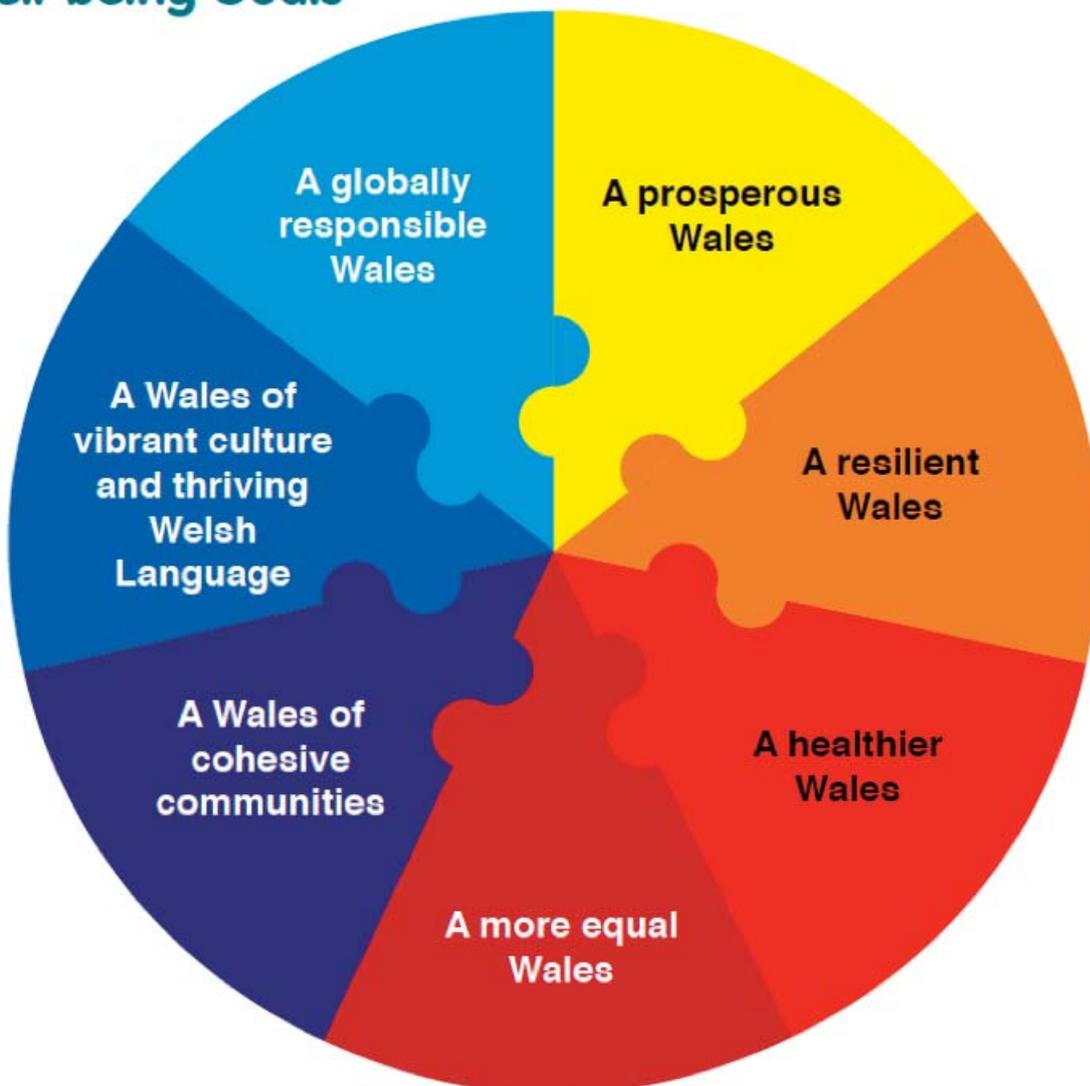
The Well-being of Future Generations (Wales) Act 2015 identifies health as a key goal and requires Local Authorities, Local Health Boards and many other public sector organisations to work together to achieve

“A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood”

The Well-being of Future Generations (Wales) Act 2015

The Act places a duty on public bodies to set objectives designed to maximise its contribution to the well-being goals and take all reasonable steps to meet those objectives in accordance with the principles of sustainable development.

Well-being Goals



The challenge is to seize the opportunities available within the environment and use these to increase the number and frequency with which residents of RCT are undertaking exercise. This can be achieved by directly providing good quality sports and fitness facilities in an improved cost effective manner and through working more imaginatively with partners and community organisations to ensure that there is increased provision across the County Borough that meets people’s needs. The further challenge is to educate and inform people so that they can make appropriate changes in their behaviour and experience the benefits of an active lifestyle.

6. The Strategic Goals

Mission Statement

To enable the provision of good quality, efficient, effective and sustainable physical activity, sport and leisure services, that provide accessible opportunities for all residents of RCT to improve their physical literacy, health and wellbeing.

Whilst the direct provision of these services is non statutory, the Council has a duty to protect, maintain and improve the health and well being of the population in RCT.

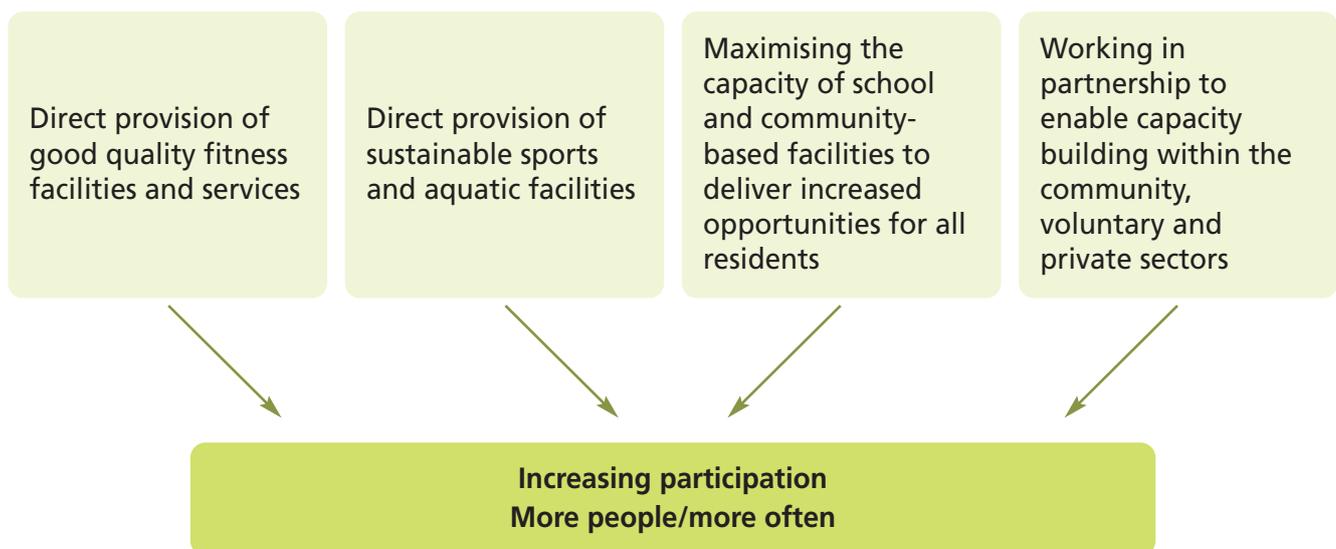
It is recognised however that the Council cannot directly deliver all the opportunities and services required to meet the aspirations of the population. Therefore, a dual approach is required to maximise the effectiveness of the service:

- A focus on delivering a range of income generating fitness services across the County Borough and also affordable, sustainable sports and aquatic opportunities, through a network of good quality facilities.
- The Council will also enable and support the provision of good quality, affordable and sustainable community based sport and physical activity opportunities for the residents of RCT, through working in partnership.

As such, the service will contribute to the Corporate Performance Plan as follows:

- **Health: Supporting vulnerable adults and older people to live independently**
 - The service will provide fitness, sport and leisure opportunities that will assist all residents to improve and maintain their health and fitness at all stages in their lives.
- **Prosperity: Providing a top quality education – Every school a great school**
 - The service will enable and support the provision of the opportunities required for all residents to develop the physical literacy skills required for a “fit and active life”.

This will be achieved through delivering an integrated balance of 4 strategic goals:

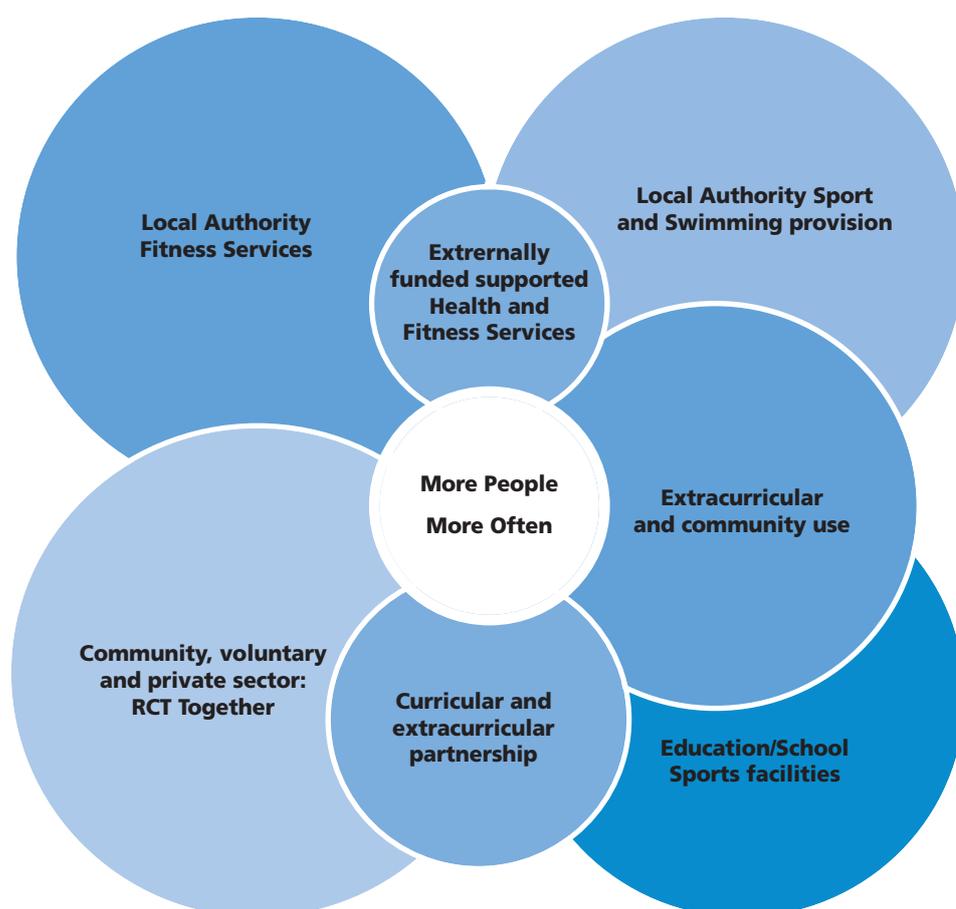


These 4 strategic goals interlink to ensure that there is a wide range of services available to all sections of the population – regardless of age, health, physical skills or disposable income.

The goals also interlink to ensure the most efficient and effective use of the resources available:

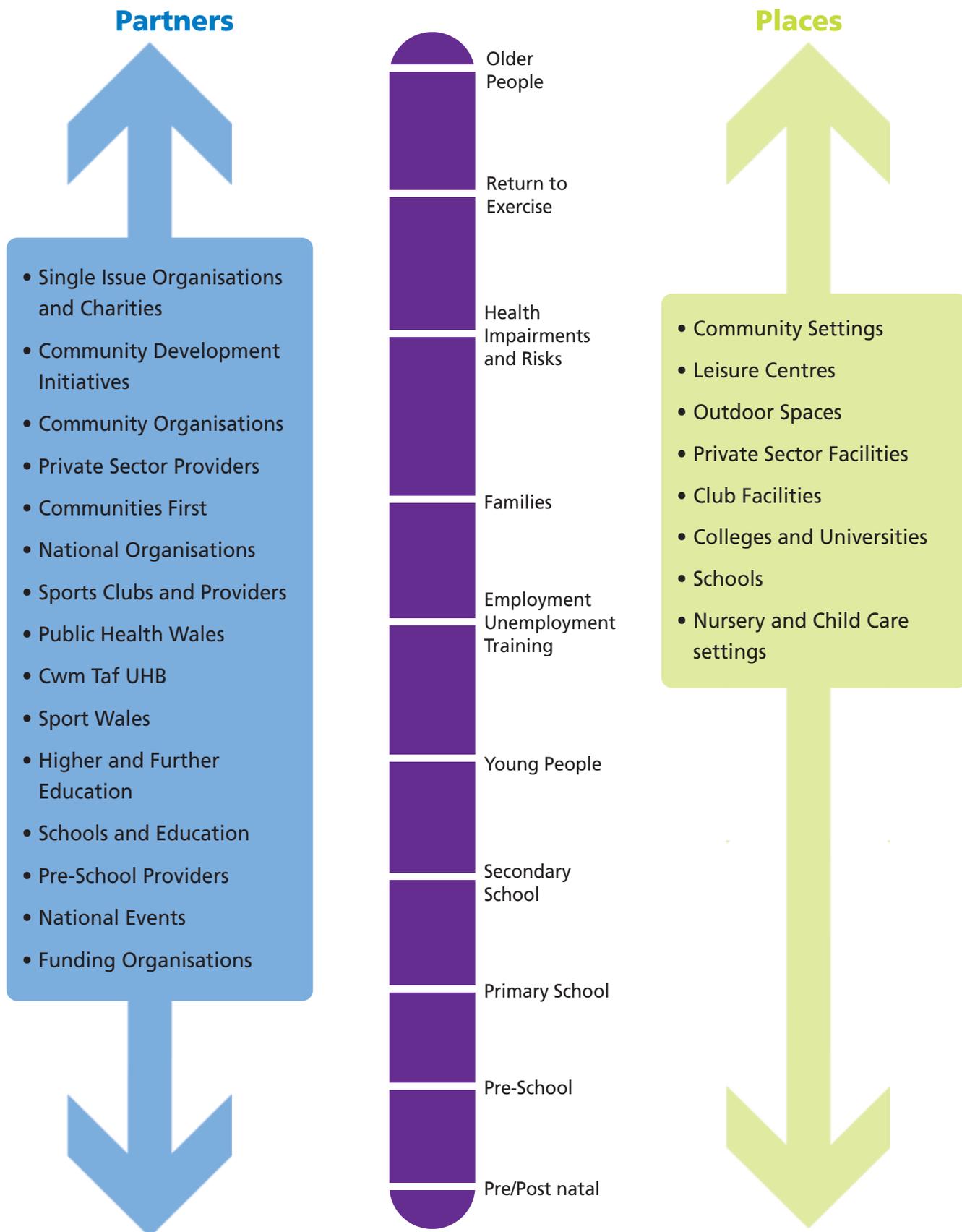
- Accessing grants to provide additional support for people with health conditions or people who are at risk due to sedentary lifestyles, so that they can start undertaking regular physical exercise with the aim of progressing on to undertake regular main-stream exercise.
- Working in partnership with health and social care services to support people back into regular exercise.
- Shared use of facilities between schools and the community.
- Provision of extra-curricular sports activities through partnership working between the schools, leisure services and community sports clubs.
- Partnership working between the schools and external organisations to provide curricular and extracurricular opportunities for young people.
- RCT Leisure working in partnership with other organisations to support and develop the community and voluntary sector provision across the County Borough
- The opportunity to explore the possibilities of working in partnership with community organisations to manage and deliver services through asset transfers

Linking the Goals– RCT Together



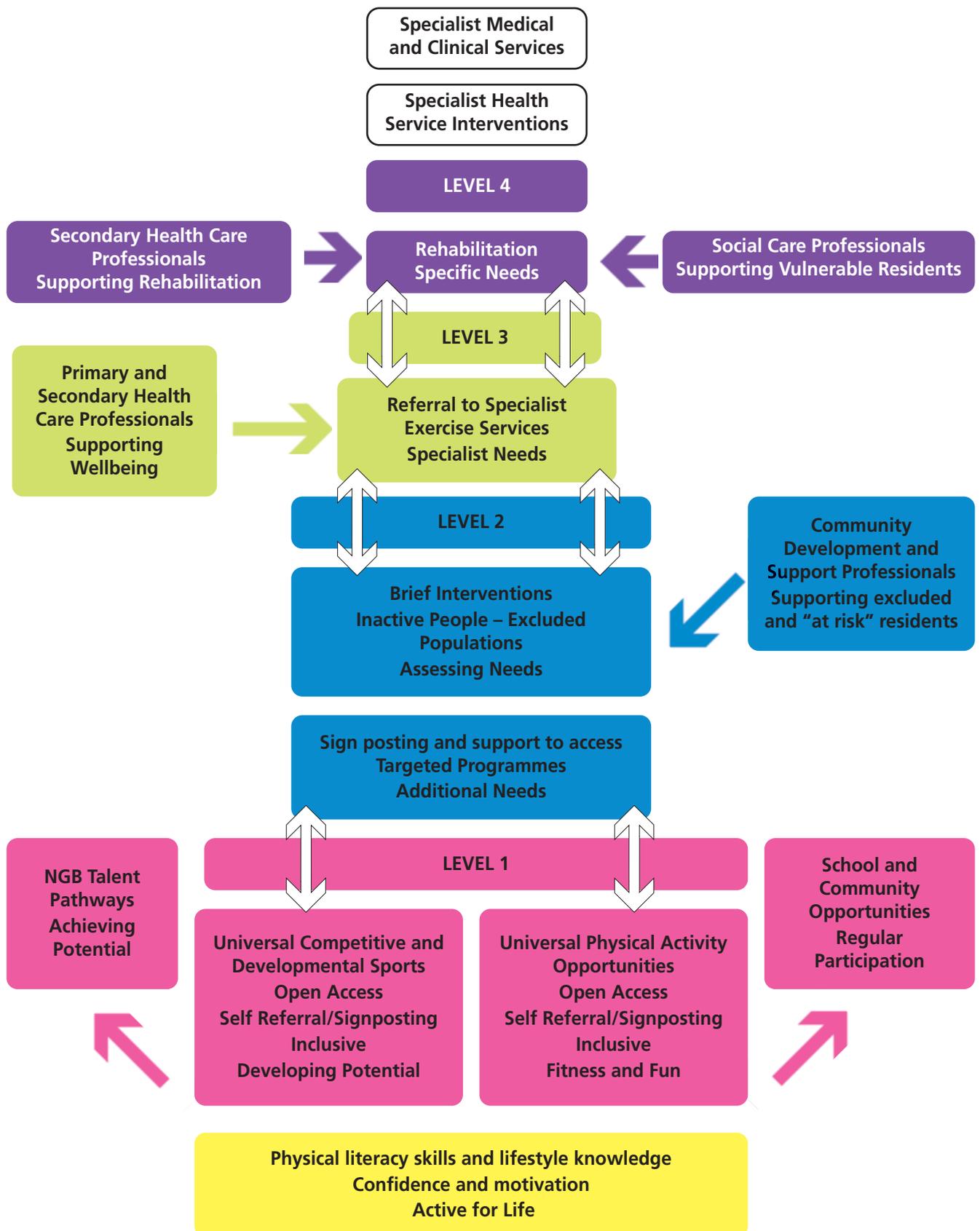
Through working in partnership this strategy aims to maximise the physical activity opportunities available across all local authority, educational and community facilities so that residents have the opportunity to be physically active throughout their lives.

Physically Active for Life Pathway



The goal is to expand and improve opportunities for physical activity and sport at every level of need.

The Pyramid of Physical Activity Services based on Need.



Goals

Local Authority Health and Fitness Provision

- To provide a network of good quality, accessible fitness services across the County Borough, which caters for demand.
- To increase participation in fitness opportunities, through increased membership.
- To increase the number of “at risk” people who are supported to increase their levels of regular physical activity, with a positive impact on health and wellbeing.

Local Authority Sport and Aquatic Provision

- To increase the utilisation of sports facilities.
- To increase the % of the junior population of who can swim by aged 11.
- To develop partnership arrangements for the delivery of sports and aquatic activities.

School and Community Physical Activity Provision

- To enable pre-school, school and community professionals to deliver physical literacy skill development.
- To increase the number and range of extracurricular participation opportunities.
- To increase the number of school and community facilities available for physical activity and sport.

Community Sport Provision

- To undertake a lead role in shaping the strategic priorities and mechanisms for funding the development of sport within the community.
- To support and enable community, voluntary and third sector organisations to deliver increased participation opportunities.
- To increase the number of elite sports people from RCT, the number of community sports clubs and the number of volunteers.

Community Sport Provision

- To undertake a lead role in shaping the strategic priorities and mechanisms for funding the development of sport within the community.
- To support and enable community, voluntary and third sector organisations to deliver increased participation opportunities.
- To increase the number of elite sports people from RCT, the number of community sports clubs and the number of volunteers.

The goals identify the strategic contribution that the local authority aims to make to the following key national indicators of the quality of life and well-being of residents:

- A more healthy population
- A more regularly active population
- An environment with more opportunities

The national indicators are influenced by a wide range of agencies, organisations and social factors. However, through achieving the goals, the local authority aims to have a significant and positive influence on these outcomes.

Our progress and influence on these national outcomes will be measured over the 5 year period of the strategy.

A more healthy population

Our aspiration: That the proportion of the population of RCT who are overweight or obese is below the national average by 2020.

Measured by: The annual National Survey for Wales.

A more regularly active population

Our aspiration: That the proportion of the population of RCT who are regularly active exceeds the national average by 2020.

Measured by: The bi-annual National School Sport Survey and the annual National Household Survey - % active at least 3 times a week.

An environment with more opportunities

Our aspiration: That the resources available to support an increase in the opportunities for the population of RCT to be more regularly active exceed the national average by 2020.

Measured by: The bi-annual National School Sport Survey and the annual National Household Survey - % of residents who volunteer; % of residents who are members of a community sports club; and the number of new or refurbished local authority facilities.

7. Key Actions

To deliver the goals an Action Plan has been developed that identifies the key tasks that need to be undertaken. The following summarises the Action Plan which can be found in more detail in Appendix A.

Local Authority Health and Fitness Provision

Goal: To provide a network of good quality, accessible fitness services across the County Borough, which cater for demand

Goal: To increase participation in fitness opportunities, through increased membership

Goal: To increase the number of “at risk” people who are supported to increase their levels of regular physical activity

Key Actions

To deliver a planned investment programme for fitness facilities.

To implement an effective membership retention process.

To implement an innovative and targeted marketing strategy.

To work in partnership with community and health organisations to ensure that excluded and “at risk” populations have access to appropriate physical activity services and opportunities.

Local Authority Sport and Aquatic Provision

Goal: To increase the utilisation of sports facilities

Goal: To increase the % of the junior population who can swim by aged 11

Goal: To develop partnership arrangements for the delivery of sports and aquatic activities

Key Actions

To review and improve the rates of utilisation for sports facilities.

To improve the capacity and effectiveness of swimming lesson programmes.

To assist and support the increase in capacity of sports organisations and clubs.

School and Community Physical Activity Provision

Goal: To enable the delivery of physical literacy skills by pre-school, school and community professionals

Goal: To increase the number and range of extracurricular participation opportunities

Goal: To increase the number of school and community facilities available for physical activity and sport

Key Actions

To work in partnership with Education and Community organisations to develop new and improved facilities with greater accessibility and participation

To work in partnership with schools to develop sustainable physical activity and sports opportunities

To deliver a programme of training, support and evaluation that enables pre-school, school and community professionals to deliver physical literacy skill

Community Sport Provision

Goal: To undertake a lead role in shaping the strategic priorities and mechanisms for funding the development of sport within community settings

Goal: To support and enable community, voluntary and third sector organisations to deliver increased participation opportunities

Goal: To increase the number of elite sports people from RCT, the number of community sports clubs and the number of volunteers

Key Actions

To work in partnership with national and regional organisations to maximise the effectiveness of funding streams for the development of sport

To deliver services that increase community capacity

Work with partners to support providers to maximise their participation opportunities and pathways

Key performance indicators have been identified. These will be used to assess and monitor the performance of the local authority in delivering the key actions. Successful delivery of these key actions will ensure progress towards our goals and therefore have a positive influence on the national “quality of life” outcomes for RCT.

Local Authority Health and Fitness Provision

Goal: To provide a network of good quality, accessible fitness services across the County Borough, which cater for demand

Goal: To increase participation in fitness opportunities, through increased membership

Goal: To increase the number of “at risk” people who are supported to increase their levels of regular physical activity

Measures

- The usage of fitness facilities
- The number of members
- The average length of membership
- The number of people undertaking a programme of supported exercise due to specialist or specific need

	Actual 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Usage	374,993	400,000	425,000	450,000	475,000	500,000
Number of members	8,035	8,000	8,750	9,250	9,725	10,000
Length of membership	5 months	5.5 months	6 months	7 months	8 months	9 months
Number supported	875	882	900	925	950	1,000

Local Authority Sport and Aquatic Provision

Goal: To increase the utilisation of sports facilities

Goal: To increase the % of the junior population who can swim by aged 11

Goal: To develop partnership arrangements for the delivery of sports and aquatic activities

Measures

- The % utilisation of sports facilities
- The % who can swim by age 11
- The number of additional community opportunities supported by the Council

	Actual 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
% utilisation	Baseline to be established	TBC	TBC	TBC	TBC	95%
% swimmers by age 11	57%	60%	63%	66%	68%	70%
Number of additional community opportunities	1,740	1,850	2,000	2,150	2,300	2,500

School and Community Physical Activity Provision

Goal: To enable pre-school, school and community professionals to deliver physical literacy skills

Goal: To increase the number and range of extracurricular participation opportunities

Goal: To increase the number of school and community facilities available for physical activity and sport

Measures

- The number of hours of extracurricular opportunities
- The number of professionals trained and actively delivering physical literacy
- The number of new or refurbished facilities

	Actual 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/2
Number of hours of extracurricular provision	Baseline to be established *	TBC	TBC	TBC	TBC	TBC
Number of professionals Nil	TBC	TBC	TBC	TBC	TBC	Increase in
number of facilities		-----	-----	-----	-----	-----

* In partnership with Education

Community Sport Provision

Goal: To undertake a lead role in shaping the strategic priorities and mechanisms for funding the development of sport within community

Goal: To support and enable community, voluntary and third sector organisations to deliver increased participation opportunities

Goal: To increase the number of elite sports people from RCT, the number of community sports clubs and the number of volunteers

Measures

- The number of RCT sports volunteers
- The number of sports clubs supported by the Council
- The number of elite performers supported by the Council

	Actual 2014/15	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Number of RCT volunteers	12	20	30	45	70	100
Number of supported clubs, per annum	110	128	146	164	182	200
Number of supported elite performers	55	64	73	82	93	100

This strategy is ambitious. It requires the Local Authority and its partners to challenge the status quo and think creatively about how services are configured and delivered.

It requires collaborative and imaginative solutions at a time of economic pressures to enable the delivery of increased opportunities for physical activity and exercise.

It also requires “getting the message across” so that more residents will choose to take up those opportunities on a regular basis.

This is the challenge if we are to succeed together in improving the health and the quality of life for everyone in RCT.

RCT Leisure Services are committed to leading and working with partners in pursuit of this vision, so that everyone can have the opportunity to experience the benefits that come with a healthy, active lifestyle.



LOCAL AUTHORITY HEALTH AND FITNESS PROVISION				
Goal 1	To provide a network of good quality, accessible fitness services across the County Borough, which cater for demand.			
Goal 2	To increase participation in fitness opportunities, through increased membership			
Goal 3	To increase the number of “at risk” people who are supported to increase their levels of regular physical activity, with a positive impact on their health.			
KEY ACTIONS	KEY MILESTONES	KEY PARTNERS	KEY TIMESCALES	KEY PERFORMANCE INDICATORS
To deliver a planned investment programme for fitness facilities.	<ul style="list-style-type: none"> Evidence and demonstrate the business case for each development. Secure appropriate funding. Develop a project design and build plan. Deliver the plan. Open the facility. Design and deliver a marketing plan for the facility. Monitor and review membership levels and usage. 	<ul style="list-style-type: none"> Business analysts. Finance team Finance Team Corporate Estates Procurement team Corporate Estates Corporate Marketing team Finance team 	Bronwydd Swimming Pool – 2015/16 Rhondda Sports Centre – 2015/16 Abercynon Sports Centre – 2016 Llantwit Fardre Sports Centre- 2016/17 Tonyrefail Leisure Centre – 2017/18 Llantrisant Leisure Centre – 2017/18 Rhondda Fach Sports Centre – 2018/19 Hawthorn Sports Centre – 2018/19 Sobell Leisure Centre - 2019/20	<ul style="list-style-type: none"> The usage of fitness facilities Targets: 2016/17: 400,000 2017/18: 425,000 2018/19: 450,000 2019/20: 475,000 2020/21: 500,000 <ul style="list-style-type: none"> The number of members Targets: 2016/17: 8,000 2017/18: 8,750 2018/19: 9,250 2019/20: 9,725 2020/21: 10,000 <ul style="list-style-type: none"> The delivery of each investment project on time and on budget
To implement an effective membership retention process based on excellent customer care.	<ul style="list-style-type: none"> Research and design a system based on industry experience and best practise. Provide staff training and pilot. Implement in all RCT fitness facilities. Monitor and review effectiveness 	<ul style="list-style-type: none"> Industry experts Training providers Finance team 	November/December 2015 January – March 2016 April 2016 On going from April 2016	<ul style="list-style-type: none"> The average length of membership Targets: 2016/17: 5.5 months 2017/18: 6 months 2018/19: 7 months 2019/20: 8 months 2020/21: 9 months

<p>To implement an innovative and targeted marketing strategy, focused on increasing participation and membership and which sells the benefits of an active lifestyle.</p>	<ul style="list-style-type: none"> • Research and produce an annual marketing Action Plan including: <ul style="list-style-type: none"> -Targeted marketing initiatives -Access information -Information on the health benefits -An increased digital presence • Implement the plan. • Monitor and review the effectiveness. 	<ul style="list-style-type: none"> • Corporate Marketing Team • Industry colleagues • Corporate Marketing Team 	<p>Annually from April 2016.</p> <p>Annually from April 2016. On-going from April 2016.</p>	<ul style="list-style-type: none"> • The usage of fitness facilities <p>Targets: 2016/17: 400,000 2017/18: 425,000 2018/19: 450,000 2019/20: 475,000 2020/21: 500,000</p> <ul style="list-style-type: none"> • The number of members <p>Targets: 2016/17: 8,000 2017/18: 8,750 2018/19: 9,250 2019/20: 9,725 2020/21: 10,000</p> <ul style="list-style-type: none"> • The impact of each initiative on the above. Cost per new member
<p>To convene and lead a strategic planning and management group for physical activity interventions that improve health, with a particular focus on:</p> <ul style="list-style-type: none"> -child/adult obesity -chronic diseases -at risk groups -rehabilitation and maintaining independence. 	<ul style="list-style-type: none"> • Create a strategic health activity group. • Define and agree priorities • Map and review existing provision/gaps • Review the evidence base • Design a funded action plan for service delivery and monitoring 	<ul style="list-style-type: none"> • CTU Health Board/CT NHS Trust • Public Health Wales • National Exercise Referral Scheme • Community Care • Education • Communities First • RCT Homes • Public Health and Protection • Merthyr CBC. • University of SW 	<p>From April 2016 – March 2017</p> <p>Action Plan covering 2017 – 2021.</p>	<ul style="list-style-type: none"> • The number of people undertaking a programme of supported exercise <p>Targets: 2016/17: 882 2017/18: 900 2018/19: 925 2019/20: 950 2020/21: 1,000</p> <ul style="list-style-type: none"> • The effectiveness of each intervention. Health improvements. Continuing with regular exercise post intervention.

LOCAL AUTHORITY SPORT AND AQUATIC PROVISION				
Goal 1	To increase the utilisation of sports facilities.			
Goal 2	To increase the % of the junior population who can swim by aged 11.			
Goal 3	To develop partnership arrangements for the delivery of sports and aquatic activities.			
KEY ACTIONS	KEY MILESTONES	KEY PARTNERS	KEY TIMESCALES	KEY PERFORMANCE INDICATORS
To undertake an annual review of utilisation levels and programmes for sports facilities across all RCT leisure sites.	<ul style="list-style-type: none"> Develop the methodology and criteria, based on industry best practise Design the review framework Implement annually Review the service based on the findings Implement changes to increase utilisation and participation 	<ul style="list-style-type: none"> Industry colleagues 	<p>January – March 2016.</p> <p>From April 2016.</p> <p>From September 2016</p>	<ul style="list-style-type: none"> % utilisation <p>Baseline to be established and interim targets set, aiming for 95% utilisation by 2021.</p>
To undertake an annual review of the effectiveness and capacity/demand for the junior school swimming programme and the JLTS programme.	<ul style="list-style-type: none"> Design the review framework Implement annually Review the service based on the findings Implement changes to increase effectiveness and participation 	<ul style="list-style-type: none"> Industry colleagues and experts Swim Wales Sport Wales 	<p>November/December 2015</p> <p>January – March 2016</p> <p>April 2016</p> <p>On going from April 2016</p>	<ul style="list-style-type: none"> % of children that can swim at aged 11. <p>Targets:</p> <p>2016/17: 60%</p> <p>2017/18: 63%</p> <p>2018/19: 66%</p> <p>2019/20: 68%</p> <p>2020/21: 70%</p>

<p>To assist sports and aquatic organisations that use RCT facilities to increase capacity and the number of participation opportunities available.</p>	<ul style="list-style-type: none"> • Meet with each organisation at least once a year to discuss support available for development. • Assist organisations to access appropriate additional funding and training opportunities • Agree an action plan and the support required for the development or expansion of the participation opportunities available, with each organisation as required. 	<ul style="list-style-type: none"> • Clubs and organisations that use RCT Leisure facilities – indoor, outdoor and aquatic. • Governing bodies of sport • Sport Wales • Education • Community Sport • Communities First • Training providers 	<p>2016 – 2017</p> <p>On going</p> <p>From April 2016.</p>	<ul style="list-style-type: none"> • Contributes to the number of additional community opportunities supported by the Council. <p>Targets:</p> <p>2016/17: 1,850</p> <p>2017/18: 2,000</p> <p>2018/19: 2150</p> <p>2019/20: 2,300</p> <p>2020/21: 2,500</p> <ul style="list-style-type: none"> • Effective delivery of the plan.
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SCHOOL AND COMMUNITY PHYSICAL ACTIVITY PROVISION				
Goal 1	To enable the delivery of physical literacy skills by pre-school, school and community professionals.			
Goal 2	To increase the number and range of extracurricular participation opportunities.			
Goal 3	To increase the number of school and community facilities available for physical activity and sport.			
KEY ACTIONS	KEY MILESTONES	KEY PARTNERS	KEY TIMESCALES	KEY PERFORMANCE INDICATORS
To work in partnership with Education and Community organisations to develop new and improved facilities with greater accessibility and participation.	<ul style="list-style-type: none"> Participation on project boards 	<ul style="list-style-type: none"> Education Corporate Estates Community organisations and sports clubs 	As required	<ul style="list-style-type: none"> Number of new or refurbished facilities Target: 2020/21: 10
To work in partnership with schools to develop sustainable physical activity and sports opportunities.	<ul style="list-style-type: none"> Increased integration and partnership working with 5 x 60 officers and joint delivery programme. Plan the development and implementation of physical activity packages for schools. Monitor and review take up and effectiveness 	<ul style="list-style-type: none"> School representatives 5 x 60 and Youth Engagement teams Community sport providers Local sports clubs 	Pilot a model of integrated working September 16-March 17. Develop packages and pilot Summer term 2017.	<ul style="list-style-type: none"> Number of hours of extracurricular provision. Targets: TBC. Baseline for 2016/17 to be established and specific targets set, in partnership with Education.
To deliver a programme of training, support and evaluation that enables pre-school, school and community professionals to deliver physical literacy skills.	<ul style="list-style-type: none"> Develop physical literacy development packages for professionals as part of the national initiative. 	<ul style="list-style-type: none"> Schools Pre-school, Nursery and child care settings 	From April 2016, in line with national timescales.	<ul style="list-style-type: none"> Number of professionals trained to deliver physical literacy.

COMMUNITY SPORT PROVISION				
Goal 1	To undertake a lead role in shaping the strategic priorities and mechanisms for funding the development of sport within the community.			
Goal 2	To support and enable community, voluntary and third sector organisations to deliver increased participation opportunities.			
Goal 3	To increase the number of elite sports people from RCT, the number of community sports clubs and the number of volunteers.			
KEY ACTIONS	KEY MILESTONES	KEY PARTNERS	KEY TIMESCALES	KEY PERFORMANCE INDICATORS
To work in partnership with national and regional organisations to maximise the effectiveness of funding streams for the development of sport.	<ul style="list-style-type: none"> • Consultation with key partners • Agree preferred way forward with partners and Sport Wales • Set up agreed regional organisation 	<ul style="list-style-type: none"> • Sport Wales • Industry colleagues • Merthyr CBC • University of SW • Sports governing bodies • Education/Youth Service • Communities First • Private delivery companies • RCT Homes • South central Local Authorities. 	<p>2015 – 2016</p> <p>2016-2017</p> <p>From April 2017</p>	<ul style="list-style-type: none"> • To actively participate in a regional collective for physical activity and sport.
To deliver services that increase community capacity	<ul style="list-style-type: none"> • To develop and deliver an annual plan that focuses on key strategic priorities and assists community clubs and organisations to: access funding, access training, improve quality, increase participation opportunities and develop transition pathways 	<ul style="list-style-type: none"> • Sports Governing Bodies • Community sport providers • Local sports clubs • Interlink • Sport Wales • Regional and national sports networks 	By April each year	<ul style="list-style-type: none"> • The number of sports clubs supported by the Council. <p>Targets: 2016/17: 128p.a. 2017/18: 146p.a. 2018/19: 164p.a. 2019/20: 182p.a. 2020/21: 200p.a.</p> <ul style="list-style-type: none"> • Delivery and evaluation of the annual plan.

<p>Work with partners to support providers to maximise their participation opportunities and pathways</p>	<ul style="list-style-type: none"> • Deliver a support package for talented sports people from RCT • Recruit, develop, maintain and support a network of volunteers 	<ul style="list-style-type: none"> • Voluntary sector • Interlink • Community organisations • Governing bodies • Sport Wales • Communities First • Private Sector sports organisations 	<p>On going</p> <p>On going</p>	<ul style="list-style-type: none"> • The number of elite performers supported by the Council. <p>Targets:</p> <p>2016/17: 64</p> <p>2017/18: 73</p> <p>2018/19: 82</p> <p>2019/20: 93</p> <p>2020/21: 100</p> <ul style="list-style-type: none"> • The number of RCT sports volunteers. <p>Targets:</p> <p>2016/17: 20</p> <p>2017/18: 30</p> <p>2018/19: 45</p> <p>2019/20: 70</p> <p>2020/21: 100</p>
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RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

Minutes of the Special Meeting of the Health and Wellbeing Scrutiny Committee held at the County Borough Council Headquarters, The Pavilions, Clydach Vale on Wednesday, 20th January, 2016 at 3.30 p.m.

PRESENT

County Borough Councillor R.W.Smith – in the Chair

County Borough Councillors

W.J.David	I.Pearce
C.Davies	(Mrs.)S.Rees
S.Evans	G.Stacey

In Attendance

County Borough Councillor A.Crimmings – Cabinet Member for Environment, Leisure & Culture

Officers in Attendance

Mr.C.Bradshaw – Chief Executive
Mr.G.Isingrini – Group Director, Community & Children's Services
Mr.P.Nicholls – Head of Litigation
Mr.D.Batten – Head of Leisure, Parks & Countryside
Mr.P.Griffiths – Service Director, Performance & Improvement
Ms.S.Kochalski – Leisure Operations Manager (North)
Mr.K.Nicholls – Leisure Operations Manager (South)
Ms.K.May – Head of Democratic Services

40. DECLARATIONS OF INTEREST

There were no declarations of interest pertaining to the agenda.

REPORT OF THE GROUP DIRECTOR, COMMUNITY & CHILDREN'S SERVICES

41. MEDIUM TERM STRATEGIC PLAN – RCT LEISURE SERVICES 2015-2020

The Committee were informed that at the meeting of the Overview and Scrutiny Committee held on the 21st October, 2015, during consideration of the Cabinet's Work Programme, Members agreed that the Leisure Services Strategy 2015-2020 should undergo pre-scrutiny due to the cross cutting nature of the strategy that would impact on all age groups within the County Borough and Cabinet were advised accordingly at its meeting on the 22nd October, 2015. However, at the meeting of the Overview and Scrutiny Committee held on the 18th November, 2015, Members were of the view that it was more appropriate that the review should be undertaken by Members of this Committee.

Members of this Committee were therefore asked to scrutinise, comment and make recommendations on the draft Medium Term (2015-20) Strategic Plan for Leisure Services, prior to submission to the Cabinet for final approval.

The Head of Leisure, Parks and Countryside introduced the strategy to Members as appended to his report and with the aid of PowerPoint slides, he together with the Leisure Operations Managers for the Cynon and Taf areas outlined in greater detail the main aims of the strategic plan, many of which related to the goals contained within the Wellbeing of the Future Generations (Wales) Act, 2015 (effective as from the 1st April, 2016).

The Leisure Strategy for RCT included:-

- Its contribution to the national and RCT priorities
- The evidence of need
- The proposed principles and priorities for RCT
- The proposed key actions
- The proposed performance and outcome measures

Following the presentation and the comments made by the Officers on how the Council intends to deliver and support an increase in the physical activity levels of the residents of Rhondda Cynon Taf and in doing so contribute to improving quality of life and wellbeing; Members made comments.

One Member referred to the goals set out on page 19 of the report and queried how they were going to be achieved and also how the role of / support to local groups could be reinforced within the strategy. Officers indicated that the draft Action Plan appended to the report showed the key Partners that would work with the Authority to ensure the most efficient and effective use of the resources available and would be revisited to reinforce this element of the strategy. The Chair indicated that Communities First areas could also assist in achieving these goals (e.g. the provision of transport so that people could access the facilities) and requested that this be incorporated into the strategy.

A Member also indicated that it would be beneficial for all concerned if those individuals in the middle/older age groups could be captured as it would reduce the risk of them developing major chronic diseases such as coronary heart disease and diabetes and would increase their life expectancy. The Member added that there was therefore a need for the strategy to set out more specifically the areas / age groups etc., to be targeted along with the rationale / intended outcomes from this approach.

One Member commented that the links to working with the Health Service to help improve the well being of residents needs to be reinforced / play a more central role within the strategy as well as improving the use of the GP Referral Scheme.

Following a discussion and subject to addressing the feedback provided by Members, the Committee supported the draft Leisure Strategy. The Chair

concluded by also suggesting that the Leisure Strategy should be renamed the `Wellbeing Strategy`.

**R.W.SMITH
CHAIRMAN**

The meeting closed at 4.30 p.m.

