



**More Active Communities  
for a Healthier Future**

Vale of Glamorgan Leisure Strategy 2018 - 2028

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## Glossary

Blue Flag – a quality award for beaches

Green Flag – a quality award for parks

MUGA – Multi-Use Games Area

PI – Performance Indicator

RAMSAR

SD

LSOA – Low Super Output Area

# Foreword

I am delighted to introduce our Leisure Strategy for the Vale of Glamorgan. This Strategy sets out our vision for leisure services and recognises the vital contribution they make to our health and well-being. In developing this Strategy we have taken the opportunity to reflect on what people want from our leisure services today and in to the future. What are the critical factors for sustaining our services, what are the needs and aspirations of people of all ages across the Vale. We have considered the challenges and the opportunities and how leisure services fit with other services across the Council and with services provided by our partners e.g. health services. We have recognised the many assets that we have in the Vale both in terms of buildings, facilities and the natural environment.

We have also recognised the need to change how we provide our services, to collaborate and to prioritise. Our commitment is on increasing opportunities to participate and to make sure the opportunities provided are accessible, and attractive and that they are contributing to a more healthy and active Vale.

Whilst current budgets are challenging we have already proved that with successful planning there is capacity to improve leisure opportunities in the Vale of Glamorgan. A clear example of this has been our Leisure Centre Management contract which commenced in 2012. Our Leisure centres have been upgraded, significant savings have been made in their operation and most importantly the quality of the services delivered has improved.

However, many challenges remain and we must make the best use of our leisure provision to assist in creating a fitter and healthier population. Leisure and health are strongly linked and only by developing these links further can we begin to address growing levels of obesity and diabetes, mental health issues and other conditions associated with inactivity.

# Foreword

I am extremely proud of our leisure facilities and services and the difference our services make on a daily basis. I am proud of what we have achieved and the way we work with our partners to provide a diverse range of services across our local communities. This Strategy sets out a clear vision for the future of our leisure services so that the available resources are applied effectively and equitably across the Vale of Glamorgan.

This Leisure Strategy provides a number of clear objectives that are intended to improve the lifestyles of our population and to ensure that across the Vale we have 'strong communities with a bright future'.

These objectives are:

- Better quality leisure facilities across the Vale
- More people being physically active every day
- People feeling healthier
- Leisure resources are used more effectively and benefit more people

I look forward to seeing this strategy implemented.

**Cllr. Gordon Kemp – Cabinet Member, Social Care, Health and Leisure.**

# Introduction

This Strategy details how leisure services contribute to the Council's Vision of 'Strong Communities with a Bright Future'. The Strategy recognises the many assets across the Vale of Glamorgan and the contribution they make to improving our health and wellbeing and to providing a range of leisure opportunities. The Strategy recognises the role of the natural environment, our beaches and country parks as well as our leisure centres, community centres and also our sports pitches and bowling greens. All of these have a role to play in providing choices in how we spend our leisure time, how we choose to stay fit and active, how we choose to have fun.

## **Our Vision**

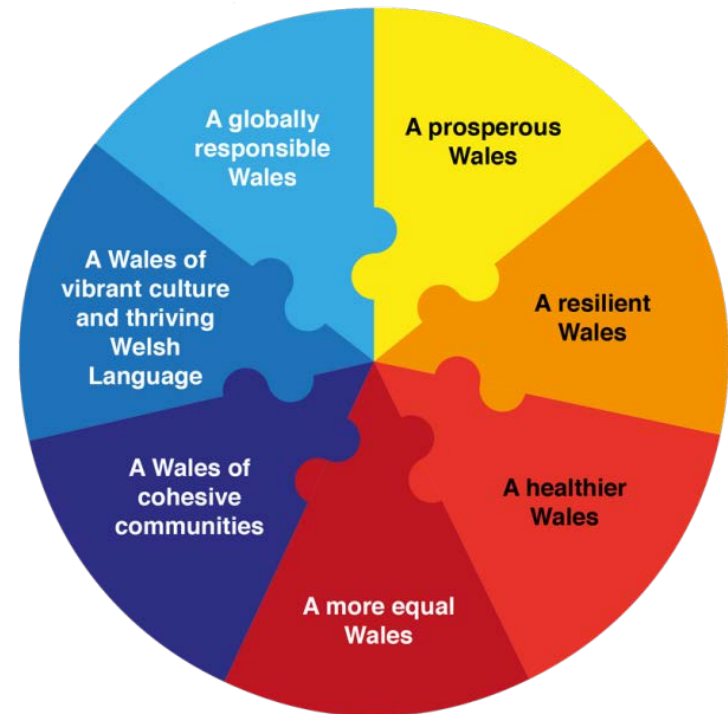
Our vision for future leisure provision is:

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

# Introduction

## Improving Well-being

In delivering this vision we recognise the important role leisure services play in contributing to the seven national wellbeing goals for Wales as detailed in the Well-being of Future Generations Act (Wales) 2015. The Welsh agenda for sport and physical activity has a significant role to play in delivering these goals and this Strategy details what this means for leisure services in the Vale. We recognise that leisure services do not sit in isolation from other services, but link closely to health and social care, education, tourism, transport and community participation.



# Introduction

## Scope of the Strategy

The following facilities and services have been considered as part of the development of the Leisure Strategy:

- Indoor and outdoor Leisure Facilities
- Parks, Recreation Grounds and Open Space
- Sports Development
- Outdoor Sport
- Outdoor Activities
- Play
- Community Centres

## Key Factors

To inform the Strategy we have considered:

- Key demographic and social factors impacting on leisure provision
- Existing Council provision - the quantity, quality and accessibility of this, as well as operational issues and geographic location
- Local needs and requirements
- 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 2016 - 2020
- 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

# Introduction

## **Making a Difference**

In taking forward this Strategy we will be involving our customers and partners so they can help shape our services; we will continue to work with health colleagues to ensure that leisure services contribute to public health priorities e.g. tackling obesity and promoting healthy weight. We will ensure that leisure priorities align to Council and partner services to optimise all available resources. We also understand the difference leisure services can make to physical and mental wellbeing, helping to tackle social isolation and loneliness, and to build confidence. A key focus of this Strategy is to ensure that our leisure services are sustainable and can meet the needs of current and future generations.

## **Developing Our Strategy**

In developing this Strategy eight themes have emerged:

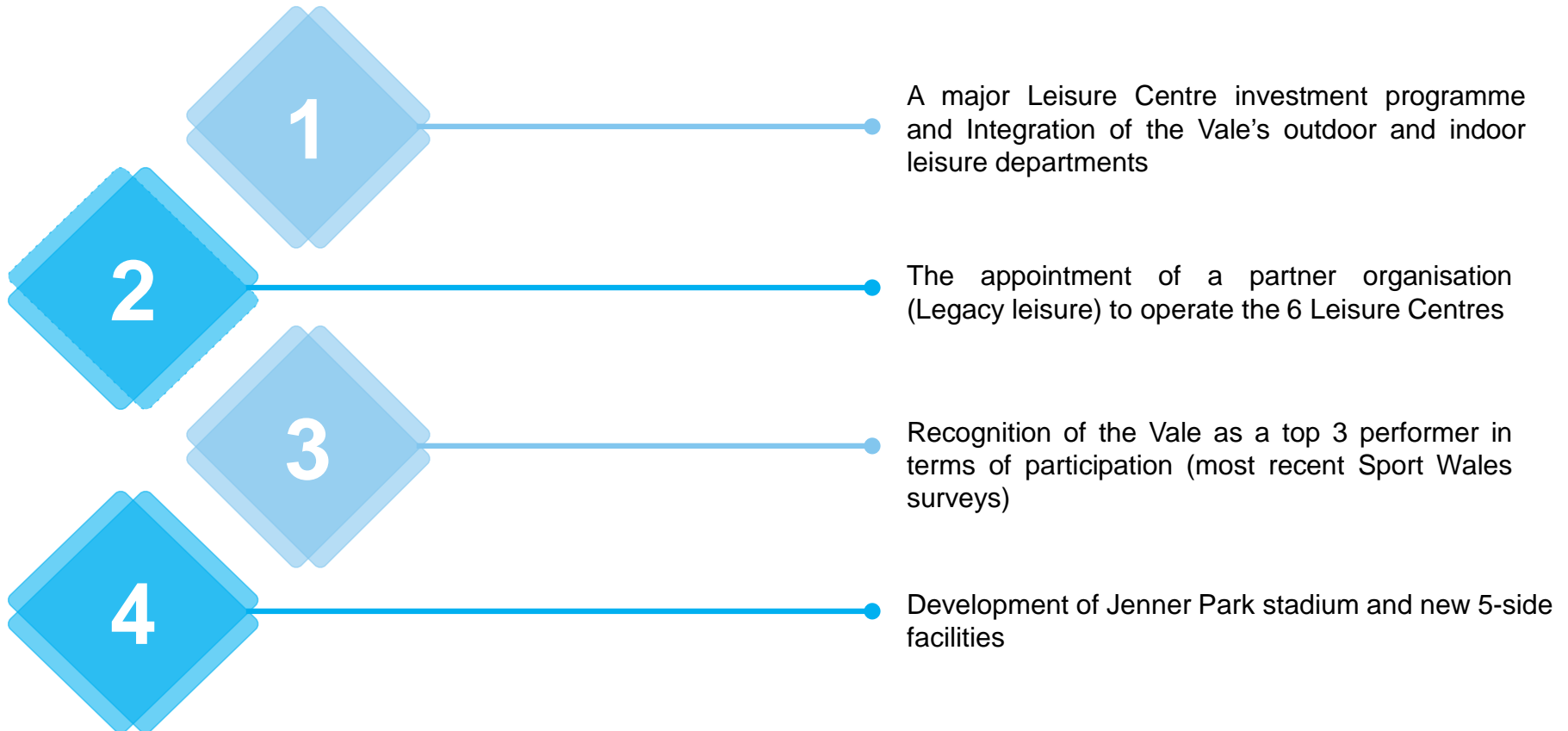
1. Increasing participation
2. Better use of existing assets
3. Facilities
4. The great outdoors
5. Sports development and exercise referral
6. Partnerships
7. Delivery and funding
8. Measuring performance

The Strategy details our achievements to date and gives a profile of the Vale of Glamorgan and our existing provision. These, together with a detailed understanding of local needs, have informed how we see the future role of leisure services in the Vale and how they can contribute to our vision and to the national well-being goals. A detailed action plan is included as part of the Strategy setting out our actions, the outcomes achieved through their delivery and illustrating how each action will contribute to our eight key themes. This strategy shows that as a Council we are committed to ensuring that local people have access to a range of leisure activities and that these services play a vital role in ensuring we have 'strong communities with a bright future'.

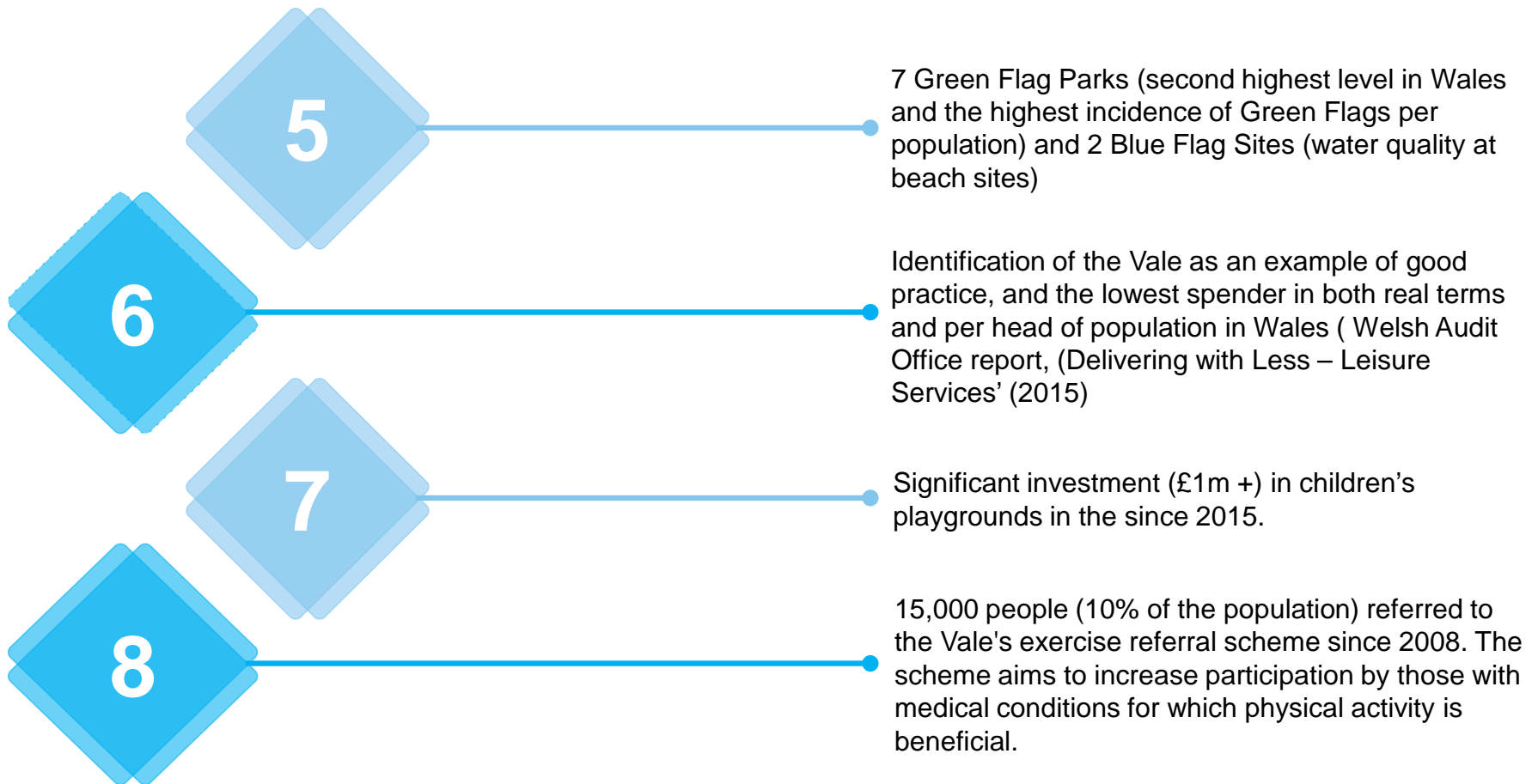


# Our Achievements

This Strategy sets out the direction for the future provision of sport and recreation in the Vale of Glamorgan. It details how we will build on our successes to facilitate the provision of a range of opportunities to benefit the health of our residents. Detailed below are some of the key achievements which have helped shape this Strategy.



# Our Achievements



The Council has reflected on all of these achievements as part of the development of a strategic approach to shape the future of its service provision and to provide key targets for the future.

# Your Views

The Council has reflected on all of these achievements as part of the development of a strategic approach to shape the future of its service provision and to provide key targets for the future.

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'

# Vale of Glamorgan – A Profile

We have considered a range of demographic and social factors which will impact on future leisure provision including:

## Population



- Population in 2017 - 130,690; by 2026 this will be 136,281 (an increase of 9,602 people)
- The Vale is more densely populated than Wales as a whole
- 72% of households own their own homes – this is higher than the Welsh average
- 10,450 new homes will be built by 2026, mainly around existing urban areas
- 2% higher than average employment
- The overall rate of offences in the Vale has consistently been below the Welsh average

**IMPACT: A growing population means increased demand for leisure provision at local level.**

- There are areas within the Vale of Glamorgan which experience significant deprivation including high unemployment, reduced healthy life expectancy, low educational achievement and higher levels of crime
- The most deprived areas are in the Eastern area of Barry
- There are also pockets of deprivation in some parts of Penarth and St Athan.
- Nine of the Vale's Lower Super Output Areas (LSOAs) are within the 10% of most deprived LSOAs within the environment domain of the Wales Index of Multiple Deprivation (WIMD).
- There are significant differences in healthy life expectancy between different areas in the Vale

**IMPACT: Leisure provision needs to be well-located and affordable so it is accessible to all.**

## Deprivation



## Geographic



- Diverse geographical area, with 53km of coastline, coastal communities, rolling countryside, seaside resorts, market towns and rural villages
- 544km of public rights of way in the Vale including 61km of the Wales Coastal Path
- Barry is the largest town in Wales
- 80% of the geographical area of the Vale is rural
- 3.96 million tourists in 2015 – an 18.5% increase between 2005-15

**IMPACT: The natural resources of the Vale offer significant opportunity for a wide range of sport and physical activities.**

# Vale of Glamorgan – A Profile

## Age



- Decreasing numbers of young people aged 0-25, (but the number of those aged 0-17 is predicted to remain steady).
- The population aged 65+ will increase by 36.4% by 2030 leading to approximately 27% of the • Vale population being 65+
- The population aged 85+ will increase by 69% by 2030
- Life expectancy is 83.5 years for females, and 78.8 years for males
- 5.1% decrease in the working age population by 2030

**IMPACT: Future provision needs to consider the needs of both older and younger people, formal sporting provision and informal activities such as walking or cycling.**

## Health

- 45.5% of the adult population regularly participate in sport (Sport Wales Active Adult Survey 2014)
- 52.3% of school age children regularly participate in sport (Sport Wales School Sport Survey 2015)
- More than 50% of the adult population do not meet physical activity guidelines (Public Health Outcome framework 2014/15)
- 52% of the adult population in the Vale are overweight or obese (Cardiff and Vale University Health Board 2014/15)
- By 2025 75% of males aged 45-64 in Cardiff and the Vale will be overweight or obese
- The Vale has the lowest childhood obesity rate in Wales at 19.2% compared to the 26.2% average in Wales
- Obesity is higher in the more deprived areas of the Vale.



**IMPACT: There is a need to increase activity levels of adults to reduce obesity and address health inequalities. There is a need to retain and grow activity levels of children and young people.**

# Our Existing Provision



**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**



**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**



**Sports clubs and some private provision**

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



**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  
3 Blue Flags (water quality at beach sites)**



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.

# Understanding Local Need – Outdoor Sports

| Quality   | Quantity  | Accessibility   | Operational Issues  |
|---|---|---|---|
| <p>Quality of outdoor sports facilities is generally good, important to maintain investment in maintenance and enhancement. Bowls greens and playgrounds are the poorest quality</p> <ul style="list-style-type: none"> <li>• Rationalisation of poor quality/under-utilised/single site pitches/facilities needs to be considered. Specific investment needs:</li> <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>• The future of the Colcot sand-based Artificial turf pitch needs to be evaluated.</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> </ul> | <p>Provision is extensive;. Some poor quality and single site grass pitches are under used, or not used at all.</p> <p>Opportunity to develop additional MUGAs across the Vale.</p> | <p>Overall, good accessibility to outdoor sports facilities.</p> <p>Geographically the majority of provision is in and around Barry, the largest centre of population.</p> <p>Very little formal provision in the Western Vale but this is more rural, with smaller settlements.</p> <p>MUGA provision is currently not strategically planned; all existing</p> <p>MUGA provision is in the East. Significant population growth is planned around Llantwit Major.</p> <p>Both Vale 3G pitches are in Barry</p> <p>All bowling greens are in and around the main urban areas except Cowbridge.</p> <p>Some public facilities are not accessible because they are leased to private clubs</p> | <p>Some outdoor club facilities are subsidised by the Vale, and others operate independently.</p> <p>There is historical inconsistency in approach to funding club facilities Fees and charges would benefit from review.</p> <p>Some private clubs are facing financial challenges.</p> <p>Need for improved marketing and communication to increase awareness of what is available and how it can be accessed</p> |

## Understanding Local Need – Indoor Sport and Leisure

| Quality   | Quantity   | Accessibility   | Operational Issues   |
|---|--|---|--|
| <p>Facilities vary in quality, but are generally high quality Investment needed at Llantwit Major Leisure Centre, Penarth Leisure Centre, Barry Leisure Centre, Cowbridge Leisure Centre</p> <p>Ongoing need for investment in maintenance and enhancement.</p> | <p>6 leisure centres.</p> <p>Schools also provide indoor facilities.</p> | <p>Catchment areas for existing centres extend across the Vale .</p> <p>Penarth Leisure Centre impacted by proximity of Cardiff facilities – same catchment areas .</p> <p>Llantwit Major and Cowbridge catchment areas overlap (8 miles apart).</p> <p>There are multi-purpose activity halls in all main leisure centres.</p> | <p>Holm View least well-used facility.</p> <p>Fitness facilities have potential to be more extensive.</p> <p>Potential for partnerships with health.</p> <p>Council has no control over use of education sports halls.</p> <p>Schools do not always pay for use of facilities.</p> |



## Understanding Local Need – Sports Development

| Quality   | Quantity   | Accessibility  | Operational Issues  |
|---|--|--|---|
| <p>High quality provision<br/>Programmes driven by Sport Wales funding.</p> | <p>Programmes constrained by short term funding and delivery criteria.</p> | <p>Targeted at young people, women and girls, and includes limited adult provision.<br/>Access for those with a disability could be further developed.</p> | <p>Very limited, specific resources.</p> <p>Delivery not entirely aligned to corporate priorities, because funded externally, and is duty bound to use resources in relation to funding criteria.</p> <p>Spending is quite rigid, given reliance on external grant funding.</p> <p>Need for even wider marketing and communication to increase awareness of what is available and how it can be accessed.</p> |

# Understanding Local Need – Parks, Recreation Grounds and Open Space

| Quality   | Quantity  | Accessibility  | Operational Issues  |
|---|---|--|---|
| <p>Very high quality parks; aim is to achieve further Green Flags.</p> <p>Ongoing investment in buildings needed to maintain and enhance quality.</p> | <p>Extensive provision of parks.</p> <p>Consideration needs to be given additional parks in the Vale.</p> | <p>Accessibility is good in the parks, but parks are not always linked to cycle/walking routes outside the gates given timing differences in development</p> | <p>Parks are major visitor attractions.</p> <p>Parks provide a significant infrastructure which could support a range of activities/events.</p> <p>Opportunity to extend provision of bowls, play development and playgrounds through partnerships with the voluntary sector.</p> <p>Need for improved marketing and communication to increase awareness of what is available and how it can be accessed.</p> |

## Understanding Local Need – Outdoor Activities

| Quality  | Quantity   | Accessibility  | Operational Issues  |
|--|--|--|---|
| High quality natural assets – coastline e.g. Coastal Path, beaches ( 3 Blue Flags), open space, walking and cycling routes, and countryside. | Significant rural areas, with beautiful countryside, and extensive open space. | The great outdoors is accessible by car; opportunities to create better walking and cycling links. | <p>The natural resources provide opportunities to contribute to increased informal activity e.g. Coastal Path.</p> <p>Need for improved marketing and communication to increase awareness of what is available in the area.</p> |

## Understanding Local Need – Play

| Quality   | Quantity  | Accessibility   | Operational Issues   |
|---|---|---|--|
| <p>Some poorer quality play areas.</p> <p>Investment planned at Cliffe Walk</p> <p>Not all play areas provide sensory provision, nor provision for young people with disabilities.</p> <p>Play Development provides a high quality learning environment for young people.</p> | <p>High number of play areas across the Vale.</p> <p>Development of increased play opportunities would contribute significantly to development of physical activity skills in young people.</p> | <p>Several play areas are in close proximity, and have the same catchment area.</p> <p>Good walking access to play areas in urban areas.</p> <p>Play Development has the potential, with increased resources, to be extended across the Vale.</p> | <p>Challenging to retain quality across such a large number of facilities Lack of resources to further develop the Play Development Service.</p> |

## Understanding Local Need – Play

| Quality                | Quantity                                | Accessibility                            | Operational Issues  |
|------------------------|---|--|---|
| Good quality provision | Programme constrained by Short funding. | Exercise Referral Scheme targeted at 16+ | 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<br>Funding and inclusion |

## Understanding Local Need – Community Centres

| Quality   | Quantity                                      | Accessibility   | Operational Issues  |
|---|---|---|---|
| Quality of community centres varies depending on age and condition of the building and its uses | 22 community centres provided across the Vale | Community Centres operated by Community Councils – local facilities accessible to local communities for a range of activities | Resourcing the facility and activities to meet local needs Potential for closer partnerships with the Council |

# Key Challenges, Priorities and Opportunities – the Future Role of Leisure Services

Leisure provision is not a statutory requirement of local government in Wales, (although undertaking a Play Sufficiency Assessment and having enough play opportunities is). We need to provide affordable leisure 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 corporate and national well-being objectives.

In considering the current position with regard to leisure services in the Vale we have identified a number of challenges, priorities and opportunities which this strategy seeks to address. These include the need to balance available resources with the challenge of meeting health and well-being priorities whilst ensuring user affordability.

In prioritising the health and well-being of our residents we will need to deliver provision of a wide range of indoor and outdoor facilities, informal activities and participation opportunities and to use our resources effectively. Resources need to be focussed on areas/communities of most need; better use also needs to be made of all existing and available assets, built and natural. Wherever possible we will work with our partners and develop new delivery models to ensure value for money.

There are already a number of examples of how we have successfully changed how we deliver leisure services. The management of our 6 leisure centres is now outsourced to a partner who has invested both capital and other resources to improve the offer. This approach means the Vale is now one of the lowest spending Welsh councils in terms of leisure provision. Our commitment to quality of provision remains, but we now have a better understanding, and more confidence in the benefits of changing how we work.

The majority of existing leisure provision in the Vale is subsidised; however, this is not always strategically directed, nor applied consistently. Through this strategy we will build on our experiences to date to change how we work and address these issues.

We will meet the challenges by aligning our available resources to our corporate priorities and by working with our partners to target the areas most in need. We have identified eight key themes and a range of actions which will ensure sustainable leisure services for the future.

# Key Themes

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

## Measuring Performance



## Partnerships



## Increasing Participation

## Sports Development (SD) and Exercise Referral



## Better use of Existing Assets



## Facilities



## The Great Outdoors



## Delivery and Funding



# 1. Increasing Participation



| Key Challenges  | Priorities   | Opportunities  |
|---|--|--|
| <p>Increasing awareness of physical activity levels and addressing health inequalities</p> <p>Active adults – reducing the gap between male and female participation</p> <p>Improving the existing club structure through increasing adult participation</p> <p>Engaging with those who are inactive</p> <p>Referral Scheme, given it is part of a National Scheme, and the costs across Wales Quality play provision</p> | <p>Targeting of families, 16-24 &amp; adults 24+</p> <p>More opportunities for health &amp; well-being - cycling and walking.</p> <p>Wider role for sport development</p> <p>Exercise referral</p> <p>Other participation initiatives</p> <p>Workforce Development</p> <p>Volunteering and training of volunteers</p> <p>Extending remit and coverage of Play Development</p> <p>Improving the quality of fixed play equipment</p> | <p>Review of Fees and Charges</p> <p>Learn to bike – across Vale</p> <p>Network maps - walking and cycling</p> <p>Active Travel Plans and routes – planned and proposed</p> <p>Extended fitness offer at facilities</p> <p>Sports events with clear links to participation opportunities</p> <p>Series of 10k runs, Barry Island</p> <p>Extending remit and coverage of Play Development</p> |



## 2. Better use of Existing Assets



| Key Challenges   | Priorities   | Opportunities  |
|--|--|--|
| <p>Better on the ground integration between, and use of, existing resources</p> <p>Need to maximise existing assets for benefit of Vale residents; balance to be achieved between direct delivery and partnerships, budgets and resources</p> <p>Targeting future subsidies at those who need them most</p> <p>Reducing overall leisure subsidy to zero</p> <p>Better identification of need for, and future targeting of, Section 106/CIL money</p> | <p>Increased use of parks and open spaces for physical activity</p> <p>Better use of Docks and water sports assets</p> <p>Investment in health and well-being provision at built facilities e.g. Penarth LC developed as a health care hub</p> <p>Future role of Council</p> | <p>Long term potential for rationalisation and asset transfers</p> <p>Partnership working internally and externally based on agreed objectives</p> <p>Improved marketing and communication across provision.</p> <p>Adopting a consistent approach to Third Sector support</p> |

### 3. Facilities



| Key Challenges  | Priorities   | Opportunities  |
|---|--|--|
| <p>Balancing investment with reducing costs</p> <p>Increasing use in areas where there is competition from neighbouring facilities</p> <p>Removing historical subsidies/access agreements</p> <p>Working with education to develop an integrated facility offer across the Vale for community benefit</p> | <p>Llantwit Major LC – improved gym provision</p> <p>Improved gym provision at Penarth and Barry Leisure Centres</p> <p>Refurbishment of changing provision</p> <p>Provision of cycle storage at leisure centres as part of Active Travel plans e.g. facilitate access to Barry Leisure Centre for Council employees to shower/store bikes)</p> <p>Evaluate future of Holm View Leisure Centre</p> <p>Ensure resources are identified for long term maintenance and investment</p> | <p>Development of Penarth LC as a health hub</p> <p>Working in partnership with health and education services to develop opportunities for community access, and invest in existing assets</p> <p>Developing a consistent approach to pricing across the Vale’s network of facilities Summer and other activity programmes to increase participation at facilities</p> |

## 4. The Great Outdoors



| Key Challenges   | Priorities  | Opportunities  |
|--|---|--|
| <p>Making the most of informal spaces for cycling, walking, outdoor gym activities, watersports e.g. the Docks, extreme sports, orienteering, etc</p> <p>'Free' use of assets for commercial gain which damage public infrastructure e.g. boot camps</p> <p>Developing Active Travel routes as part of overall open space network</p> <p>Some existing walking/cycling routes do not meet national standards for Active Travel</p> <p>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</p> <p>Investing in the infrastructure to support increased cycling and walking e.g. lit routes, toilets, storage, benches on walking routes for older people</p> | <p>Achieving more Green Flag parks / more Blue Flags for water quality</p> <p>Optimising use of outdoor assets e.g. leisure offer/beaches/parks/coastal areas, water for informal and formal activity</p> <p>Cycle route in parks need to be considered along with Active travel maps (LDP – November 2017).</p> <p>Development of parks and countryside for rambling linked to coastal footpath routes Resurfacing of Colcot Sports Centre AGP</p> | <p>Development potential of informal spaces for cycling, walking, outdoor gym activities</p> <p>Development of the Active Travel network</p> <p>Making walking and cycling routes an integral part of development plans for both planning and parks</p> <p>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</p> <p>Linking cycle training follow ups to public health and well-being</p> <p>Developing and promoting Social running and cycling e.g. Park Run and Run Wales, Sky ride</p> <p>Railway walk – new tarmac surface could be used for health &amp; well-being activity - approx. 1 mile long</p> |

## 5. Sports Development and Exercise Referral



| Key Challenges   | Priorities   | Opportunities  |
|--|--|--|
| <p>Identifying participative needs of whole population</p> <p>Co-ordinating response to health and well-being inequalities- access, affordability, knowledge</p> <p>Expanding partnerships to address participation needs e.g. public transport, education, Third Sector</p> <p>Need to address short term Sport Wales funding which hinders planning</p> <p>Securing resources to deliver more opportunities for physical activity</p> <p>Further expansion of partnership working on specific Programmes e.g. junior Sport</p> <p>Future funding for Sports Development Programmes/ Exercise Referral.</p> | <p>Development of health and well-being offer e.g. activity, promotion of healthy lifestyles, focusing on participation for prevention</p> <p>Integration of internal Vale resources to focus on identified corporate health and well-being outcomes</p> | <p>Better integrated working with Legacy Leisure on Sports Development/Exercise Referrals</p> <p>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</p> <p>Partnerships with health and education; potential to consider a regional working approach</p> <p>External funding</p> <p>Healthy eating, linked to other sport development initiatives/Exercise Referral</p> <p>Reduced duplication and better integration</p> |

## 6. Partnerships



| Key Challenges   | Priorities  | Opportunities   |
|--|---|---|
| <p>More effective working with education – facility use and access, fees and charges in line, developing increased participation by young people</p> <p>Working more effectively with public health – development of healthy behaviours</p> <p>Ensuring inclusivity remains a priority.</p> <p>Supporting and facilitating for the Third Sector, not direct delivery</p> | <p>Develop a better partnership with Public Health – shared agenda, vision and resources to effectively address and reduce health inequalities</p> <p>Strengthening partnerships for delivery</p> | <p>Shared delivery partnership with Public Health</p> <p>Partnership with education for community use of built leisure facilities</p> <p>Third Sector (asset transfer)</p> <p>Closer relationship with Legacy Leisure on wider leisure issues</p> |

## 7. Delivery and Funding



| Key Challenges  | Priorities  | Opportunities  |
|---|---|--|
| <p>Working differently with reducing resources</p> <p>Ensuring alignment with corporate resources</p> <p>Targeting subsidy at priority areas</p> <p>Accessing a wider range of external funding</p> <p>Optimising and co-ordinating all available internal resources on agreed delivery priorities</p> <p>Maximising external partnership opportunities</p> <p>Improved marketing and communication</p> | <p>Sustainable Asset Transfer – particularly multi-sport clubs; need to be on same basis across the Vale area</p> <p>Ensuring equity of access</p> <p>Removing historical access arrangements</p> | <p>Planning strategically based on longer term funding and resources</p> <p>Long term delivery aligned to corporate well-being outcomes</p> <p>Targeted plan to achieve zero subsidy<br/>Delivery focussed on areas most in need</p> |

## 8. Measuring Performance



| Key Challenges   | Priorities  | Opportunities   |
|--|---|---|
| <p>Developing agreed performance measures linked to health and well-being outcomes</p> <p>Evaluating partnership benefits</p> <p>Measuring long term outcomes on a short term basis (behaviour changes have long term impact)</p> <p>Improving approach to collection of participation data, linked to KPI's</p> | <p>Developing relevant and agreed KPI's</p> <p>Development and implementation of agreed systems and equipment</p> | <p>Technology and investment linked to performance measures</p> <p>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</p> <p>Raising the profile of leisure provision in contributing to health and well-being outcomes</p> <p>Increased awareness of the importance of physical activity and health, reflected by reducing levels of obesity and increased activity levels (long term measurements)</p> |

# Delivering our Vision for Leisure

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

To deliver our Vision, we will plan, and use available resources efficiently, for the benefit of the community, and to address identified local priorities. A range of partners need to be engaged, to work with us to deliver this strategy and the associated services.

The Council's role will be as 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 plan for future leisure provision in the Vale is aligned to corporate PIs, our Team and Service Plans:

| Action  | Outcomes  | Theme contributed to                   | Responsibility                                    | Resource  | Timescale     |
|---|---|--|---|---|---------------|
| 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   | <b>S- M</b>   |
| Extended fitness offer at facilities                                    | Improved, extended, more inclusive and user friendly fitness offer                      | Increasing Participation<br>Facilities | Legacy Leisure;<br>Leisure team;<br>Public health | Internal officer time; capital funding (Legacy Leisure, VoG, Public Health) | <b>S- M-L</b> |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)



# Delivering our Vision for Leisure

| Action   | Outcomes   | Theme contributed to   | Responsibility | Resource   | Timescale |
|--|--|--|----------------|--|-----------|
| Develop marketing and communications strategy to better raise awareness of, and promote existing leisure provision, linking into new / proposed programme, targeted at increasing participation  | Marketing and Communication s Strategy, including proposals for targeted use of social media | Increasing Participation   | Leisure team   | Internal officer time  | S - M     |
| <p>Review existing and planned routes and identify:</p> <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 new route opportunities which would also deliver recreational cycling opportunities</li> </ul> <p>Review and develop updated Active Travel Plan for the Vale</p> | Active Travel routes – planned and proposed, and Active Travel Plans                         | <p>Increasing Participation</p> <p>Better use of Existing Assets</p> <p>The Great Outdoors</p> | Transport team | Internal officer time; capital funding for improvements to existing and new routes | S - M     |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L= Long 5 Years +)

# Delivering our Vision for Leisure

| Action  | Outcomes  | Theme contributed to  | Responsibility   | Resource  | Timescale |
|---|---|---|--|---|-----------|
| 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 engagement opportunity | Increasing Participation<br><br>Better Use of Existing Assets<br><br>The Great Outdoors | Transport team   | Internal officer time; revenue funding for maps | S         |
| 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<br><br>Better Use of Existing Assets                           | Sport Development team; Leisure team; Public Health; Legacy Leisure, events officers | Internal officer time; events budget            | S - M     |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)

# Delivering our Vision for Leisure

| Action  | Outcomes  | Theme contributed to                                     | Responsibility              | Resource   | Timescale    |
|---|---|--|-----------------------------|--|--------------|
| Improved internal and external Partnership working to achieve locally agreed objectives   | <p>New partnerships for delivery with education, public health and Community First.</p> <p>Improved working arrangements with the Third Sector.</p> | <p>Better Use of Existing Assets</p> <p>Partnerships</p> | Leisure team; legal support | Internal officer time; public health offices, education partners, Communities First officers and resources | <b>S - M</b> |
| 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)                          | <p>Better Use of Existing Assets</p> <p>Partnerships</p> | Leisure team; legal support | Internal officer time  | <b>S - M</b> |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)

# Delivering our Vision for Leisure

| Action  | Outcomes   | Theme contributed to  | Responsibility                              | Resource                   | Timescale |
|---|--|---|---|----------------------------|-----------|
| Promote awareness of the physical activity opportunities available through outdoor provision – formal i.e. allotments, parks, playgrounds, pitches, green gyms and informal i.e. coastline, countryside, play development etc | Increased awareness, engagement and participation in outdoor provision | Increasing Participation<br><br>Better Use of Existing Assets<br><br>The Great Outdoors |   |                            | S         |
| Development of Penarth LC as a health hub   | Re-developed facility with bespoke health and physical activity offer  | Facilities Partnerships<br><br>Better Use of Existing Assets                            | Leisure team; Legacy Leisure; public health | Internal officer resources | S         |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)

# Delivering our Vision for Leisure

| Action   | Outcomes  | Theme contributed to  | Responsibility                    | Resource                                     | Timescale    |
|--|---|---|-----------------------------------|--|--------------|
| Increase developmental activities in leisure centres   | New participation opportunities delivered in partnership with Legacy Leisure and other partners | Facilities<br>Partnerships<br>Better Use of Existing Assets | Sport Development, Legacy Leisure | Internal officer resources, partner time     | <b>S</b>     |
| 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<br>Partnerships               | Leisure team; legal support       | Internal officer time; Third Sector partners | <b>S - M</b> |
| Explore the potential to deliver more participation opportunities through community centres  | Increased participation opportunities targeted at local communities                             | Facilities<br>Partnerships<br>Better Use of Existing Assets | Sport Development                 | Leisure team                                 | <b>S - M</b> |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)

# Delivering our Vision for Leisure

| Action   | Outcomes   | Theme contributed to  | Responsibility   | Resource                   | Timescale      |
|--|--|---|--|----------------------------|----------------|
| 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<br><br>Developing co-ordination of facility offer across the Vale, aligned to well-being outcomes | Facilities<br><br>Partnerships<br><br>Better Use of Existing Assets | Leisure team;<br>Legacy Leisure;<br>public health, education | Internal officer resources | <b>S - M</b>   |
| 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               | <b>Ongoing</b> |
| Identify opportunities and resources to develop more Green Flag parks  | Additional Green Flag parks  | The Great Outdoors  | Leisure team   | Internal officer resources | <b>Ongoing</b> |

(S= Short, 1-3 Years; M = Medium 3-5 Years; L- = Long 5 Years +)

## Delivering our Vision for Leisure

| Action   | Outcomes   | Theme contributed to  | Responsibility   | Resource  | Timescale |
|--|--|---|--|---|-----------|
| 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<br>Partnerships<br><br>Better Use of Existing Assets | Sport Development, Legacy Leisure, Public Health                     | Internal officer resources, partner time; IT monitoring systems   | S         |
| Development of catering outlets in parks   | Initial pilot project in two parks to gauge number of visits, time spent in parks, and footfall<br><br>Improved revenue generation                                   | The Great Outdoors  | Leisure team   | Internal officer time; capital funding for catering facilities    | S-M       |
| 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<br><br>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 e.g. Park Run and Run Wales                    | New grass roots participation events, linked into the overall health and well-being delivery programme   | Sports Development<br><br>Better Use of Existing Assets         | Sport Development team; leisure team; Public Health; Legacy Leisure. | Internal officer time; event budget                               | S         |

## Delivering our Vision for Leisure

| Action  | Outcomes  | Theme contributed to  | Responsibility  | Resource  | Timescale |
|---|---|---|---|---|-----------|
| 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<br>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<br>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)<br><br>Identify funding to support extended role | Available internal resources better integrated and targeted.<br><br>Sport development resources and focus aligned to well-being outcomes. | Sports Development<br><br>Better Use of Existing Assets<br><br>Partnerships | Sport Development team; Leisure team; Communities First;            | Officer and partner time  | S         |



## Delivering our Vision for Leisure

| Action  | Outcomes   | Theme contributed to                         | Responsibility  | Resource                 | 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.<br><br>Long term planning for sport development and play support.  | Partnerships<br><br>Increasing Participation | Sport Development team; Leisure team; Communities First, Public Health              | Officer and partner time | Ongoing   |
| 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 e.g. 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   |

# Delivering our Vision for Leisure

| Action   | Outcomes  | Theme contributed to   | Responsibility                  | Resource                   | Timescale |
|--|---|--|---------------------------------|----------------------------|-----------|
| 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;<br>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         |
| 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<br><br>Better Use of Existing Resources | Leisure team                    | Internal officer time      | S         |

# Delivering our Vision for Leisure

| Action  | Outcomes  | Theme contributed to         | Responsibility | Resource                 | Timescale |
|---|---|------------------------------|----------------|--------------------------|-----------|
| Invest in technology and marketing linked to performance measures   | IT systems appropriate to identification and analysis of KPI's, 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 KPI's reflecting national and regional priorities, developed specifically for the Vale | Measuring Future Performance | Leisure team   | Officer time             | S         |

# What Will Success Look Like?

Our Vision for Leisure:

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

The successful delivery of our Leisure Strategy will mean that current and future generations will have the opportunity to access affordable, quality services within their local area. In delivering this strategy we will achieve the following outcomes:

- Better quality leisure facilities across the Vale
- More people being physically active every day
- People feeling healthier
- Leisure resources are used more effectively and benefit more people

For more information about this strategy please contact: David Knevett, Operational Manager, Neighbourhood Services, Healthy Living and Performance – [DPKevett@valeofglamorgan.gov.uk](mailto:DPKevett@valeofglamorgan.gov.uk)

