



# Let's get Dudley active

Dudley physical activity and sport strategy 2014 to 2019





# Foreword

Sarah Norman, Chief executive at Dudley Council



We want everyone in Dudley borough to be active.

As a keen runner, I know first-hand the physical and psychological benefits that come from

taking regular exercise but appreciate how modern life can sometimes present us with barriers from being active.

Sadly inactivity and the often associated health issues is one of the greatest challenges that our communities face today. That's why the Dudley physical activity and sport strategy takes a transformational approach to turning the tide on our borough's rising levels of physical inactivity.

Our ambition is simple - to place Dudley on the map for being one of our country's leading areas for physical activity and sport participation. We will seek to do this by maximising the resources we already have, by looking to develop new

resources within these financially constrained times and by continuing to work closely with partners, sports clubs and other stakeholders. As a community council we recognise that everyone has a role to play in making our borough an active one and communities must take personal responsibility by increasing their own own physical activity. Dudley Council plays its role at a societal and professional level by looking to support, facilitate and champion sport and physical activity in everything we do.

There are many great things already happening across our borough. Every week thousands of people participate in our park, nature reserve and leisure centre led sessions. We boast a fantastic 'let's get active outdoors' programme, which is crammed full of volunteer and professionally led walks, fitness sessions and activities in the great outdoors. We also have tremendous outdoor gym facilities that are free for anyone to use at anytime.

The 'let's get' campaign, which encourages our residents to eat well and be active, is anchored with a new purpose built website. Visitors to [www.lets-get.com](http://www.lets-get.com) can find out about the health benefits that come with being physically active and eating a healthy diet while informing them about the many activities on offer here in Dudley borough.

This strategy explores how we plan to further increase and sustain participation in Dudley borough over the next four years and highlights a co-production approach with other bodies and organisations at a local, regional and national level.

Our council believes in a universal approach to sport and physical activity where everyone, no matter their age or ability, can access, participate and enjoy being active for life.

# Contents

## The Context for the Dudley Physical Activity and Sport Strategy

THE STRATEGY AT A GLANCE .....	4
1 INTRODUCTION .....	8
2 PHYSICAL ACTIVITY, SPORT AND THE LIFE COURSE .....	9
3 HOW ACTIVE SHOULD DUDLEY BE? .....	10
4 STRATEGIC CONTEXT .....	11
5 AN EVIDENCE BASED APPROACH .....	13
6 THE DUDLEY FACTOR & ASPIRATIONS .....	16
7 INSIGHT AND CONSULTATION .....	20

## The Dudley Physical Activity and Sport Strategy

8 VISION, MISSION AND OUTCOMES .....	22
9 PRINCIPLES .....	25
a. PERFORMANCE .....	25
b. PEOPLE .....	27
c. PLACE .....	32
10 THE DUDLEY PHYSICAL ACTIVITY AND SPORT COMMISSION .....	33
11 THE DUDLEY CHARTER FOR PHYSICAL ACTIVITY AND SPORT .....	34
12 PERFORMANCE MEASUREMENT FRAMEWORK .....	35
13 RECOGNISING SUCCESS & ACHIEVING LONG TERM GROWTH IN PARTICIPATION .....	36

## Appendices to the Strategy

14 ACTION PLAN EXAMPLE .....	42
15 CHARTER DECLARATION .....	43
16 ACKNOWLEDGEMENTS .....	44
17 GLOSSARY .....	45
18 REFERENCES .....	47



## An outcomes focused approach

The strategy sees a shift in emphasis to delivering outcomes rather than outputs. Focusing on outcomes means that there is a greater emphasis on the impact of delivery in communities. This will determine impact and whether there is a positive difference in physical activity and sport participation rates, rather than measuring performance against a set of output indicators. **This is driven by a Dudley performance measurement framework for physical activity and sport.**

The strategy's success will be measured over five years by the achievement of the following outcomes:

- 1. Maximising the levels of participation that have a physical and mental health related benefit (people)**
- 2. A quality workforce who drive increases in participation and sustainability, contributing to employment and skills priorities (people skills)**
- 3. A quality physical activity and sport offer which meets the needs of borough residents and demonstrates a contribution to borough priorities (place).**

The delivery of these outcomes aims to lead to the following increases in participation in physical activity and sport

### Adults (16 years plus)

- 12,715 less adults reporting an inactive lifestyle and taking up physical activity
- 14,749 more adults participating in at least one physical activity or sport session per week for at least 30 minutes.
- 6,612 less adults reporting undertaking no sporting activity per week.
- 12,461 more adults achieving 150+ minutes of physical activity per week

Measured via Sport England's annual active people survey and programme delivery

### Children and young people

- An additional 2,875 primary school children and 2,320 secondary school children participating in physical activity and sport on three or more days each week for at least an hour both in and out of school.

Measured via the Dudley schools health related behaviour survey

## A transformational approach

The strategy sets a transformational agenda with eight principles and over 50 aims. To ensure the strategy's delivery, the following headline transformations will need to be put in place:

1. A co-owned approach by stakeholders who will sign up to the Dudley charter for physical activity and sport to demonstrate their commitment and contribution to the strategy.
2. Effective leadership by the physical activity and sport commission to steer the implementation, accountability and scrutiny for the strategy.
3. The adoption of an outcome based performance measurement framework and approach to commissioning and delivering services.
4. A shift to community asset based approaches including community asset transfer and community use of school and college sites.
5. A co-ordinated and high profile 'let's get' campaign promoting a high quality physical activity and sport offer to residents that is reflective of the communities within the borough. This includes the development of a network of stakeholder ambassadors promoting the benefits of physical activity and sport.
6. Greater evidence and insight into physical activity and sport and recognition of its contribution to wider priorities and agendas.
7. A focus on increasing the quantity and quality of the physical activity and sport workforce.
8. Taking a life course approach to supporting Dudley residents to start and sustain participation in physical activity and sport in a range of settings such as early years (play), primary schools, secondary schools, colleges and community sport as they transition through different stages of life.
9. Improving provision, management of and access into physical activity and sport opportunities.
10. Ensuring the physical activity and sport offer is relevant to all communities in the borough with delivery approaches including a focus on communities in the Dudley spine alongside provision in more affluent areas to ensure the strategy contributes to health inequalities agendas.



# 1. Introduction

This strategy has been produced in response to growing interest in what can be done to minimise physical inactivity and increase levels of physical activity and sport participation in the borough.

The aspirations focus not just on getting people doing physical activity but also in getting people to see their participation in physical activity and sport as the norm. The strategy recognises that this is an important time for organisations in the borough to work towards a shared vision and approach. Hence, there is considerable focus in the strategy to the notion of **co-ownership and shared responsibility**.

The strategy recognises that substantial good practice is already in place in the borough. However, there is a need to change approaches to planning and delivery, to meet the challenge of public sector savings and the needs of the community. Business as usual for the sector is unlikely to give the desired increase in participation. Therefore, changes in focus are needed for traditional organisations that plan and deliver physical activity and sport, coupled with the need to meet growing expectations on the contribution of the voluntary and community sector in future years.

It is also a very important time to raise the awareness of the contribution physical activity and sport plays to wider borough priorities including education, employment and skills, crime and anti-social behaviour and public health. The strategy takes on board some of the key findings of existing national strategies, policies, and papers such as the 'All Party Commission on Physical Activity'. This ensures that the strategy is both current and relevant. It is also exclusively for Dudley and complements the council's 'Health and Well Being Strategy' and the borough-wide 'let's get' campaign. The strategy development has been led by Dudley Council, with partnership funding from Sport England. Black Country Consortium Limited were contracted to consult partners and develop the strategy. Over 45 organisations have been consulted over a two month period. The steering group, consisting of Sport England and Dudley Council are extremely grateful for the time already committed by these organisations that have provided valuable insight and intelligence.

**The strategy is split into two sections:**

- a. The context providing the insight, intelligence and evidence for Dudley and for physical activity and sport, which informs the strategy**
- b. The strategy itself sets out the vision and mission, which will be driven by an outcome focused approach through the delivery of the strategy's principles and aims. This is supported by a performance measurement framework that sets out the targets and indicators for the borough. New leadership and governance systems for the delivery of the strategy are also a key feature**

The steering group is committed to gaining approval and ownership of the strategy and realising its outcomes, principles and aims by establishing a commission and a charter for physical activity and sport. The strategy will be measured against evidence making progress in meeting its outcomes. This co-ownership is fundamental to getting Dudley active.

## 2. Physical activity, sport and life course

The World Health Organisation (WHO) defines physical activity as any bodily movement produced by skeletal muscles that requires energy expenditure.

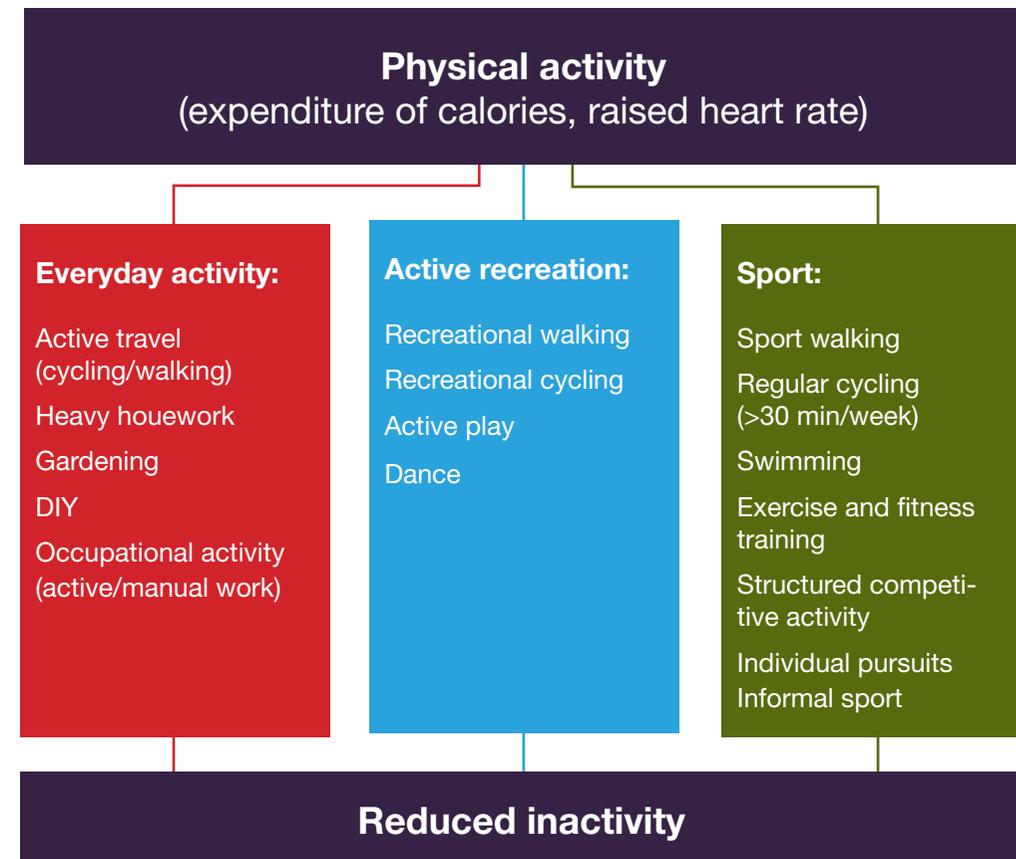
It includes all forms of activity, such as everyday walking or cycling to get from A to B, active play, work-related activity, active recreation, dancing, gardening or playing active games, as well as organised and competitive sport. The scope of this strategy covers all 3 elements of physical activity that are depicted in the diagram.

Everyone should aim to participate in an appropriate level of physical activity for their age to generate health benefits and aid wellbeing. The recommended amount of physical activity to benefit health and wellbeing varies across the life course. As a person moves through the different stages of their lives they encounter periods of transition, events and opportunities that can encourage or discourage participation in physical activity and sport.

For this reason this strategy takes a life-course approach to decreasing sedentary behaviour and increasing participation. The recommendations for physical activity focus on four key stages:

- Early years 0 – 5 years (pre-school)
- Children and Young People (5 – 18 years)
- Adults (19 – 64 years)
- Older Adults (65+ years)

This strategy considers how physical activity and sports provision can be better delivered to influence and support Dudley residents to create an active habit for life.



# 3. How active should people in Dudley be?

## Early years – from birth to five years

Children of pre-school age who are capable of walking unaided should be physically active for at least 180 minutes (three hours), spread throughout the day.

The amount of time spent sedentary (being restrained or sitting for extended periods when not asleep) should be minimised.

Activity should be encouraged through floor based play and water based activity in safe environments.

## Children and young people - aged five to 18 years

Children and young people should engage in **moderate** to **vigorous** physical activity for at least 60 minutes and up to several hours per day.

Vigorous intensity activities that strengthen muscle and bone should be incorporated at least three days a week.

The amount of time spent being sedentary (sitting) should be minimised.

## Adults - aged 19 to 64 years

Adults should aim to be active daily. Activity should add up to at least 150 minutes (2.5 hours) of moderate intensity activity per week in bouts of 10 minutes or more, or 75 minutes of vigorous intensity activity or a combination of both intensities.

Adults should undertake physical activity to improve muscle strength on at least two days a week. The amount of time spent being sedentary (sitting) should be minimised.

## Older adults - aged 65 years and above

Older adults should aim to be active daily. Activity should add up to at least 150 minutes (2.5 hours) of moderate intensity activity per week in bouts of 10 minutes. Active older adults can achieve comparable benefits from 75 minutes of vigorous intensity activity per week or a combination of both.

Older adults should undertake physical activity to improve muscle strength on at least two days of the week.

Older adults at risk of falls should undertake physical activity to improve balance and co-ordination on at least two days of the week.

**Moderate** activity gets your heart beating a bit faster than normal, makes you breathe a bit harder and feel warmer. **Vigorous** activity gets your heart beating much faster than normal, makes you feel out of breath and will make you sweat (depending on age and ability).

People of all ages should minimise the amount of time spent being sedentary (e.g. sitting still). The guidelines can be applied to people with disabilities, emphasising that they need to be adjusted for each individual, based on that person's exercise capacity and any special health or risk issues.

All the above are guidelines and represent recommended minimum levels for health benefit. Those starting from sedentary will not be expected to meet these immediately but should aim to get there within the limits of their ability.

# 4. Strategic context

The strategy is based on the extensive consultation and insight of people and organisations within the borough.

It is also influenced by a number of national, Black Country and local strategies and policy documents, meaning that it:

1. Remains current with national strategy, policy and reference but recognises that this needs to be reviewed in light of any new direction such as post 2015 national elections.
2. Identifies and shapes policy and practice through learning from good practice elsewhere.
3. Can be benchmarked against others.
4. Has the potential to unlock investment from organisations such as Sport England.
5. Aligns to significant local strategy, policies and plans, advocating the impact that the strategy and physical activity and sport can have on meeting other Dudley priorities.

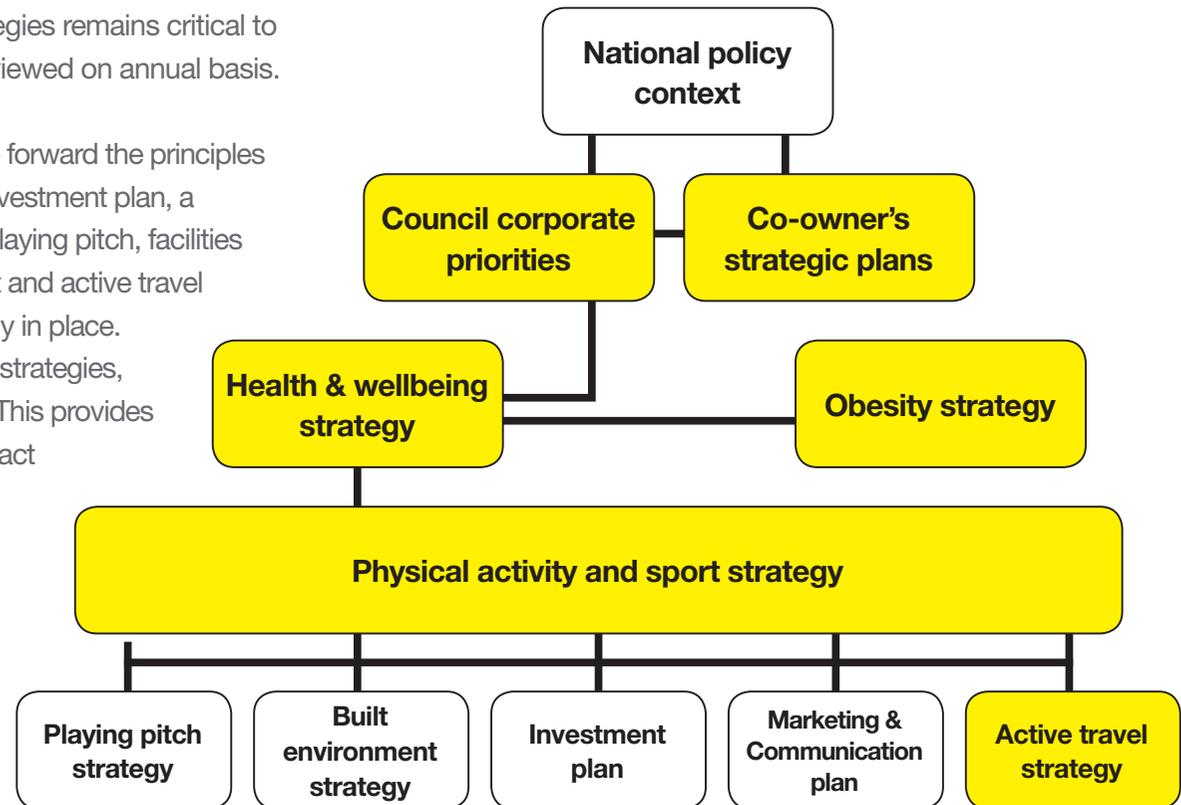
The following strategies and policies have been reviewed and considered relevant to the strategy's implementation:

Government Sporting Habit for Life (2013)	Government Moving More, Living More (2013)	Public Health England Physical Activity Framework (exp. 2014)	Sport England Youth & Community Strategy 2012-2017	UK Active Turning the Tide on Physical Inactivity (2014)
National Governing Body of Sport Whole Sport Plans 2013-2017	Association of Colleges Growing Sport, Growing Colleges 2011-2015	Youth Sport Trust Sport Changes Lives 2013-2018	Black Country Local Enterprise Partnership Strategic Economic Plan 2015-2021	All Party Commission on Physical Activity Report Recommendations (2014)
Marmot Review Fair Society, Healthy Lives (2010)	Government Active Travel Strategy (2010)	Government Education & Social Care Policies (2014)	Black Country Core Strategy 2011-2026 (2011)	Government Anti-social Behaviour, Crime and Policing Act (2014)

The strategy's relevance to local policies, plans and strategies remains critical to its implementation. In order to remain current it will be reviewed on annual basis.

The strategy recognises that specific plans needed to take forward the principles and aims set out later in the document. This includes an investment plan, a marketing and communications plan as well as bespoke playing pitch, facilities strategy, built environment development and management and active travel strategy. The yellow boxes reflect strategies that are already in place. It is important that the co-owned strategy resonates in the strategies, policies and plans of those relevant Dudley organisations. This provides a consistent thread of ownership, implementation and impact

The strategy also reflects the council's key planning documents, which impacts on the key built environment aspirations, principles and aims. These are summarised below and need to be considered for physical activity and sport in all relevant built environment and capital projects.



### A whole system approach

**Dudley Council**  
 Planning for Health Supplementary  
 Planning Document 2013

**Dudley Council**  
 Parks and Green Space Strategy  
 2009

**Dudley Council**  
 Draft Development Strategy  
 Development Plan Document 2014

# 5. An evidence based approach

Physical inactivity is the fourth leading risk factor for global mortality (accounting for 1 in 6 of deaths globally) .

The 'turning the tide on inactivity report' (2014), identifies that if every local authority worked with partners to reduce inactivity levels by one percent year on year, over a five year period they would save £44 of local taxpayers money per household. This is calculated using national average figures . There is a wealth of evidence regarding the impact that physical activity and sport can have on wider societal outcomes that are wanted in communities, including health and wellbeing of local communities but also social cohesion, skills and attainment, mental health promotion, community safety, productivity and independence in later life. The table below summarises some of the best evidence.

## Health and well-being outcomes

- Physical activity can reduce the risk of all cause mortality by approximately 30 per cent when comparing the most active with the least active<sup>3</sup>.
- Physically active people have a 20 to 35 per cent lower risk of cardiovascular disease, coronary heart disease and stroke<sup>3</sup>.
- Moderately active people have a 30 to 40 per cent lower risk of metabolic disease and type II diabetes than those who are sedentary<sup>3</sup>.
- Adults participating in daily physical activity have approximately 30% lower risk of colon cancer and 20 per cent lower risk of breast cancer and approximately 20 to 30 per cent less risk of depression.<sup>3</sup>

## Community Safety outcomes

- Sport and recreation programmes can prevent boredom, teach important life skills, divert young people from crime and foster social inclusion.<sup>8</sup>
- Focused work with young people on the cusp of offending or involved in low level offending can significantly reduce enforcement costs.<sup>9</sup>
- Taking a developmental approach to sport with young people can save on average £724.87 per participant per year, by reducing the costs associated with crime and anti-social behaviour.<sup>10</sup>

## Children and young people outcomes

- Physical activity is central to optimal growth and development in children aged five and under. Evidence from observational research and a small number of experimental studies indicates that regular physical activity is valuable in developing motor skills, promoting healthy weight, enhancing bone and muscular development, and for the learning of social skills.<sup>4</sup>
- Young people's participation in organised sports activities, when compared to non-participation, improves their numeracy skills.<sup>5</sup>
- Young people's participation in extra-curricular activities linked to organised sport, when compared to non-participation in extra-curricular activities linked to organised sport, improves a range of learning outcomes for underachieving pupils.<sup>5</sup>
- A recent literature review into physical activity levels and school performance concluded that there are positive relationships between participation in sport and activity and academic performance . A US study in 2006 found that participation in PE and team sports at school or playing sports with parents was associated with a 20 per cent increased likelihood of achieving A\* in mathematics or English when compared to sedentary peers.<sup>7</sup>

### Environmental outcomes

- Increasing cycling and walking will reduce transport costs, save money and help the environment. Fewer car journeys can reduce traffic, congestion and air pollution<sup>14</sup>.
- Heavy traffic volumes can negatively affect social networks in communities. The promotion of walking and cycling for travel purposes can positively affect these networks.<sup>15</sup>
- There is a wealth of evidence for the direct benefits of green space on physical and mental health and wellbeing, along with providing space for physical activity, sport and play. Studies also show a positive relationship between neighbourhood characteristics and physical activity<sup>16</sup>.

### Social care outcomes

- Physically active older people have an approximately 30 per cent less risk of falls<sup>4</sup>.
- Physically active older people have an approximately 30 per cent reduced risk of moderate to severe functional limitations and role limitations<sup>4</sup>.
- There is an approximate 30 per cent lower risk of dementia and depression for participating in daily physical activity<sup>4</sup>.
- There is a 36 to 68 per cent reduction in hip fractures for those who have high physical activity levels<sup>4</sup>.



### Economic regeneration, skills and employment outcomes

- Physically active workers take 27 per cent less sick days than inactive workers.<sup>11</sup>
- Workplace physical activity programmes can reduce absenteeism by up to 20 per cent.<sup>12</sup>
- Physically active employees can have a 4 to 15 per cent improved individual work performance thereby helping to increase company productivity.<sup>13, 14</sup>
- Evidence suggests that over a 16 year period regular active participation in sport and recreation (at least once a month versus less than once a month) increases earnings by around 1,200 Euros a year, which equates to a 5 to 10 per cent increase in earnings – the equivalent of an additional year in education<sup>15</sup>.

## Using the evidence base to inform practice

The growing evidence base of what works to increase physical activity levels and turn the tide on inactivity will be used to improve and develop the physical activity and sport offer in Dudley. Sources such as NICE guidance, Sport England's value of sport monitor and economic impact of sport, as well as best practice case studies from the UK and internationally, will be used to aid the planning of services and further develop the physical activity and sport offer for Dudley.

Programme performance will be monitored and measured and used to determine the effective elements of programmes, and make changes where needed to improve the success and impact of what is being delivered. This process will enable physical activity and sport programmes in Dudley to contribute to the evidence base and share best practice across the borough and more widely.

Dudley has a history of developing innovative approaches to increasing participation in physical activity and sport via the Dudley healthy parks programme, play programmes and sports clubs such as Sporting Club Dudley Albion, which provides disability sport sessions. This will continue through the delivery of the transformational principles within this strategy.

## Cost effectiveness of physical activity

Physical activity has been described as the best buy for public health . The evidence to date is building a compelling picture of the return on investment that physical activity and sport can offer. It is vital in continuing to build the business case for investment into interventions to deliver wider societal outcomes.

Active travel in the UK	Brief Intervention in general practice	Swimming in the community	Various sports	Sportivate Social Return on Investment (SROI)
Average benefit cost ratio for walking and cycling is £19:£1 for the local economy (for every £1 invested there is a health benefit equivalent of £19) <sup>18</sup> .	Brief intervention in general practice to improve exercise uptake can deliver cost savings of £3,300 per person to the local economy <sup>19</sup> .	The cost per QALY derived by members of the public from regular swimming in public pools is around £12,000 <sup>20</sup> or general fitness sessions is £440 per QALY.	The range of total economic lifetime value generated by doing different sports varies from £11,400 to £45,800 per person. This is likely to be an underestimate of the total value <sup>21</sup> .	The evaluation of the Sportivate programme in the Black Country indicates that there is a £1:£7.50 return on investment for the 6-8 weeks sports projects. These target young people aged 11 – 25 years, who are partly engaged in sport and supports them in creating a sporting habit for life <sup>22</sup> .

*Note: QALY: Quality Adjusted Life Year, a year of life adjusted for its quality or its value. A year in perfect health is considered equal to 1.0 QALY. The National Institute for Clinical Excellence states that interventions with an incremental cost-effectiveness ratio of less than £20,000 per QALY are cost effective and that interventions with costs of more than £30,000 per QALY would not be considered cost effective.*

# 6. The Dudley factor and aspirations

This strategy is unique for Dudley and the ability to deliver it is dependent on knowledge and understanding of people and places in Dudley.

Understanding what needs to be done in the borough to inspire communities to get active, comes from this knowledge and the vital insight that has been gained from the consultation activities. It has led to a series of aspirations for Dudley that will be delivered through the outcomes, principles and aims of this strategy.

## Key facts and aspirations for Dudley: people

- Dudley's population is expected to grow by 12,200 people in the next 10 years from Census 313,300 to 325,500.<sup>23</sup>
- Dudley has an ageing population. The number of young people aged 14 to 25 is expected to fall whereas the 65 and over population will increase by 7,500.<sup>24</sup>
- Dudley is less ethnically diverse than the national average and Black Country neighbours, with 10 per cent of its population coming from black, Asian and minority ethnic communities. However, this is a growing population.<sup>25</sup>



### Aspirations

- Ensure there are appropriate services and opportunities in the borough to meet increased demand for physical activity and sport.
- Address lower levels of participation in BAME groups.
- Better understanding and insight into the wants and needs of communities to enable the targeting of services and opportunities.
- Grow the opportunities for people to participate in activity and sport across the life-course.

- 10 per cent of the borough's population have long term health problems or disabilities that considerably limits their day-to-day activities .
- Health outcomes vary across the borough. Though life expectancy has increased in Dudley, men from the most deprived areas still live nine years less than those from the least deprived, for women in these areas it is six years less.<sup>24</sup>
- Cardiovascular disease and cancer remain the biggest killers in Dudley.<sup>24</sup>
- 23.6 per cent of reception age children and 37.1 per cent of Year 6 children are classified as overweight or obese.
- If 75 per cent of Dudley residents aged 40 to 79 were active enough to benefit their health, 184 deaths could be prevented per year from chronic health conditions.<sup>28</sup>
- 15.9 per cent of Dudley adults are classed as obese. That's 40,434 people.<sup>29</sup>
- Around 60,000 of the population are from Sport England's pre-dominant market segments – retired singles, blokes who take part in Pub League games and mid-life sporty males.
- 12 National Governing Bodies of Sport have identified Dudley as a priority for their Whole Sport Plan delivery and a further eight have identified the Black Country.

### Aspirations

- Use physical activity and sport to help decrease health inequalities
- Ensure people with disabilities or life-long limiting conditions, including mental health issues, have greater opportunities to participate in physical activity and sport and are supported to do so.
- Use market segmentation tools to target sports and appropriate marketing messages.
- Target growing participation in the identified insight and latent demand sports.
- Target reception and primary schools and family based physical activity interventions.

## Key facts and aspirations for Dudley: people's skills

- Dudley has higher rates of unemployment than the national average with 4.1 per cent of the working age population claiming job seekers allowance (JSA). Unemployment has impacted on all age groups but has hit 16 – 24 year olds the hardest with 1/3 claiming JSA.<sup>30</sup>
- There are an increasing number of graduates in Dudley (48,700). Evidence suggests that graduates are likely to earn £11k per annum more than those with NVQ 3 as their highest qualification.<sup>31</sup>
- Dudley schools perform better than the national average. 59.7 per cent of pupils attain five or more GCSEs at grade A\* to C including English and mathematics.<sup>32</sup>

### Aspirations

- Physical activity and Sport are seen as key drivers to support the growth of educational performance and engagement with young people who are not in employment, education or training (NEETs).
- Physical activity and sport provides greater opportunities for people to access high quality paid and voluntary employment opportunities.
- Inequalities in educational attainment are reduced.
- Understand the workforce requirements to grow and sustain participation.
- Connect college & school sport with community providers, volunteering and employers.

## Key facts and aspirations for Dudley: people and the economy

- Dudley lags behind the national average for median wages but the gap is definitely closing. Five years ago there was a difference of £4,196 between Dudley and the national average. Now the difference is under £3,000.<sup>33</sup> This could suggest an increase in disposable income in the borough.
- The costs for physical inactivity in Dudley is increasing and were estimated to be £5,987,484 per annum. These costs are related to the costs associated with incidences of specific cancers, diabetes, coronary heart disease and cerebrovascular disease.<sup>34</sup>
- Dudley takes physical inactivity seriously and 6.8 per cent of Dudley's public health budget is allocated to physical activity<sup>2</sup>.
- Sport accounts for 1.9 per cent of the English economy.<sup>35</sup>
- Over £500,000 (April 2014) of Sport England investment has been levered into sport since January 2012.

### Aspirations

- Ensure that the physical activity and sporting offer in Dudley takes into account the income ranges in the borough to enable low income families to enjoy the same experiences as those who are more affluent.
- Reduce the number of sedentary people in Dudley to reduce the costs of treating the diseases linked to inactivity.
- Develop innovative and efficient delivery mechanisms for physical activity and sport in Dudley.
- Set out a co-owned Investment Plan.
- Have a committed approach to lever in external funding.

## Key facts and aspirations for Dudley: place

- Dudley has a combination of affluent and deprived areas. Statistics for deprivation, health inequalities and participation correlate and highlight an area referred to as the Dudley spine, where deprivation and inequalities are higher in the higher populated urban areas than in the suburban fringes of the borough.<sup>36</sup>
- 31.14 per cent of Dudley is green space. This is defined as green space that is larger than five metres squared and includes parks, playing fields, woodland, neighbourhood greens and verges.<sup>37</sup>
- There are 28 parks situated in the borough and a further eight countryside sites.<sup>38</sup>

### Aspirations

- Inactivity levels in deprived communities are addressed to impact on wider societal outcomes whilst recognising proportionate universalism.
- People from deprived communities are empowered to develop, access and enjoy high quality participation opportunities and reduce the gap in participation when compared to more affluent areas.
- Make our neighbourhoods healthy by supporting the development of sustainable health enhancing assets in the community.
- Capitalise on Dudley's green spaces and make physical activity an easy choice for people through the use of active design principles in the borough.

- Dudley has 180 football pitches, 17 cricket pitches, 37 rounders pitches, 11 Rugby Union pitches and 6 synthetic turf pitches currently in use.<sup>39</sup>
- Dudley has 44 leisure and recreation facilities per 100,000 people<sup>2</sup>
- Dudley has 82 primary schools, 21 secondary schools and four further education colleges.<sup>40</sup>
- Dudley has 41 nationally accredited clubs and 35 asset owning or lease clubs, including those who serve the borough but are outside the boundary.

#### Aspirations

- Develop and deliver built environment and playing pitch strategies for the borough.
- Deliver the active travel strategy for the borough.
- Utilise learning from the healthy parks programme to increase the use of the park hubs and active travel corridors.
- Maximise opportunities for more cost effective future management models of community facilities.
- Develop a network of community access facilities including school and college sports facilities.
- Co-ordinate support for clubs who have or wish to relocate or purchase own sites, especially those who are located outside the borough but serve Dudley.

## Key facts and aspirations for Dudley: performance

- Just over a third (37.7 per cent) of Dudley residents do less than 30 minutes of physical activity a week.<sup>41</sup>
- Almost half of adults in the borough (48.4 per cent) do at least 150 minutes of physical activity every week and meet the recommendations for health enhancing physical activity<sup>41</sup>.
- 28.6% of Dudley adults (aged 16+) participate in sport for 30 minutes at least once per week.<sup>42</sup>
- This drops considerably to 12.1 per cent participating in sport for 30 minutes, three times per week or more<sup>42</sup>.
- 21.3 per cent of people in the borough say they're doing more sport now than 12 months ago<sup>42</sup>.
- 67 per cent of primary school children and 64 per cent of secondary school children are active for an hour or more on three or more days of the week.<sup>43</sup>

#### Aspirations

- 12,715 less adults reporting an inactive lifestyle and taking up physical activity.
- 12,461 more adults achieving 150+ minutes of physical activity per week.
- 14,749 more adults participating in at least one session of sport per week.
- 6,612 less adults reporting undertaking no sporting activity per week.
- A 2 per cent year on year increase in physical activity participation levels in children and young people. This will see an additional 2,875 primary school aged and 2,320 secondary school aged young people getting active.
- Take an outcomes approach to measuring the impact of programmes to document the wider societal aims that programmes are having and to aid the business case for investment into physical activity and sport.

# 7. Insight and consultation

The vision and principles set out in this strategy have been influenced by the views of a range of organisations and people living in the borough.

This insight was gained through a range of consultation and analysis mechanisms including:

- 45 in-depth interviews and focus groups were carried out with policy, decision makers and providers of physical activity and sport across the borough
- 103 surveys completed by Dudley residents collected by data collation assistants in Dudley town centre.
- 5 - 6 community focus groups held in the areas with lowest participation in sport and highest health inequalities.
- Mapping of the physical activity and sports programmes in the borough.

The Dudley surveys and focus groups have informed the infographics below and were undertaken as part of the shared 'Black Country in Motion' programme (full report available from Black Country Consortium Ltd). The infographic below reflects the 45 in-depth interviews and focus groups. The larger the text in the diagrams, the greater number of times the barriers or enablers were referenced during consultation. The insight also directly informs the principles and aims and the action plans that will accompany the strategy.

Barriers to participation



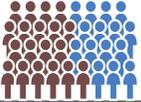
Enablers to participation



Most popular activities and latent demand sports in Dudley borough



## The current delivery of physical activity and sport interventions

	Early years (under 5)	Children & young people (5-17)	Adults (18-64)	Older adults (64+)
Schools				
Colleges				
Community facilities				
Workplaces				
Sports clubs and community organisations				
Other				

**Key**

-  1 identified sports intervention working in this setting and life-course
-  1 identified physical activity intervention in this setting and life-course

The mapping of current intervention delivery across the life-course indicates a plethora of delivery in community settings. However, these are predominantly focused on people aged five years and over. The majority of interventions targeting the under fives were in the main programmes that deliver across the whole of the community. This would suggest that there are significant opportunities to develop further early years and family focused interventions to support the creation of an active habit for life that can be carried through the life-course.

There are also few interventions focusing on the work place as a setting to access the adult population at present. Evidence from the National Institute of Clinical Health Excellence recognises the importance of active workplace interventions in driving up levels of participation in physical activity. This could be an area of work that could be scaled up in Dudley.

This mapping exercise will be undertaken annually as part of the performance measurement of the strategy's delivery to show changes and impacts to the physical activity and sport offer across the borough.

## Priorities for the vision, mission, principles and aims of the strategy

The insight gained during consultation directly informs the outcomes, principles and aims of the strategy. Partners in Dudley identified transformation and leadership as the key pillars upon which the strategy should be built.



# 8. Vision, mission, and outcomes

The strategy focuses on the delivery of outcomes namely the transformation of people and places. This approach encourages greater co-ownership through the identification of organisational contributions to delivery. The approach will inevitably lead to a change in the way services are procured and delivered. The outcomes, which are set out below, will enable the borough to achieve a shared vision and mission. They are developed through extensive consultation.

**Our vision: Creating a physically active and sporty Dudley**

**Our Mission: Transforming Dudley to be one of the leading areas for physical activity and sport in England**

To realise the vision and mission, the Strategy sets out the bold shared outcomes needed to enable this transformation to take place, and in turn drive the strategy's principles and aims:

**Outcome 1 (People)**  
Maximise the levels of participation that have a health related benefit

**Outcome 2 (People Skills)**  
A quality workforce who drive increases in participation & sustainability, contributing to employment and skill priorities

**Outcome 3 (Place)**  
A quality physical activity and sport offer which meets the needs of Borough residents and demonstrates its contribution to borough priorities

**Driven by performance, leadership, ownership, impact and understanding**

## 9. What do we do now?

A significant increase in physical activity and sport participation is needed to achieve these outcomes, and doing more of the same will not lead to this transformation. However, the strategy also recognises the scale of the challenge, and proposes that the five year targets for adult participation should be based on getting Dudley to its Chartered Institute of Public Finance and Accounting (CIPFA) Local Authority Comparator Average. This includes areas such as Kirklees, Wigan, Warrington and Derby. Due to a lack of national level data for the measurement of children and young people's participation in physical activity and sport it is not possible to use the aforementioned "comparator" approach to set targets for young people's participation at the present time. Current local measurements include the primary and secondary school health survey and the measurement of activity hours aimed at raising participation.

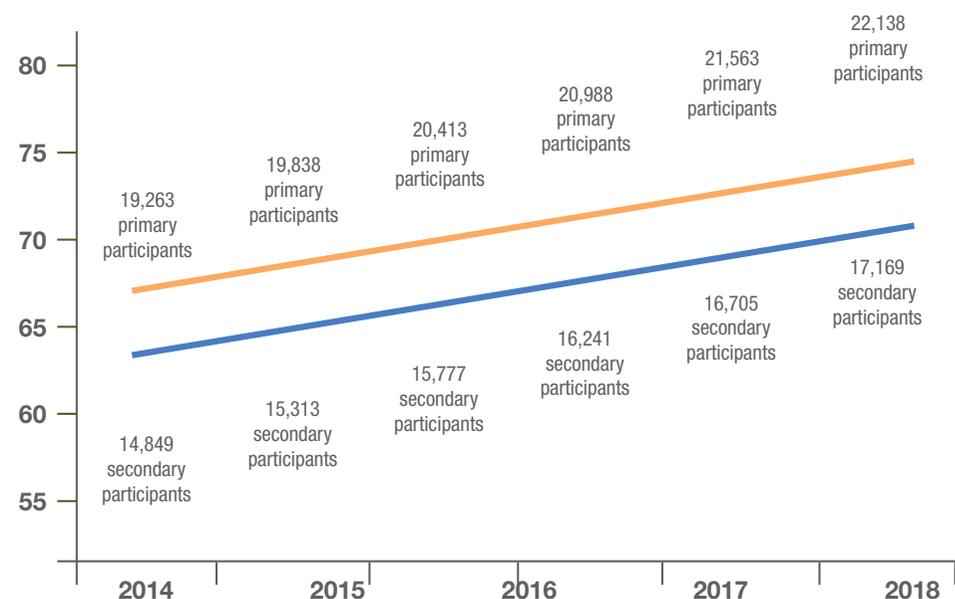
### Children and young people participation outcomes: the targets

It is proposed that the strategy will drive a 2 per cent year on year increase in participation in physical activity and sport on three or more days of the week for at least an hour in primary and secondary school age children and young people as an indicator of moving people towards meeting the public health recommendations for physical activity.

This equates to 2,875 more primary school children and 2,320 more secondary school aged children participating in physical activity and sport on three or more days of the week for at least an hour measured through the Dudley schools health related behaviour survey over five years. A proxy measure for this will be the number of physical activity hours deliverers are focusing on these age groups annually. The annual monitoring of the data will measure success and may see this target revised and increased.

The evidence base suggests that taking up sport as a child or young person is associated with an increase in the probability that they will be active as an adult. Therefore the need to focus on increasing participation in children and young people is critical in creating an active generation for life and achieving longer term targets for adult participation.

Children and young people participation in Dudley



## Dudley Strategy Performance Management Framework

Action	Baseline 2014	Ambition 2019	Scale of the challenge	Challenge per year
Inactive lifestyle (< 30 minutes per week)	95,871 people	83,156 people	12,715 less people	2,543 less people
150 + minutes of physical activity or sport per week	120,204 people	132,745 people	12,461 more people	2,492 more people
1 x30 minutes of physical activity or sport per week	72,730 people	87,479 people	14,749 more people	2,950 more people
No physical activity or sport per week	146,731 people	140,119 people	6,612 less People	1,322 less people

# 10. How we do it?

## Principles

The strategy sets out a number of principles and aims needed to ensure the delivery of its outcomes. Aims are broken down into relevant performance, people and place themes. These are not targeted at any one organisation, but outline what is needed to transform physical activity and sport provision. The detail which will be captured in the action plan should identify the lead agency, the timescale and impact. The action plan will be developed as a separate document and will grow as additional partners sign up to the charter and additional partners sign up to the strategy charter and provide their own actions as part of the transformational approach.

## Performance principles

### Principle 1 - transforming leadership and ownership

By establishing a physical activity and sport commission, the co-owned leadership for the strategy's delivery will be provided. The commission will provide direction, accountability and advocacy, acting as the public face of physical activity and sport in the borough. A shared ownership approach can only be achieved if there is clear leadership and it is supported by an operational group who is responsible for ensuring delivery and responsibility. This is critical to success.

#### Performance aims:

1. To gain approval from the council's cabinet and health and wellbeing board for the establishment and reporting of the commission.
2. To gain sign up to the Strategy Charter by Stakeholders and Partners, to demonstrate their commitment and willingness to deliver the strategy and detail their contribution to the strategy's performance measurement framework.
3. To launch the commission and the strategy, and provide relevant communications to the public and agreed sectors. Messages should include the role and contribution physical activity and sport plays to stakeholder and corporate priorities.
4. To establish a new Dudley physical activity and sport network to ensure the operational delivery of the strategy reporting to and reflective of the membership of the commission.
5. Develop and implement a five year investment plan aligned to the strategy that identifies and targets opportunities for redirecting funds, pooling of budgets and staffing resources and new investment needed to deliver the Strategy. This includes developing outcome driven commissioning.

#### People aims:

1. To develop a network of physical activity and sport partners and ambassadors as champions for the borough.
2. Develop and implement a marketing and communications plan including advocacy and promotion on what the strategy means for residents,

## **Principle 2: Transforming impact and understanding**

By co-ordinating a more impactful and cost effective approach to delivery, which will breed a culture of learning and improvement that is driven by insight, intelligence and understanding, the return on investment will be realised.

### **Performance aims:**

1. Adopt the strategy's performance measurement framework and determine stakeholder's contributions towards the outcomes.
2. Use the strategy outcomes and outputs to inform the health and wellbeing board's joint strategic needs assessment.
3. Adopt an outcome focused approach, aligned to this strategy, to the commissioning and delivery of physical activity and sport that aims to capture the return on investment.
4. Continue to use the life course model to capture and monitor interventions to minimise the risk of duplication of effort, de-clutter delivery and capture impact.
5. Identify and utilise relevant social and economic modelling tools needed to capture the strategy's contribution to the secondary outcomes and use the findings for advocacy and promotion.
6. Develop approaches to annually gather people's views, challenges and enablers to provide further insight into physical activity and sport and provide residents with feedback using a "you said, we did" approach.
7. Review current practice in receiving customer comments to monitor effectiveness of service provision.
8. Explore models of good practice in approaching the delivery of physical activity and sport to aid development of interventions and approaches throughout the lifetime of the strategy.
9. Monitor the impact and progression routes that the Government's primary school sport premium has in encouraging pupils to adopt a more active and sporty lifestyle, including physical literacy.
10. Utilise quality standards, not just as a method of determining achievement but to drive performance.
11. Explore options for using technology to provide improved information and data on physical activity and sport in the borough such as apps, social media and analyse data regarding people's usage of facilities to inform future planning.

## People principles

### Principle 3: Transforming our skills

By building a high quality, skilled workforce and network of clubs and organisations, the strategy will ensure that support for tomorrow's provision is fit for purpose for all Dudley residents. This will include work with communities, existing stakeholders and partners to improve their skills, confidence and capability to deliver physical activity and sport in their own local areas. This approach will grow the market of provision, prepare organisations for community asset transfer opportunities and support the sustainability of clubs through growing participation.

#### People Aims:

1. Empower communities by developing the competence of clubs and organisations to manage community assets and services relating to physical activity and sport, plan their business sustainability, and benefit from commissioning activities.
2. Identify the required skill sets needed to increase participation in sedentary populations. Develop and implement a co-ordinated training programme to assist individuals and organisations to meet these future requirements.
3. Develop deployment opportunities for college and university students to aid the gaining of qualifications and employment in the sector.
4. Use sport as an engagement tool for young people to aid attainment, skill development and long term employment opportunities.
5. Explore different approaches to building social capital to enable the home grown provision of physical activity and sport for the community, by the community.
6. Recognise and develop the volunteering culture within Dudley by up-skilling community members to deliver physical activity and sport and ensure high quality opportunities exist to utilise these skills.
7. Develop a skilled workforce who can support the delivery of access to physical activity and sport for all.

### Dudley College volunteer programme

Dudley College have developed a community focused volunteer programme that supports the delivery of the active colleges programme, enhances the employability of students by embedding work base learning into the curriculum and delivers increases in participation in physical activity and sport in the community.

The programme includes:

- Students gaining coaching and leadership qualifications.
- Students delivering PE and sports coaching support to local primary and secondary schools under the guidance of teachers and lecturers.
- Students delivering holiday camps at participating Schools under the guidance of the community sport officer.
- Students becoming sport makers and undertaking a range of Volunteer activities in the community to support grass roots sport and local community events
- Deployment into community placements which will include doorstep and satellite clubs in 2014/2015

Students from the college have:

- Contributed over 5,000 hours of volunteering with community partners in 2013 - 2014
- Gained 40 qualifications to support the delivery of participation based programmes
- Increased participation in sport in students and staff at the college with 600 new participants taking part in sport and exercise sessions at the college

#### **Principle 4: Transforming information and knowledge**

By developing co-owned insight driven, tailored marketing and communications approaches through for example, the Dudley 'let's get' campaign, providing clear, consistent messages regarding physical activity and sport to individual's, communities and partners.

#### **People aims:**

1. To increase awareness of the physical activity and sport offer for residents.
2. To increase communities knowledge regarding the benefits of being active focusing on influencing behaviour to move those who are sedentary onto the physical activity pathway.
3. To ensure that the benefits and value of physical activity and sport are widely promoted and acknowledged by decision makers.
4. To use local ambassadors, activators and champions to influence those they are in contact with to get active.
5. To target work to provide better information, guidance and signposting between services.
6. To optimise market segmentation such as Sport England's market segmentation and insight to target the 'let's get' campaign effectively and to inform the planning and delivery of services.
7. Develop public information concerning the benefits of physical activity and sport and work with stakeholders such as GPs, Macmillan, and British Heart Foundation to promote the messages to those at risk of or suffering from chronic health conditions, including mental illness.
8. Use technology and social media to capture people's participation and stories about the impact physical activity and sport has had on their lives.
9. Work with the local media to maximise promotional opportunities.

#### **Dudley healthy parks programme**

The Dudley Healthy Parks Programme is an ambitious project across the Borough that aims to create a less obesogenic environment and drive up participation in physical activity and health promoting activities by families.

The programme has seen the development of bricks and mortar health hubs within the parks, alongside free outdoor gyms, activity programmes led by park physical activity staff, marketing campaigns and the development of active travel corridors to enable people to walk and cycle more easily. The initial parks involved in the programme were Silver Jubilee, Netherton, The Dell and Fens Pool, Mary Stevens Park and Huntingtree.

Initially funded by the Department of Health, with match funding from Dudley Council and Primary Care Trust the programme has gone from strength to strength. It has now been sustained by Dudley Council with plans in place to further develop the programme of activities in other areas of the Borough.

Successes have included:

- 31 per cent of visitors to the parks access the physical activity programme activities led by Park Rangers. In 2012 – 2013 there were 35,523 attendances at the sessions, giving a total of 30,958 hours of physical activity in the parks.
- Increased usage of facilities was seen across all elements of the programme with play area usage increasing from 56 to 64 per cent, outdoor gyms increasing from 36 to 48 per cent and MUGA usage increasing from 5 to 17 per cent.
- 500 per cent increase in the numbers of children accessing the summer play scheme in parks between 2009 and 2011.
- 5 per cent increase in the percentage of respondents completing 30 minutes of moderate intensity physical activity on five days of the week.

*"Whilst the success and increased use of parks that can be attributed to the new outdoor gym equipment and healthy hub buildings is self-evident, it is the potential for these new physical features to act as the catalyst for an ongoing change in lifestyle for those visiting the parks, using the equipment and hub buildings to improve their health and fitness that is most exciting"* Director of the Urban Environment, Dudley Council

### Principle 5: Transforming opportunities to make every contact count

By taking a behaviour change approach to focus on reducing inactivity, this strategy looks to ensure that every contact really counts for individuals, families and communities. Resources, programmes and campaigns will focus on growing the confidence of people to get active and creating a long term positive change in physical activity behaviours.

#### People aims:

1. Develop community asset based approaches to delivering informal physical activity and sport opportunities in local communities to meet identified needs. “Activity for the community, by the community”.
2. Use the ‘let’s get’ campaign to influence behaviour change and drive up the demand for physical activity and sport.
3. Grow the delivery of early year’s programmes to create an active habit for life and engage families in becoming more active.
4. Work with sports clubs to grow participation through a broadening of the sporting and physical activity offer for communities.
5. Identify and capitalise on opportunities for individuals who undertake physical activity to convert to participating in sport at least once a week.
6. Develop outreach programmes from a range of partners including children’s centres, community centres, schools and colleges to facilitate greater participation.
7. Work with partners to identify how physical activity can become embedded in wider service delivery and become everyone’s business.
8. Utilise ambassadors and activators for physical activity and sport to talk to communities and raise awareness of the opportunities available.
9. Explore the potential of using models from other sectors, to develop innovative approaches. For example, implementing a commit to start approach, based on smoking cessation models that would engage sedentary people and families to initiate a change in behaviour and move them onto the physical activity pathway.
10. Develop approaches to effectively transition children and young people between Early Years, Primary School, Secondary School, and community physical activity and sport settings to minimise drop out from activity and sport.



“Sometimes it’s hard to try something different that you’ve not done before. I’m glad that I did as it’s given me the confidence to take up the sport of Aikido. The instructors are really supportive and friendly and I would recommend it to anyone”.

**Participant from a Sportivate project held at Ren Shin Khan Aikido Club**

### Principle 6: Transforming our communities

By making Dudley a borough where children and young people develop an active and sporting habit for life and residents are supported throughout the life-course to make an active lifestyle the norm. The strategy focuses on ensuring that everyone has the opportunity to reach their full potential and make Dudley a place where talent is cultivated and celebrated.

#### People aims:

1. Continue to gather insight into the needs of Dudley residents, including those with mental illness, and respond to it in the planning and delivering of tailored provision taking into account the demographics and inequalities that exist in communities.
2. Determine a set of priority sport and physical activities for the Borough which will maximise opportunities to increase participation.
3. Work with national governing bodies of sport, schools, colleges, universities and local sports clubs and organisations to implement pathways to identify, support and cultivate talent in Dudley and celebrate this.
4. Work with the Local Enterprise Partnership, Chamber of Commerce and businesses to develop active workplace programmes that will support the delivery of productivity and business growth agendas by providing a fitter workforce for the future.
5. Deliver the priorities in the active travel & air quality strategies, which encourage more people to cycle, walk or run to work.
6. Work with physical activity and sport deliverers to develop a balance of opportunities for informal and formal physical activity and sport participation within communities.
7. Maximise the opportunities for national governing bodies of sport to land appropriate participation products in the borough to grow participation in sport.
8. Understand the mass participation event market and explore opportunities to extend the reach of those already in existence and develop new ones.
9. Co-ordinate work across play providers and agencies to promote the importance of, and access to play.
10. Maximise the potential of national sports programmes such as Sportivate and Satellite Clubs to encourage more people to do more sport.
11. Work with communities to respond to the barriers of and enablers for physical activity and sport to increase the offer in different areas of the borough, such as the Dudley spine.



“I started using the hub on Silver Jubilee Park Coseley in 2012... Physically I am much fitter. I am 3 stone lighter than I was this time last year. I don't get out of breath when doing my job anymore. I feel much happier about how I look... my blood pressure and cholesterol has significantly lowered and I no longer have to take statins... I feel more confident doing my job and know that because of changes to my lifestyle I will be able to continue my job for longer”

**Cheryl Langford, participant in the healthy parks programme.**

### **Kewford Eagles Football Club**

Kewford Eagles Football Club demonstrates how a sports club can through drive, determination and excellent planning turn the vision of facilities that can support 44+ teams to train and compete into a reality.

The club formed in 1978 with one under 12 team and has progressed to having 44 adult and junior teams within the club by 2012. Following the signing of a lease agreement in 2007 of 30 acres of land next to Dudley Kingswinford Rugby Club in Wall Heath it was awarded an £800,000 grant from the Football Foundation in 2012 to realise the dream of developing 11 full size football pitches, changing facilities, toilets and car parking facilities to meet their player's needs. The total cost of the project is around £1,076,560 but due to funding application successes no player subscriptions were used to fund the expansion. The new Eagle Park was opened by Sir Trevor Brooking on 26 April 2014.

The Club achieved Junior Charter Standard in 2004, Adult Charter Standard in 2005, Community Club Charter Standard in 2006 and was awarded with the Queens Award for Volunteering in June 2012 (the equivalent of an MBE for Volunteer Groups) and the West Midlands Community Club of the Year 2013.

Kewford Eagles has approximately 500 children, girls and boys playing for them including those with disabilities.

#### **Key success factors:**

- Consistent management committee with vision and drive to achieve.
- Developing the club in stages: accreditation, corporate organisations, developing the big plan.
- Utilising expertise to design and project manage building work.
- Seeking and gaining a range of funding.

### **Community in control improving physical activity fund**

Dudley's Clinical Commissioning Group has worked with Dudley Council and the voluntary sector to invest £100,000 into kick-starting new physical activity projects in the borough, with a focus on young people aged 25 and under.

Grants of up to £5,000 were made available to community organisations to support projects that were developed and led by the community. 14 projects were funded during round one, unlocking more than 10,034.5 additional hours of physical activity in the borough. The fund saw participants taking part in a range of activities including aerobics, basketball, boxing, cricket, dance, football, football rounders, general fitness and exercise, karate, kickboxing, netball, sailing, table tennis, tag rugby, tennis, walking and Zumba.

Example projects included taster sessions for ethnic minority women and children which included short discussions on health education alongside sport and fitness sessions. The free tennis in the park project saw 47 young people learn how to play tennis, with further sessions planned. 'Switch it! Dance' offered free dance taster sessions, summer holiday courses and weekly dance classes at local schools. Participants reported enjoying the challenge of participating, feeling energised by the sessions and seeing significant improvement to fitness.

#### **Key success factors:**

- Simple application processes and systems.
- Support from Dudley CVS and good communication between Dudley CVS and project leaders.
- Collaborative approaches to support projects to build further delivery opportunities from their original project through the funding.

"Dudley CCG is proud that we have managed to provide funding to allow our communities to adopt a positive attitude to sport and healthy living. It is vital that this funding is used to help our population take a long term proactive approach to their life style and exercise."

Dr Steve Mann, GP and clinical lead, Dudley CCG

## Place principles

### Principle 7: transformational settings

By ensuring that the need for a network of high quality and accessible physical activity and sports facilities provided by the public, private and community sectors is delivered to meet the intended increases in demand. The strategy recognises that although there has been substantial investment into facilities, including the Parks, Colleges, Priors Boxing Club and Kewford Eagles Football Club, key decisions need to be made during the lifetime of this Strategy on the future of the Council's main leisure facilities, including leisure centres and pitches as well as encouraging more schools, especially secondary, to provide community access.

#### Place aims:

1. Make informed decisions on the future provision and management of council and other facilities in the borough through the development and implementation of a built environment strategy.
2. Proactively develop a network of public, private and community provision in line with and connected to the Clinical Commissioning Group's priorities, which provides quality provision and opportunity for people to take part in sport and be physically active in their own communities.
3. Grow the potential of the healthy parks programme model as a cross borough approach to encourage more people to use green spaces and pitches for physical activity and sport, ensuring that communities are linked through active travel corridors.
4. Develop a network of playing fields and pitches needed to provide quality sport and recreational spaces which meets latent demand. In doing so, determine and implement a five year prioritised investment plan.
5. Develop options for releasing local authority physical activity and sport assets to local community ownership, with the community.
6. Consider options for the future management of sports facilities which encourages a more commercial approach to programming, opening hours, service and investment.
7. Work with NGBs to determine methods to increase the number of clubs, audit sports clubs with the potential to grow (both formal and informal) participation, and support investment to enable growth in sports participation.
8. Explore the options to develop at least one physical activity and sport destination with regional significance within the borough.
9. Explore options to extend community use of school sites and where appropriate college sites, identifying solutions and developing good practice in the local provision of access to sports facilities on education sites.
10. Identify the potential to increase physical activity and play within children's and community centres through the provision of locally accessible family based activity.
11. Maximise the opportunity that those Dudley clubs who are located outside the borough boundary brings to profile and increased levels of participation and volunteering to the borough.

"I am a lot fitter and my shape has changed. I love being outside walking whether in rain or sunshine or cold. It's great to walk and I've made new friends as well. I suffer from arthritis in my back and my Dr suggested walking. I still get pain and stiffness sometimes but it's rarer for me to take any painkillers now" **Sue Samuel, participant in the healthy parks programme**

### Principle 8 – Transforming the landscape

By working towards making the Borough safe, secure and more accessible for people to run, cycle and walk. This approach focuses on planning, active travel and utilising the existing green, urban and canal landscape to maximise opportunities to be active. It focuses on connecting communities to centres through active travel corridors, offering health benefits and improving the environment and levels of air pollution.

#### Place aims:

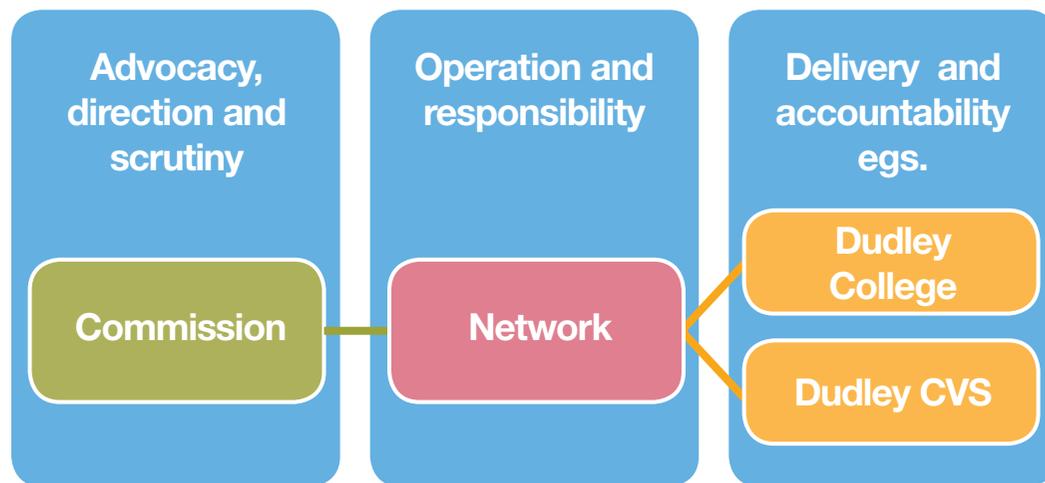
1. To use the evidence and lessons from the healthy parks programme and active travel programme – to further explore the potential of improving the network of safe, secure and accessible parks, corridors, footpaths and cycle ways across the borough, delivering area Action Plans.
2. To encourage families to take a more active approach to getting young people to school, through walking or cycling and determine the impacts of these approaches.
3. To use the principles of the access in Dudley’s green space access design guidelines to improve access to green spaces by wheelchair users and other disabled users.
4. To encourage greater use and access of green and blue spaces such as Dudley Watersports Centre, providing access to new sporting opportunities for people and families.
5. Work in partnership with the council’s planning team to build and implement physical activity and sport into supplementary planning, Dudley Development Plan and all area action plans including modelling for housing and business.
6. To refresh and deliver the active travel plans ensuring alignment to the principles and outcomes of this strategy and its contribution to improving air quality levels.
7. To explore the potential to develop a physical activity and sport asset register needed to encourage the preservation of those unique places for physical activity and sport.
8. To consider options on the benefit of a more environmentally sustainable provision such as a human power tariff using physical activity to offset energy costs.
9. To promote free opportunities for people such as walking, cycling and running through promoting safe and secure routes and pathways.

“Physically I have lost 12lb since starting the sessions which has had a big impact on my confidence. I really enjoy going to the classes and meeting new people who are in similar situations to me. Everyone has been really friendly and the instructors are really welcoming which creates a great atmosphere” **Steph Bennett, participant in the healthy parks programme**

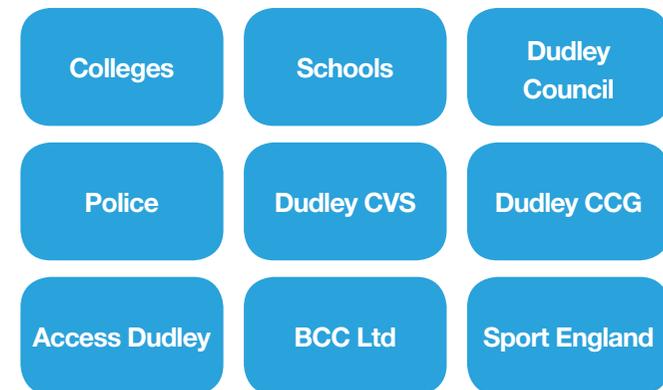
# 11. Dudley physical activity and sport commission: A responsibility for all

Delivering the strategy requires a new model of strong borough leadership by a physical activity and sport commission that will realise the outcomes, principles and aims.

The commission should be rooted into the Health and Well Being Board and involve relevant stakeholders signed up to the charter. Although it is one of their roles this is not a scrutiny panel. It will set direction, unblock issues, raise the profile and ensure delivery of the strategy's outcomes, priorities and action plan.



## Proposed membership of the physical activity and sport commission



Reporting to the commission should be through a Dudley community physical activity and sport network focusing on delivering the action plan. The council is ideally placed to undertake this role. Each stakeholder contributing to the strategy should feed in through the action plans and performance measurement framework to the commission. At its core will be Dudley Council undertaking a lead facilitating agency role, with time allocated to manage the strategy, working with organisations who are contributing to plans as well as providing the commission's secretariat and network leadership. Organisations will commit their contribution through being a signatory to the Dudley charter for physical activity and sport.

# 12. Dudley charter for physical activity and sport

This strategy is designed to be co-owned and delivered by the stakeholders in physical activity and sport in Dudley, steered by the commission. The aspirations and transformation of Dudley communities to be places where physical activity is part of everyday life will require leadership, collaboration and prioritisation across a large range of organisations in order to improve the offer and provision of services.

All stakeholders in the borough will need to play their part if this strategy is to be successful in transforming participation levels. This charter provides a sign up process for stakeholders to co-own actions within the strategy and receive recognition for the role that they are playing. The charter recognises the independence and accountability of individual stakeholders, and is built on trust, respect, understanding and a desire to work in partnership to improve the offer and provision of physical activity and sport.

Stakeholders can officially sign up to the charter through a written declaration to the commission (see page 43), which will see them become co-recognised, co-owners of the strategy. They will be expected to contribute to the strategy's aspirations, principles and performance measurement in the following ways:



# 13. Performance measurement framework

This performance measurement framework brings together the strategies, plans, policies, quality of life indicators and performance measures (both national and local) that will enable the Dudley physical activity and sport commission to measure the progress being made on delivering the strategy aspirations in comparison to its own previous performance, and in comparison to other councils.

The indicators within, are a combination of the relevant measures for the primary outcomes relating to 'physical activity and sport specific' indicators that have been identified as relevant to the strategy, and secondary outcomes (as included in the Dudley Council Plan 2013 and wider partners plans). The primary outcome measures relate to the public health outcomes framework and Sport England indicators that are derived from the Active People Survey, alongside local survey and programme management information. The secondary outcomes relate to the wider societal impacts that physical activity and sport can contribute to. Local measurement of these impacts through individual programmes will in some cases be needed to directly attribute the changes seen to the work of the strategy.

The framework will also act as a catalyst for driving quality improvement and outcome measurement throughout Dudley by encouraging a change in culture to a more evidence driven outcomes focused approach.

The framework for effective performance management is characterised by the following:

- **A clear vision and purpose, and a focus on outcomes**
- **Commitment to, and enthusiasm for, realising the community's aspiration**
- **Effective democratic and community engagement**
- **Robust planning, monitoring and review systems**
- **Strategic and enabled corporate management arrangements**

The performance measurement framework is laid out in the logic model on page 37 and shows how measures collected locally contribute towards the realisation of wider societal goals as well as increases in participation in physical activity and sport.

The performance measurement framework has an itemised list of indicators including the baseline position (latest information available), five-year targets and the steps needed to achieve those targets within the reporting timeframe. The size of the challenge information is derived from the number of people Dudley need to get active to reach the level of its comparator local authorities as a step change towards meeting the national average post 2019. The framework will enable an annual review of progress to be undertaken by the commission.

## Performance measurement framework logic model

**Rationale:** The Dudley physical activity and sport strategy, based around the themes of people, place and performance. The logic model below demonstrates the impact that increases in physical activity and sport can have in Dudley in the short, medium and long term.

### Inputs

- Investment and commissioning plan
- Playing pitch plan
- Sports facilities plan
- Green spaces plan
- Active travel plan
- Programmes and interventions
- Let's get campaign plan

### Activities/outputs

- No. of people participating in sport as a result of Dudley interventions
- Number of people being physically active as a result of Dudley interventions
- No. of people retained in sport as a result of Dudley interventions
- Number of healthy parks developed
- Retention of green spaces in Dudley borough
- Retention of playing pitches in Dudley borough
- Throughput into facilities

### Primary outcomes

- Increased per cent of people achieving 1 x 30 minutes of sport (APS)
- Decreased per cent of people achieving 0 x 30 minutes of sport (APS)
- Increase in per cent of people achieving 3 x 30 minutes of sport per week (APS)
- Increased per cent of people achieving 150+ minutes of physical activity per week (APS)
- Increased per cent of primary and secondary school age children and young people achieving physical activity and sport for 3+ days of the week for at least an hour
- Increased knowledge, skills and qualifications for sport
- Increased No. of Volunteers in Sport

### Secondary outcomes

- Reduction in early deaths from diseases linked to inactivity
- Reduction in child and adult obesity
- Every child has the best start in life in a borough where young people are able to achieve and fulfil their potential
- All young people and adults are able to maximise their capabilities
- Tackling crime, fear of crime and anti-social behaviour
- People live their lives with dignity and respect
- Dudley is a borough where people enjoy good health, wellbeing and are supported to make choices for a more active lifestyle
- Healthy and sustainable places and communities are developed
- Physical activity and sport is valued in Dudley borough

## The performance measurement framework indicators

Performance Measures	Where we are now	5 Year Target	Annual Increase Required	Total Scale of the Challenge
<b>People: Primary Outcome: Maximise Levels of Participation that have a health related benefit (Active People Survey)</b>				
Less than 30 minutes Physical Activity (PHOF data 2013)	37.7%	32.7%	2,543 more people active	12,715 more people active
150+ minutes Physical Activity (PHOF data 2013)	47.3%	52.2%	2,492 more people active	12,461 more people active
1x30 Participation in Sport (APSE data 2013)	28.6%	34.4%	2,950 extra participating 1x30	14,749 extra participating 1x30
3x30 Participation in Sport (NI 8) (APSE data 2013)	12.1%	17.2%	2,594 extra participating 3x30	12,969 extra participating 3x30
Adults Doing No Sport (APSE data 2013)	57.7%	55.1%	1,322 fewer people inactive	6,612 fewer people inactive
150+ minutes of Physical Activity (Dudley Lifestyle Survey 2009)	49.2%	TBC	TBC	Not comparable
Number of Physical Activity Hours for interventions	TBC	TBC	TBC	Not comparable
Combined % reach of physical activity programmes as an estimate of people exercising at 5 x 30 per week	TBC	TBC	TBC	Not comparable
% of adults who cycle for 30 minutes at least once a week (DfT data 2012)	5%	Active Travel Strategy	TBC	Not comparable
% of adults who walk for 30 minutes at least once a week (DfT data 2012)	51%	Active Travel Strategy	TBC	Not comparable
% of Children & Young People walking and cycling to school (5 – 16 years)	TBC	Active Travel Strategy	TBC	Not comparable
% Young people active for an hour or more on 3+ days of the week (Dudley Schools Health Related Behaviour Survey Secondary school)	64%	74%	464 extra participating in 3+ x 1 hour per week	Not comparable
% Children active for an hour or more on 3+ days of the week (Dudley Schools Health Related Behaviour Survey Primary school)	67%	77%	575 extra participating in 3+ x 1 hour per week	Not comparable

Skills: Primary Outcome: Improved quality and quantity of the Physical Activity and Sport workforce needed to grow and sustain increases in participation				
% of Adults doing Any Volunteering in Sport (APSE data)	TBC	TBC	TBC	Awaiting SE clarification
% of Adults Coaching in Sport (APSE data)	TBC	TBC	TBC	Awaiting SE clarification
% of Adults Officiating in Sport (APSE data)	TBC	TBC	TBC	Awaiting SE clarification
% of Adults Doing More Sport over the Last 12 Months (APSE data)	21.3%	23.5%	1,119 adults doing more sport	5,595 adults doing more sport
% of Adults Doing Less Sport over the Last 12 Months (APSE data)	27.6%	27.7%	No change required	Remain below comparator average of 27.7%
Place: Primary Outcome: Improved quality of the facilities and infrastructure offer to grow and sustain increases in participation				
Number of available football pitches in the borough (Active Places Power)	180	180	No change	Safeguard pitches
Number of available cricket pitches in the borough (Active Places Power)	17	17	No change	Safeguard pitches
Number of available rounders pitches in the borough (Active Places Power)	37	37	No change	Safeguard pitches
Number of available rugby union pitches in the borough (Active Places Power)	11	11	No change	Safeguard pitches
Number of available synthetic turf pitches in the borough (Active Places Power)	6	6	No change	Safeguard pitches
Number of available pitches released as community assets (Dudley Council records)	TBC	TBC	TBC	Safeguard assets
Number of available pitches meeting quality standard				
Utilisation of Outdoor Space for Health Reasons (Monitor of Engagement with Natural Environment)	14.3%	13.3%	No change required	Remain above comparator average of 13.3%

Secondary Outcomes (aligned to Dudley Council Corporate Plan Indicators. These have targets set through other strategies and plans therefore comparable data is not used to set targets aligned to this strategy)

% of Year 6 Children with height and weight recorded who are obese	22.7%	Obesity Strategy	-	Not comparable
% of Adults who are obese <sup>29</sup>	15.9%	Obesity Strategy	-	
Early Deaths: Heart Disease & Stroke	61.0	-	-	Not comparable
Early Deaths: Cancer	111.4	-	-	Not comparable
People Diagnosed with Diabetes	6.2	-	-	Not comparable
Achievement of level 3 qualifications by the age of 19	24.4%	-	-	Not comparable
First Time entrants to Youth Justice System	403	-	-	Not comparable
Proportion of people who use services who have control over their daily life	74.8%	-	-	Not comparable
Adults in Social care related quality of life rating out of 247	19	-	-	Not comparable
GVA generated	£3,954,000	-	-	Not comparable
CO2 Emissions	1483	-	-	Not comparable

## Standardising intervention measurement

The emerging National Standard Evaluation Framework for Physical Activity (2014) provides guidance regarding the measurement of interventions to increase physical activity and how to develop a robust evidence base for how interventions can demonstrate the impact they are having on people's behaviour.

Co-owners to the strategy will be asked to collect and submit information regarding the behaviour change outcomes that their delivery is having in Dudley.

All co-owners will be asked to submit the following information as part of the performance measurement of this strategy:

- **Number of new participants**
- **Attendance information**
- **Data derived from the single item measure for physical activity that documents participant's baseline activity levels and follow up data at regular intervals that can show the change in activity levels**
- **The number of activity hours delivered through programmes**
- **Measurement of the impact that your programme has had on participants**

There is a need to consider how best to develop outcomes measures for physical activity and sport programmes in the Borough to evidence how they are contributing to wider societal outcomes. These should incorporate quantitative and qualitative measures that will enable deliverers to show the impact that their project has had to support the development of business cases for long term investment in the sector.

# 14. Recognising success and achieving long term growth in participation

This strategy is the first step in delivering the ambition for Dudley to be one of the leading areas for physical activity and sport participation in England.

It sets the scene for the transformation that is needed in people, place and performance to drive forwards aspirations to raise participation rates in Dudley to those of comparator local authorities. Critical to this is ensuring that Dudley is ready to sign up to the Strategy and the Charter and begin implementation. First and foremost, it's about getting the structure in place and ownership of the actions. This should be led by the council with Black Country Consortium Limited. The charter and action plans are fundamental to the strategy's success.

Measuring performance at both national data and local programme level will enable the strategy's co-owners to recognise success at all levels of delivery. This will enable the real impact of efforts to be recognised and celebrated through the use of individual and project case studies alongside insight, data and intelligence.

Opportunities to showcase the evidence based practice and innovative approaches to physical activity and sports delivery that Dudley has to offer will be actively sought during the lifetime of this strategy. The focus on moving inactive people into activity puts Dudley at the forefront of responding to national calls to turn the tide on inactivity.

It is important that the strategy and action plans are monitored on an annual basis, with the strategy receiving a review and refresh after three years to ensure it remains current and relevant.

Succeeding in reaching the targets in this five year strategy will deliver significant progress in moving participation rates for physical activity and sport in Dudley closer to the national averages. It is envisaged that future strategies will focus attention on increasing participation levels to the national average and beyond, to continue to transform Dudley into a borough where an active lifestyle is the norm for all residents.



# 15. Charter member declaration

## Dudley charter for physical activity and sport 2014 – 2019

To be successful in transforming participation levels across Dudley and meeting the aspirations of Dudley residents we are asking stakeholders and organisations to sign up as recognised co-owners to the strategy through this written declaration to the Dudley physical activity and sport commission.

The charter recognises the independence, autonomy and accountability of stakeholders and expects charter members to contribute to the strategy's aspirations, principles and performance measurement in the appropriate ways for their organisation.

### Charter member declaration

By signing this document I declare that ..... *(name of organisation)*  
wishes to be recognised as an official charter member and co-owner of the Dudley physical activity and sport strategy 2014 – 2019. As a charter member we agree to contribute to the aspirations, principles and performance measurement of the strategy in the following ways:

- Take responsibility for increasing participation in physical activity and sport within the scope of our everyday work
- Take a leadership role in delivering specific aims and principles in the strategy that are relevant to our everyday work.
- Annually review our contribution to the Strategy and submit an annual action plan of how we will contribute to the Strategy delivery to the Dudley physical activity and sport commission.
- Measure the impact of what we do through the shared performance management approach documented in the strategy and will report programme performance to the Dudley physical activity and sport commission as appropriate.
- Be an advocate for the Strategy and for physical activity and sport in Dudley.
- Sign up to the 'let's get' campaign and comply with the branding guidelines to maximise promotional opportunities for the work that we do.
- Work with commission partners to identify opportunities for collaborative bidding and sequencing of applications to external funds.
- Promote our organisation as a charter member, co-owner and contributor to the Dudley physical activity and sport strategy.

Name: ..... Position: .....

Organisation: ..... Date: .....

Please provide details if this declaration has been authorised by a specific committee or board within your organisation: .....



# 16. Acknowledgements

We are grateful to the following who operated as the strategy steering group:

- Dean Hill, Dudley Council
- Andy Webb, Dudley Council
- Shimul Haider, Sport England

They operated as the strategy steering group and to the organisations who offered considerable input and time into the development of the strategy.

Access Dudley	Dudley Clinical Commissioning Group	West Midlands Police, Dudley Officers
Action Heart	Dudley CVS	Wolves Community Trust
Age Well UK	Dudley Council	Worcestershire Cricket Board
Amateur Swimming Association	Ellowes Sports College	Youth Sport Trust
Badminton England	Football Association	
Belle Vue School	Halesowen College	
Birmingham County Football Association	Members of Parliament	
Birmingham Metropolitan College	Pure Sport Ltd	
Black Country BeActive Partnership	Sported	
British Cycling	Sustrans	
British Gymnastics	Tandruti	
British Rowing	University of Wolverhampton	
Dudley College	Volleyball England	

# 17. Glossary

1. **Absenteeism:** Staying away from work or school due to sickness or other reasons.
2. **Active recreation:** unstructured activity that individuals freely pursue in their leisure time for a sense of enjoyment that also benefits their physical, social and emotional well-being.
3. **Advocating:** using your knowledge, skills and resources to appropriately recommend a course of action.
4. **Affluent:** an area where wealth has accrued, this could be in terms of money, property or other material goods.
5. **All-cause mortality:** all causes of death for a population.
6. **Aspirations:** an ambition or hope that you want to achieve.
7. **Asset management:** the use of a community's resources to manage the land and buildings in their local area.
8. **Attainment:** level of achievement of goals. This could be related to education, employment or other areas of life.
9. **Benchmarked:** a standard of excellence or achievement against which other similar things are measured.
10. **Bespoke:** one off, tailored programmes developed to meet community needs.
11. **Chamber of Commerce:** a local business network.
12. **CHD:** abbreviation for Coronary Heart Disease.
13. **Community asset based approaches:** using a community's' values, skills and resources in your project design.
14. **Community asset transfer:** shift in ownership of land and buildings from public bodies to communities.
15. **Cost effectiveness:** term indicating an intervention is worth the investment.
16. **Commit to Start:** Proposed new programme to engage sedentary people and sign them up to a four week commitment to start to become more physically active.
17. **Clinical Commissioning Group (CCG):** organises the delivery of NHS services within a set boundary. Dudley has its own CCG.
18. **Customers:** a recipient or beneficiary of a product or service you offer.
19. **Deployment:** to support students to undertake work experience opportunities with local physical activity and sports providers to gain vital skills and qualifications in the industry.
20. **Disposable incomes:** The amount of money a household has to spend after taxation has been accounted for.
21. **Empower:** handing on the authority/power to act.
22. **Energy expenditure:** the amount of energy (calories), that a person uses to breathe, circulate blood, digest food, and be physically active.
23. **Enforcement costs:** costs associated with the justice system and enforcement of laws within the UK. This could include court costs, police costs etc.
24. **Evidence based approach:** designing a project using expertise, evidence and participant input.
25. **Human Power Tariff:** the use of physical activity to offset energy costs.
26. **Inequalities:** unfair and avoidable differences in which people are born, grow, live, work and age.
27. **Insight:** the ability to gain a deep and accurate understanding of a situation, challenge or community.

28. **Interventions:** a term favoured by policy makers that means the same as a project or programme.
29. **Let's get campaign:** new physical activity campaign for Dudley.
30. **Local Enterprise Partnership:** a voluntary partnership between local authorities and businesses formed in 2011 by the Department for Business, Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within its local area.
31. **Median:** the value that lays at the midpoint of data distribution
32. **NICE Guidance:** The National Institute for Clinical Excellence provides guidance on the evidence base for public health interventions including physical activity.
33. **Observational research:** research that focus on direct observation of people's interactions with services in their natural settings.
34. **Outcomes:** the impact on the community of a project or programmes – changes, benefits, learning or other effects – that result from what the project or organisation does.
35. **Partners:** Members of a cross-sector alliance in which individuals, groups or organisations agree to work together to achieve a common goal, with shared risk, responsibilities and benefits.
36. **Physical activity and sport asset register:** a list of unique places for physical activity and sport that require preservation for the future.
37. **Physical inactivity:** Failure of individuals and communities to undertake the recommended physical activity guidelines for moderate or vigorous activity.
38. **Plethora:** a large amount of something.
39. **QALY:** A cost effectiveness measure that focuses on “Quality adjusted life years”, a year of life adjusted for its quality or its value. A year in perfect health is considered equal to 1.0 QALY. The National Institute for Clinical Excellence states that interventions with an incremental cost-effectiveness ratio of less than £20,000 per QALY are cost effective and that interventions with costs of more than £30,000 per QALY would not be considered cost effective.
40. **Qualitative measures:** information that captures opinions, motivations and feelings; usually subjective in nature.
41. **Quantitative measures:** numerical data to determine amounts; usually objective in nature.
42. **Sedentary behaviour:** a cluster of individual behaviours where sitting or lying is the dominant mode of posture and energy expenditure is very low.
43. **Smoking cessation:** the process of stopping smoking.
44. **Social capital:** the resources people develop and draw on to increase their sense of connectedness, belonging, and ability to bring about change in their lives and communities.
45. **Social cohesion:** where all sections of a community are fully involved in community life.
46. **Social inclusion:** overcoming that barriers that can cause people to feel excluded to support social connectivity. This can include the provision of rights and services for all members of the community such as healthcare, education, training etc.
47. **Social return on investment:** the cost of a project compared to the expected financial return that into account social and environmental as well as economic factors.
48. **Sport for development:** The use of sport as a tool to create wider societal outcomes such as educational attainment, pathways to employment, diversionary activities to aid community safety etc.
49. **Stakeholders:** an organisation who affects or can be affected by your actions.
50. **Transformational:** a marked change in nature, form or appearance.

# 18. References

- 1 World Health Organisation (2010) Global Recommendations on Physical Activity for Health
- 2 UK Active (2014) Turning the Tide on Inactivity.
- 3 Department of Health (2004) At least five a week: evidence on the impact of physical activity and its relationship to health
- 4 Department of Health (2011) Start Active Stay Active, A report on physical activity for health from the four home countries' Chief Medical Officers.
- 5 Department for Culture, Media and Sport (2010) Culture and Sport Evidence Programme.
- 6 Singh A, Uijtdewilligen L, Twisk JWR et al. (2012), 'Physical Activity and Performance at School, a Systematic Review of the Literature Including a Methodological Quality Assessment', Archives of Paediatrics and Adolescent Medicine, vol.166, issue 1, pp.49-55
- 7 Cited in Active Living Research (2009), Active Education Research Brief. Cited in Sport and Recreation Alliance (2012) Game of Life. How Sport and Recreation can make us Healthier, Happier and Richer.
- 8 Sport and Recreation Alliance (2012) Game of Life: How Sport and Recreation can help make us Healthier, Happier and Richer.
- 9 Chief Cultural and Leisure Officers Association (2011), The Role of Culture and Sport in Reducing Crime and Anti-social Behaviour. London: National Culture Forum
- 10 Sported (2012) Sportworks: Investing in sport for development- creating the business case to help change the lives of disadvantaged young people in the UK.
- 11 Physical Activity Task Force (2003) Let's Make Scotland More Active: A Strategy for Physical Activity. Edinburgh
- 12 NICE (2012) Local Government Public Health Briefing for Physical Activity.
- 13 Health Canada (2004) Trends and Impact- The Basis for Investment Decisions. The Impact of Active Living Initiatives.
- 14 Shephard RJ (2002) Issues in Worksite health promotion: A personal viewpoint. Quest.54:67-82.
- 15 Hart (2008) Hart, J. and Parkhurst, G. (2011) Driven to excess: Impacts of motor vehicles on the quality of life of residents of three streets in Bristol UK. World Transport Policy & Practice, 17 (2). pp. 12-30. ISSN 1352-7614
- 16 The Marmot Review (2010) Fair Society, healthy Lives: A Strategic Review of Health Inequalities in England post 2010.
- 17 Professor Jerry Morris (2009) Cited in PH.Com Faculty of Public Health Newsletter [http://www.fph.org.uk/uploads/phcom\\_Jun09.pdf](http://www.fph.org.uk/uploads/phcom_Jun09.pdf)
- 18 Davis A (2010) Value for Money: An Economic Assessment of Investment in Walking and Cycling
- 19 The Kings Fund (2011) Transforming our health care system: Ten Priorities for Commissioners.
- 20 Fordham R (2010) An estimate of the economic value and cost effectiveness of swimming in the community
- 21 Department for Culture, Media and Sport (2010) Culture and Sport Evidence Programme. The Drivers, impacts and value of sport – Summary.

- 22 Black Country BeActive Partnership (2014) Social Return on Investment Evaluation of the Sportivate Programme in the Black Country. Undertaken by ICF GHK.
- 23 Office of National Statistics (2012) demographic estimates
- 24 Dudley Council (2013) Dudley Health and Wellbeing Strategy 2013 - 2016
- 25 Office of National Statistics (2011) Census data: Ethnicity
- 26 Office of National Statistics (2011) Census data: Disability
- 27 Health & Social Care Information Centre (2013) National Child Measurement Data for 2012/2013
- 28 Association of Public Health Observatories/Public Health England (2013) Health Impact of Physical Inactivity (HIPI) Developed by South West Public Health Observatory and Sustrans
- 29 Sport England (2013) Active People Survey
- 30 Jobcentre Plus (2014) Job Seekers Allowance claimants data
- 31 Office of National Statistics (2012) Annual Population Survey
- 32 Department for Education (2013) Educational attainment statistics
- 33 Office of National Statistics (2013) Annual Survey for Hours and Earnings
- 34 Sport England (2013) Updated Cost of Inactivity for Local Areas
- 35 Sport England (2013) Economic Value of Sport Report
- 36 Department for Communities and Local Government (2010) Indices of Multiple deprivation
- 37 Centre for Research on Environment, Society and Health (2010) ward level green space estimates cited in UK Active (2014) Turning the Tide on Inactivity. Original source available at <http://cresh.org.uk/cresh-themes/green-spaces-and-health/ward-level-green-space-estimates/>
- 38 Dudley Council website accessed March 2014
- 39 Sport England (2014) Active Places Power
- 40 Department for Education (2014) Performance Tables
- 41 Public Health Outcomes Framework Physical Activity measures accessed March 2014.
- 42 Sport England (2013) Active People Survey Data
- 43 Dudley Public Health (2012) Dudley Schools Health Related Behaviour Survey 2010 cited in Tackling Obesity – A Health Needs Assessment for Dudley
- 44 Telama et al (2005), Physical activity from childhood to adulthood: a 21 year tracking study, American Journal of Preventative Medicine 28(3). Cited in StreetGames (2014) The Inactivity Time bomb; The economic cost of physical inactivity in young people
- 45 Based on an average of comparator areas as previously defined
- 46 Health & Social Care Information Centre (2013) National Child Measurement Programme data 2012 – 2013: Year 6 obesity data
- 47 Directly age standardised rate per 100,000 population aged under 75, 2009-2011
- 48 Directly age standardised rate per 100,000 population aged under 75, 2009-2011
- 49 % people on GP registers with a recorded diagnosis of diabetes 2011/12
- 50 Public Health Outcomes Framework data for First time entrants to Youth Justice System accessed March 2014
- 51 Health and Social care Information Centre accessed March 2014
- 52 Office of National Statistics (2012) Business Register and Employment Survey
- 53 Office of National Statistics (2013) Regional Estimates of Gross Value Added 2012
- 54 DEFRA (2011) National Atmospheric Emissions Inventory: Local Authority CO2 data accessed March 2014.

# lets-get.com

Prepared by Black Country Consortium Ltd for Dudley Council • Chief executive: Sarah Middleton

