




## INTRODUCTION

The Welsh agenda for sport and physical activity is clearly set out in the Well-being of Future Generations Act (Wales 2015). The context for provision, approach and delivery has changed and the way forward is about:

- ✓ **integrated and collaborative working to optimise all available resources across partners and stakeholders**
- ✓ **making better and more innovative use of existing assets**
- ✓ **delivering to a common objective and agreed targets**
- ✓ **focussing on where intervention will have the best impact on health**

The Council's future Vision for sport and leisure is:



**"To maintain and improve the levels of participation and physical activity in the Vale of Glamorgan encouraging and promoting active and healthy lifestyles"**

## DEVELOPING THE LEISURE STRATEGY

In developing this Leisure Strategy, we have considered:

- ✓ **Our recent achievements**
- ✓ **Key demographic and social factors impacting on leisure provision**
- ✓ **Our existing provision, the quantity, quality and accessibility of this, as well as operational issues and geographic location**
- ✓ **Local needs for, and of, provision**
- ✓ **The role of Community Councils in provision**
- ✓ **Residents' views**
- ✓ **The views of partners and stakeholders**
- ✓ **What staff are telling us (2016)**
- ✓ **The health and well-being context (Corporate Plan 2020 and the Well-being of Future Generations Act (Wales 2015))**
- ✓ **The opportunities and benefits of working in partnership**
- ✓ **The value of changing delivery models**
- ✓ **Opportunities for new provision such as events**

The importance of quality leisure services is identified as a key theme within the four well-being outcomes highlighted in the Corporate Plan (2016-2020), within the well-being outcome of "An Active and Healthy Vale". This also reflects the contribution the Council will make to the Well-being Goals introduced by the Well-being of Future Generations Act (Wales 2015).



## OUR ACHIEVEMENTS

A number of significant decisions and achievements have happened in recent years, including:



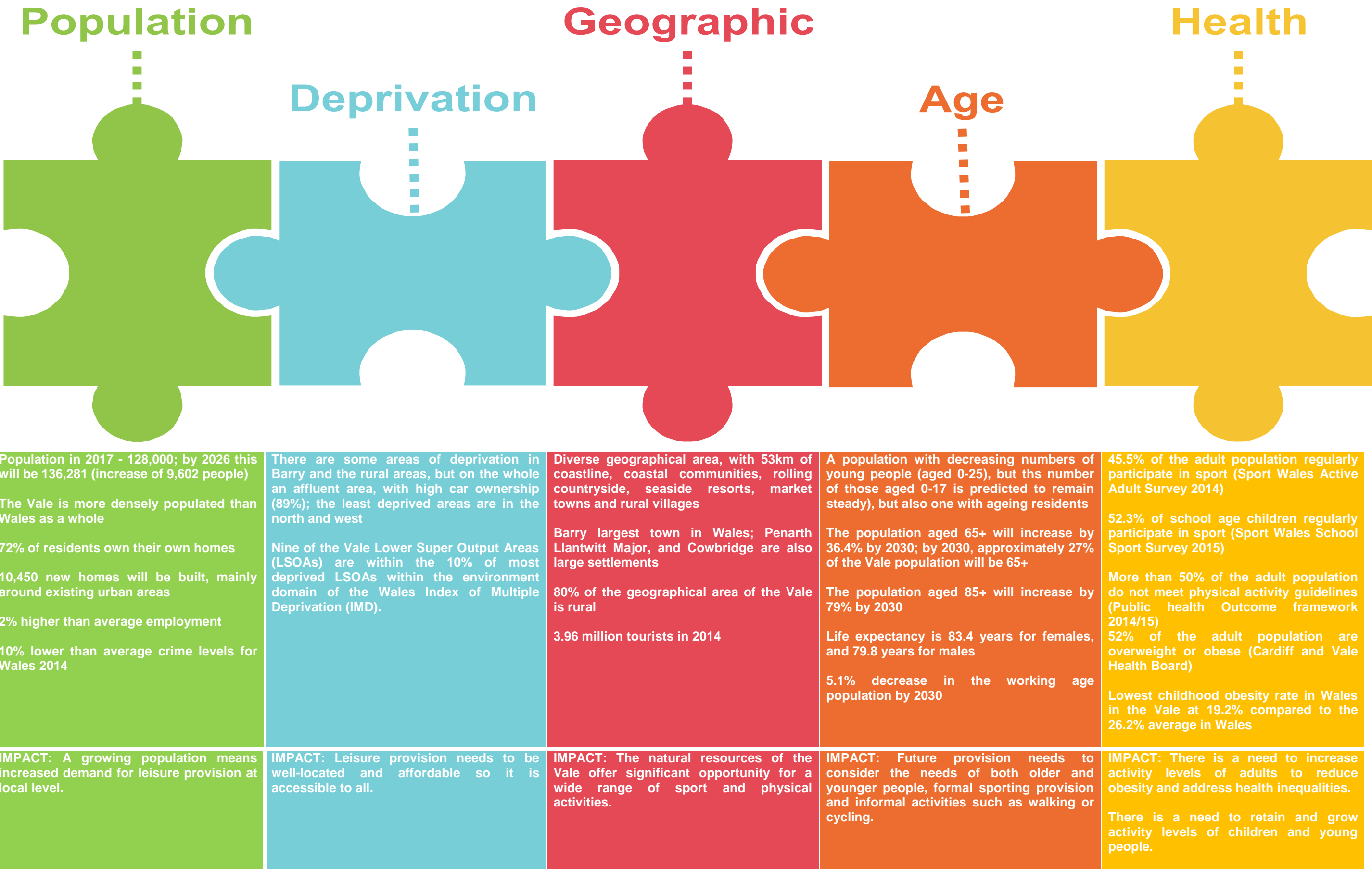
Building on these significant achievements, the Council has identified the need and opportunity to develop a strategic approach to shape the future of its service provision and to provide key targets for the future.

This Strategy sets out the direction for future provision of sport and recreation in the Vale of Glamorgan to facilitate continued provision of a range of opportunities to benefit the health of our residents.



THE VALE OF GLAMORGAN- A PROFILE

Key demographic and social factors impacting on future leisure provision include:





## OUR

### 6 Leisure Centres:

- ✓ Barry Leisure Centre
- ✓ Penarth Leisure Centre
- ✓ Llantwit Major Leisure Centre (dual-use)
- ✓ Cowbridge Leisure Centre
- ✓ Colcot Leisure Centre
- ✓ Holm View Leisure Centre

including 3 swimming pools, 6 sports halls, 4 fitness suites, 4 studios, 4 multi-activity halls, and 2 sites with squash courts

Exercise Referral Scheme  
Play Development

22 Community Centres

2 Country Parks, and over 137 open spaces, with 27 sites of Special Scientific Interest (SSSIs), Several nationally important SSSIs

25 public parks, with 18 areas included in the Register of Landscapes of Historic Parks and Gardens 2 areas on the Register of Landscapes of Historic Interest in Wales. (2013)

## EXISTING

Outdoor sports facilities including 25 grass pitches, 8 public bowling greens, 2 all-weather pitches, 1 athletics track, 12 MUGAs, 5 skate ramps, several cricket squares and 11 tennis court sites

## LEISURE

## PROVISION

Large areas of coast providing for a range of water sports, and the Coastal Path  
Other cycling and walking routes

1 Special Protection Area (coast), 3 Special Areas of Conservation, 39 Conservation Areas and 1 RAMSAR site. (2013)

104 Children's Play Areas

7 Green Flag Parks  
? Blue Flags (water quality at beach sites)

Sports clubs and some private provision





## UNDERSTANDING LOCAL NEED

**Table 1: Summary Analysis of Existing Provision**

TYPE OF PROVISION	QUALITY	QUANTITY	ACCESSIBILITY	OPERATIONAL ISSUES
OUTDOOR SPORT	<ul style="list-style-type: none"> <li>The quality of outdoor sports facilities is generally good, however, it will be important to maintain investment in maintenance and enhancement to maintain quality</li> <li>Of all provision, bowls greens and playgrounds are the poorest quality</li> <li>Rationalisation of poor quality/under-utilised/single site pitches/facilities needs to be considered.</li> <li>Specific investment needs include: <ul style="list-style-type: none"> <li>There is a need to maintain the quality of new 5 aside and 3G facilities to ensure income generation, particularly given planned 3G investments on education sites</li> <li>Colcot sand-based pitch needs to be replaced with a 3G surface</li> <li>Grass pitches to improve drainage; multi-pitch sites are the priority.</li> <li>Changing facilities to serve a number of pitches – to optimise use and make best use of resources.</li> <li>Floodlights to optimise use of MUGAs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Overall, provision is extensive; some poor quality and single site grass pitches are under used, or not used at all.</li> <li>There is opportunity to develop additional MUGAs across the Vale.</li> </ul>	<ul style="list-style-type: none"> <li>Overall, given the rural nature of the Vale, there is good accessibility to outdoor sports facilities.</li> <li>Geographically the majority of provision is in and around Barry, the largest centre of population.</li> <li>There is very little formal provision in the Western Vale but this is more rural, with smaller settlements.</li> <li>MUGA provision is currently not strategically planned; all existing MUGA provision is in the East . Significant population growth is planned around Llantwit Major.</li> <li>Both Vale 3G pitches are in Barry</li> <li>All bowling greens are in and around the main urban areas except Cowbridge.</li> <li>Some public facilities are not accessible because they are leased to private clubs</li> </ul>	<ul style="list-style-type: none"> <li>Some outdoor club facilities are subsidised by the Vale, and others operate independently.</li> <li>There is historical inconsistency in approach to funding club facilities</li> <li>Fees and charges would benefit from review</li> <li>Some private clubs are facing financial challenges</li> <li>Need for improved marketing and communication to increase awareness of what is available and how it can be accessed</li> </ul>
INDOOR SPORT AND LEISURE,	<ul style="list-style-type: none"> <li>Facilities vary in quality, but are generally high quality</li> <li>Investment needed at Llantwit Major Leisure Centre, Penarth Leisure Centre, Barry Leisure Centre, Cowbridge Leisure Centre</li> <li>Ongoing need for investment in maintenance and enhancement</li> </ul>	<ul style="list-style-type: none"> <li>6 leisure centres</li> <li>Schools also provide indoor facilities which effectively compete with public facilities</li> </ul>	<ul style="list-style-type: none"> <li>Catchment areas for existing centres extend across the Vale</li> <li>Penarth Leisure Centre impacted by proximity of Cardiff facilities – same catchment areas</li> <li>Llantwit Major and Cowbridge catchment areas overlap (8 miles apart)</li> <li>There are multi-purpose activity halls in all main leisure centres</li> </ul>	<ul style="list-style-type: none"> <li>Holm View least well-used facility</li> <li>Fitness facilities have potential to be more extensive</li> <li>Potential for partnerships with health</li> <li>Council has no control over use of education sports halls</li> <li>Schools do not always pay for use of facilities</li> </ul>



TYPE OF PROVISION	QUALITY	QUANTITY	ACCESSIBILITY	OPERATIONAL ISSUES
SPORTS DEVELOPMENT	<ul style="list-style-type: none"> <li>High quality provision</li> <li>Programmes driven by Sport Wales funding</li> </ul>	<ul style="list-style-type: none"> <li>Programmes constrained by short term funding and delivery criteria</li> </ul>	<ul style="list-style-type: none"> <li>Targeted at young people, women and girls, and includes limited adult provision</li> <li>Access for those with a disability could be further developed</li> </ul>	<ul style="list-style-type: none"> <li>Very limited, specific resources</li> <li>Delivery not aligned to corporate priorities, because funded externally, and is duty bound to use resources in relation to funding criteria</li> <li>Spending is quite rigid, given reliance on external grant funding</li> <li>Need for even wider marketing and communication to increase awareness of what is available and how it can be accessed</li> </ul>
PARKS, RECREATION GROUNDS, OPEN SPACES	<ul style="list-style-type: none"> <li>Very high quality parks; aim is to achieve further Green Flags</li> <li>Ongoing investment in buildings needed to maintain and enhance quality</li> </ul>	<ul style="list-style-type: none"> <li>Extensive provision of parks</li> <li>Need additional parks in Llantwit Major or Cowbridge, but not Barry</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility is good in the parks, but parks are not always linked to cycle/walking routes outside the gates given timing differences in development</li> </ul>	<ul style="list-style-type: none"> <li>Parks are major visitor attractions</li> <li>Parks provide a significant infrastructure which could support a range of activities/events</li> <li>Opportunity to extend provision of bowls, play development and playgrounds through partnerships with the voluntary sector</li> <li>Need for improved marketing and communication to increase awareness of what is available and how it can be accessed</li> </ul>
OUTDOOR ACTIVITIES	<ul style="list-style-type: none"> <li>The Vale has high quality natural assets – coastline eg Coastal Path, beaches (x Blue Flags), open space, walking and cycling routes, and countryside.</li> </ul>	<ul style="list-style-type: none"> <li>The Vale has significant rural areas, with beautiful countryside, and extensive open space.</li> </ul>	<ul style="list-style-type: none"> <li>The great outdoors is accessible by car but there are opportunities to create better walking and cycling links.</li> </ul>	<ul style="list-style-type: none"> <li>The natural resources provide opportunities to contribute to increased informal activity eg Coastal Path.</li> <li>Need for improved marketing and communication to increase awareness of what is available in the area</li> </ul>



TYPE OF PROVISION	QUALITY	QUANTITY	ACCESSIBILITY	OPERATIONAL ISSUES
PLAY	<ul style="list-style-type: none"> <li>Some play areas are poorer quality</li> <li>Investment planned at Cliffe Walk</li> <li>Not all play areas provide sensory provision, nor provision for young people with disabilities</li> <li>Play Development provides a high quality learning environment for young people</li> </ul>	<ul style="list-style-type: none"> <li>Significant number of play areas across the Vale</li> <li>Increased opportunities for Play Development would contribute significantly to development of physical activity skills in young people</li> </ul>	<ul style="list-style-type: none"> <li>Several play areas are in close proximity, and have the same catchment area</li> <li>Good walking access to play areas in urban areas</li> <li>Play Development has the potential, with increased resources to be extended across the Vale</li> </ul>	<ul style="list-style-type: none"> <li>Challenging to retain quality across such a large number of facilities</li> <li>Lack of resources to further develop the Play Development Service</li> </ul>
EXERCISE REFERRAL	<ul style="list-style-type: none"> <li>Good quality provision</li> </ul>	<ul style="list-style-type: none"> <li>Programme constrained by ST</li> </ul>	<ul style="list-style-type: none"> <li>Exercise Referral Scheme targeted at 16+</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources for Exercise Referral as a result of the grant; programme driven by specific criteria, and funded externally by Public Health Wales and the Welsh Government</li> <li>Funding and inclusion</li> </ul>
COMMUNITY CENTRES	<ul style="list-style-type: none"> <li>Quality of community centres varies depending on age and condition of the building and its uses</li> </ul>	<ul style="list-style-type: none"> <li>22 community centres provided across the Vale</li> </ul>	<ul style="list-style-type: none"> <li>Community Centres operated by Community Councils – local facilities accessible to local communities for a range of activities</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing the facility and activities to meet local needs</li> <li>Potential for closer partnerships with the Council</li> </ul>

Appendix 1 illustrates the extent of our existing facility provision. Appendix 2 demonstrates the accessibility of existing provision, based on a 20 minute drivetime to facilities. The majority of the Vale has good access to most facilities; there are, however, fewer formal facilities in the Western Vale.





## YOUR VIEWS

Local consultation identifies that Vale residents like the following about where they live:

'Plenty of green areas'

'good amenities'

'lots of nature'

Vale residents think the following could be improved:

'more youth activities'

'safer cycling'

'parks'

'somewhere for the children to play'

'more for young people to do'

'local facilities'

Services considered important for the health and well-being of Vale residents are:

"Being fit and having a long productive life"

'more accessible leisure services'

'keeping mobile'

'parks'

'access to coast and countryside'

## AFFORDABILITY

Leisure provision is not a statutory requirement of local government in Wales, (although undertaking a Play Sufficiency Assessment and having enough play opportunities is), therefore what we provide needs to be affordable understood in the context of the significant financial challenges facing public services. To address these, we have already adopted new ways of working e.g. asset transfers, and are developing new approaches and partnerships e.g. with Public Health to contribute to the corporate and national well-being objectives which provide the context for this Strategy.

The Council outsourced management of its leisure centres to a partner who has invested both capital and other resources to improve the offer. The outsourcing approach means the Vale is now one of the lowest spending councils in terms of leisure provision; but its commitment to quality of provision is clear. The Vale prioritises the health and well-being of its residents; to deliver provision of a wide range of indoor and outdoor facilities, informal activities and participation opportunities effectively, spending needs to be carefully focussed on areas/communities of most need, and better use needs to be made of all existing and available assets, built and natural. Wherever possible other partners and delivery models need to be employed, to ensure value for money.

## WHAT IS LEISURE'S FUTURE ROLE AND HOW CAN IT CONTRIBUTE?

### OUR KEY CHALLENGES, PRIORITIES AND OPPORTUNITIES

The majority of existing leisure provision in the Vale is subsidised, however, this is not always strategically directed, nor applied consistently, resulting in operational anomalies. There needs to be a balance between available resources, health and well-being priorities and user affordability. Available resources need to be used effectively, aligned to corporate priorities, to make the most positive impact possible on health and well-being inequalities. Exploring this approach this will facilitate continued provision of a range of opportunities to benefit our residents.





Eight key themes reflecting local need have been identified, to highlight the challenges, priorities and opportunities for leisure provision in the future.

**Table 2: Thematic Analysis**

THEME	KEY CHALLENGES	PRIORITIES	OPPORTUNITIES
1. INCREASING PARTICIPATION	<ul style="list-style-type: none"> <li>Increasing awareness of physical activity levels and addressing health inequalities</li> <li>Active adults – reducing the gap between male and female participation</li> <li>Improving the existing club structure through increasing adult participation</li> <li>Engaging with those who are inactive</li> <li>Difficult to change target and fees for Exercise Referral Scheme, given it is part of a National Scheme, and the costs across Wales</li> <li>Quality play provision</li> </ul>	<ul style="list-style-type: none"> <li>Targeting of families, 16-24 &amp; adults 24+</li> <li>More opportunities for health &amp; well-being - cycling and walking.</li> <li>Wider role for sport development</li> <li>Exercise referral</li> <li>Other initiatives</li> <li>Workforce Development</li> <li>Volunteering and training of volunteers</li> <li>Extending remit and coverage of Play Development</li> <li>Improving the quality of fixed play equipment</li> </ul>	<ul style="list-style-type: none"> <li>Review of Fees and Charges,</li> <li>Learn to bike – across Vale</li> <li>Active travel plans</li> <li>Network maps -walking and cycling</li> <li>Active travel routes – planned and proposed</li> <li>Extended fitness offer at facilities</li> <li>Sports events with clear links to participation opportunities</li> <li>Series of 10k runs, Barry Island</li> <li>Extending remit and coverage of Play Development</li> </ul>
2. BETTER USE OF EXISTING ASSETS	<ul style="list-style-type: none"> <li>Better on the ground integration between, and use of, existing resources</li> <li>Need to maximise existing assets for benefit of Vale residents; balance to be achieved between direct delivery and partnerships, budgets and resources</li> <li>Targeting future subsidies at those who need them most</li> <li>Reducing overall leisure subsidy to zero</li> <li>Better identification of need for, and future targeting of, Section 106/CIL money</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of parks and open spaces for physical activity</li> <li>Better use of docks and water sports assets</li> <li>Investment in health and well-being provision at built facilities e.g. Penarth LC developed as a health care hub</li> <li>Future role of Council</li> </ul>	<ul style="list-style-type: none"> <li>Long term potential for rationalisation and asset transfers</li> <li>Partnership working internally and externally based on agreed objectives</li> <li>Improved marketing and communication across provision</li> <li>Adopting a consistent approach to Third Sector support</li> </ul>
3. FACILITIES	<ul style="list-style-type: none"> <li>Balancing investment with reducing costs</li> <li>Increasing use in areas where there is competition from neighbouring facilities</li> <li>Removing historical subsidies/access agreements</li> <li>Working with education to develop an integrated facility offer across the Vale for community benefit</li> </ul>	<ul style="list-style-type: none"> <li>Llantwit Major LC – improved gym provision</li> <li>Improved gym provision at Penarth and Barry Leisure Centres</li> <li>Refurbishment of changing provision</li> <li>Provision of cycle storage at leisure centres as part of</li> <li>Active Travel plans e.g. facilitate access to Barry Leisure Centre for Council employees to shower/store bikes),</li> <li>Evaluate future of Holm View Leisure Centre</li> <li>Ensure resources identified for long term maintenance and investment</li> </ul>	<ul style="list-style-type: none"> <li>Development of Penarth LC as a health hub</li> <li>Working in partnership with health and education services to develop opportunities for community access, and invest in existing assets</li> <li>Developing a consistent approach to pricing across the Vale's network of facilities</li> <li>Summer and other activity programmes to increase participation at facilities</li> </ul>



THEME	KEY CHALLENGES	PRIORITIES	OPPORTUNITIES
4. THE GREAT OUTDOORS	<ul style="list-style-type: none"> <li>Making the most of informal spaces for cycling, walking, outdoor gym activities, watersports e.g. the Docks, extreme sports, orienteering, etc.</li> <li>'Free' use of assets for commercial gain which damage public infrastructure e.g. boot camps</li> <li>Developing Active Travel routes as part of overall open space network</li> <li>Some existing walking/cycling routes do not meet national standards for Active Travel</li> <li>Developing an integrated approach to cycling and walking, combining a structured and resourced programme targeted at the inactive, and promotion of opportunities to walk/cycle as a family/group using the Vale's existing assets,</li> <li>Investing in the infrastructure to support increased cycling and walking e.g. lit routes, toilets, storage, benches on walking routes for older people</li> </ul>	<ul style="list-style-type: none"> <li>Achieving more Green Flag parks /more Blue Flags for water quality</li> <li>Optimising use of outdoor assets eg leisure offer/beaches/parks/coastal areas, water for informal and formal activity</li> <li>Buttrills Playing Fields – cycle route in park</li> <li>Active travel maps – integrated &amp; LDP – November 2017</li> <li>Development of parks and countryside for rambling linked to coastal footpath routes</li> <li>Resurfacing of Colcot Sports Centre AGP</li> </ul>	<ul style="list-style-type: none"> <li>Development potential of informal spaces for cycling, walking, outdoor gym activities</li> <li>Development of the Active Travel network</li> <li>Making walking and cycling routes an integral part of development plans for both planning and parks</li> <li>Development and delivery of a more structured approach to walking and cycling offer, as part of a well-being approach in partnership with health – activity, healthy eating, social opportunities</li> <li>Linking cycle training follow ups to public health and well-being</li> <li>Developing and promoting Social running and cycling eg Park Run and Run Wales, Sky ride</li> <li>Railway walk – new tarmac surface could be used for health &amp; well-being activity - approx. 1 mile long</li> </ul>
5. SPORT DEVELOPMENT (SD) AND EXERCISE REFERRAL	<ul style="list-style-type: none"> <li>Identifying participative needs of whole population</li> <li>Co-ordinating response to health and well-being inequalities- access, affordability, knowledge,</li> <li>Expanding partnerships to address participation needs eg public transport, education, Third Sector</li> <li>Need to address short term Sport Wales funding which hinders planning</li> <li>Securing resources to deliver more opportunities for physical activity</li> <li>Further expansion of partnership working on specific Programmes e.g. junior Sport Programmes, Exercise Referral</li> </ul>	<ul style="list-style-type: none"> <li>Development of health and well-being offer eg activity, promotion of healthy lifestyles, focusing on participation for prevention</li> <li>Integration of internal Vale resources to focus on identified corporate health and well-being outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Better integrated working with Legacy Leisure on SD/Exercise Referrals</li> <li>Extending role and remit of sports development to community health and well-being, and getting people more active more often, through reducing duplication and increased integrated working</li> <li>Partnerships with health and education; potential to consider a regional working approach</li> <li>External funding</li> <li>Healthy eating, linked to other sport development initiatives/Exercise Referral</li> <li>Reduced duplication and better integration with</li> </ul>



THEME	KEY CHALLENGES	PRIORITIES	OPPORTUNITIES
6. PARTNERSHIPS	<ul style="list-style-type: none"> <li>More effective working with education – facility use and access, fees and charges in line, developing increased participation by young people</li> <li>Working more effectively with public health – development of healthy behaviours</li> <li>Inclusivity</li> <li>Supporting and facilitating for the Third Sector, not direct delivery</li> </ul>	<ul style="list-style-type: none"> <li>Develop a better partnership with Public Health – shared agenda, vision and resources to effectively address and reduce health inequalities</li> <li>Strengthening partnerships for delivery</li> </ul>	<ul style="list-style-type: none"> <li>Shared delivery partnership with Public Health</li> <li>Partnership with education for community use of built leisure facilities</li> <li>Third Sector (asset transfer)</li> <li>Closer relationship with Legacy Leisure on wider leisure issues</li> </ul>
7. DELIVERY AND FUNDING	<ul style="list-style-type: none"> <li>Working differently with reducing resources</li> <li>Ensuring alignment with corporate resources</li> <li>Targeting subsidy at priority areas</li> <li>Accessing a wider range of external funding</li> <li>Optimising and co-ordinating all available internal resources on agreed delivery priorities</li> <li>Maximising external partnership opportunities</li> <li>Improved marketing and communication</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Asset Transfer – particularly multi-sport clubs; need to be on same basis across the Vale area</li> <li>Ensuring equity of access</li> <li>Removing historical access arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Planning strategically based on longer term funding and resources</li> <li>Long term delivery aligned to corporate well-being outcomes</li> <li>Targeted plan to achieve zero subsidy</li> <li>Delivery focussed on areas most in need</li> </ul>
8. MEASURING FUTURE PERFORMANCE	<ul style="list-style-type: none"> <li>Developing agreed performance measures linked to health and well-being outcomes</li> <li>Evaluating partnership benefits</li> <li>Measuring long term outcomes on a short term basis (behaviour changes have long term impact)</li> <li>Improving approach to collection of participation data, linked to KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Developing relevant and agreed KPIs</li> <li>Development and implementation of agreed systems and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Technology and investment linked to performance measures</li> <li>Measuring contribution to health and well-being outcomes e.g. The number of adult visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity; the number of visits made by school students in term time with school, and outside school hours</li> <li>Raising the profile of leisure provision in contributing to health and well-being outcomes</li> <li>Increased awareness of the importance of physical activity and health, reflected by reducing levels of obesity and increased activity levels (long term measurements)</li> </ul>

## DELIVERING OUR VISION FOR LEISURE

Building on the above and to deliver our Vision, available resources need to be planned, optimised and used efficiently, for the benefit of the community, and to address identified local priorities. A range of delivery partners need to be engaged.



The Council's role needs to shift to that of enabler and facilitator, as opposed to direct funder, to develop partnerships and alliances which deliver for the people of the Vale, and co-ordinate the network of leisure provision across the Vale.

Our 8-point plan to deliver future leisure provision in the Vale is set out in Table 3 below:

**Table 3: Our 8 Point Plan for Delivery (S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)**

	ACTIONS	OUTCOMES	THEME CONTRIBUTED TO	RESPONSIBILITY	RESOURCES	TIMESCALE
ACTION PLAN	Review Fees and Charges, to facilitate access to those who need support	A more targeted approach to fees and charges, aligned to health and well-being outcomes	Increasing Participation	Leisure team	Internal officer time	S- M
	Develop marketing and communications strategy to better raise awareness of, and promote existing leisure provision, linking into new/proposed programmes, targeted at increasing participation	Marketing and Communications Strategy, including proposals for targeted use of social media	Increasing Participation	Leisure team	Internal officer time	S- M
	Review existing and planned routes and identify: <ul style="list-style-type: none"> <li>where these could be improved in line with national standards</li> <li>where existing routes could be upgraded</li> <li>where routes to school can be better integrated into the network</li> <li>new route opportunities which would also deliver recreational cycling opportunities</li> </ul>	Active Travel routes – planned and proposed, and Active Travel Plans	Increasing Participation  Better use of Existing Assets  The Great Outdoors	Transport team	Internal officer time; capital funding for improvements to existing and new routes	S- M
	Review and develop updated Active Travel Plan for the Vale					
	Develop new Vale Network maps for walking and cycling (and jogging)	A series of cycling and walking maps promoting short, medium and long route opportunities; link to physical activity achievements e.g. number of health miles covered, time trials etc. Link to similar promotion of walking, running and cycling in fitness suites, and through Exercise Referral to create maximum participation and	Increasing Participation  Better Use of Existing Assets  The Great Outdoors	Transport team	Internal officer time; revenue funding for maps	S



ACTIONS	OUTCOMES	THEME CONTRIBUTED TO	RESPONSIBILITY	RESOURCES	TIMESCALE
Extended fitness offer at facilities	engagement opportunity. Improved, extended, more inclusive and user friendly fitness offer	Increasing Participation Facilities	Legacy Leisure; Leisure team; Public health	Internal officer time; capital funding (Legacy Leisure, VOG, Public Health)	S- M-L
Explore the potential to develop additional sports events in the Vale, using existing infrastructure, linked to clear participation opportunities	A programme of events promoting participation in sport and physical activity, linked to wider participation and behaviour change interventions	Increasing Participation Better Use of Existing Assets	Sport Development team; Leisure team; Public Health; Legacy Leisure, events officers	Internal officer time; events budget	S-M
Promote awareness of the physical activity opportunities available through outdoor provision – formal ie allotments, parks, playgrounds, pitches, green gyms and informal ie coastline, countryside, play development etc	Increased awareness, engagement and participation in outdoor provision	Increasing Participation Better Use of Existing Assets The Great Outdoors			
Identify and agree opportunities for asset transfer; priorities are to reduce subsidy to facilitate sustainable provision through the Third Sector, particularly for bowling clubs and multi-use sports clubs	Increased number of asset transfers to the Third Sector (particularly outdoor sports facilities – greens, pitches, courts)	Better Use of Existing Assets Partnerships	Leisure team; legal support	Internal officer time;	S-M
Improved internal and external Partnership working to achieve locally agreed objectives	New partnerships for delivery with education, public health and Community First.  Improved working arrangements with the Third Sector.	Better Use of Existing Assets Partnerships	Leisure team; legal support	Internal officer time; public health offices, education partners, Communities First officers and resources	S-M
Review existing subsidies to the Third Sector; develop criteria for future support aligned to well-being outcomes; more targeted support related to clear outcomes	Adopt a consistent approach to Third Sector support	Better Use of Existing Assets Partnerships	Leisure team; legal support	Internal officer time; Third Sector partners	S-M



	ACTIONS	OUTCOMES	THEME CONTRIBUTED TO	RESPONSIBILITY	RESOURCES	TIMESCALE
ACTION PLAN	Development of Penarth LC as a health hub	Re-developed facility with bespoke health and physical activity offer	Facilities Partnerships Better Use of Existing Assets	Leisure team; Legacy Leisure; public health	Internal officer resources	S
	Work in partnership with health and education services to develop opportunities for community access, and invest in existing assets	Increased community access to education facilities Developing co-ordination of facility offer across the Vale, aligned to well-being outcomes	Facilities Partnerships Better Use of Existing Assets	Leisure team; Legacy Leisure; public health, education	Internal officer resources	S-M
	Increase developmental activities in leisure centres	New participation opportunities delivered in partnership with Legacy Leisure and other partners	Facilities Partnerships Better Use of Existing Assets	Sport Development, Legacy Leisure	Internal officer resources, partner time	S
	Explore the potential to deliver more participation opportunities through community centres	Increased participation opportunities targeted at local communities	Facilities Partnerships Better Use of Existing Assets	Sport Development	Leisure team	S-M
	Changed, extended and more inclusive approach to delivery, aligned to health and well-being priorities	Partnership delivery of health and wellbeing programmes /interventions/opportunities across facilities and Sport Development aligned to agreed well-being objectives	Facilities Partnerships Better Use of Existing Assets	Sport Development, Legacy Leisure, Public Health	Internal officer resources, partner time; IT monitoring systems	S
	Identify opportunities and resources to develop more Green Flag parks	Additional Green Flag parks	The Great Outdoors	Leisure team;	Internal officer resources,	ONGOING



	ACTIONS	OUTCOMES	THEME CONTRIBUTED TO	RESPONSIBILITY	RESOURCES	TIMESCALE
	Development of catering outlets in parks	Initial pilot project in two parks to gauge number of visits, time spent in parks, and footfall  Improved revenue generation	The Great Outdoors	Leisure team	Internal officer time; capital funding for catering facilities	S-M
ACTION PLAN	Development of a network of outdoor gyms across the Vale, specifically targeted at older people	Increased opportunity for informal and regular participation.	The Great Outdoors  Better Use of Existing Assets	leisure team; Public Health; Legacy Leisure, education	Internal officer time; capital funding; IT systems to monitor use	S-M
	Develop and promote more Social running/cycling/walking eg Park Run and Run Wales	New grass roots participation events, linked into the overall health and well-being delivery programme	Sports Development Better Use of Existing Assets	Sport Development team; leisure team; Public Health; Legacy Leisure.	Internal officer time; event budget	S
	Railway walk – new tarmac surface could be used for health & well-being activity - approx. 1 mile long	New route developed as part of network, with appropriate infrastructure to support a range of uses by the whole community	Sports Development Better Use of Existing Assets	Leisure team; planning officers	Internal officer time; capital funding for surfacing and route infrastructure	S
	Better integrated working with Legacy Leisure on SD/Exercise referrals developed around new health hub at Penarth LC.	Improved access to programme; improved communication between partners; better retention of participants and increased use of facilities	Sports Development Partnerships	Sport Development team; Leisure team; Public Health; Legacy Leisure	Officer and partner time; Exercise Referral Programme budget; improved IT programmes to monitor take up	S
	Extend role and remit of sports development to cover community health and well-being, getting people more active more often, and play (unit name needs to change, to align activities with corporate priorities)  Identify funding to support extended role	Available internal resources better integrated and targeted.  Sport development resources and focus aligned to well-being outcomes.	Sports Development  Better Use of Existing Assets  Partnerships	Sport Development team; Leisure team; Communities First;	Officer and partner time	S





	ACTIONS	OUTCOMES	THEME CONTRIBUTED TO	RESPONSIBILITY	RESOURCES	TIMESCALE
	Access External funding to support long term planning for sport development and play	Sport Development services extended across all the Vale communities, facilitating increased participation in sport and physical activity.  Long term planning for sport development and play support.	Partnerships  Increasing Participation	Sport Development team; Leisure team; Communities First, Public Health	Officer and partner time	Ongoing
ACTION PLAN	Deliver shared delivery partnership with Public Health	Delivery partnerships responsible for specific programmes and interventions, aligned to well-being outcomes.	Partnerships	Sport Development team; Leisure team; Communities First; Exercise Referral officers	Officer and partner time	Ongoing
	Public Health commissioned services and provision contributing to their Physical Activity Plans eg behavioural change	A delivery framework for Vale leisure services, with specifically commissioned programmes e.g. participation to combat obesity in older adults/ specific programmes targeted at inactive women and interventions targeted at achieving local and national health and well-being outcomes	Partnerships	Leisure team; public health partners	Officer and partner time	Ongoing
	Explore viability of closer relationship with Legacy Leisure on wider leisure issues	New element of partnership, as part of contract extension, to partner in programmes delivering to well-being outcomes e.g. 5 aside centre, health and well-being hub	Partnerships	Leisure team; Legacy Leisure	Internal officer resources	S
	Ensure long term service delivery is aligned to corporate well-being outcomes, and target delivery in areas most in need	Available resources targeted at areas and communities most in need, to increase participation and reduce health inequalities through a range of informal and formal initiatives and facilities	Delivery and Funding	Leisure team	Internal officer time	S



ACTIONS	OUTCOMES	THEME CONTRIBUTED TO	RESPONSIBILITY	RESOURCES	TIMESCALE
Target approach to achieve zero subsidy	Develop a planned reduction in costs where possible, whilst retaining investment to maintain facilities, and focus on opportunities to increase throughput, and generate revenue, aligned to achievement of well-being outcomes	Delivery and Funding  Better Use of Existing Resources	Leisure team	Internal officer time	S
Invest in technology and marketing linked to performance measures	IT systems appropriate to identification and analysis of KPIs, marketing and promotion	Measuring Future Performance	Leisure team	Capital investment in IT	S
Measure contribution to health and well-being outcomes e.g. The number of adult visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity; the number of visits to provision by school children in term time and out of term time to participate in sport and physical activity; number of visits to parks per annum; number of allotment applications etc	Agreed KPIs reflecting national and regional priorities, developed specifically for the Vale	Measuring Future Performance	Leisure team	Officer time	S
Raise the profile of all indoor and outdoor leisure provision in contributing to health and well-being outcomes through marketing and social media	Tangible assessment of contribution to health and well-being outcomes	Measuring Future Performance	Leisure team	Officer time	Ongoing