



Slough Borough Council

Critical friend challenge of delivery against culture and sport national indicators

Final draft

April 2010

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Executive summary

1. Slough Borough Council has selected participation in sport and active recreation (National Indicator (NI 8) to be part of its core Local Area Agreement (LAA) indicators and use of Libraries (NI 9) as local indicator. The results from Active People Survey (APS) 3 have shown that there has been a downward trend in participation levels for NI 8 and NI 9 from the baseline position.
2. There has also been a downward trend for NI 10 (visits to Museums and Galleries) and a statistically significant decrease for NI 11 (Engagement in the Arts).
3. Whilst these results from APS 3 may present a disappointing picture for the council, there is evidence that the council has recently started to re-focus its efforts in order to improve performance in the final year of the LAA.
4. It is worth noting that the Place Survey 2008, showed higher than national average satisfaction levels for sport and library provision, which indicates that those people who do participate tend to have a positive experience.
5. The external challenge by the IDeA has identified some good practice in delivery planning, performance monitoring and reporting and it has also identified areas for consideration and further improvement to help it turn round the current position.
6. The previous loss of sports development staff affected the resources available to deliver services and improve participation, however, the recent recruitment of two sports development staff should now result in programmes being delivered.
7. The increasing pressures on the council to make efficiency savings means that there is a need to develop more effective partnerships, where resources can be pooled to achieve common priorities. The link with Berkshire East PCT will be very important in the coming year if participation is to be improved.

8. The current delivery plan template being used by Slough Borough Council is among the best we have seen within the culture and sport programme and contained some innovative actions e.g. survey amongst staff to increase 3*30 participation, although we would suggest that this could be further strengthened by reviewing it against the delivery plan template included in Appendix A e.g. Including an additional column to report progress.
9. The NI 8 delivery planning can be also be further strengthened by ensuring that the actions contained and the success criteria/performance measures clearly focus on increasing adult participation and specifically encouraging those that participate twice a week to do so three times a week to achieve the health benefits and target for the NI 8 indicator.
10. However, we note that the councils priority may be simply focused on getting more people active rather than on achieving the health benefits that arise from participating three times a week. If this is the case this policy needs to be confirmed by members and in doing so they need to be made aware of the impact of this policy on achieving the improvement target agreed.
11. The council has demonstrated a willingness to further improve by undertaking the Culture and Sport Improvement Toolkit training and assessment and have produced actions that show innovative approaches to future delivery of culture and sport within the Borough.
12. Slough Borough Council needs to continue the momentum that it is building up to ensure that it halts the downward trend in participation and in future needs to demonstrate that the actions it has taken clearly impact on NI 8 performance.
13. The following recommendations should be seen as priorities for the council to address the key issues identified above, so that progress can be continued to meet the NI targets:

Key recommendations

Understanding participation trends

- Ensure that data from the Active People diagnostic toolkit is fully utilised to understand differing levels of participation amongst the local population, especially for NI 8 and NI 9 and that this informs the priorities included in the delivery plans for 2010/11
- Ensure that the current proxy indicators used to track progress for NI 9 within the performance and status report (LI) makes clear it is only measuring and reporting on adult participation
- Ensure that the local proxy indicators that have been developed that relate to NI 8 clearly show how they affect 3*30 participation e.g. Current proxy indicators paper makes no reference to 3*30 participation and how does 'having more clubmark clubs' specifically improve 3*30 participation?

Having an effective delivery plan

- Clarify urgently member priorities on increasing overall adult participation levels or raising participation rates to three times a week to achieve the known health benefits.
- Further improve the current Slough delivery plan template by benchmarking against the template included in Appendix A e.g. one addition could be an additional column to show progress against each action. Another could be to specifically list actual numbers that will be increased by carrying out the actions.
- Ensure that the NI 8 delivery plan for 2010/11 includes SMARTER¹ actions and relate specifically to NI 8.
e.g.

2. Targeted activity to increase participation	Output
Current statement: 2.1 Engage 6 sports clubs to participate in promotion of physical activity and increase club membership...	Current outputs: - 6 clubs highlighted and engage and capacity building started - Agreement in place - Promotional packages developed and media outlets sourced from programme to promote membership
Potential future statement: Engage 6 sports clubs to increase the	Potential outputs: - 6 clubs highlighted and engage and

¹ Specific, Measurable, Achievable, Realistic, Timescaled, Efficient, Resourced

number of members who participate in physical activity 3*30 minutes per week	capacity building started - baseline data on 3*30 participation amongst members produced - 1% increase in members that start to participate 3*30 minutes/week
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- Focus on adult participation and demonstrate how Initiatives aimed at young people will affect the NI 8 target
- Develop further effective working with partners to assist in the delivery of activities in the delivery plans e.g. PCT.

Establishing effective monitoring and reporting systems

- Ensure that the 'Swipe' card is fully utilised and that data on various demographic profiles is collected e.g. age, gender, ethnicity etc
- Ensure that the 'proxy measures' selected have a direct relevance to the NI 8 target and state which ones will affect 3*30 participation and by how much;

e.g.

Proxy indicator	
Current: Usage of leisure centres The indicator could provide the following; - usage per week of a membership in the gym	Potential future statement; - % of gym membership users who participate 3 times per week

- Ensure that the leisure contractor provides information on how many people visit the leisure centres three time per week

Undertaking appropriate actions to maintain or improve performance

- Continue to ensure that progress on the delivery plan actions and performance using appropriate proxy measures are regularly monitored and actions are taken to address under performance

Reviewing impact

- Ensure that progress on actions within the delivery plan is monitored regularly and is reported to the relevant forums/meetings
- Ensure any underperformance being identified is acted upon and appropriate new actions developed to address this
- Review Sport England research on how sport and physical activity contributes to health and LSP priorities and make further representations to the PCT to get more input from them towards the NI 8 target.

1.0 Introduction

Purpose of support

- 1.1 Since launching the national culture and sport improvement strategy 'A Passion for Excellence' in 2008, a number of initiatives has been undertaken to improve the performance of the culture and sport sector.
- 1.2 The national culture and sport Improvement programme delivered by the IDeA has focused on supporting councils to deliver improved performance against culture and sport indicators. Tailored support to individual councils has involved critical friend challenge on progress on delivery planning, partnership working, performance management as well as support on capacity building through the implementation of the Culture and Sport Improvement Toolkit (CSIT).
- 1.3 The support provided to Slough Borough Council as part of this programme aimed to achieve the following;
 - Critical friend challenge of the delivery planning process for achieving National Indicator 8;
 - Analysis of the performance management arrangements for monitoring progress on the delivery of NI 8.
- 1.4 With regard to the elements of support, this was achieved through an analysis of selected key documents² and a series of telephone interviews with staff

² Sustainable Community Strategy, Delivery Plan, Performance management reports, Place survey

leading on the specific National Indicators (NIs) on culture and sport selected by the council, as well as a representative of the Local Strategic Partnership (LSP) who leads on performance management of the delivery of NIs.

National context for culture and sport

- 1.5 Culture and sport services have positioned themselves as contributing to a wide range of local outcomes and many types of council have agreed to measure their progress using one or more of the National Indicators (NI) 8, 9, 10, 11, 57 and 199³. In doing so, some councils have agreed to significant increases in their performance in terms of raising participation levels from their baseline position.
- 1.6 These increases are in most cases very challenging and will not simply happen without focused effort from all partners. Raising participation levels by 3 or 4 per cent in three years will be difficult and will depend on a range of new activity aimed at existing users and new users. It will depend on all the providers of sport, arts, libraries and museums working together to achieve the required improvements.
- 1.7 Results from the Active People Survey 2009 show the following overall national performance for the culture and sport indicators;
 - 31 LAAs have seen a statistically significant increase on NI 8, whilst 7 LAAs have seen a statistically significant decrease
 - No LAA has seen a statistically significant increase on NI 9, whilst 38 LAAs have seen a statistically significant decrease
 - 3 LAAs have seen a statistically significant increase on NI 10, whilst 31 LAAs have seen a statistically significant decrease
 - 9 LAAs have seen a statistically significant increase on NI 11, whilst 11 LAAs have seen a statistically significant decrease

Table one: National performance (Source: Active People Survey)

³ NI 8: % of adult participating 3*30 minutes within last 12 weeks in sport and physical activity NI 9: % of adults in a local area who have used a public library service in the past 12 months; NI 10: % of adults in a local area who have visited a museum or gallery in the past 12 months; NI 11: % of adults in a local area who have either attended an arts event or participated in an arts activity at least three times in the past 12 months. Engagement must be for leisure purposes; NI 57: Children and young people's participation in high quality PE and sport, NI 199: Children and young people's satisfaction with parks and play areas.

	Oct 05 – Oct 06 Active People Survey (APS) 1	Oct 07-Oct 08 Active People Survey 2	Oct 08 – Oct 09 Active People Survey 3	Direction of travel
NI 8	21.3	21.6	21.9	Increase of 0.6
NI 9	/	48.5	46.2	Decrease of 2.3
NI 10	/	53.8	52.1	Decrease of 1.7
NI 11	/	45.2	44.7	Decrease of 0.5

- 1.8 Performance on NI 8 appears to be better than NI 9, 10 and 11. It is worth noting that libraries, museums and galleries are free at the point of use and that sports and arts tend not to be, which suggests that the recession may not have had as much of an impact as first thought. Although, this does not provide the whole picture and further research needs to be undertaken to analyse the impact of the recession across the whole culture and sport sector.

Slough context

- 1.9 Slough is a densely populated urban area in South East England. It has a population of 121, 200, which is very diverse, with 43 per cent of the population being from a minority ethnic community.
- 1.10 The Borough has a high number of new arrivals and this has added to the official population figures.
- 1.11 The Borough also has a generally young population with higher than average number of young people of working age. The number of people of pensionable age is below the national average.
- 1.12 There are high levels of deprivation in 3 out of 14 wards. There is also a higher than average unemployment rate.

1.13 The Audit Commission commented following their recent CAA organisational assessment for Slough Borough Council that “fewer adults participate in sport in Slough when compared to similar areas”.

Your requirements and our response

1.14 Slough Borough Council asked the IDeA to provide a ‘critical friend’ challenge of its performance towards achieving your NI 8 target. You were keen to be assessed on how well you perform compared to good practice and receive recommendations on what future actions you may need to undertake to make further progress.

1.15 In response to your requirements, we have undertaken the following:

- Analysis of the information that Slough Borough Council sent regarding NI 8 delivery plan and performance management arrangements. This included:
 - Sustainable Community Strategy
 - Slough Focus: LSP
 - NI 8 delivery plan
 - Performance status and improvement report
 - Berkshire wider physical activity project proposal form
 - Local proxy indicators paper
 - Active Slough team work plan 2009/10
- telephone interviews with the officers leading on NI 8
- telephone interview with the officer leading on NI performance management within the LSP
- Analysis of the NI performance for your council within the Active People survey
- Assessment of Slough Borough Council's performance in relation to the IDeA good practice guidance on delivery planning, performance management and partnership working.

Current performance on national indicators

1.16 Tables two and three listed below show the national, regional and local position with regard to the culture and sport national indicators and satisfaction scores:

Table two: Regional performance (APS 3 against Baseline position) (Source: Active People Survey)

Region	NI 8	NI 9	NI 10	NI 11
East	No change	Decrease	Decrease	No change
East Midlands	No change	Decrease	Decrease	No change
London	Increase	Decrease	No change	No change
North East	No change	Decrease	Decrease	No change
North West	No change	Decrease	Decrease	Decrease
South East	No change	Decrease	Decrease	No change
South West	No change	Decrease	Decrease	No change
West Midlands	Increase	Decrease	Decrease	No change
Yorkshire & Humberside	No change	No change	No change	No change

Table three: Performance of LAAs selecting NIs 8-11 within their core indicators (2009)

	Number of LAAs selecting indicator	Statistically significant increase	Statistically significant decrease	No change
NI 8	82	9	2	71
NI 9	10	0	2	8
NI 10	2	0	1	1
NI 11	24	3	0	21

1.17 Table four shows the position of Slough Borough Council in relation to the culture and sport NIs and the satisfaction scores.

Table four: Slough Borough Council performance (source: Active People Survey)

NI	APS 1 (Oct 2005 – Oct 2006)	APS 2 (Oct 2007 – Oct 2008)	APS 3 (Oct 2008 – Oct 2009)	Statistically significant change?	Place survey satisfaction rating ⁴
8	19.4	18.9	16.1 (APS 2&3)	No change	48.4 (46.2)
9		52.1	46.6 (interim)	No change	70.3 (69.0)
10		41.2	37.7 (interim)	No change	28.3 (41.5)
11		37.4	29.3	Decrease	23.7 (43.2)

- 1.18 There is a downward trend for NI 8, 9 and 10, whilst NI 11 has seen a statistically significant decrease.
- 1.19 Satisfaction for Sport/Leisure and libraries is more promising with higher than average scores for both these areas.

⁴ The Place Survey took place in 2008 and the next Place Survey will collect data between September and December 2010. Data will be released for all local authorities from January 2011. The figures in brackets are the national averages.

2.0 Findings from the 'critical friend challenge' of achieving the culture and sport national indicators

2.1 Understanding participation trends

- 2.1.1 It is important that the council has measures in place to identify participation levels and is utilising data that is available to influence where future work will be directed to achieve the NI target e.g. Active People diagnostic toolkit.
- 2.1.2 The diagnostic results from Active People Survey 3 will be available from the end of May 2010. When these results come out, they would need to be analysed, in order to provide up to date information on participation within Slough. In the meantime, the Active People Survey 2 diagnostic results provide a background to participation rates in the Borough;

Table five: APS 2 diagnostic results for Slough Borough Council, Participation rates (source: Sport England)

Times per month	APS 2 overall	Minority ethnic participation	White Female participation	Minority ethnic female participation
None	54.4	57.0	60.2	66.5
1-3 days	7.6	6.2	4.4	6.2
4-7 days	13.2	12.4	12.4	6.5
8-11 days	6.1	6.0	8.8	7.3
12+ days (NI 8)	18.9	18.4	14.2	13.5

NI8 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling and for those aged 65 years and over - yoga; Pilates; indoor and outdoor bowls; archery and croquet) per week (all adults)

	APS1	APS2
Male	24.0 %	23.7 %
Female	14.8 %	13.9 %
16 to 34	26.6 %	23.1 %
35 to 54	20.4 %	17.5 %
55 and over	7.6 %	14.7 %
White	16.8 %	19.2 %
Non white	24.5 %	18.4 %

NI8 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling and for those aged 65 years and over - yoga; Pilates; indoor and outdoor bowls; archery and croquet) per week (all adults)

	APS1	APS2
Limiting disability	5.4 %	8.7 %
No limiting disability	21.1 %	20.2 %
NS-SEC 1, 1.1, 1.2, 2 (A)	22.0 %	21.0 %
NS-SEC 3 (B)	13.6 %	15.2 %
NS-SEC 4 (C1)	20.0 %	18.9 %
NS-SEC 5,6,7,8 (C2DE)	15.6 %	18.0 %

2.1.3 From analysing Table five, the areas where the biggest impact to increasing NI 8 participation would have been;

- Females
- Over 55
- People with limiting disability
- People participating 8-11 days per month.

2.1.4 Our findings are summarised as follows;

Key strengths

- The Sustainable Community Strategy highlights demographic trends within the borough
- The LSP document 'Slough Focus' refers to NI 8 targets within the Health and Wellbeing category
- Participation data from leisure centres and information about sports clubs was being collected
- A recent staff survey resulted in over 200 people responded which will provides good information on 3*30 participation data
- Staff have recently undertaken the Active People Survey diagnostic training organised by Sport England.

Areas for consideration and further improvement

- Ensure that data from the Active People diagnostic toolkit is fully utilised to understand differing levels of participation amongst the local population, especially for NI 8 and NI 9 and that this informs the priorities included in the delivery plans for 2010/11
- Ensure that the proxy indicators used to track progress towards NI 8 and NI 9 focus on adult participation.

2.2 Having an effective delivery plan

- 2.2.1 Developing an effective delivery plan will be the key to ensuring that the NI target is achievable. The analysis of participation trends should influence what actions are proposed and how these will be delivered.
- 2.2.2 The actions identified need to be SMARTER to the improvement in participation amongst the selected NI. This needs to be evidenced through previous work undertaken or from feedback received from partners or local communities on what would make for successful interventions. This needs to be included within an activity plan.

Key strengths

- The Slough Borough Council template for the NI 8 delivery plan is among the best ones identified in the culture and sport programme and outlines most of the relevant criteria needed for an effective plan
- Innovative ways listed to try and increase 3*30 participation e.g. promotion to council staff
- Specific reference to Slough community leisure using existing database to target people participating one or two times a week, in order to get them to participate three times a week
- Two new posts appointed to work on NI 8 delivery

Areas for consideration and further improvement

- Clarify urgently member priorities on increasing overall adult participation levels or raising participation rates to three times a week to achieve the known health benefits
- Consider using the IDeA template contained within this document to further improve the NI 8 delivery plan for 2010-11
- Produce a delivery plan for 2010/11 which includes clear outputs in relation to the culture and sport NIs i.e. how will each action specifically impact on 3*30 participation
- Ensure that the objectives and activities included within the delivery plan are SMARTER and relevant to what is being measured in the Active People survey e.g. Action 2.4 could be more specific – success criteria/performance measure

could be 'Audit current activities and introduce proxy measure to measure 3*30 adult participation..'

- Focus on adult participation and demonstrate how Initiatives aimed at young people will affect the NI 8 target e.g. Active Slough action plan objective to increase participation in physical activity mentions 3% increase in over 60s and under 16s visits to pools annually
- Develop further effective working with partners to assist in the delivery of activities in the delivery plans e.g. PCT

2.3 Establishing effective monitoring and reporting systems

2.3.1 In order to ensure that the delivery plan is effective in what it is setting out to achieve, there needs to be an equally effective performance management processes and systems for monitoring progress.

2.3.2 Good performance management systems will ensure that there are SMARTER objectives included within the deliver plan and these are then appropriately monitored and progress reported on a regular basis.

Key strengths

- There is a monitoring and reporting mechanism for NI 8 which has been recently enhanced and Slough Borough Council staff will monitor progress on the actions within the delivery plan
- The Slough sport and physical activity forum will oversee the implementation of the delivery plan
- The performance status and improvement report shows progress on NI 8 and also includes a proxy indicator 'number of adult attendances at all leisure centres combined with participation in all sports development activities..
- The performance status and improvement report also shows progress on NI 9 and that also has a proxy indicator 'number of visits per 1000 population'
- NI 10 and NI 11 are also reported against within the performance status and improvement report

Areas for consideration and further improvement

- Ensure that the 'Swipe' card is fully utilised and that data on various demographic profiles is collected e.g. age, gender, ethnicity etc

- Ensure that the 'proxy measures' selected have a direct relevance to the NI 8 target and contain measurable outputs e.g. increasing adult club membership by 200 people pa or number of adults participating 3 * 30 minutes per week
- Add an additional column to the delivery plan to show progress being made

2.4 Undertaking appropriate actions to maintain or improve performance

2.4.1 There needs to be a clear understanding of how current activities within the delivery plan are achieving what they are setting out to do and if they are not achieving their desired outcomes what other contingencies are there to address this.

Key strengths

- The performance status and improvement report outlines a number of actions that are being undertaken to address under performance
- There are some excellent initiatives planned to within the delivery plan e.g. work with staff to increase 3*30 participation, promotion of physical activity for adults through sequence of stories in local media that promotes 3*30 participation
- Berkshire wider physical activity project offers an excellent opportunity to make further improvements on adult participation, especially amongst disabled people and minority ethnic women

Areas for consideration and further improvement

- Continue to ensure that progress on the delivery plan actions and proxy measures are regularly monitored and actions are taken to address under performance e.g. regular written updates on progress included within the delivery plan and discussed at relevant forums/meetings
- Try to get more people participating 3*30 within the Berkshire wider physical activity project e.g. Slough healthy walks initiative currently states it will organise walks once a week

2.5 Reviewing impact

2.5.1 Reporting on performance is the final step in good performance management.

It is important to share the performance information that is collected with partners so that an identification of what needs to change and how partners can work together to improve services. The council also needs to share performance information with other stakeholders who have an interest in how the council service is performing and the impact it is having. This may take the form of a written quarterly management report for discussion, with an exception reporting or 'traffic light' system in place that quickly enables areas that are under performing to be highlighted.

Key strengths

- The current CSIT exercise has resulted in an analysis of current strengths and future areas for improvement and innovative plans are proposed to deliver the culture and sport service, which should have an impact on the NI 8 work and target
- Progress on NIs is reported to the relevant LSP thematic boards and council committees.

Areas for consideration and further improvement

- Ensure that activities/initiatives e.g. listed within the delivery plan, Berkshire Wider physical activity project list specific numeric numbers of people that will be targeted to increase participation for 3*30 participation
- Ensure effective monitoring is in place and progress is tracked and reported to the appropriate forums/meetings for the delivery plan
- Continually review impact against the outputs and take appropriate actions to address any underperformance
- Review Sport England, MLA and Arts Council research on ways of demonstrating how engagement in arts and libraries contributes to wider LSP priorities in order to receive greater financial support from other partners e.g. PCT.

3.0 Further information

3.1 The following guidance and websites provide further sources of information that you may be interested in looking at;

- **Active People Survey website**

www.sportengland.org/active_people

www.sportengland.org/research/active_people_survey.aspx

www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/nationalindicators/

- Active People Diagnostic

www.sportengland.org/research/active_people_survey/active_people_diagnostic.aspx

- Participation in libraries and museums at the local level

www.research.mla.gov.uk

- Performance management good practice guidance

[Making Performance Management Work in the Culture and Sport Sector: A step-by-step guide \(PDF, 61 pages, 678KB\)](#)

- Partnership working good practice guidance

[Understanding Strategic Partnerships \(PDF, 25 pages, 499KB\)](#)

[Successful Partnership Working \(PDF, 18 pages, 391KB\)](#)

[Guidance Paper 3: Building capacity in the third sector \(PDF, 16 pages, 187KB\)](#)

- Improving strategic commissioning including guidance on need assessment,
option appraisal and procurement and building capacity in the third sector

<http://www.idea.gov.uk/idk/core/page.do?pagelId=9202260>

- IDeA guidance paper on needs assessment

<http://www.idea.gov.uk/idk/core/page.do?pagelId=9202260>

- An 'integrated national offer of support to councils to help them improve culture and sport services'

www.culture.gov.uk/images/publications/oneyearon_offertocouncils.pdf

- NI 11 Community of practice

www.communities.idea.gov.uk/c/733890/home.do

- Good practice from councils

South Derbyshire District Council

30 minute activity challenge – an online resource

www.30min-challenge.com

Appendix one: A working example of a Delivery Planning template⁵ and Activity Schedule template

Delivery Plan

Geographic Area Covered	County/District/City wide	Is the intention to raise participation levels across the whole area or in selected areas
	Priority Areas	Particular wards and/or sections of the community
Outcome Delivery Lead Officer		Who is accountable for the delivery of this target?
Outcome Delivery Partnership		Which partnership are responsible for delivery of the outcome and targets e.g. Healthy Communities
Sustainable Community Strategy/ LAA Outcome that NI contributes to: e.g. Improve health by increasing levels of participation in sport & physical activity		
Objective, Population, LAA Indicator, Baseline, Targets, Proxy measures		

⁵ The original guide was written by Derrick Johnstone, as an assignment for the Department for Communities and Local Government. It has been adapted for use by Learning to Deliver, the support programme for Local Area Agreements in the West Midlands. Full document is available www.wmcoe.gov.uk/download.php?did=1566
Also an acknowledgement to Leicester City Council for their outcome delivery template

Objective: “ To increase the % of adults participating 3 * 30 minutes as defined by the Active People Survey”

Local population : 100,000

Adult population over sixteen : 75% (75,000 people)

LAA indicator: NI 8

“Participation in sport and active recreation amongst over 16s at least 3 * 30 minutes in previous month”

Baseline: 22.5% (16,875 adults over 16)

NI Targets:

	NI target	Population numbers currently participating to NI 8 definition	Increase in numbers needed from baseline
2008/09	23%	17,625	750
2009/10	25%	18,375	1500
2010/11	26.5%	19,125	2250

Proxy measures (adults over 16) which may provide some indication of progress towards achievement of NI 8 target:

- New adult participants/members in clubs
- Increasing adult participation levels in council run activities and facilities

What options are there to deliver on the new targets?

What new interventions/services could be commissioned? What is the evidence that these will achieve the right results?

e.g.

- More could be done to utilise local sports clubs in the generation of new participation particularly among target groups.

- Local works sports clubs have capacity to increase participation both among their own workforce and within the communities within which they are located.

What options are there for reconfiguring or decommissioning other services to refocus on the priority outcome?

e.g.

Funding organisations that do not promote physical activity to be withdrawn and reallocated to organisations that do.

- Re-negotiate the contract to incentivise partnership working with clubs that are seeking to create new participation.

Commissioning – what alternative delivery agencies or partners exist?

e.g.

- Commission sports clubs to deliver activity programmes in target communities.
- Commission local works sports clubs to provide activity sessions for local communities including their own workers.

Options appraisal and recommendations on preferred option. What evidence is there that the approach will work?

e.g.

- There is evidence that some sports have actively increased participation particularly among target groups. A recent evaluation showed examples of good practice that could be replicated with capacity building support.
- There is no evidence that works sports clubs are able to generate new participation. A pilot exercise is proposed.

What is delivery of the target dependent on?

Include the assumptions being made in terms of preferred delivery option?

e.g.

- Support from the clubs and the existing contractor.
- Capacity building support to enable a commissioning process to function effectively
- Capacity of sports clubs to deliver activity

What is innovative about the proposal?

e.g.

Uses formal commissioning process to define the partnership arrangement between the council, the clubs and the contractor.

How will delivery contribute to other SCS/LAA outcomes?

e.g.

- Contributes to better outcomes for children & young people.
- Builds community cohesion through volunteering

How will equality and diversity issues be integrated in the delivery?

Has an Equality Impact Assessment been undertaken of the Delivery Plan?

How will any gaps in provision identified within the EIA be addressed within the delivery plan

How will performance be monitored?

What measures are in place to monitor performance?

e.g.

- All activities that contribute to the achievement of the target are monitored
- Question relating to participation three times a week is included within surveys

Does the monitoring specifically measure the target

- Participants are asked about whether they take part in sport and physical activity three times a week

Are activities proposed linked to data being analysed?

e.g.

- Those stating they participate two times a week are encouraged to increase to three times a week

What are the risks to delivery?

Include Key Risks to Delivery – likelihood/impact on target delivery and action required to mitigate.

e.g.

- Sports clubs will not have the capacity to maintain programmes.
- Quality of activity not good enough to attract and maintain new users.
- Increased club use of leisure centres reduces income levels requiring increased subsidy.
- Local community not made welcome in works sports clubs.
- Removing funding from non priority organizations is delayed.

Milestones/Timescales – Outline Implementation Plan

Include key delivery actions and milestones – by when?

e.g.

- Meet clubs to agree proposal
- Identify works sport club to pilot community based programme
- Renegotiate contract.
- Commission sports clubs

What resources are being provided by Lead/Partner Agencies

e.g.

- Leisure directorate to fund capacity building programme with clubs.
- Funding received from the PCT

Financial and other resources (if any) sought for delivery?

Provide an estimate of costs and new resources required to deliver on preferred option. Include resources being used and any bids for extra funds. Identify staffing resources being sought?

e.g.

- Capacity building programme £25,000. Part funded from reducing funding to non priority groups.

- Pilot programme with works sports club. 50hours of sports development time.

Who is involved?

Agencies that will be involved in contributing to target delivery (please highlight any partners under the 'duty to co-operate').

e.g.

- Adjoining councils
- PCT
- County Sport Partnership.
- National Governing bodies of sport
- Contractor

What contributions are expected from partner agencies?

e.g.

- Support with capacity building programme

What are the communication channels?

Identify arrangements to communicate progress on the outcomes.

e.g.

- Community newsletter
- CSP newsletter
- Local press and media
- Council newspaper

Will delivery be at a county or district level?

Identify the key partners that will assist in the achievement of the delivery target/s

Has the achievement of the target been disaggregated at a district level for each participating district within a county?

Key activities to achieve the NI targets

e.g.

Aim one - To increase the number of people participating two times a week to three times a week

Aim two - To launch a marketing campaign to raise awareness of 3 * 30 minute exercise benefits

Aim three - To maintain 3 * 30 minute participation levels amongst current users of council facilities

Aim four - To increase the numbers of new adult participants/members in clubs

Aim five - To increase adult participation levels in council run activities and facilities



Example of an Activity schedule

Aim One		To increase the number of people participating two times per week to three times per week						
	Actions to be undertaken	Who will lead on this (what will partners do or lead on)	What outcome is expected	What resources are needed (is any coming from partners?)	Identified risks and management options.	Target for action	Date to be achieved	Progress
1.	Identify current participants who participate in activities twice a week for 30 minutes within council facilities	Head of facilities	Identification of people who are most likely to increase their activity to three times a week	Staff time to interrogate data and carry out user surveys. New data base to record information. Estimated cost £1000.	Staff time not available. Use local college to design and deliver survey.	Carry out survey in at least two centres to identify 250 people participating twice a week	Complete survey and set up new data file within 6 weeks	
2.	Develop new programme designed to attract existing users to a new activity.	Head of Sports Development	250 people will increase their weekly activity by one occasion to three in total.	- Staff to lead new activity. - Additional activity space. - Involvement of local clubs	New activity not attractive enough. Develop choices in initial marketing	250 people attending new activity weekly	Target achieved within 6 weeks of programme starting.	
3.	Impact & benefits	Head of	Evidence of	Staff time to	People do not want	10% sample	Survey and	

	survey	Research	health benefits from attending three activity sessions a week identified.	develop and carry out survey of participants to identify benefits.	to share sensitive health information. Use independent research team from university.	from 250 participants.	report completed within 12 weeks of programme starting.	
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Appendix two: national indicator information




National Indicator	Definition	Measurement
8	<p>% of adults in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of the last 4 weeks (equivalent to 3 * 30 minutes or more a week. Includes recreational walking and cycling.</p> <p>Moderate intensity: this includes 'brisk' walking, those activities that raise the breathing rate and some lighter intensity activities for those aged 65 and over – Yoga; Pilates; indoor and outdoor bowls, archery and croquet.</p>	<p>Survey set up from Oct 2007 as a continuous survey and reported in December 2008 and 2009 and 2010.</p>
9	<p>% of adults in a local area who have used a public library service in the past 12 months. Use is for leisure purposes, including informal learning and studying or research for personal reasons. No geographical restriction placed on where the activity occurs.</p> <p>Relates specifically to public library services only and includes;</p> <ul style="list-style-type: none"> - visit to public library building or mobile library (including use to print/use electronic resources or to take part in an 	<p>Baseline date collected April 2008 – Oct 2008 and reported in December 2008.</p> <p>Interim : Data collected between Oct 2008 – Oct 2009, reported in Dec 2009;</p> <p>Final assessment: data collected between Oct 2009 – Oct 2010, reported in December 2010. Sample size will be 2000 for Baseline and final assessment for LAAs selecting indicator as part of 35 improvement priorities to allow for</p>

	<p>event such as a reading group or author visit)</p> <ul style="list-style-type: none"> - use of on-line library resources or services remotely (i.e. used a computer outside the library to view the website, catalogue or databases) - access, and receipt , of library service by email, telephone, fax or letter - receipt of an outreach service such as home delivery or library events outside of a library building - Note: use of other libraries and archive services is excluded 	<p>measurement of a statistically significant improvement of 3 per cent.</p> <p>For those selecting the indicator as a local indicator, the sample size will be 500 and an improvement of 6 per cent will be needed to show a statistically significant improvement from the baseline position.</p>
10	<p>% of adults in a local area who have visited a museum or gallery in the past 12 months. Visits are for leisure purposes, including informal learning and studying or research for personal interests.</p> <ul style="list-style-type: none"> - Online access to collections and outreach services are not counted. - No geographical restriction placed on where the activity occurs and all museums and gallery activities and events are included, not only those funded by local authorities 	<p>Baseline date collected April 2008 – Oct 2008 and reported in December 2008.</p> <p>Interim : Data collected between Oct 2008 – Oct 2009, reported in Dec 2009;</p> <p>Final assessment: data collected between Oct 2009 – Oct 2010, reported in December 2010. Sample size will be 2000 for Baseline and final assessment for LAAs selecting indicator as part of 35 improvement priorities to allow for measurement of a statistically significant improvement of 3%.</p> <p>For those selecting the indicator as a local indicator, the sample size will be 500 and an improvement of 6% will be needed to show a statistically significant improvement from the baseline position.</p>

















11	<p>% of adults in a local area who have either attended an arts event or participated in an arts activity at least three times in the past 12 months. Engagement must be for leisure purposes.</p>	<p>Baseline date collected April 2008 – Oct 2008 and reported in December 2008.</p> <p>Interim : Data collected between Oct 2008 – Oct 2009, reported in Dec 2009;</p> <p>Final assessment: data collected between Oct 2009 – Oct 2010, reported in December 2010. Sample size will be 2000 for Baseline and final assessment for LAAs selecting indicator as part of 35 improvement priorities to allow for measurement of a statistically significant improvement of 3%.</p> <p>For those selecting the indicator as a local indicator, the sample size will be 500 and an improvement of 6% will be needed to show a statistically significant improvement from the baseline position.</p>
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Appendix three: Active People Survey results

Traffic lights

	in top 25%
	in middle 50%
	in bottom 25%

Slough UA (Local Authority)

	APS1	APS2	APS1 vs APS2
3 x 30 sport - At least 3 sessions x 30 minutes, moderate intensity sport per week (all adults)	17.3 % 	14.8 % 	No Change
KPI 1 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling) per week (all adults)	19.4 % 	18.6 % 	No Change
KPI 2 - At least 1 hour of volunteering to support sport per week (all adults)	4.2 % 	3.5 % 	No Change
KPI 3 - Member of a sports club (all adults)	23.4 % 	21.0 % 	No Change
KPI 4 - Received sports tuition or coaching (all adults)	16.7 % 	15.4 % 	No Change
KPI 5 - Taken part in organised competitive sport (all adults)	12.2 % 	12.1 % 	No Change
KPI 6 - Satisfaction with local sports provision (all adults)	73.5 % 	63.3 % 	Decrease
NI8 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling and for those aged 65 years and over - yoga; Pilates; indoor and outdoor bowls; archery and croquet) per week (all adults)	19.4 % 	18.9 % 	No Change

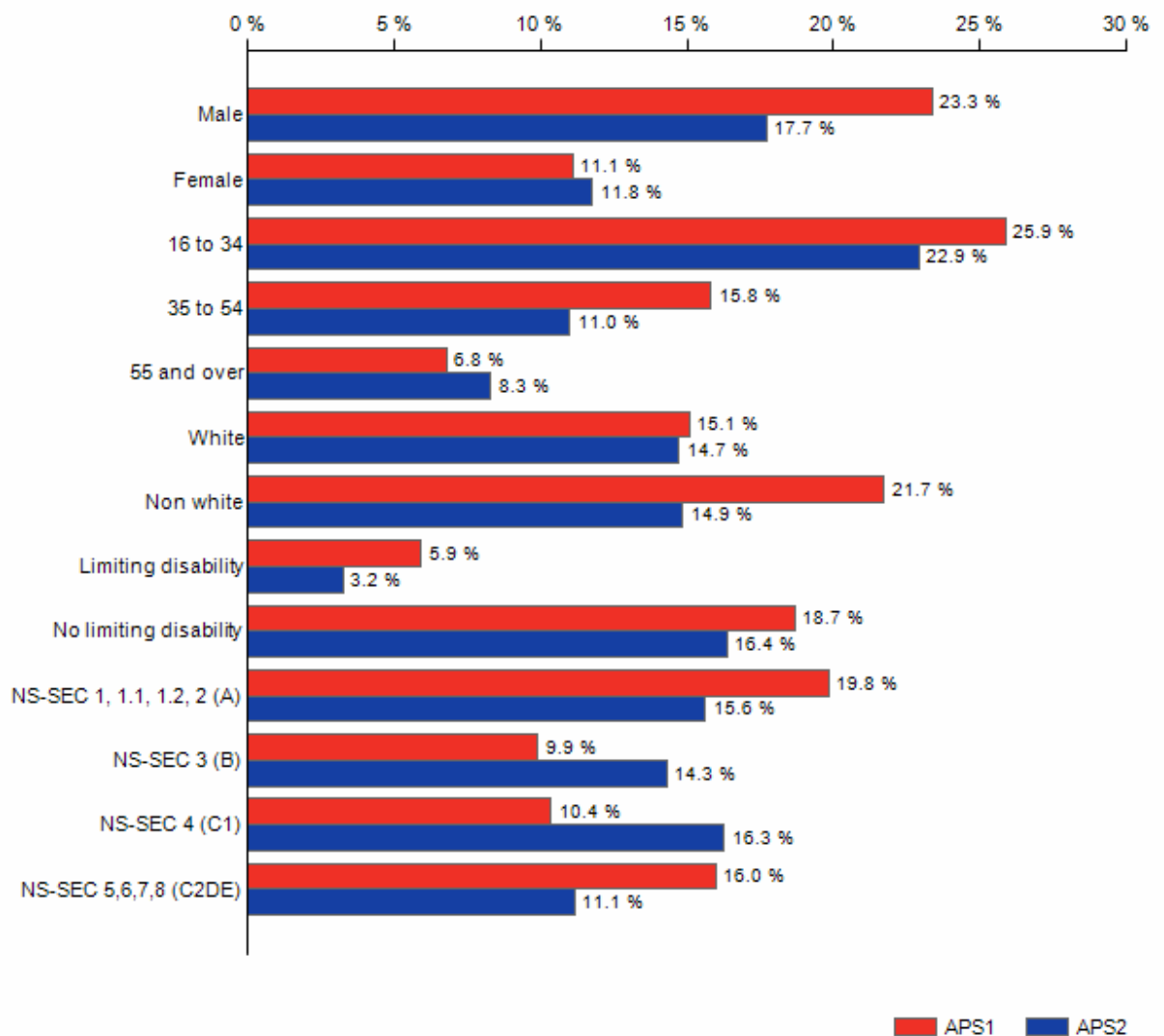
3 x 30 sport - At least 3 sessions x 30 minutes, moderate intensity sport per week (all adults)

	APS1	APS2
Male	23.3 %	17.7 %
Female	11.1 %	11.8 %
16 to 34	25.9 %	22.9 %
35 to 54	15.8 %	11.0 %
55 and over	6.8 %	8.3 %
White	15.1 %	14.7 %

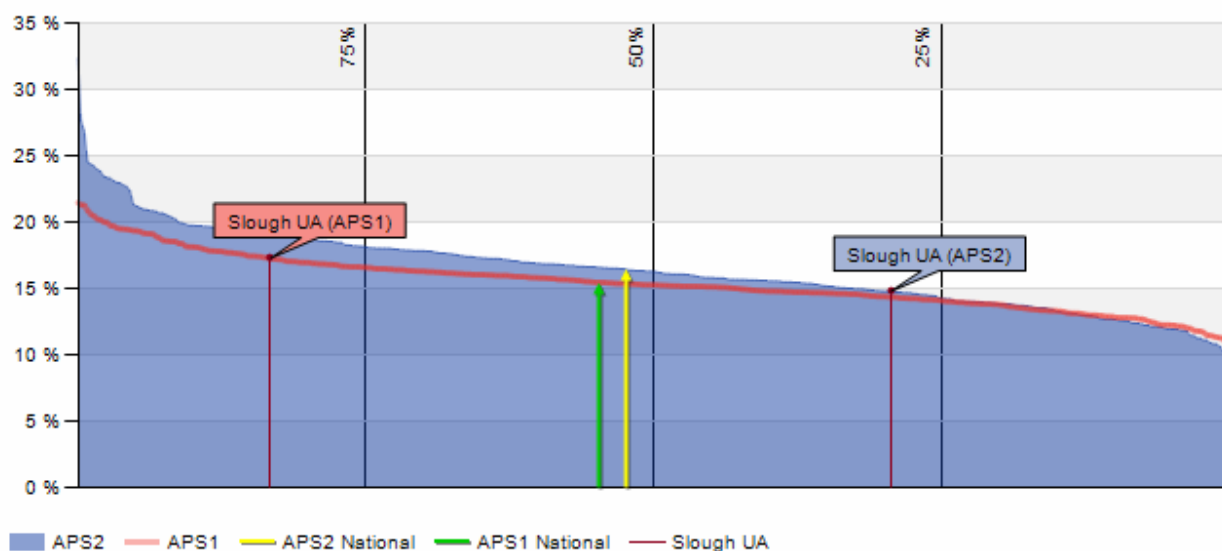


Slough UA (Local Authority)

	APS1	APS2	APS1 vs APS2
Non white		21.7 %	14.9 %
Limiting disability		5.9 %	3.2 %
No limiting disability		18.7 %	16.4 %
NS-SEC 1, 1.1, 1.2, 2 (A)		19.8 %	15.6 %
NS-SEC 3 (B)		9.9 %	14.3 %
NS-SEC 4 (C1)		10.4 %	16.3 %
NS-SEC 5,6,7,8 (C2DE)		16.0 %	11.1 %



3 x 30 sport - At least 3 sessions x 30 minutes, moderate intensity sport per week (all adults)

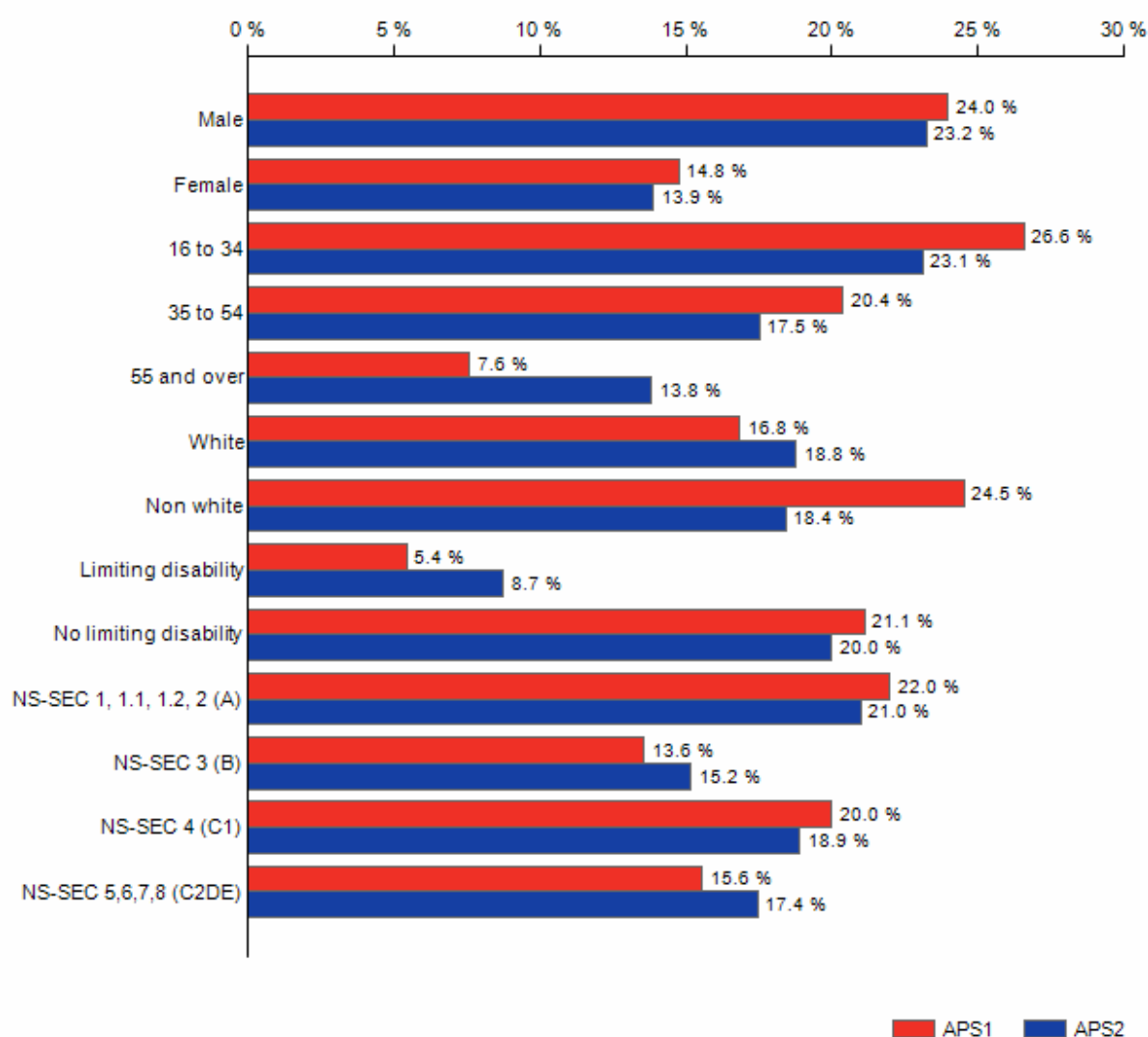


KPI 1 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling) per week (all adults)

	APS1	APS2
Male	24.0 %	23.2 %
Female	14.8 %	13.9 %
16 to 34	26.6 %	23.1 %
35 to 54	20.4 %	17.5 %
55 and over	7.6 %	13.8 %
White	16.8 %	18.8 %
Non white	24.5 %	18.4 %
Limiting disability	5.4 %	8.7 %
No limiting disability	21.1 %	20.0 %
NS-SEC 1, 1.1, 1.2, 2 (A)	22.0 %	21.0 %
NS-SEC 3 (B)	13.6 %	15.2 %
NS-SEC 4 (C1)	20.0 %	18.9 %
NS-SEC 5,6,7,8 (C2DE)	15.6 %	17.4 %



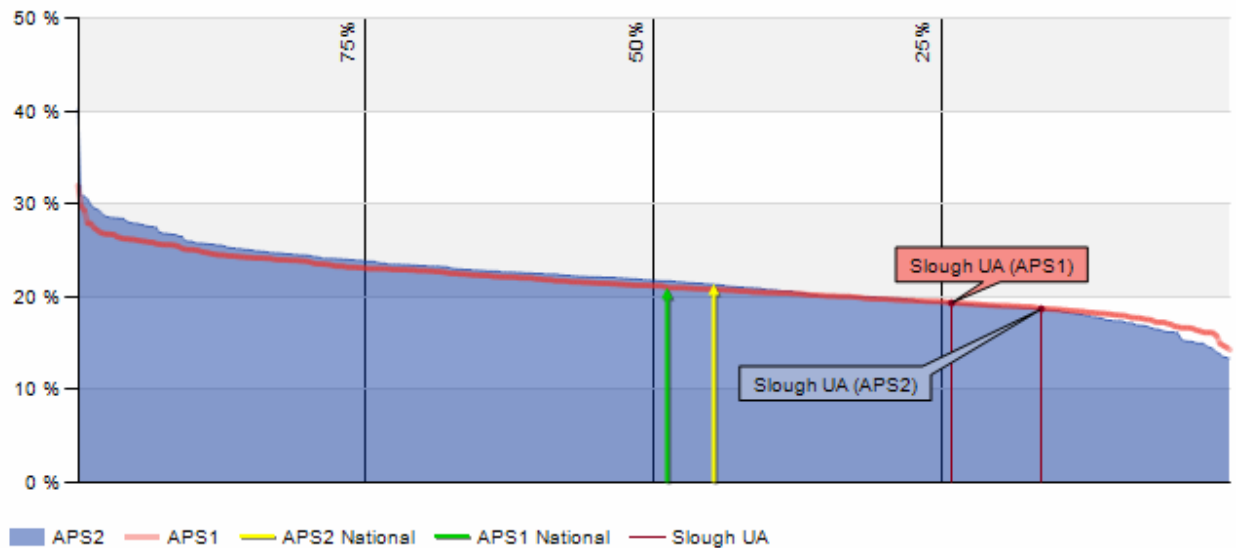
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KPI 1 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling) per week (all adults)

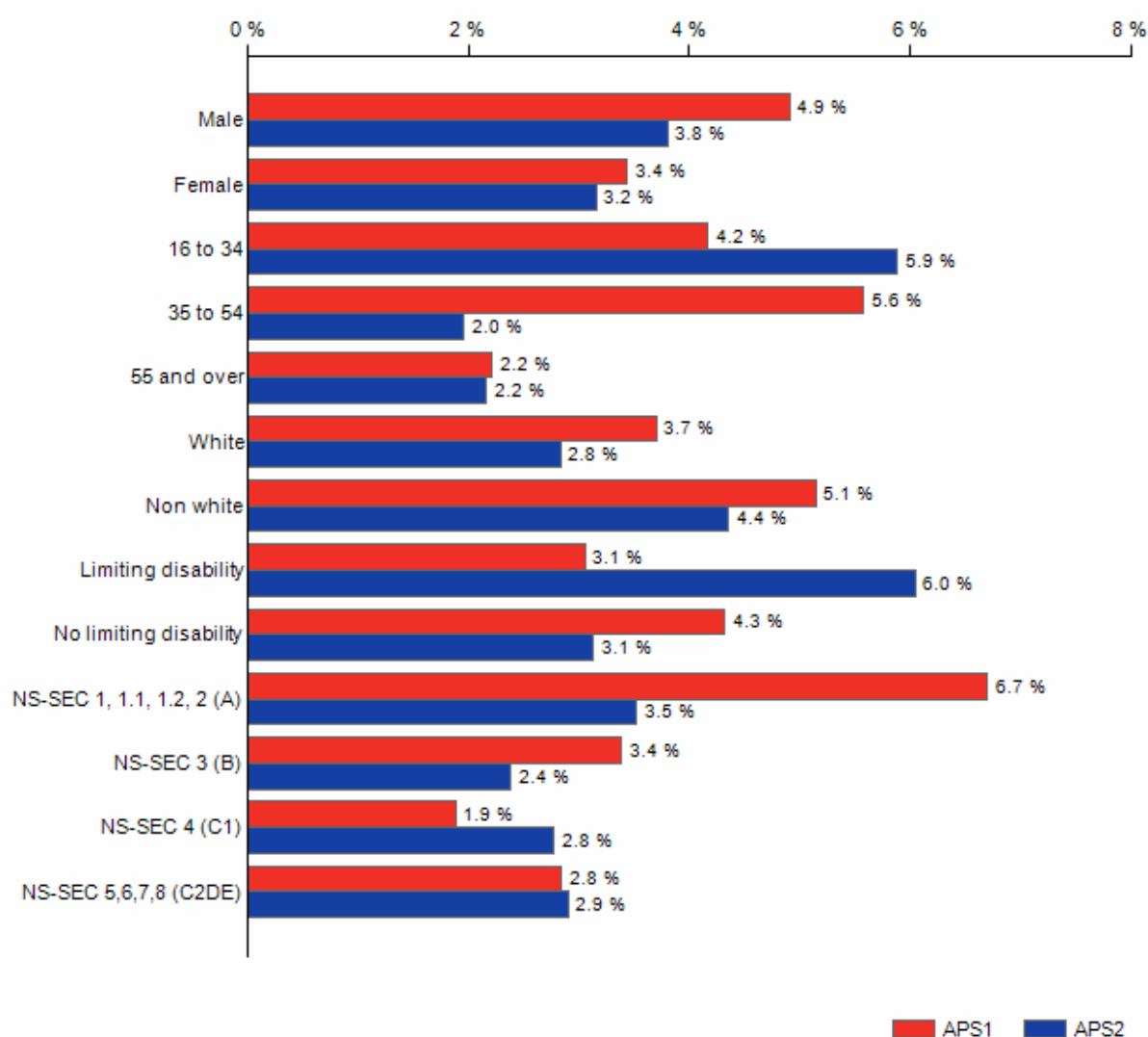


KPI 2 - At least 1 hour of volunteering to support sport per week (all adults)

	APS1	APS2
Male	4.9 %	3.8 %
Female	3.4 %	3.2 %
16 to 34	4.2 %	5.9 %
35 to 54	5.6 %	2.0 %
55 and over	2.2 %	2.2 %
White	3.7 %	2.8 %
Non white	5.1 %	4.4 %
Limiting disability	3.1 %	6.0 %
No limiting disability	4.3 %	3.1 %
NS-SEC 1, 1.1, 1.2, 2 (A)	6.7 %	3.5 %
NS-SEC 3 (B)	3.4 %	2.4 %
NS-SEC 4 (C1)	1.9 %	2.8 %
NS-SEC 5,6,7,8 (C2DE)	2.8 %	2.9 %

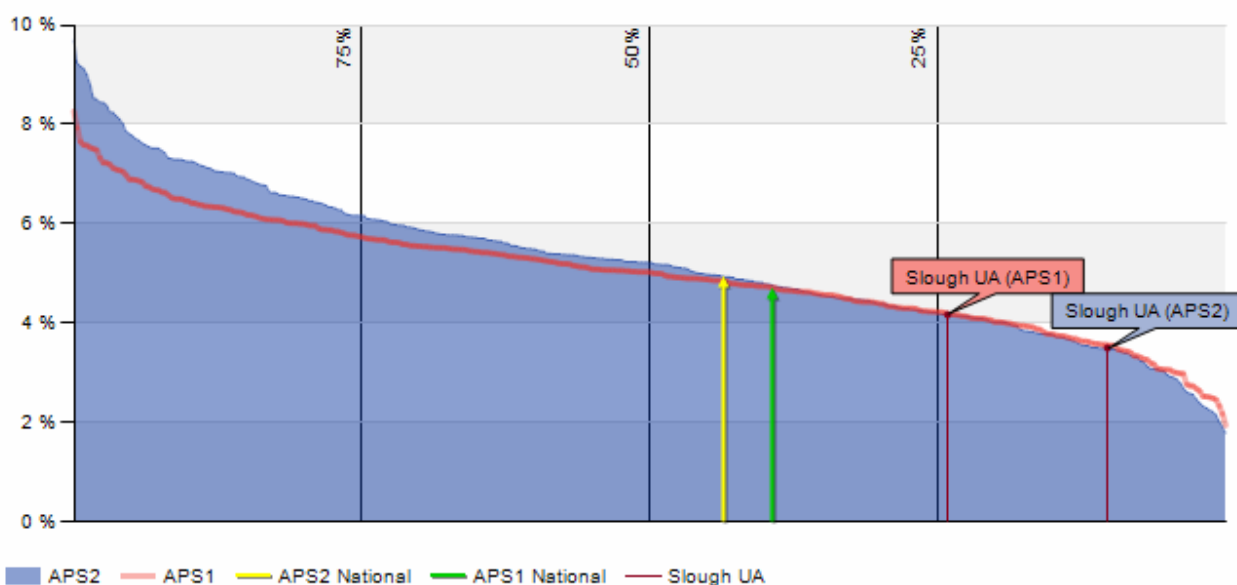


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KPI 2 - At least 1 hour of volunteering to support sport per week (all adults)

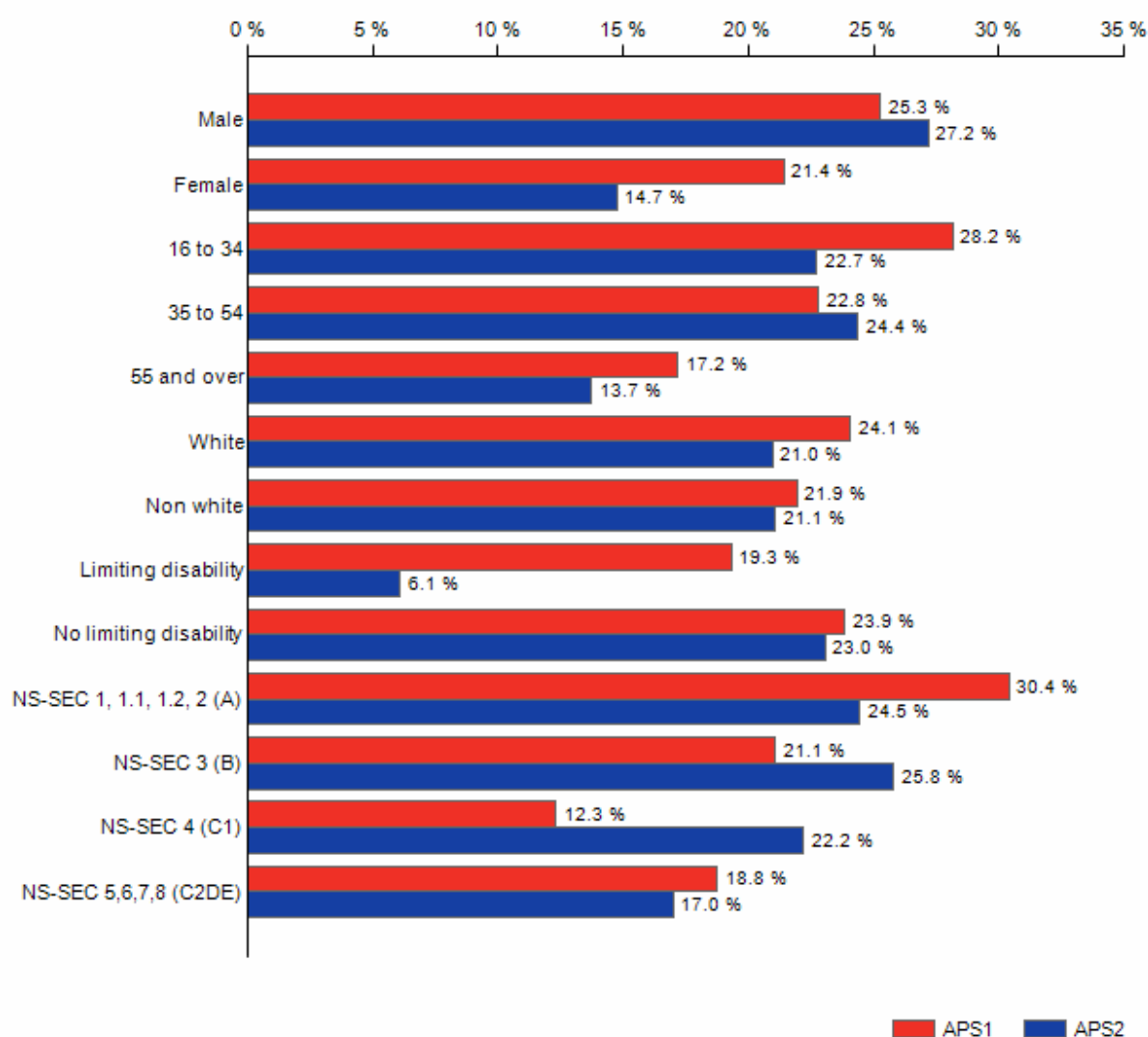


KPI 3 - Member of a sports club (all adults)

	APS1	APS2
Male	25.3 %	27.2 %
Female	21.4 %	14.7 %
16 to 34	28.2 %	22.7 %
35 to 54	22.8 %	24.4 %
55 and over	17.2 %	13.7 %
White	24.1 %	21.0 %
Non white	21.9 %	21.1 %
Limiting disability	19.3 %	6.1 %
No limiting disability	23.9 %	23.0 %
NS-SEC 1, 1.1, 1.2, 2 (A)	30.4 %	24.5 %
NS-SEC 3 (B)	21.1 %	25.8 %
NS-SEC 4 (C1)	12.3 %	22.2 %
NS-SEC 5,6,7,8 (C2DE)	18.8 %	17.0 %

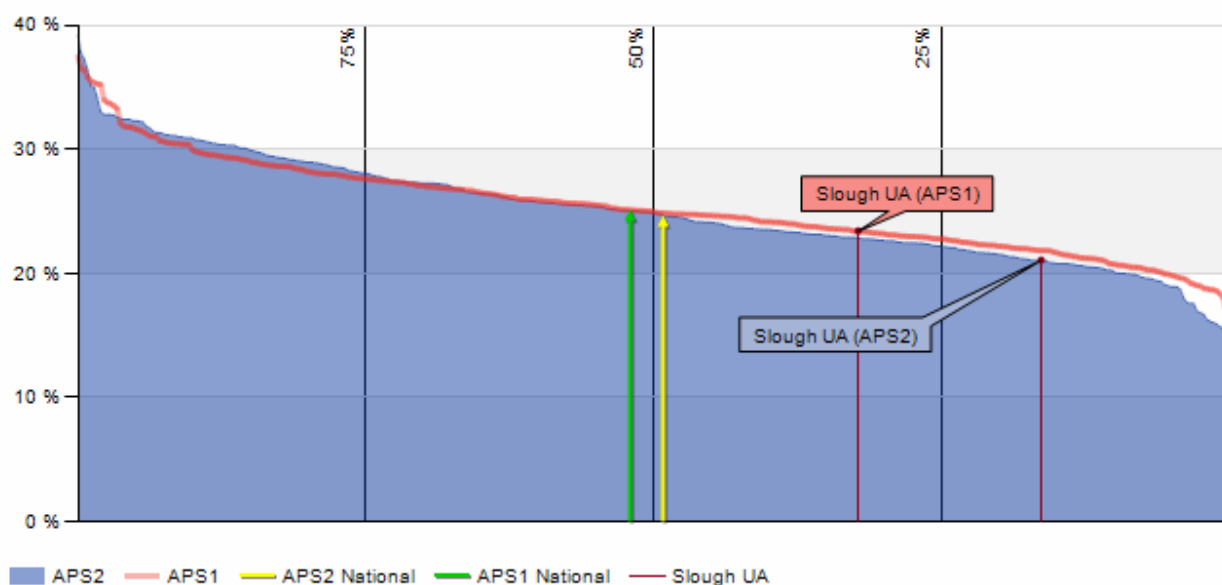


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KPI 3 - Member of a sports club (all adults)

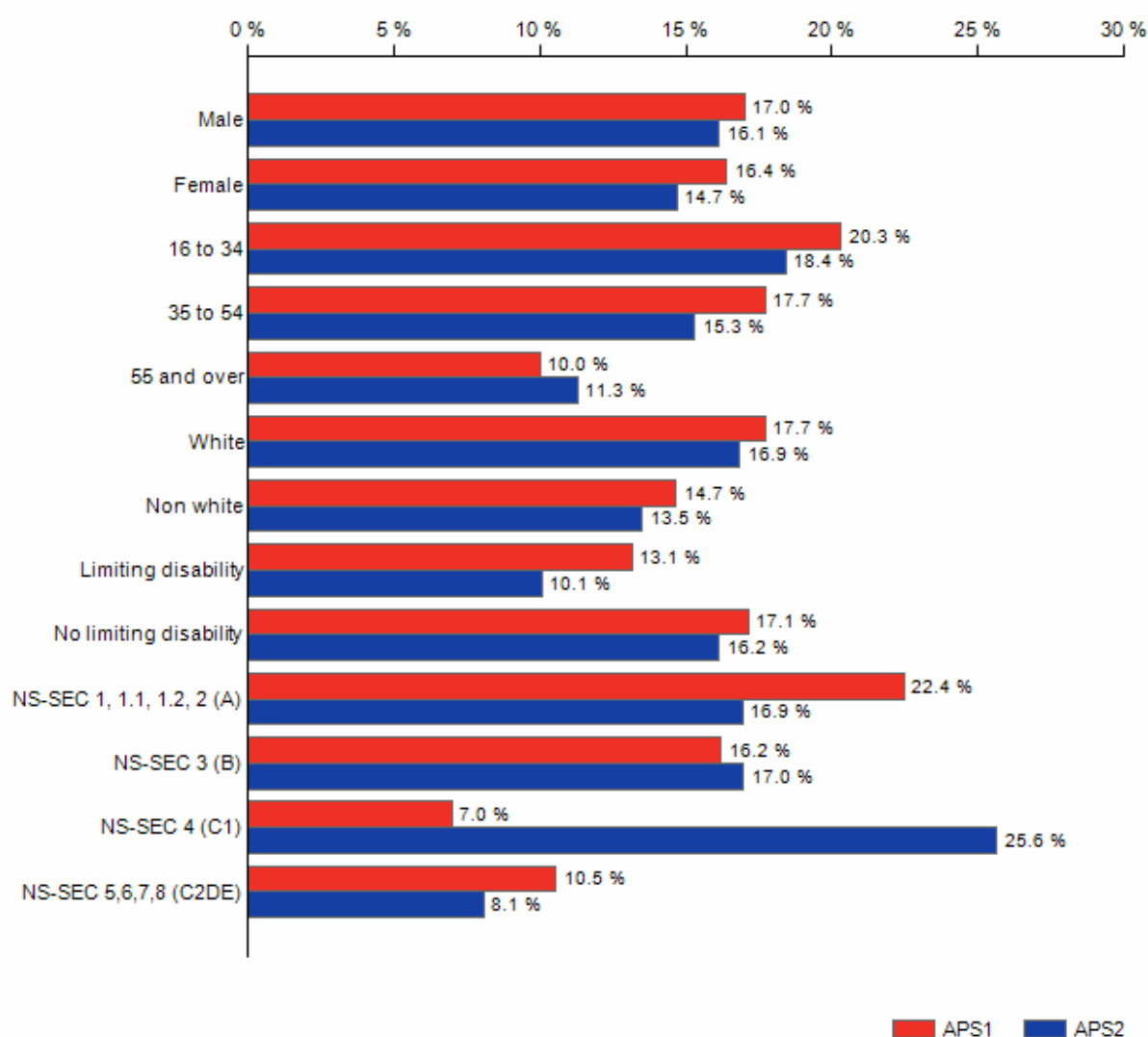


KPI 4 - Received sports tuition or coaching (all adults)

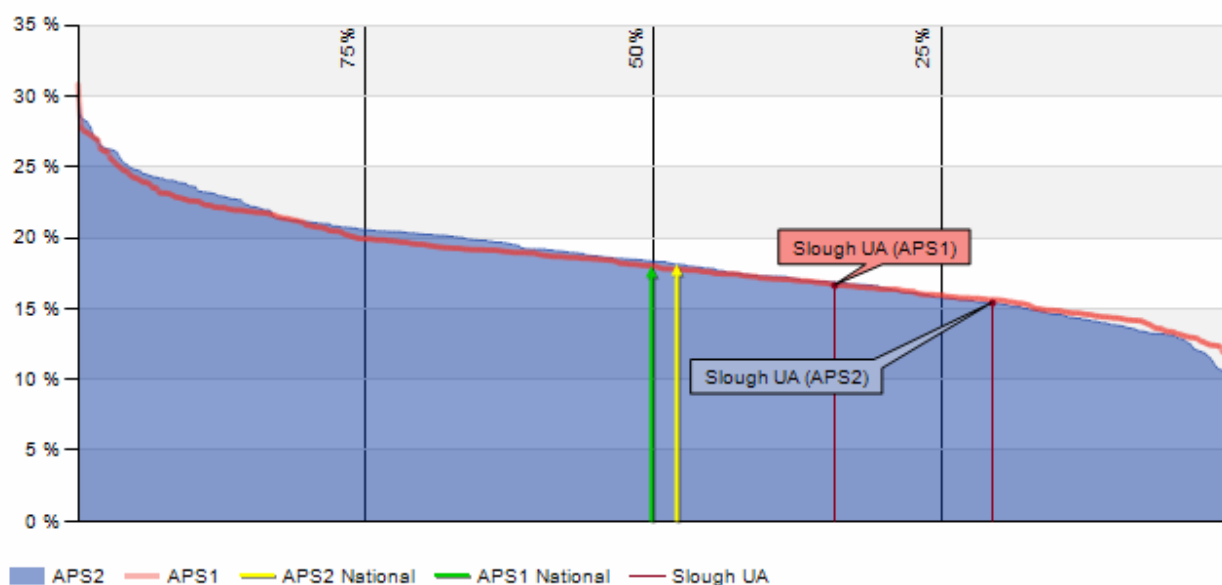
	APS1	APS2
Male	17.0 %	16.1 %
Female	16.4 %	14.7 %
16 to 34	20.3 %	18.4 %
35 to 54	17.7 %	15.3 %
55 and over	10.0 %	11.3 %
White	17.7 %	16.9 %
Non white	14.7 %	13.5 %
Limiting disability	13.1 %	10.1 %
No limiting disability	17.1 %	16.2 %
NS-SEC 1, 1.1, 1.2, 2 (A)	22.4 %	16.9 %
NS-SEC 3 (B)	16.2 %	17.0 %
NS-SEC 4 (C1)	7.0 %	25.6 %
NS-SEC 5,6,7,8 (C2DE)	10.5 %	8.1 %



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KPI 4 - Received sports tuition or coaching (all adults)

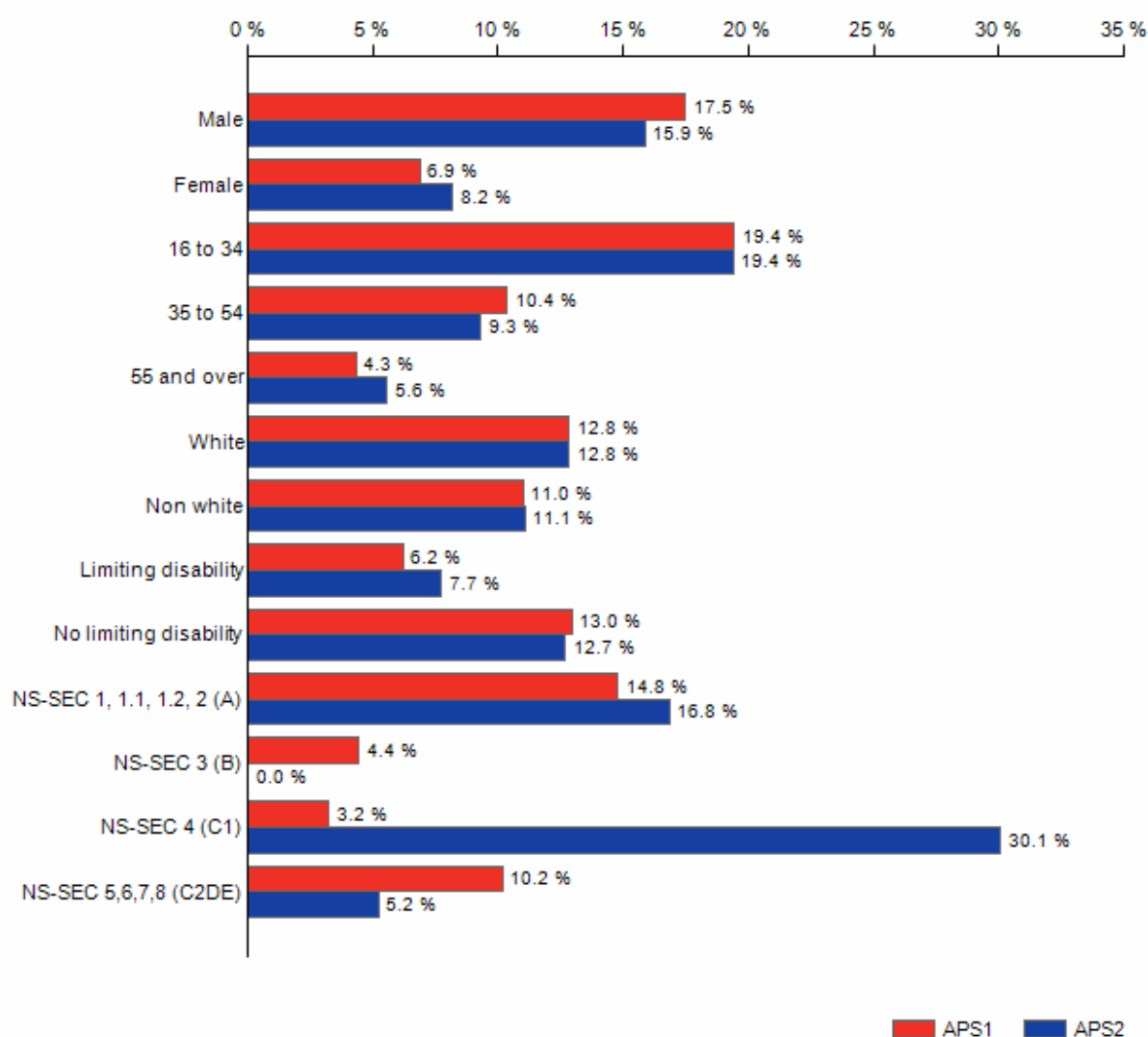


KPI 5 - Taken part in organised competitive sport (all adults)

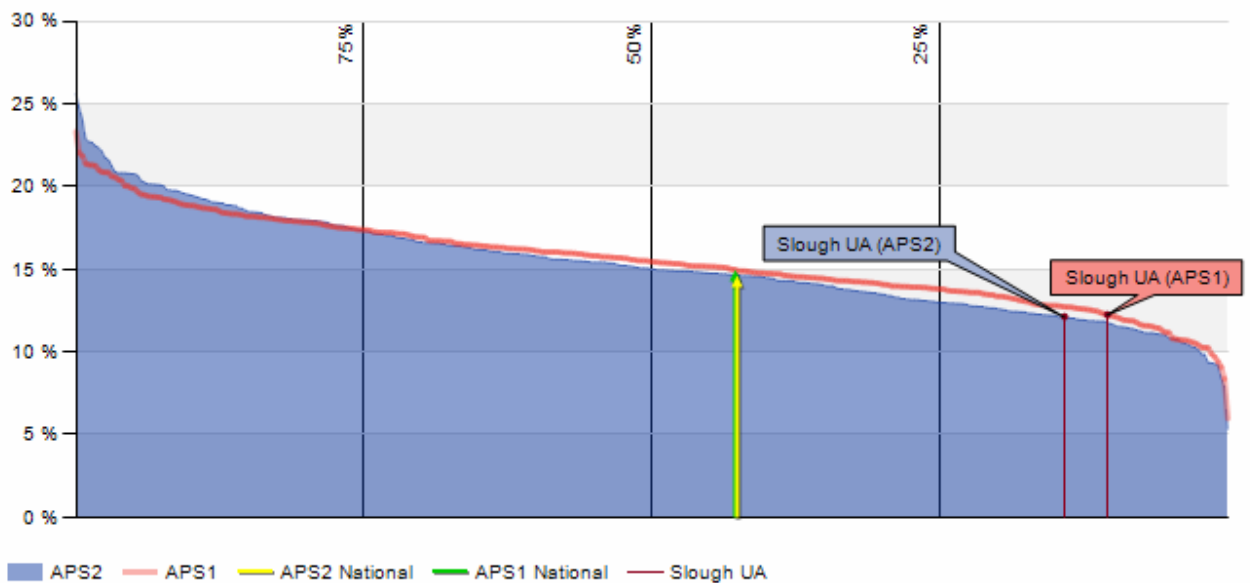
	APS1	APS2
Male	17.5 %	15.9 %
Female	6.9 %	8.2 %
16 to 34	19.4 %	19.4 %
35 to 54	10.4 %	9.3 %
55 and over	4.3 %	5.6 %
White	12.8 %	12.8 %
Non white	11.0 %	11.1 %
Limiting disability	6.2 %	7.7 %
No limiting disability	13.0 %	12.7 %
NS-SEC 1, 1.1, 1.2, 2 (A)	14.8 %	16.8 %
NS-SEC 3 (B)	4.4 %	0.0 %
NS-SEC 4 (C1)	3.2 %	30.1 %
NS-SEC 5,6,7,8 (C2DE)	10.2 %	5.2 %



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KPI 5 - Taken part in organised competitive sport (all adults)

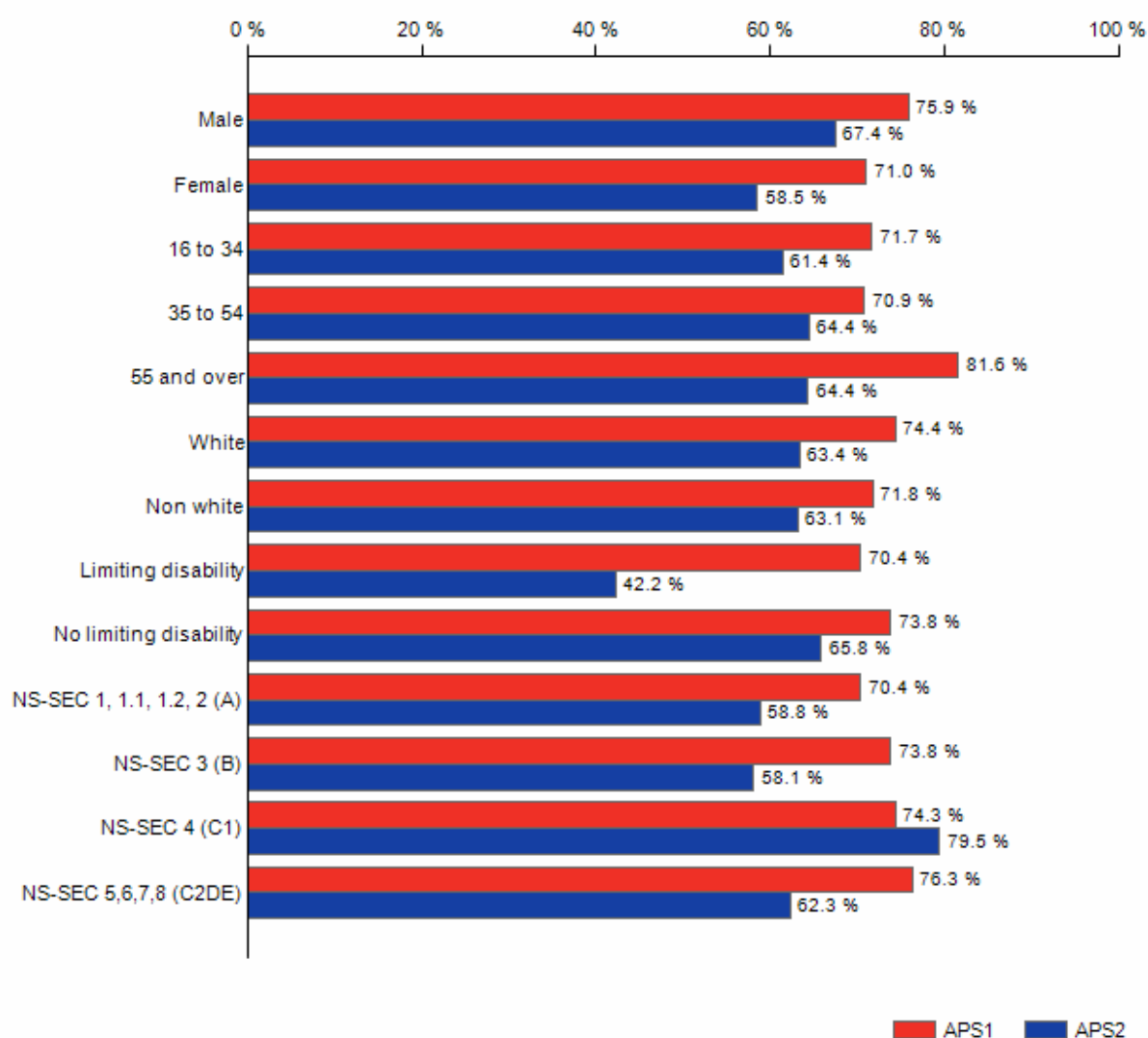


KPI 6 - Satisfaction with local sports provision (all adults)

	APS1	APS2
Male	75.9 %	67.4 %
Female	71.0 %	58.5 %
16 to 34	71.7 %	61.4 %
35 to 54	70.9 %	64.4 %
55 and over	81.6 %	64.4 %
White	74.4 %	63.4 %
Non white	71.8 %	63.1 %
Limiting disability	70.4 %	42.2 %
No limiting disability	73.8 %	65.8 %
NS-SEC 1, 1.1, 1.2, 2 (A)	70.4 %	58.8 %
NS-SEC 3 (B)	73.8 %	58.1 %
NS-SEC 4 (C1)	74.3 %	79.5 %
NS-SEC 5,6,7,8 (C2DE)	76.3 %	62.3 %

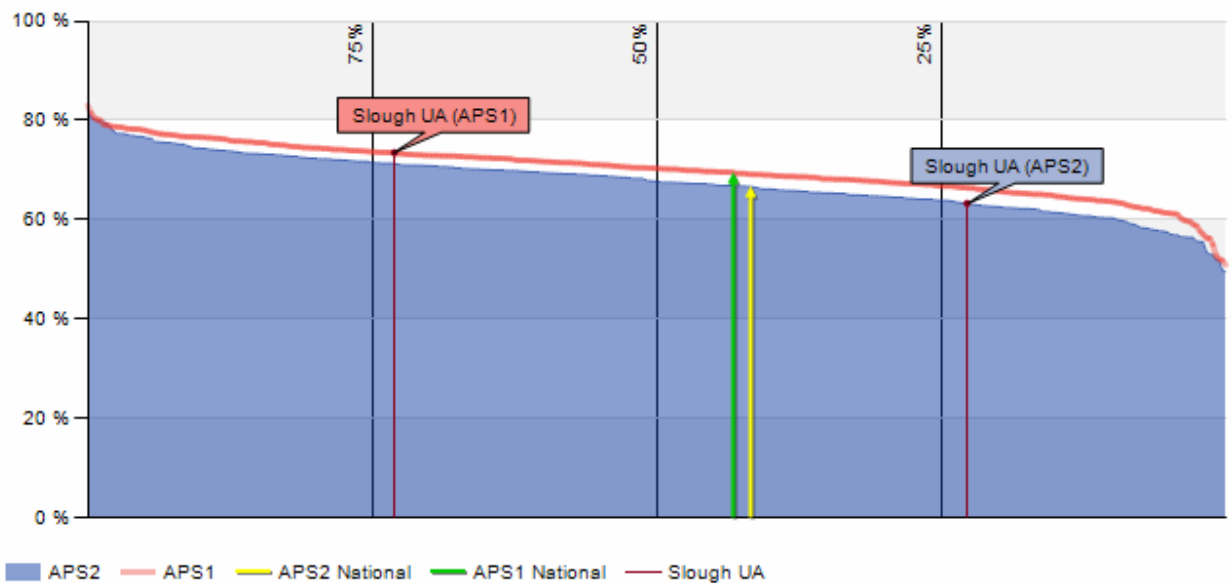


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KPI 6 - Satisfaction with local sports provision (all adults)

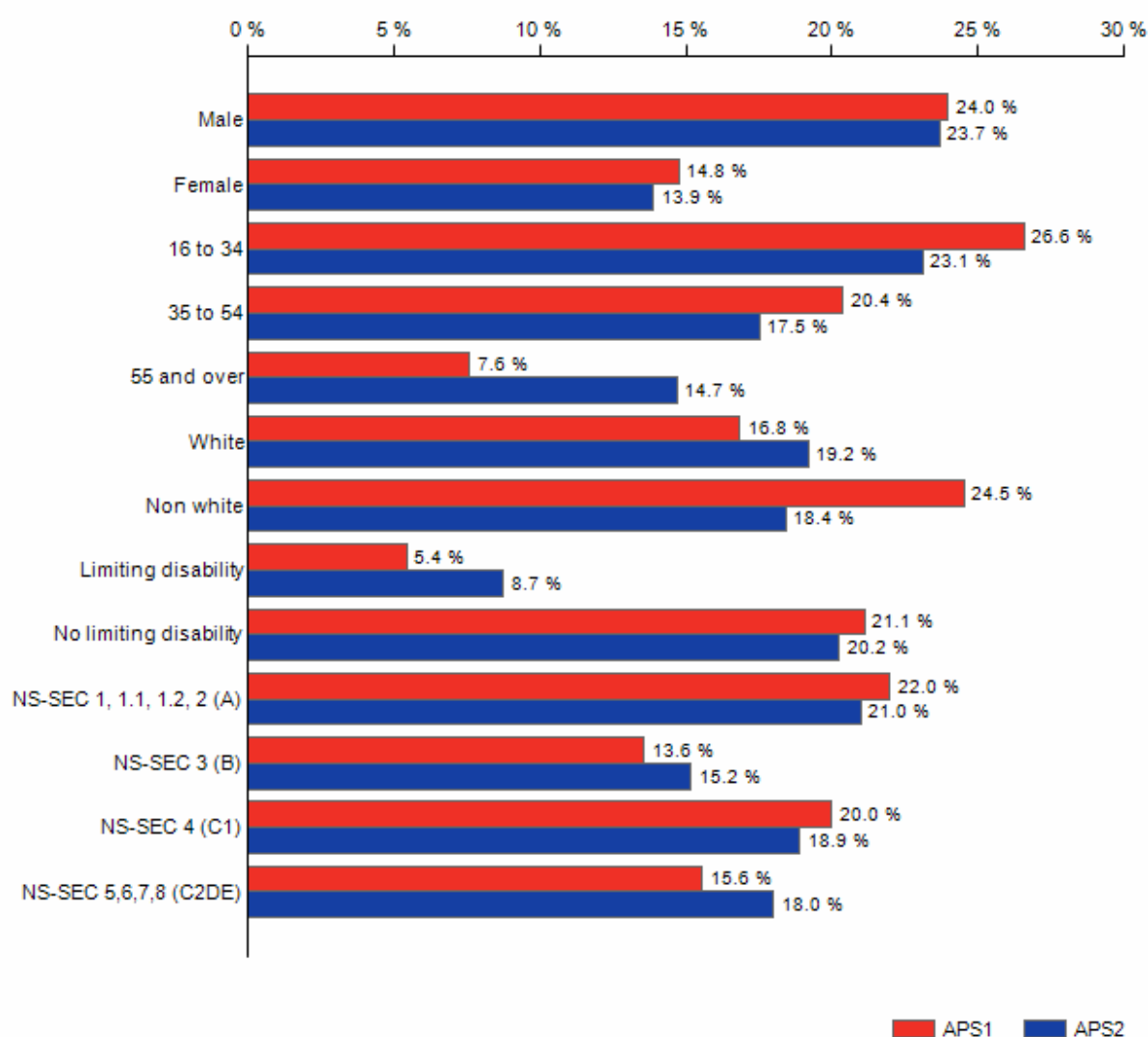


NI8 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling and for those aged 65 years and over - yoga; Pilates; indoor and outdoor bowls; archery and croquet) per week (all adults)

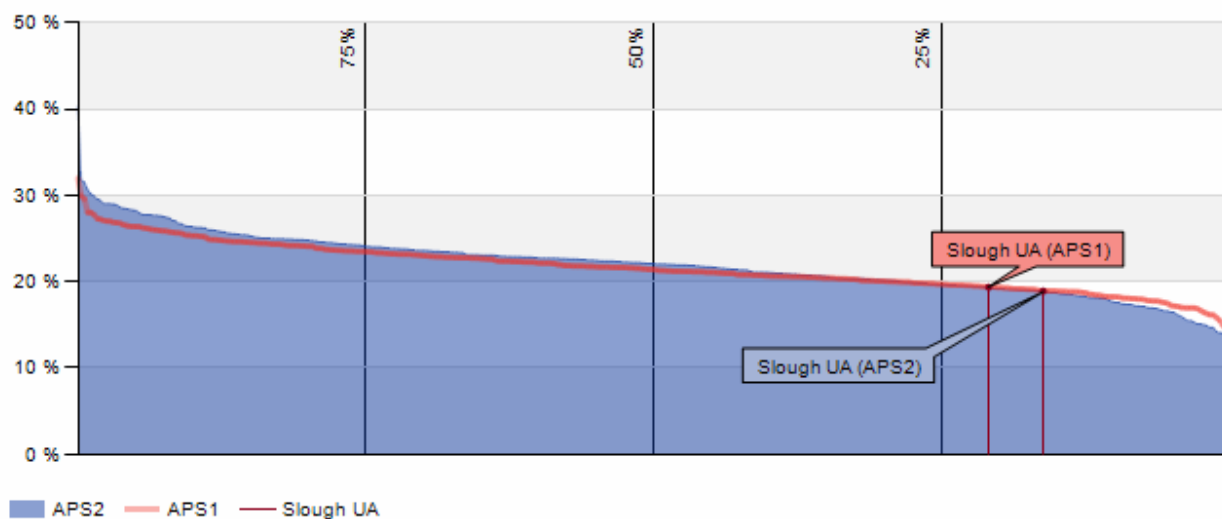
	APS1	APS2
Male	24.0 %	23.7 %
Female	14.8 %	13.9 %
16 to 34	26.6 %	23.1 %
35 to 54	20.4 %	17.5 %
55 and over	7.6 %	14.7 %
White	16.8 %	19.2 %
Non white	24.5 %	18.4 %
Limiting disability	5.4 %	8.7 %
No limiting disability	21.1 %	20.2 %
NS-SEC 1, 1.1, 1.2, 2 (A)	22.0 %	21.0 %
NS-SEC 3 (B)	13.6 %	15.2 %
NS-SEC 4 (C1)	20.0 %	18.9 %
NS-SEC 5,6,7,8 (C2DE)	15.6 %	18.0 %



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N18 - At least 3 days x 30 minutes, moderate intensity participation (sport and recreational walking and cycling and for those aged 65 years and over - yoga; pilates; indoor and outdoor bowls; archery and croquet) per week (all adults)



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