

MOVE MORE DERBY

The Derby City Physical Activity & Sport Strategy 2018 - 2023



Derby City Council

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Move More Derby; Derby City's Physical Activity and Sport Strategy, sets a long-term vision for physical activity and sport in the city that positions its contribution towards the wider aspirations for our City.

The remit is broad, from supporting the least active residents to build activity into their everyday lives, through to supporting local people to fulfil their potential through sport and activity. It recognises the role that sport and physical activity can play in supporting educational attainment, health & wellbeing and social interaction.

It provides a framework for actions by partners working across Derby – public sector bodies including the health sector, sports clubs (professional to voluntary), national governing bodies of sport (NGBs), the County Sport Partnership, the education, voluntary and private sectors, alongside communities across the city.

It is a strategy for the whole city, not just a strategy for Derby City Council. Achieving the vision for sport and physical activity cannot be achieved alone. Everyone has a role to play.

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1. A vision for physical activity and sport in Derby

Vision & Mission

Our vision:

An active city for everyone, improving our health, wellbeing and quality of life through supporting people to move more in Derby

Our Mission:

As partners in the future prosperity of the City, we recognise the role that physical activity and sport can play in supporting educational attainment, health & wellbeing, social interaction and economic prosperity. We will therefore share resources and coordinate our activities, with a commitment to a different way of working in order to help change peoples' behaviour and support a culture shift towards an active city.

- A. Our shared purpose through this strategy is to develop and support resilient attitudes and behaviours which lead to an active population, for everybody, at all life stages, irrespective of social background, age, disability, gender identity, marital status, race, religion or belief, or sexual orientation. In doing so we know we will have a positive impact on people's lives, and contribute to the vision for Derby.
- B. It is clear that there are many positive aspects already – existing physical activity and sport levels are good compared to many other cities and programmes such as Derby a City on the Move, which targets inactive people provide a strong base to build from, and cohesive partnerships already exist across public, private and voluntary sectors. However, it is also evident that there are key challenges to be faced, with a compelling evidence base for taking action on physical activity and sport, which can lead to improved quality of life across all ages.
- C. This strategy is therefore not just about doing the same things more efficiently; a step change is required if the city is to achieve a transformational shift in population health and wellbeing. Evidence from other countries shows that this is possible¹ but this needs to be balanced with realism. This strategy is only the starting point; it will take time to achieve and will require continuity of emphasis over years to deliver that change – short and medium term systematic change will be required to achieve long term impacts. The strategy therefore **sets out a long-term vision and commitment for physical activity and sport in the city that goes beyond 2023.**

¹ The example of Finland is cited in much of the latest research. Finland has taken a long-term approach to embedding health enhancing physical activity for all into national and local policy over a period of more than two decades. This is not just sport and health policy but also transport and multi-sectoral. Repeated surveys indicate that participation in recreational physical activity has increased in Finland among young, working aged and elderly people during the past two decades. (Physical Activity Policy and Program Development: The Experience in Finland, Vuori et al 2004)

What does success look like?

- D. To achieve our vision, organisations and communities across the city will work in partnership towards the following outcome statements:
1. To improve physical and mental health and wellbeing and reducing inactivity;
 2. To improve aspirations, particularly amongst our young people, and strengthen communities by involving our residents in defining their own priorities for physical activity, as well as making decisions, planning, and implementing approaches;
 3. To create a sense of belonging within our communities, with support for older people in maintaining independence in their own homes.

How we will make this happen

Priorities

- E. The key actions in delivering this step change are articulated in section 5 of the strategy, grouped around the following five priorities:
- A. **Life course:** Embed whole systems approaches² across the life course;
 - B. **Start Well:** Ensure that children aged 0-4 will have the best active start in life with physical literacy prioritised as a central feature of starting well;
 - C. **Develop Well:** Develop the life chances of young people and young adults through a more active lifestyle, with a focus on reducing inequalities;
 - D. **Live Well:** Increased physical activity and sport engagement across the adult population, reducing inequalities and contributing to health, wealth and wellbeing;
 - E. **Age Well:** Make active ageing a central pillar of supporting people to live in good health for longer;
- F. In support of this we have identified six cross cutting enablers that will underpin all of our work. These are:
- F. **Active Environments:** recognising that the natural and built environment are fundamental enablers or barriers to people leading a more active lifestyle.
 - G. **Governance, Leadership and Advocacy:** will be fundamental to driving change, focussing on key priorities and ensuring we collaborate effectively across organisations.
 - H. **Marketing and Communications:** understanding that what and how we communicate will be key to influencing attitudes and behaviours towards being more active.

² Figure 11 on page 21 of this Strategy provides an explanation of a whole system approach

- I. **Workforce development:** people are key, from leadership through to the front-line workforce and volunteers. We need a more diverse workforce reflective of the communities we work with that ensures there is a great customer experience.
 - J. **Local insight, understanding and learning:** Making informed decisions underpinned by an understanding of people, and effective evaluation of what works and why.
 - K. **Sector sustainability and funding:** maximising the use of available resources and supporting the sector to be more sustainable.
- G. We recognise that our approach has to engage the least active in society, addressing the inequalities that currently exist. In aiming to reduce inequalities the intention is for action to be universal, but with a scale and intensity that is proportionate to the level of inequality – so will inevitably target the most vulnerable and disadvantaged to help deliver many of the broader outcomes for Derby. We have a particular focus on influencing the attitudes and behaviours of the three key target groups – children and young people, lower socio-economic groups and older people – recognising the long term positive impact of life-long physical activity.

Our guiding principles for how we will work

- H. Four core guiding principles that will guide how we work have been identified.³
- i. **Person centred** – putting people at the heart of the strategy to ensure our actions are based on what people need. **An improved understanding of people's needs is key.**
 - ii. **Behaviour change** – adopting the principles of behaviour change to help people build a sustainable habit of 'Moving More'.
 - iii. **Inclusivity** - the aspiration is for everyone in the city to have the same opportunities, life chances and potential to lead safe, healthy, happy and fulfilled lives, no matter where they are born or live. Inclusivity has to be a golden thread. In aiming to reduce inequalities the intention is for actions to be universal, but with a scale and intensity that is proportionate to the level of disadvantage – so will inevitably target the most vulnerable and disadvantaged.
 - iv. **Whole systems approach** - Population level behaviour change for active lives requires change at all levels. There isn't one solution to the issue of inactivity. **Whole Systems means we need to consider the changes required to achieve our outcomes at many levels – in terms of policy, the physical environment, organisations, the social environment, as well as individual's themselves.**

³ A more detailed summary of the guiding principles is included in section 4.

Target

- I. The Headline Target for this strategy is to get 15,000, currently insufficiently active⁴, people moving more in Derby.
- J. Within this overall aspiration, a number of specific contributory targets have been identified, recognising the priority groups:
 - Children and Young people (5-15 year's) – 15% of young people moving more (classified as active or fairly active in national statistics⁵);
 - Socio-economic groups (NS Sec 6-8) – 5% increase in activity;
 - Older people 55+ - 5% of older people moving more.
- K. Measurement of progress against this target will be via Sport England's Active Lives data and national statistics for young people measured by the Department for Education.

⁴ Those not achieving the Chief Medical Officer Recommendations for Physical Activity – see page 9 for CMO recommendations for Physical Activity

⁵ Health Survey for England, NHS Digital

Outcomes

- L. Our priorities are directly aligned with the Government's five outcomes for Sport: Physical Wellbeing; Mental Wellbeing; Individual Development; Social and Community Development, and Economic Development. Within a Derby context this means a focus on achieving the priority outcomes identified across a number of key strategic plans and documents.



Context

- M. Physical activity and sport can play an important role in helping to achieve the ambition for Derby to be a safe, strong and ambitious city. It already contributes in many ways, and with more than 68% of the adult population (138,000 adults aged 16+) active for more than 150 minutes a week⁶, it highlights the successful role that so many public, private and voluntary organisations are playing within the city.
- N. However, nearly a third of residents over 16 (c.84,000) are insufficiently active for good health, and it is clear that there are opportunities to go further and take a whole systems approach to addressing physical inactivity, maximising the individual, social, wellbeing and economic benefits of taking part in physical activity and sport for residents.
- O. The strategy sets out a bold vision for how the city can build on the strengths of the sector and communities to ensure that physical activity and sport can help improve not just the health of residents, but also support individuals and communities to reach their full potential.
- P. The term 'sport' can also be a turn off for many. This strategy looks to harness the positive power that 'sport' can have for some, whilst helping to break down barriers for those who are inactive, to position an active lifestyle as a social norm.
- Q. This strategy describes how organisations and communities in Derby can support and promote a citywide whole systems approach to physical activity and sport. It recognises that no single organisation can on its own achieve a sustained increase in activity levels across the city. It will require the active involvement and commitment of many partners including Derby City Council, Sport England, sports clubs (professional and voluntary), Derbyshire Sport, national governing bodies of sport, schools, colleges and the University of Derby, Local Government, the health sector, community and voluntary groups, and businesses.
- R. The solutions to unlocking inactive and under-represented groups are likely to involve 'non-traditional' partners, settings, and locations, recognising the need for the physical activity and sport sector to think and act differently to help support positive change.
- S. Derby City Council has a leadership and facilitation role and it will help to ensure that the strategy connects across the Council as part of the solution to achieving wider priorities in health, education, communities, the environment and the economy.
- T. In developing this strategy on behalf of the city, the process has involved speaking to a range of organisations, asking questions and listening to understand challenges, priorities and the common areas that all are striving towards. This input is greatly valued because the strength comes from the ability to work effectively with a broad network of organisations. The partners are grateful for this support and look forward to achieving some great things over the next 5 years.

⁶ Sport England Active Lives survey

Strategy Framework

An active Derby for everyone, improving our health, wellbeing and quality of life by supporting people to 'Move More' in Derby

What does success look like?

Resilient attitudes and behaviours which lead to an active population, at all life stages, which we know has a positive impact on people's lives

Improved Physical & Mental health and wellbeing

Cohesive communities, with support for maintaining independence

Improving aspirations and strengthening communities

What are the key determinants of activity levels and what are the influencing factors?

Age

Socio-economic status

Gender

Ethnicity

Disability

Confidence / self-esteem / behavioural influences

Personal Resources

What can we do to change this?

Take a whole system, person centred approach understanding people and places across Derby

A. Across the Life Course

B. Start Well

C. Develop Well

D. Live Well

E. Age Well

F. Active Environments

G. Governance, Leadership & Advocacy

H. Marketing & communications

I. Workforce development

J. Local insight, understanding & learning

K. Sector sustainability & funding

2. Why Physical Activity and Sport is important in Derby

- A. A comprehensive physical activity needs assessment has been developed in support of the strategy which:
- Reviews existing evidence, policies and guidance regarding physical activity at the local level
 - Examines existing datasets to identify need and levels of participation in Derby
 - Maps current provision for physical activity across Derby
 - Helps to inform the key findings for physical activity across Derby, as articulated through this strategy.

Physical Activity Guidelines

- B. There are clear guidelines on how much physical activity people should be doing in order to benefit their health.
- C. Guidance from the Chief Medical Officer (CMO) on how much physical activity people should be doing:
- Early Year's⁷⁸ (under 5s) who are capable of walking – physically active daily for 180 minutes (3 hours) spread throughout the day.
 - Children and Young People⁹ (5-18 years) should engage in moderated to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
 - Adults¹⁰ (19-64 years) should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2 ½ hours) of moderate intensity activity in bouts of 10 minutes or more. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or combinations of moderate and vigorous intensity activity. Adults should also undertake physical activity to improve muscle strength on at least two days a week
 - Older People¹¹ (65+ years) should aim to be active daily with that same activity levels and combinations as adults (19-64 years) with older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.

⁷ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213737/dh_128142.pdf

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213738/dh_128143.pdf

⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213739/dh_128144.pdf

¹⁰ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213740/dh_128145.pdf

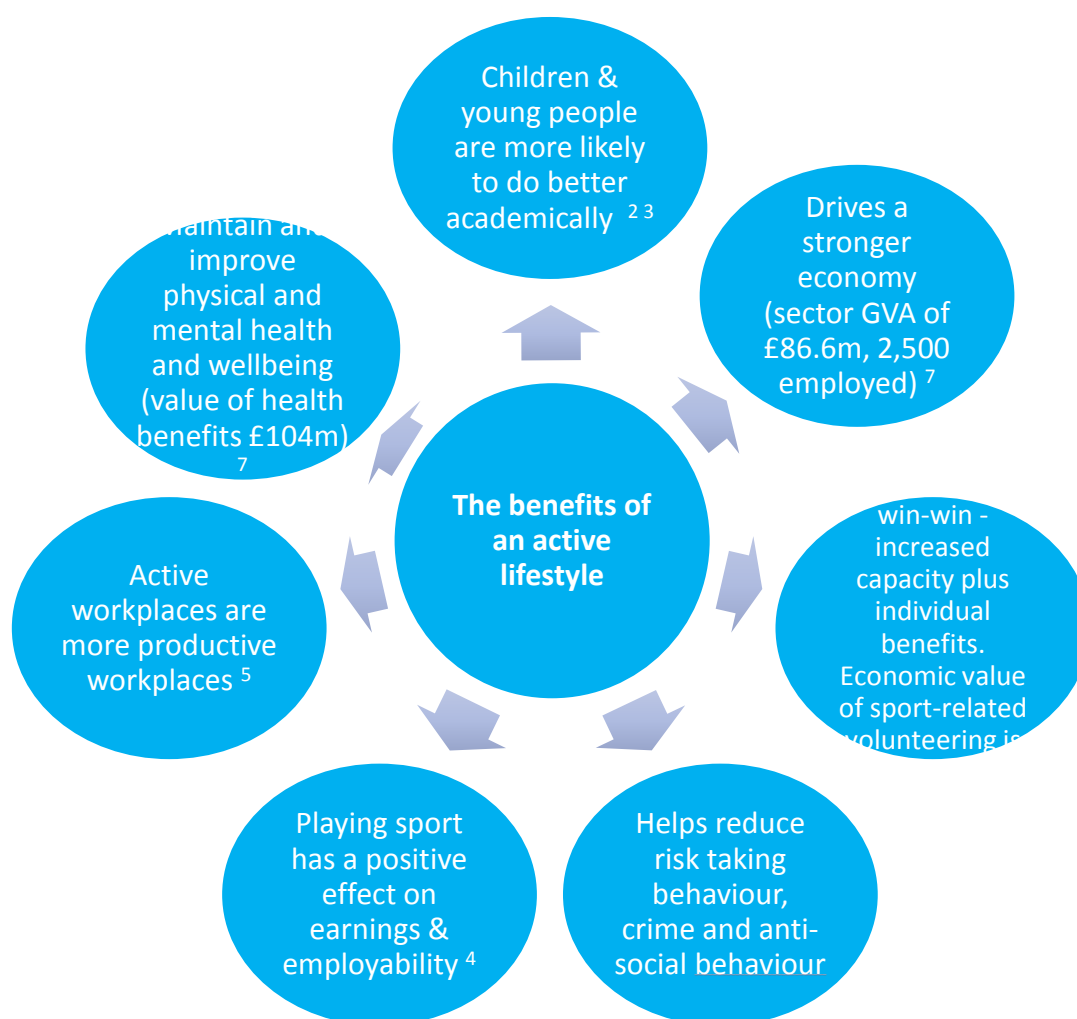
¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213741/dh_128146.pdf

The Benefits

- D. There is a wealth of evidence to highlight that the benefits of an active lifestyle are far reaching and impact positively on people's lives across the life course. Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life.

'If a medication existed which had a similar effect to physical activity, it would be regarded as a 'wonder drug' or a 'miracle cure'¹²

Figure 1 – the benefits of an active lifestyle (^{13 14 15 16 17 18})



¹² Sir Liam Donaldson, the former Chief Medical Officer of England

¹³ Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy, <https://www.gov.uk/government/publications/moving-more-living-more-olympic-and-paralympic-games-legacy>

¹⁴ The link between pupil health and wellbeing and attainment: A briefing for head teachers, governors and staff in education settings. 2014 London. Public Health England

¹⁵ The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

¹⁶ Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007) Physical activity, absenteeism and productivity: An Evidence Review.)

¹⁷ UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion (UK Active, (2014), Turning the tide of inactivity, http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf)

¹⁸ Sport England Economic Value of Sport – local model (2013).

The scale of the challenge

- E. Whilst being active and engaging in physical activity and sport in the broadest sense, brings with it many benefits, the evidence associated with physical inactivity is equally compelling.

*'Physical inactivity poses a serious and growing danger to society; it damages health, economy and the environment and limits the educational attainment and future lives of children.'*¹⁹

- F. The national challenge is further highlighted through Everybody Active, Every Day: An evidence-based approach to physical activity, published by Public Health England in October 2014. Physical inactivity is one of the top ten causes of early mortality in England.

- G. To summarise the challenges faced within Derby:

- Inactivity is estimated to cost the health services in Derby £3.9 million per year (2010 figures²⁰). This figure relates to the main chronic diseases (heart disease, diabetes, Cardiovascular Disease (CVD) and cancer) that could be prevented by exercise. Under 75 mortality rates from CVD are worse than the national average.
- The financial gap for the Derbyshire health system is £219m, with a further £136m gap across the two local authorities (LAs)²¹ - there are a number of factors that are driving this position but a transformation change in approach is needed, with prevention and a more place-based integrated care system as key.
- Healthy life expectancy levels of both males and females are worse than the national average.²²
- 65% of adults and 28% of children in Derby are classified as overweight or obese, which is significantly worse than the UK average. Obesity impairs lives. It raises the risk of serious physical health conditions such as diabetes, heart disease, stroke and cancer. Leading increasingly inactive and sedentary lifestyles – linked to time, work and more reliance on travelling by car – has also contributed to the steady rise in levels of obesity. The estimated cost to the NHS in Derbyshire relating to excess weight and obesity is £116m.²³
- For children and young people, 21.7% of pupils in Derby are starting school in reception class with excess weight, which increases to over 36% when leaving primary school (in year 6). These are much higher rates of childhood obesity compared to the national average.²⁴

¹⁹ Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014

²⁰ Sport England: Local Sport Profile

²¹ Joined Up Care Derbyshire - Derbyshire Sustainability and Transformation Plan (STP) (2016)

²² Derby Health Profile 2017 (Public Health England)

²³ Joined Up Care Derbyshire - Derbyshire Sustainability and Transformation Plan (STP) (2016)

²⁴ National Child Measurement Programme 2015/16

- Inactivity affects our mental health. Derby performs significantly worse than the national average across a number of risk factors for mental health issues among children and young people with the estimated prevalence of mental health disorders at 9.8% locally versus 9.3% nationally. The estimated prevalence of common mental health for adults in the City is the highest in Derbyshire. An active life reduces anxiety, lifts mood, reduces stress, promotes clearer thinking and a greater sense of calm, increases self-esteem, and reduces the risk of depression. The social and emotional benefits include helping to make friends and connect with people, having fun, challenging stigma and discrimination.²⁵
- Pollution from road transport contributes to respiratory illness, as well as cardiovascular problems and cancer, leading to early deaths in Derby every year. Reducing the environmental impact of road transport will also be critical to supporting carbon targets and improving air quality, as it accounts for 65% of nitrogen oxide and 79% of particulate emissions.²⁶
- Only 60% of children achieve 'school readiness' (good level of development in key areas) by age 5 years old.²⁷ Evidence shows the positive impacts of physical activity on cognitive development, fundamental motor skills, and psychological wellbeing in early years.
- Derby has the worst level of GCSEs achieved in the country with less than half of teenagers achieve 5 A*-C GCSEs. There is a positive association between academic attainment and physical activity levels.²⁸
- With a higher than national average population growth from 2011, which is forecasted to rise by a further 11.7% by 2029,²⁹ there are clear implications for the way that public and health care services are delivered going forwards.

²⁵ Derby Joint Strategic Needs Assessment

²⁶ Department for Environment, Food and Rural Affairs (2015) Improving air quality in the UK, tackling nitrogen dioxide in our towns and cities.

²⁷ Derby Joint Strategic Needs Assessment

²⁸ Donnelly, J. E., Hillman, C. H., Castelli, D., Etnier, J. L., Lee, S., Tomporowski, P., & Szabo-Reed, A. N. (2016). Physical Activity, Fitness, Cognitive Function, and Academic Achievement in Children: A Systematic Review. *Medicine and Science in Sports and Exercise*, 48(6), 1197.

²⁹ Derby City Council Plan 2016-19

3. The current landscape in Derby

Activity Levels

- A. Active People Survey 10 shows 36.10% of adults aged 16 and over participated in at least 30 minutes of sport at moderate intensity at least once a week. This is slightly above both the East Midlands level of (35.4%) and same as national levels (36.10%). Although there is a decrease in activity levels from 2014/15 (39.00%) within Derby, there appears to be a linear increase across this timeframe.
- B. Active Lives Survey shows 27.1% of the population aged 16 and over are inactive, lower than national levels (25.6%) and 58.7% are active, higher than national levels (65.4%). Furthermore 78.5% (158, 100 people) take part in sport or physical activity twice in the last 28 days.
- C. The current levels of physical activity across the life course highlights that there are too many residents in Derby of all ages who are not active enough for good health.

Figure 2 – activity levels across the life course

Children (2-4 years)	
Activity classification	Population (%)
Inactive	83
Fairly active	8
Active	9

N.B. Inactive = 0-59 minutes per day; fairly active = 60-179 minutes daily on all 7 days; active = 180 minutes+ (3 hours) daily on all 7 days

Children (5-15 years) *	
Activity classification	Population (%)
Inactive	40
Fairly active	40
Active	19

N.B. Inactive = 0-29 minutes per day; fairly active = 30-59 minutes on all 7 days; active = 60+ minutes on all 7 days

Adults 16+		
Activity classification	Derby Population (%)	National (%)
Inactive	27.1	25.6
Fairly active	14.2	13.8
Active	58.7	60.6

N.B. Inactive = 0-29 minutes per week; fairly active 30-149 minutes per week; active = 150+ minutes per week

* East Midlands data only

Influencing factors

Socio-demographic status

- D. Figure 3 highlights the significant inequalities that exist by social class with lower socio-economic groups more inactive. People in NS SEC³⁰ 6-8 are more than twice as likely to be inactive as those in NS SEC 1-2. Conversely a significantly higher proportion of those in NS SEC 1-2 (16.6%) are active in contrast to NS Sec 6-8. The trend in Derby is stronger than that nationally.
- E. Furthermore, along with the insight being gathered through the Derby City on The Move project, this enables more of a focus on place when considering where more targeted interventions may be required. Figure 4 highlights the index of multiple deprivation in the city.

Figure 3 – Activity levels by socio-demographic status³¹

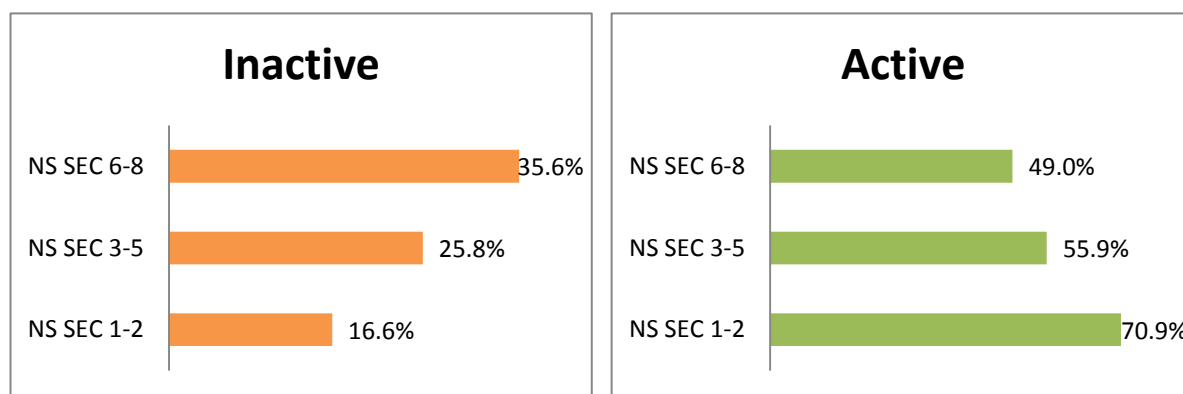
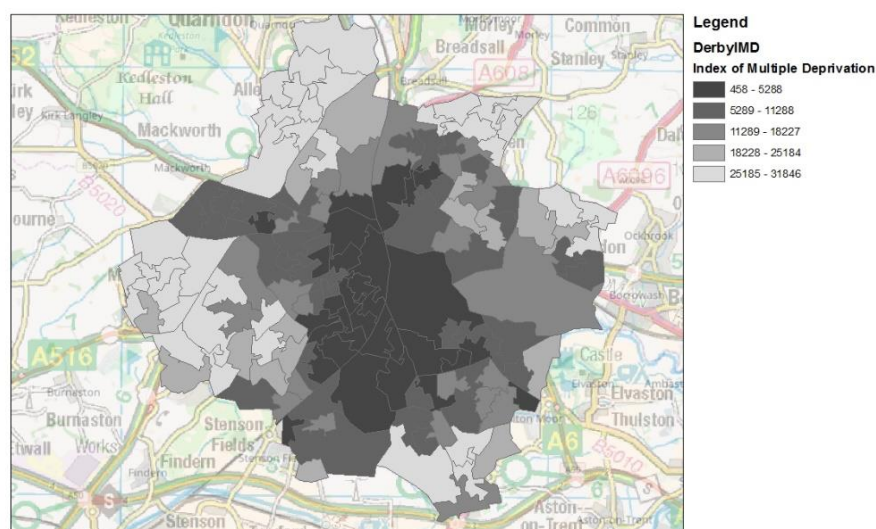


Figure 4 – Index of Multiple Deprivation in Derby Age



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³⁰ NS-SEC refers to the 'National Statistics Socio-economic Classification' and has 8 levels covering: 1. Higher managerial and professional occupations; 2. Lower managerial and professional occupations; 3. Intermediate occupations (clerical, sales, service); 4. Small employers and own account workers; 5. Lower supervisory and technical occupations; 6. Semi-routine occupations; 7. Routine occupations; 8. Never worked or long-term unemployed.

³¹ Active Lives Survey May 16/17

- F. Levels of activity decrease with age and levels of inactivity increase with age and vice versa for levels of activity, as highlighted in figure 6. The disparity is largest in the over 55s.
- G. Figure 5 highlights the proportions of over 55s within Derby as a key target group, who are also at risk of other health related conditions.

Figure 5 – activity levels by age³²

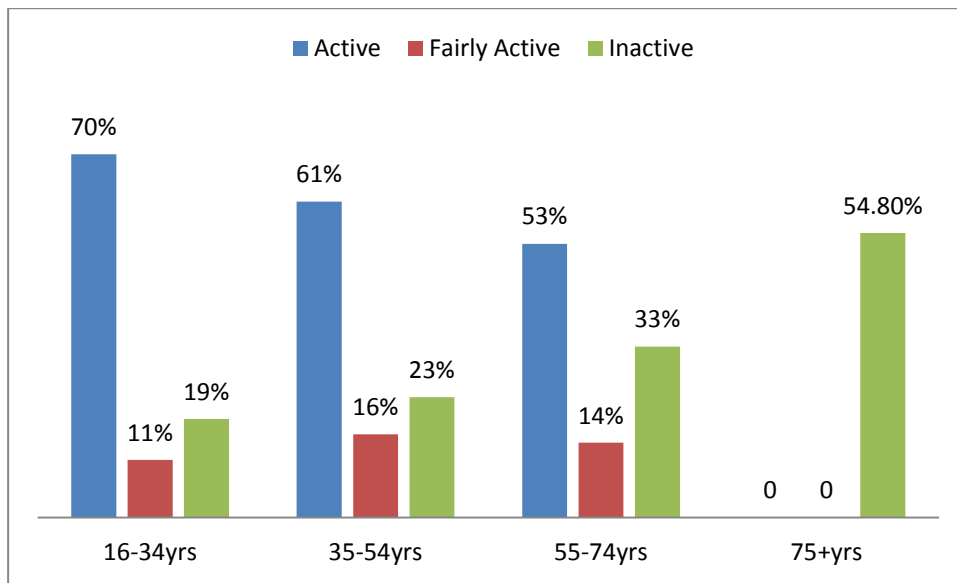
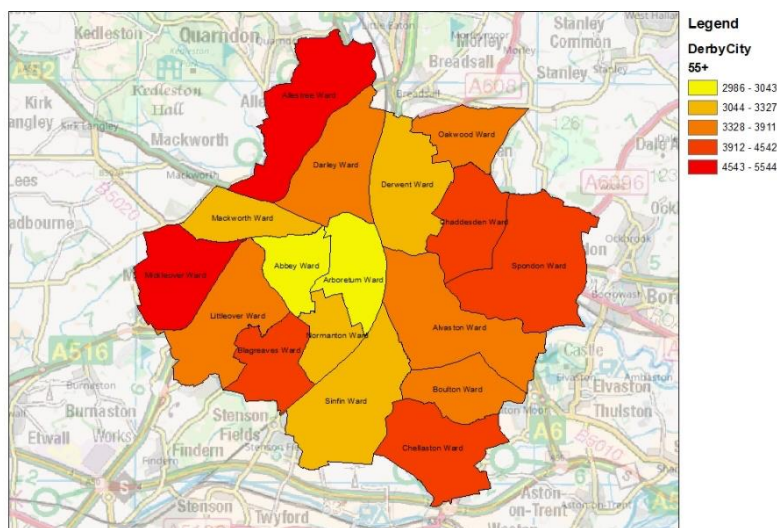


Figure 6 –55+ population within Derby



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NB: Legend = number of residents

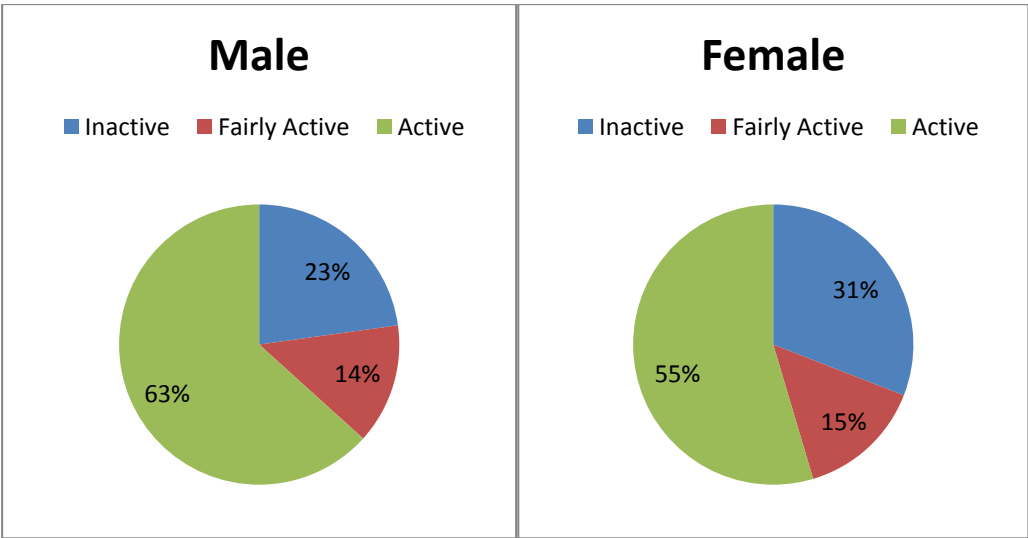
³² Active Lives Survey May 16/17

- H. The evidence highlights that **age** and **socio-demographic status** are the strongest influencing factors on activity levels within Derby. This is supported further by other influencing factors such as gender, disability and ethnicity.

Gender

- I. There is a gender difference in levels of physical activity and inactivity. Inactivity is higher in females at 30.9%, higher to national levels, compared to males at 22.8%, lower than nationally. Whilst levels of activity are lower in females at 54.6%, compared to 63.3% in males, females are lower than nationally, although the gender gap is bigger.

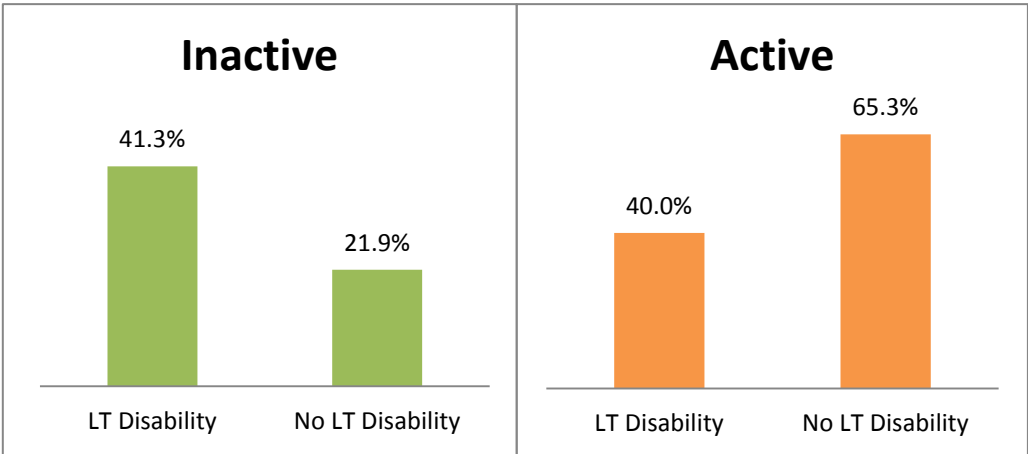
Figure 7 – activity levels by gender



Disability

- J. Those with a long-term health condition or impairment are less likely to be active, although the gap is smaller than national levels.

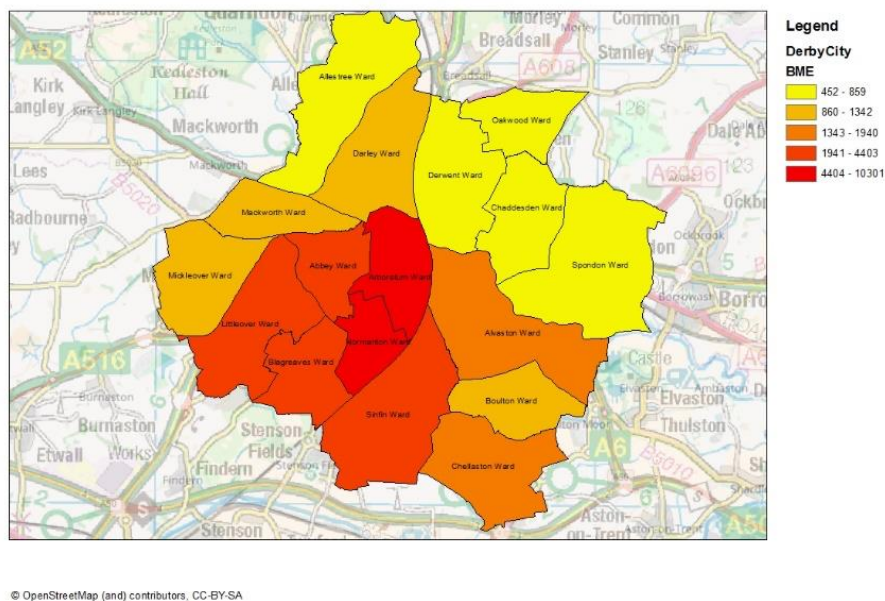
Figure 8 – Activity levels by disability



Ethnic Origin

- K. Nationally there is a significant difference in the activity levels between white people and other BME people. Within Derby the available data highlights that more than 20% fewer Asian people are classed as active compared to white people.
- L. Figure 9 illustrates the BME population breakdown in Derby to help focus on the areas of potential inequalities.

Figure 9 – BME population within Derby



NB: Legend = number of residents

Strategic and policy context

- M. A key measure of success is for this strategy to influence and embed physical activity and sport within wider strategy and policy at a local level – whether that is planning, transport, the environment, education, health or the economy.

National

- N. National policy from Government and Sport England highlights that whilst there has been significant progress in increasing participation since 2005, change is needed to reach the least active and under-represented groups in society. Approaches based around behaviour change will be central whilst there is a need to demonstrate the wider outcomes of participation. New models of delivery are expected to emerge as the physical activity and sport sector becomes more sustainable. All of this will be underpinned by the need to develop the workforce of the future with the skills to deliver in this changing landscape.

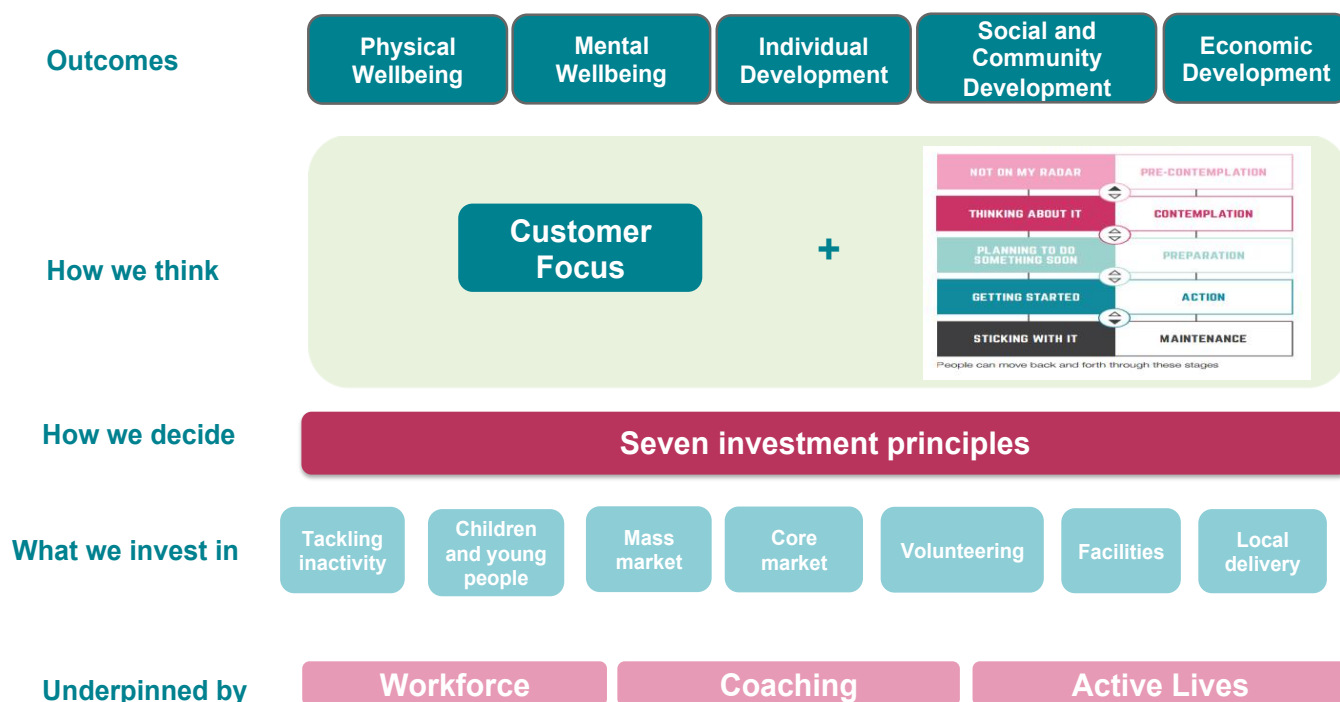
- O. **‘Sporting Future – a new strategy for an Active Nation’** (2015) sets a clear policy direction by Government, emphasising that future funding decisions will be made on the basis of the social good that physical activity and sport can deliver, not simply on the number of participants. Government has redefined what success looks like in sport by concentrating on five key outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.
- P. Sport England’s vision is that *everyone in England, regardless of age, background or level of ability, feels able to engage in physical activity and sport. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone - meets their needs, treats them as individuals and values them as customers.* (Towards An Active Nation 2016 – 2021). To achieve this ambition Sport England will:
- Focus on physical activity and sport’s contribution to these five broader outcomes;
 - Ensure its approach to physical activity and sport is built around behaviour change and the principles of behavioural science, insight and customer focus;
 - Place the highest priority on tackling inactivity and prioritise demographic groups who are currently under-represented in engagement with physical activity and sport;
 - Help those who currently have a resilient sport or physical activity habit to stay that way, and to encourage the sector to work with them do this more efficiently and at lower public subsidy;
 - Work with a wider range of partners based on the principle of ‘it’s what you can do that counts, not who you are’.

To help realise the vision of a more active nation for everyone, sport England have set a series of ambitious targets³³. By 2020 Sport England want to:

- increase the numbers of people in England who are regularly active by 500,000 nationally
- Increase the numbers of women who are regularly active by 250,000 nationally
- Increase the numbers of people from lower socio-economic groups who are more active by 100,000 (within targeted locations).

³³ <https://www.sportengland.org/news-and-features/news/2018/january/30/our-strategic-targets/>

Figure 10 - Sport England Strategy: Towards an Active Nation (2016-21)



Derbyshire

Q. Derby has signed up to the ambitions set within 'Towards An Active Derbyshire' and will play a full part in helping to engage a county wide target of 50,000 more people in active lives by 2021. This work has already begun through the Derby City on The Move project and includes:

- Supporting the inactive to become active.
- Ensuring that people are supported and encouraged to engage in sport.
- Helping to keep people engaged in physical activity and sport throughout their lives.
- Addressing the inequalities in physical activity and sport engagement with a focus on:
 - Women and girls.
 - People from lower socio-economic groups.
 - Young people aged 5 – 18.

R. Through this framework there is a desire to create a culture shift whereby regular physical activity is not just normal, but also seen as central to good health and wellbeing. There is a focus on achieving this through 3 dimensions: people, communities and systems; collaboration across the county.

- S. Derbyshire's Sustainability and Transformation Plan (STP), Joined Up Care Derbyshire, brings together work that has been taking place across the county to coordinate services better so they support people to stay well.

- T. Priority one focuses on prevention which is where physical activity and sport has a significant contribution:

More work is needed on preventing ill health and helping people take good care of themselves. By preventing physical and mental ill health, and getting to grips with issues before they become bigger problems, people will lead happier, healthier lives.

- U. There is also a focus on more place based approaches to better meet the changing needs of the population and make the Derbyshire health and care system sustainable. This means a transformational shift from fragmented care based around institutions, to coordinated, joined-up care based around people and communities.

- V. Wider determinants such as employment, housing and education have a significant impact on the population's health. Strong and resilient communities are also known to have a positive impact on health and wellbeing. It is therefore important to work with a wider network of partners and with communities to improve the broader health of local populations and reduce the negative impact of the wider determinants of health.

Derby

- W. The **Derby 2030 plan** sets out a clear vision for a safe, strong and ambitious city. There are a number of strategic plans that contribute towards this aim. This Physical Activity and Sport Strategy is one such plan.

- X. Crucial within the vision for Derby is the partnership commitment for how this will be achieved:

Our partnership commitment: Every single person in our partnership works tirelessly within their own organisations to make a positive difference to life in Derby. Our partnership consolidates and co-ordinates those efforts. This is not always easy to achieve but we know that only together can we accomplish something remarkable.

- Y. This partnership commitment is mirrored through this strategy.

- Z. The '**Health and Wellbeing – everyone's business': Derby's Health and Wellbeing Strategy 2014-19**' has a vision to improve the health and wellbeing of the local population and to reduce inequalities through three key objectives:

1. To achieve health and social care system transformation
2. To shift care closer to the individual:

3. To reduce inequalities in health and wellbeing.

AA. There are key principles that sit within these objectives that have influenced the shape of this strategy. In particular, in aiming to reduce inequalities actions will be universal, but with a scale and intensity that is proportionate to the level of disadvantage – so will inevitably target the most vulnerable and disadvantaged.

BB. Physical Activity has a key contribution to make across a number of the approaches for ‘how’ these objectives will be achieved. For instance:

- Prevention and early intervention - including giving children the best start in life, and promoting healthy lifestyle choices.
- Building strong and resilient individuals and communities

The importance of individual and community resilience, close relationships and strong community networks cannot be underestimated. Supporting the development of resilience and strong communities including reducing social isolation will be one of the primary activities that will achieve the vision and objectives set out in this strategy.

- Making every contact count - this is a big challenge, for instance, a nationwide study has revealed that 80% of GPs in England say they are unfamiliar with the national physical activity guidelines, and more than one in seven doctors say they are not confident raising the issue of physical activity with their patients.³⁴

CC. With the core principles that run through the strategy is the aspiration to have parity of esteem of physical and mental health – they are inextricably linked. Both are important in achieving positive wellbeing.

DD. The **Derby City Economic Strategy 2011-16** sets out a strategy to achieve a sustained growth in net new jobs. Of the three drivers within this is ‘Maximising Quality Of Life.’

EE. This recognises that *‘while the demand for labour is the most important factor in attracting highly-skilled workers, it is also necessary for the city to offer high-quality and affordable leisure and cultural services and a high-quality built and natural environment.’*

FF. Key measures of success with a relevance to the PASS include increased use of leisure facilities, reduced carbon emissions, a better built and natural environment, and the need to increase workforce productivity. This is measured in the improvement in sickness absence levels through increasing the number of

³⁴ GPs’ knowledge, use, and confidence in national physical activity and health guidelines and tools: a questionnaire-based survey of general practice in England. Robin Chatterjee, Tim Chapman, Mike GT Brannan and Justin Varney. Br J Gen Practice 14 August 2017.

employers engaged in occupational health services and workplace based health improvement programmes.

GG. The strategy is being refreshed in 2018.

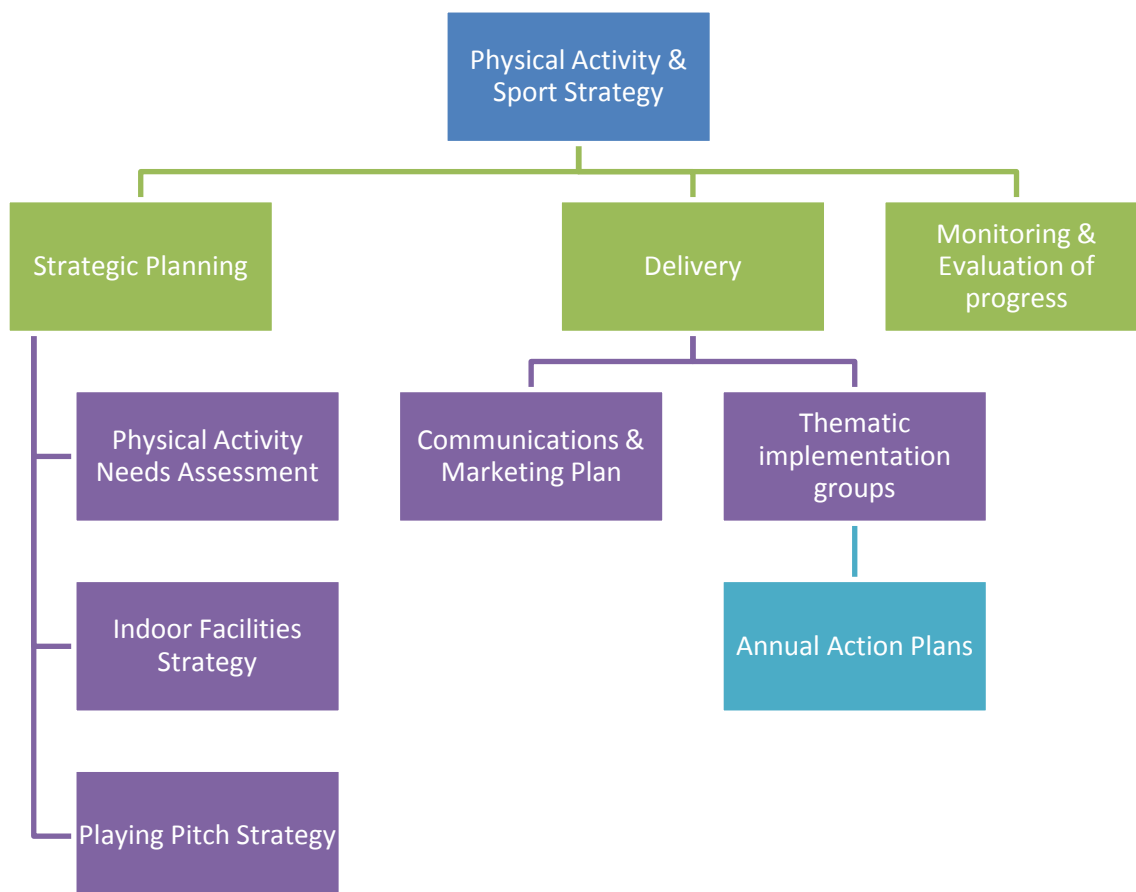
HH. The **Children and Young People Plan 2015-18** similarly identifies a number of areas where the PASS can contribute, as reinforced by the evidence base. This includes:

- Children and young people are supported to achieve and become work ready. This means working together with all education settings across the city to prepare children and young people for school and providing access to 'good quality' educational provision to raise achievements and supporting more young people being work ready.
- Improved health, emotional well-being and mental health for children and young people.
- Improve delivery for children and young people with Special Educational Needs and Disabilities.

II. Derby has been identified as an Educational Opportunity Area by the Government, as one of the most challenged areas in the country when it comes to social mobility. Opportunity areas will see local partnerships formed with early years' providers, schools, colleges, universities, businesses, charities and local authorities to ensure all children have the opportunity to reach their full potential.

JJ. Physical activity and sport has an important potential role in contributing towards positive wellbeing and attainment in support of the Opportunity Area plans.

KK. This Strategy is an important piece of the overall jigsaw, recognising that alongside this document are the action plans, specific strategies and evidence bases that inform and support achievement of the vision:



4. Guiding Principles

- A. There are four guiding principles that inform and underpin all priorities and will be important to ensure they are actively addressed in the delivery of the strategy.

v. Person centred

- B. At the heart of this strategy is the need to put people at the centre of what we do. Across Derby, people's lives do not fit neatly into public service sectors or organisational boundaries.
- C. In an ever changing physical activity landscape social and work patterns have given rise to new activities. Others are in decline, as people have competing demands on their leisure time. **An improved understanding of people's needs is key.** We need to understand and respond to how people organise their lives and help the physical activity sector to be more welcoming and inclusive, especially for the least active groups currently under-represented in terms of their engagement. We need to ensure that everybody has a high-quality experience in whatever setting or activity choice they choose.

vi. Behaviour change

- D. This is key part of taking a person centred approach. Behaviour change is a strong theme running through national policy for physical activity and sport. In the context of the strategy behaviour change needs to start with organisations challenging traditional ways of working that may not be bringing the best results.
- E. This will be achieved by applying the principles of behaviour change and supporting cross sector workforces to understand behaviour change. A life course approach will be adopted.
- F. In line with the principles of the Derby City on the Move project the city will **focus on the places and demographic groups with the highest levels of inactivity** to maximise health benefit for all, in particular those from lower income groups, disabled people, older people and minority ethnic communities.

vii. Inclusivity

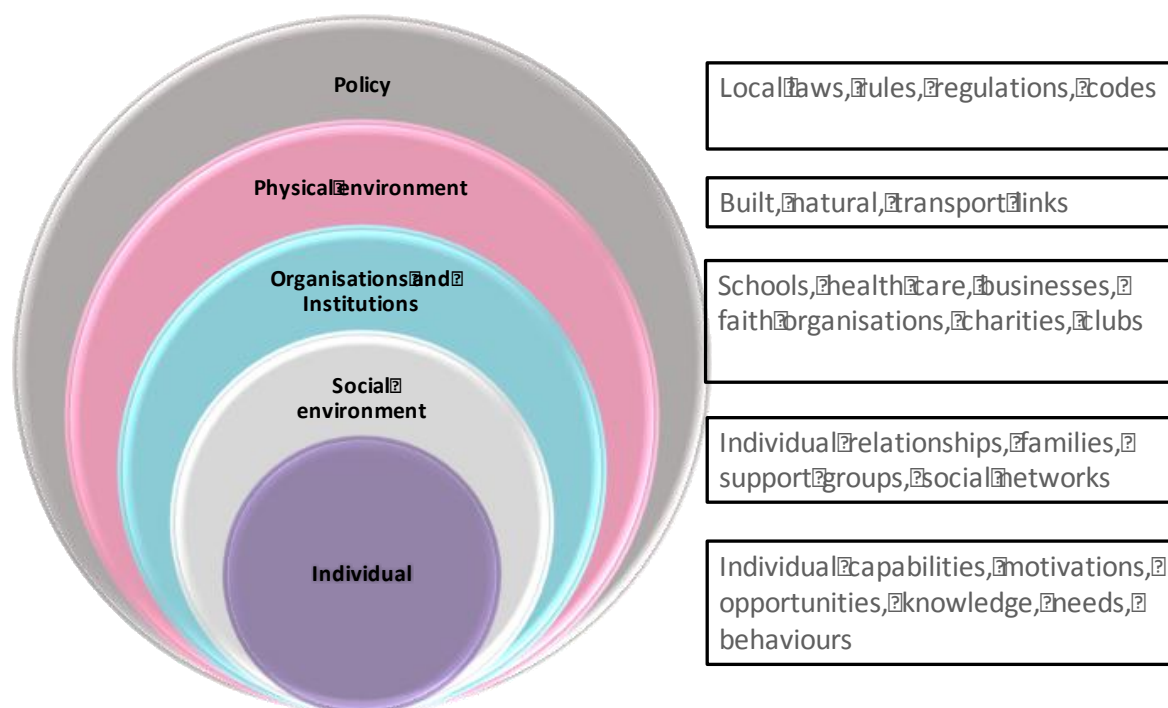
- G. The aspiration is for everyone in the city to have the same opportunities, life chances and potential to lead safe, healthy, happy and fulfilled lives, no matter where they are born or live. Inclusivity has to be a golden thread. In the context of groups we need to reach; disabled people including people with mental health issues, learning difficulties, homeless people, carers, and asylum seekers, **joining up the system will be key to make sure these groups are represented and opportunities are accessible.**

- H. In particular, there is a need to ensure inclusivity drives positive change for those who are often socially excluded from mainstream participation due to being disabled including people with mental health issues and learning difficulties. In some instances this might be an inclusive 'mainstream' approach / offer; in others this will require specialist interventions.
- I. In aiming to reduce inequalities the intention is for actions to be universal, but with a scale and intensity that is proportionate to the level of disadvantage – so will inevitably target the most vulnerable and disadvantaged.

viii. Whole systems approach

- J. Population level behaviour change for active lives requires a system wide approach. There isn't one solution to the issue of inactivity. **This strategy will enable cross sector workforces to consider the barriers and enablers to people leading more active lives; from policy, the physical environment, organisations and institutions, the social environment, to people of all ages, their motivations, opportunities, needs and behaviours.**
- K. One of the most profound findings of recent 'whole systems' interventions is that unless people and communities are recognised as having assets and resources that can and must be mobilised to achieve shared challenges, the impact of our interventions are, at best, short-lived. For this reason, asset-based community development is central to the approach, leading to sustained improvements in physical and mental wellbeing as well as individual, community and economic development.

Figure 11 - Population level change requires ‘whole system’ approaches ³⁵



The Socio Ecological Model (SEM) is a theory-based framework for understanding the multifaceted and interactive effects of personal and environmental factors that determine behaviours, and for identifying behavioural and organisational leverage points and intermediaries for health promotion within organisations.

³⁵ Source: Socio-Ecological Model

5. Our Priorities

- A. Our priorities and priority actions are evidence based, including through the Physical Activity Needs Assessment, and supported by an extensive consultation exercise with stakeholders across Derby.
- B. There is significant overlap with a number of the priorities and our governance arrangements will help to ensure that we work in a collaborative and integrated way and avoid the risk of siloed working.

A. Across the life course we will.

Embed whole systems approaches across the life-course

A1. Embed physical activity and sport into place based integrated working supporting outcomes for health and social care transformation. In particular this includes:

A1.1 Help embed physical activity at the heart of social prescribing approaches.

A1.2 Support and mobilise the third sector engaging in a collaborative effort use of physical activity and sport to strengthen community outcomes.

A1.3 Prioritise the engagement of families as a key approach to influence change.

A1.4 Embed physical activity and sport as part of the whole system approach for better nutrition and healthy weight.

A2. Take the learning from the City on The Move project to help embed a whole systems approach across the physical activity and sport landscape.

A3. Collaborate effectively with county, regional and national agencies in the support of the aspirations in this plan. This includes areas such as housing growth, planning, transport, and the join up of health and social care approaches under the Sustainability and Transformation Plan (STP).

A4. Support those who are already active to maintain a resilient habit across the life course.

The strategy recognises the benefits for those who are already leading an active lifestyle and aims to support the core infrastructure for sport (NGBs, Community Sports Clubs, private and third sector providers) to find new ways of serving existing participants more sustainably.

A5. Support the things that will take physical activity and sport to the mass market.

Large numbers of people take part in physical activity and sport at some point within a typical year. However, there is a challenge in overcoming the intention – action gap. Work in this area will include supporting programmes and activities with mass appeal, working with open data and embracing technology, and engaging different partners who can open new opportunities.

Embed whole systems approaches across the life-course

- A6. Work with professional clubs and NGBs to harness the power of brands and athlete role models to support the City's aspirations for participation and engagement through physical activity and sport.
- A7. Develop a coordinated approach to attracting elite and mass participation events to the city supporting social, participation and economic outcomes.

B. To Start Well we will...

Ensure that young people aged 0-4 will have the best active start in life with physical literacy prioritised as a central feature of starting well

- B1. Raise awareness of and embed physical activity within all early years' settings, helping the workforce to embrace the role that physical activity can play to support school readiness, physical and mental health and wellbeing.
- B2. Integrate physical activity into plans to improve maternal health and wellbeing of new mum's and their children across Derby.

C. To Develop Well we will...

Develop the life chances of young people and young adults through a more active lifestyle, with a focus on reducing inequalities

- C1. Provide knowledge, insight and influence to support education settings to develop 'whole school' approaches to achieve the recommended amount of physical activity per day. This supports the aspirations of the Education Opportunity Area and includes:
- C1.1 Helping to extend the reach and impact of approaches like the Daily Mile.
 - C1.2 Helping to develop the evidence base and share good practice regarding approaches to support children and young adult's mental health, broader curriculum, attainment, and enrichment outcomes through physical activity and sport.
 - C1.3 Ensuring there is sustainable impact through the Primary Sport Premium, including on teacher / support staff training.
 - C1.4 Working with the Primary Research School to pilot different approaches.
- C2. Maximise the engagement of young people and young adults (16-25) in physical activity and sport, as participants, leaders and volunteers contributing to Colleges and the University's objectives relating to employability, academic learning, student experience,

Develop the life chances of young people and young adults through a more active lifestyle, with a focus on reducing inequalities

physical and mental health and wellbeing.

- C3. Ensure there are effective transitions and pathways in place for people to continue an active lifestyle through education settings and from education to community settings. This includes pathways for those with talent to help them fulfil their potential in sport.

D. To Live Well we will...

Increase physical activity and sport engagement across the adult population, reducing inequalities and contributing to health, wealth and wellbeing

- D1. Prioritise the role of physical activity and sport in supporting the prevention and early intervention for people aged 40-60 with, or at risk of, long term conditions.
- D2. The strategy partners will take a lead in increasing the physical activity levels of their own workforces, and champion a citywide focus on active workplaces across public, private and the third sectors. This includes:
- D2.1 Successfully evidencing the positive economic impact of such approaches through evaluation of interventions
 - D2.2 Developing the knowledge and resources to support workplaces in fulfilling their promises.

E. To Age Well we will...

Make active ageing a central pillar of supporting people to live in good health for longer.

- E1. Champion a whole systems approach to active ageing, helping to reduce social isolation and the risk and effects of long term conditions through ageing.
- E2. Develop a coordinated approach to volunteering that targets older people such as those who are soon to or have recently retired from work as a means of supporting their transition to the 'third age', helping to reduce risk of social isolation.

6. How we will deliver our ambitions

- A. In many ways this is the most important part of the Strategy. The Strategy Framework in Section 1 outlines five key areas enablers that underpin the entire strategy and there are a number of key elements to put in place in order to ensure the strategy's ambitions can be delivered.
- B. In particular the strategy needs to be about a commitment to a different way of working from all organisations that have a role to play. *'Behaviour change needs to start with the organisations'* if the strategy is to be the basis of changing the outcomes for residents in the city.

F. Active Environments

Support the development of more active and sustainable environments and communities
F1. Ensure physical activity and sport retains its place as a priority within the planning system, utilising the Active Design principles for new developments, championing Section 106 contributions for physical activity and sport, tested and evidenced through up-to-date strategic planning frameworks.
F2. Maximise the contribution of green and blue infrastructure (including parks) to people leading more active lifestyles.
<p>F3. Deliver the aspirations of the Derby Leisure facilities strategy and emerging Playing Pitch Strategy. This includes:</p> <p>F3.1 Exploring opportunities for co-location of other community and health care services.</p> <p>F3.2 Supporting education institutions in opening facilities to the community.</p> <p>F3.4 Maximising the use of non-traditional places to be active within communities.</p>
Active Travel
F4. Increase the levels of cycling and walking for travel purposes (to work, school, socially), with a focus on targeting those who don't do enough activity for good health.
F5. Champion investment in appropriate infrastructure, with priority being north-south and east-west cycling and walking routes that provide safe opportunities for active travel.
F6. Ensure the principles of active travel are embedded in all housing developments and future highways schemes, with a particular focus on safety and segregation of vehicles from pedestrians and cyclists.
Active Economy

Support the development of more active and sustainable environments and communities

F7. Support the development of a countywide sector growth plan for sport that maximises the contribution of the physical activity and sport sector to Derby and Derbyshire.

G. Governance, Leadership & Advocacy

Ensure that there are appropriate governance arrangements in place to support implementation of the strategy

G1. Via the Culture & Leisure Board, ensure that there is appropriate connectivity for physical activity and sport within the strategic governance arrangements across the city (and sub region) to ensure the sector is able to champion its work and influence other agendas.

G2. Focus on identification and support of key community advocates, such as GP's, health visitors, faith leaders, community group leaders.

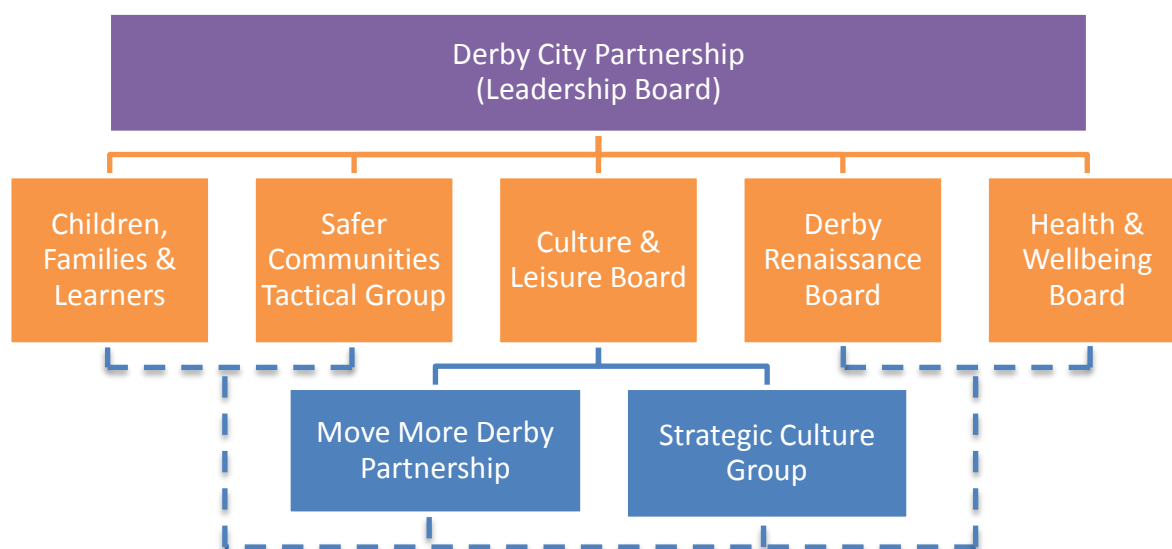
G3. Ensure implementation of the code of governance for clubs / partners / funded deliverers, in line with sector development.

G4. Influence new and existing partners, both locally and nationally, to ensure that strategic plans and policy reflect positively the role that physical activity and sport can play to improve health and strengthen our communities.

- C. Agreeing formal ownership of the strategy is a key starting point - to ensure there is action requires accountability and leadership. Figure 12 shows how the governance structure connects into key leadership mechanisms in the City. The Culture & Leisure Board will own the strategy and be responsible for its implementation and measuring success. This will be supported by thematic groups who will develop and implement appropriate action plans.
- D. In all cases, the governance structures and any organisation engaged in delivery should adhere to the new Sport Governance Code launched in 2016, alongside the seven principles of public life.
- E. The Culture & Leisure Board will develop a communication plan for the strategy to ensure that it, and the progress being achieved, maintains a high visibility with both the general public and partners. This will be supported by an advocacy plan that maps out who needs to be kept engaged and the mechanisms for doing this.

- F. Further the Move More Derby Partnership will be responsible for the development of an annual review to support the on-going commitment to continue to refine and develop the longer-term vision of the strategy.

Figure 12 – Governance context organogram



H. Marketing & Communications

Ensure that there is consistent, high quality communication of key messages and opportunities for physical activity and sport

H1. Ensure that marketing and communications are embedded as a central element to the delivery of our priorities.

H2. Work with the communications teams across the public, private and voluntary sectors (beyond just the physical activity and sport sector) to develop a consistent narrative for physical activity and sport that helps our workforce and the general public to be clear about what is meant by 'physical activity', the core messages of how much people need to do and the wide ranging benefits of being active.

H3. Align to national and local sport, physical activity and wellbeing campaigns to maximise their impact across Derby.

H4. Celebrate and raise awareness of the collective success of organisations and individuals that deliver positive outcomes through physical activity and sport.

H5. Capture and disseminate opportunity data (what, where, and when of physical activity sessions) to ensure lack of information is not a barrier to participation.

- G. A clear communications strategy will be pivotal to ensuring the messages get to the communities and individuals we are seeking to influence. Consideration will be given in the early stages of implementation to adopting a consistent approach to branding and marketing across the multiple levels of intervention.

I. Workforce Development

Ensure that an appropriately skilled workforce is in place to deliver the strategy

- I1. Influence skills and training provision related to physical activity and sport across other sectors to champion the principle of 'making every contact count', Asset-Based-Community-Development and Systems Leadership.
- I2. Develop a robust CPD programme for the Physical Activity and Sport workforce, to develop their skills base, understand their target market and provide a high quality, customer focussed experience.
- I3. Develop a coordinated approach to coaching and volunteering, embracing the principles within the UK Coaching Framework and the Volunteering in an Active Nation strategy, in order to increase and retain the numbers actively engaged in the sector, and ensure the workforce is more diverse and representative of society. This particularly includes:
 - I3.1 Supporting young people who live in more disadvantaged communities to volunteer, helping to improve life chances
 - I3.2 Targeting older people, including those who are soon to or recently retired helping their transition to the 'third age'.
 - I3.3 Supporting Derby College and the University of Derby to align the deployment of student volunteers and coaches in the community to best support the aims of this strategy, alongside their personal development and employability skills.
- I4. Develop a coordinated approach to Traineeships, Apprenticeships, and Graduate Placements for the sector. This includes maximising the positive impact of the Apprenticeship levy on developing the sector workforce

- H. Successful delivery will be reliant on a highly skilled and motivated workforce, which understands the communities in which we are working and the opportunities for increasing physical activity in the future. A coordinated approach to workforce development, including professional staff and volunteers, will provide a strong foundation on which the strategy is built.

J. Local insight, Understanding and Learning

Ensure that high quality insight underpins this strategy and informs decision-making

J1. Agree a central mechanism to lead this work and formulate what we already know into a central place, working with key partners including University of Derby and Active Derbyshire. This also means ensuring knowledge is brought together regarding understanding existing and potential customers.

J2. Develop and implement the **measurement framework** that will demonstrate success in delivering this strategy.

J3. Develop a **common approach to evaluation** of physical activity and sport interventions, using the learning from the City on The Move project, to help ensure a robust approach to understanding what works and why.

J4. Strengthen the **evidence base** for physical activity and sport, with a particular initial focus on the links between physical activity and educational attainment given the educational priority for the city.

J5. Refresh the **Physical Activity Needs Assessment (PANA)** on a bi-annual basis, tracking changes in participation and the impact of strategy implementation.

J6. As required, develop the **business case** for specific physical activity and sport interventions (including return on investment analysis).

There is a need to have stronger tools to develop the business case in terms of return on investment and payback, particularly where physical activity and sport is looking to be commissioned to deliver health outcomes.

J7. Engage **academic partners** to support insight, research and development

There is significant expertise within the University that could be aligned to this strategy creating a win-win scenario that supports student learning, research outputs and helps to deliver the strategy for physical activity and sport within the local area.

- I. The national policy context clearly highlights the importance of high quality insight and evaluation to help inform decision-making. Derby City on the Move has provided a catalyst for local understanding and insight, which can be developed in future through coordination between the key partners in the City.
- J. In addition with a common evaluation framework being created by Sport England there is further justification for ensuring local resources and expertise is brought together to ensure a quality consistent approach, alongside the PHE Standard evaluation framework for physical activity interventions.

- K. The specific measurement framework will need to be identified as part of the initial phases of strategy implementation, aligned to the new Sport England framework. This is a key priority of the initial implementation phase to ensure there is an agreed mechanism in place for measuring success.
- L. It is anticipated that key measures will initially include:
- The percentage of the population who meet CMO guidelines of 150 minutes per week for physical activity (adults measure)
 - Reducing the level of inactivity (% population who are active for less than 30 minutes per week)
 - The percentage of the % population taking part in sport and physical activity at least twice in the last month.
- M. Measures regarding inclusivity, behaviour change and the life course will be developed alongside these initial key measures and will be critical in ensuring that the strategy implementation is adhering to its core guiding principles. For instance it is anticipated that it will be important to track engagement levels in those underrepresented groups such as women, older people, those from lower socio economic backgrounds and the disabled people.

K. Sector Sustainability & Funding

Provide information, advice and guidance to support the sector to be more sustainable

- K1. Champion a more coordinated approach to attracting investment to support physical activity and sport engagement within the city.
- K2. Champion a more enterprising approach across the sector, which will lead to greater financial sustainability and reduce our dependence on public funding.
- K3. Ensure that our investment decisions provide scope for innovation in building resilient habits and encouraging new participants to become more active.
- K4. Develop a sustainable asset base, building on the refreshed Facilities Strategy and investment plans in the City, allowing funding to be focused on targeted support that is required to support the least active to move more.
- K5. Ensure that decision making on financial and human resources relating to physical activity and sport is aligned to the aspirations of this strategy.

- N. There are resource implications behind this strategy, not just about where additional resources might be required but also considering where resources could be re-aligned or better utilised through more effective collaboration.

- O. This latter point follows the key principle outlined in 'Everybody active, every day' which notes that to deliver change is not necessarily about new investment – it is more about maximising the potential of existing assets and resources. This relates to both existing investment and also assets such as open spaces, streets, parks, leisure facilities, community halls, schools and workplaces.
- P. As such through the other infrastructure objectives relating to governance, collaboration and strategic alignment it will be important to ensure that resourcing decisions going forwards are aligned to delivering against the strategy.
- Q. The achievement of these ambitions is scalable over the 5-year period of this strategy and the longer period which it will ultimately take to achieve a vision of transforming the health and wellbeing of residents in Derby.