

LONDON BOROUGH OF HARINGEY
SPORT AND PHYSICAL ACTIVITY STRATEGY

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CONTENTS

FOREWORD

1 INTRODUCTION

- 1.1 Sport and physical activity – A definition
- 1.2 The scope and purpose of the strategy
- 1.3 Why do we need a strategy?
- 1.4 The vision for sport and physical activity
- 1.5 Delivering the borough's key priorities - The Haringey Strategic Partnership

2 NATIONAL PRIORITIES FOR SPORT AND PHYSICAL ACTIVITY

- 2.1 Sport England's Vision for Sport and Physical Activity
- 2.2 Game Plan
- 2.3 Choosing Health
- 2.4 Economic costs of physical activity
- 2.5 Delivery Choosing Health – A Physical Activity Action Plan
- 2.6 National Governing Body Whole Sport Plans
- 2.7 PPG Note 17 Companion Guide
- 2.8 A Boost for School Sport
- 2.9 Every Child Matters
- 2.10 Youth Matters

3 REGIONAL PRIORITIES FOR SPORT AND PHYSICAL ACTIVITY

- 3.1 London Plan for Sport and Physical Activity
- 3.2 The London: Plan Spatial Development Strategy
- 3.3 Sport Achieving Equality
- 3.4 North & East London Sports Network
- 3.5 Sub Regional Sport and Physical Activity Partnerships
- 3.6 The role and potential of sport for re-engaging young people

4 WHERE ARE WE NOW

- 4.1 Current levels of satisfaction
- 4.2 Current levels of participation
- 4.3 Audit of current activity and opportunity

5 SPORT AND PHYSICAL ACTIVITY – THE WIDER CONTEXT

- 5.1 The Education Agenda
- 5.2 The Health Agenda
- 5.3 Case Studies**
 - 5.3.1 Narrowing the gap
 - 5.3.2 Tackling social exclusion
 - 5.3.3 Celebrating diversity and improving community safety
 - 5.3.4 Educating young people through sport
 - 5.3.5 Urban regeneration and environment improvement
 - 5.3.6 Improving health and well-being

6 HOW WE CONSULTED TO DEVELOP THE STRATEGY

- 6.1 The process
- 6.2 What we were told

- 7 CONCLUSIONS**
 - 7.1 The new government agenda – CPA indicators for culture
 - 7.2 Existing resources across Haringey – a comparative analysis
 - 7.3 Conclusions drawn from the consultation, assessment and research

- 8 HOW WILL WE MAKE IT HAPPEN**
 - 8.1 Developing key policy commitments
 - 8.2 Sport and physical activity policy objectives
 - 8.3 Developing an area based offer
 - 8.4 New partnership structures to deliver sport and physical activity

- 9 KEY DEVELOPMENTS AND OPPORTUNITIES CURRENTLY UNDERWAY**
 - 9.1 Investment in leisure and sport across Haringey
 - 9.2 Future management arrangements
 - 9.3 Olympics and Para Olympics 2012
 - 9.4 The value of volunteering in sport

- 10 MEASURING FUTURE PERFORMANCE AND DELIVERING THE STRATEGY**

- 11 SPORT AND PHYSICAL ACTIVITY ACTION PLAN**

FOREWORD

It's often said that Haringey is an outer London Borough with inner London challenges. It ranks as one of the most deprived boroughs in the country, with unemployment around twice that of the national average.

Almost half of its 223,700 people come from ethnic minority backgrounds, including Greek and Turkish Cypriot, African and Caribbean, Indian, Pakistani and Bangladeshi, Irish and Chinese. Recently, Kurdish, Somali and Kosovan refugees have settled in Haringey too. The people of Haringey speak a total of 193 languages.

Celebrating and supporting Haringey's diversity is one of the key drivers for this sport and physical activity strategy. Sport crosses all ethnic and social boundaries and provides a medium for people from different backgrounds to participate in a range of activity together. In addition, appropriately developed and managed sports facilities, services and activities make an important contribution to wider outcomes and to the shared priorities of the borough in particular, supporting healthier safer and stronger communities, raising standards of educational attainment and an overall sense of community and civic pride.

Friendship and young people are also central to the 2012 Olympic vision.

The level of deprivation in the east of the borough, with 40% of the borough's population living in wards that are amongst the 10% most deprived in the UK, clearly affects access and participation levels for many people. A vision of this strategy is to provide affordable, accessible, high quality activity and opportunity for all. Addressing under representation in sport and physical activity amongst the Council's target groups is a key focus of this strategy.

Moreover, participation in sport has been accepted as an outcome for making communities healthier as evidenced by the Chief Medical Officers report published in April 2004 and the recent White Paper: Choosing Health. Increasing participation amongst school children has been identified as a specific priority, in the light of increasing levels of child obesity.

On this basis, the Government has set demanding new targets for participation and physical activity. This will be measured through the new CPA assessment programme. A new wider approach to the responsibility, delivery and measurement of sport and physical activity will be required by the Council and its partners to demonstrate action and performance against the key lines of enquiry.

This is why we are proposing new structures to manage and develop sport and physical activity programmes in Haringey. A Sport and Physical Activity Board and Forum, reporting to the Haringey Strategic Partnership will be established with representatives from the key agencies identified as responsible for the future promotion and delivery of physical activity and sport across the borough. This strategy will provide the framework for future delivery of sport and physical activity across Haringey. The strategy has been written on the basis of a 5-year lifespan and will be the plan from which the Sports Board will measure its performance.

How we developed the strategy

The initial consultation process undertaken in developing this strategy was wide-ranging and inclusive. A range of agencies both at a local and regional level were consulted including The Greater London Authority, Government Office for London, Sport England and The North East London Sports Network. A number of local stakeholders gave their views through one to one interviews across agencies such as the police, health, education and community sectors. In addition, a number of focus groups in schools were conducted to seek views of young people. A workshop was also held with 97 older people who discussed their current patterns of participation and activity.

Previous research that informed the strategy development

We have conducted a thorough desk research exercise taking into account previous research into sport and physical activity requirements across the borough.

Agencies in Haringey have begun to recognise the importance of sport and physical activity in meeting key strategic agendas. Middlesex University, in partnership with North East London Sports Network produced a report highlighting the role and potential of sport for re-engaging young people with education and training across North and East London and identified the importance of schools provision in increasing physical activity.

The London Playing Fields Society has produced a strategy and action plan for playing fields at a sub-regional level, highlighting the need for strategic planning, development and delivery across a number of local authorities. We wish to take the opportunity to acknowledge these key reports and through the action plan we have supported many of the recommendations and conclusions identified.

The Haringey Open Space and Sports Assessment undertaken by Atkins in 2004 undertook a comprehensive audit of indoor and out door sports provision across the borough. Furthermore, the report identified gaps in provision which this strategy seeks to address.

Initial findings and our response

A clear consistent message from the consultation and previous studies was for the need for a balance of locally accessible activity and opportunity through parks, local schools and community facilities, through to high quality sports hubs that provide for those wishing to take their sport more seriously and compete at both regional and national levels.

Furthermore it was suggested that raising levels of participation requires a partnership approach to future delivery of sport and physical activity across the borough.

This is why we are proposing that one of the first tasks for the Sport and Physical Activity Board will be to identify hubs or clusters of activity and opportunity. The seven area assemblies will be the basis for developing access to sport and physical activity across Haringey, developing pathways from grass roots participation through to excellence. Where gaps are identified, priority will be given to addressing these through both capital and revenue programmes agreed through the Sport and Physical Activity Board.

The development of a Local Area Agreement in Haringey offers the opportunity to embrace new ways of working and influence Neighbourhood Renewal and Safer Sustainable Communities investment priorities.

In summary, the vision of the strategy is that each and every resident will have access to informal sporting and physical activity opportunity (to address issues of increasing participation), through to regional and sub-regional facilities (for those who wish to develop and potentially compete on a more formal stage).

There has never been a more opportune time to build upon the success of current work being undertaken across the borough. The commitment and dedication of a small number of agencies, some of which are identified within the strategy, is unquestionable. This commitment must now be harnessed and supported in order to provide the opportunity for increasing participation across the borough at all levels and all abilities.

1 INTRODUCTION

1.1 Sport and Physical Activity - A definition

There are a number of different definitions of sport. Sport England has adopted the definition of sport established by the Council of Europe Sports Charter in 1993:

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”.

This definition provides for the range of activities encompassed within this sport and physical activity strategy for Haringey. The range of activity referred to includes dancing or gardening, cycling to work or walking the dog in the local park as well as playing an organised game of football on a Sunday morning.

1.2 The scope and purpose of the strategy

From this broad definition, sport and physical activity can take place in a variety of settings. This has been taken into account in the development of the action plan and the provision of activity and opportunity to be made available across the borough. It concentrates on a focused number of key settings to develop future activity:

- Schools and colleges
- Workplace
- Community
- Leisure centres and sports facilities
- Parks and Open Spaces
- “Environmentally friendly” settings for both walking and cycling
- Community based exercise initiatives receiving referrals from primary care offering a range of rehabilitation and prevention programmes.

1.3 Why do we need a strategy?

The strategy seeks to build upon the current levels of activity and opportunity on offer across the borough. The value of sport and physical activity is particularly highlighted in chapter 2 and 3 (national and regional priorities). The audit of current activity and opportunity (chapter 4 and 5) has highlighted that a myriad of agencies and providers are involved in the promotion and delivery of sport and physical activity across Haringey. Much of this activity has grown organically due to local circumstance and opportunity rather than by design which in itself creates differing levels and quality of activity and opportunity.

The strategy will provide a coherent approach to future delivery of sport and physical activity across the borough, through which participation levels will be increased year on year.

1.4 The Vision for Sport and Physical Activity

“To improve the quality of life of the people of Haringey through the development of high quality and affordable sporting and recreational activity and equality of opportunity either directly or in partnership with the community, voluntary and private sectors across Haringey.”

1.5 Delivering the borough’s key priorities - The Haringey Strategic Partnership (HSP)

The central purpose of the HSP is to improve public services through partnership arrangements. It brings together the Council, the Police, Haringey Teaching Primary Care Trust, employment services, local businesses, educational organisations, community and voluntary groups and other partners. **Narrowing the Gap 2002-2012** is the strategy to improve Haringey’s most disadvantaged neighbourhoods and informs the HSP main priorities.

The **key themes** (shown below) are those which have been identified through the Community Plan and against which the **Haringey Strategic Partnership** measures its performance. This strategy seeks to demonstrate how sport and physical activity is central to meeting these key objectives for improving the lives of Haringey’s community. Currently, the development of sport and physical activity is a priority action for “A Better Environment Theme” through the promotion of opportunities for relaxation and enjoyment. 2 main commitments are identified for action that underpin the development of this strategy:

- ❑ Increase the use of recreation facilities particularly for those groups currently under-represented including children, young people, refugees long term unemployed, older people and people with disabilities.
- ❑ Increase involvement of young people in sport at recreation facilities and schools to promote inclusion and reduce youth offending.

In order to set a series of priorities for the short, medium and long term, a number of sport and physical activity **objectives** have been identified through the consultation process and grouped under the Community Plan priorities. Monitored through the new comprehensive performance assessment framework, this strategy will demonstrate the direct contribution that sport and physical activity makes to meeting the borough’s key priorities and improving people’s quality of life across the service blocks.

There is a clear link and synergy with other key borough user focused strategies and action plans such as Experience Counts (older people), and Children and Young People strategies.

| COMMUNITY PLAN OBJECTIVES | SPORT AND PHYSICAL ACTIVITY OBJECTIVES |
|--|--|
| THEME ONE Improve Services Providing modern, better quality, accessible services for everyone who needs them, particularly health and social care. | To develop a range of quality and accessible recreational opportunities and sporting facilities available to all |
| THEME TWO Narrow the Gap Improving the most deprived neighbourhoods | Increase participation in sport and physical activity and encourage an active lifestyle, in particular by those community groups who traditionally use sports and leisure facilities across the borough less than others To promote community ownership, participation and involvement in the development and delivery of |

| | |
|---|--|
| | facilities and programmes for sport and physical activity. |
| THEME THREE Safer Communities Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes | To use the attraction of participation in sport and physical activity as a vehicle for young people to fulfil their potential and divert those at risk of offending away from crime |
| THEME FOUR A Better Environment Creating a cleaner, greener environment with better transport and leisure opportunities | To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment |
| THEME FIVE Education Raising achievement in education and creating opportunities for lifelong success | To assist each member of the community, particularly young people, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity |

2 NATIONAL PRIORITIES FOR SPORT & PHYSICAL ACTIVITY¹

The Government's plan for sport recognises the role of local authorities as the biggest provider of sport and recreation for local people despite the fact that the service is non-statutory. Specific Government initiatives have already been put in place for the provision of facilities including £750m from NOF and £130m from Spaces for Sport and the Arts. £60m over three years from 2003/04 has also been allocated from the Capital Modernisation Fund to DCMS for a Community Club Development Fund. The funding has been used to enhance community sports club facilities across the country – targeted particularly at clubs in areas that are prioritising junior provision.

The recent award of the 2012 Olympic Games and Paralympic Games will provide a unique motivational opportunity for sport in this country to boost participation as well as creating significant opportunities in sectors as diverse as construction, tourism, catering, design and I.T.

2.1 Sport England's vision for Sport and Physical Activity

'A Sporting Future for All', published in 2000 stated that the drive to encourage wide participation in sport and to achieve excellence in sport is part of the same package as it is from the broad base of participation that talented stars emerge. It also acknowledges that most people taking part in sport do so for enjoyment, health, having fun and to achieve personal goals. The associated action plan is centred on three key areas:

- Sport in Education
- Sport in the Community
- Sporting Excellence

This rationale was further developed in Sport England's **Framework for Sport in England** which set out their approach and priorities developed in response to an extensive consultation exercise undertaken in 2003. Sport England's vision for sport is **to make England the most active and successful sporting nation in the world.**

Sport England is working on the baseline that currently 30% of the country participates in a range of sporting activity. The aim is to encourage participants to do more and to encourage people not participating to start so that **by 2020 at least 50% of the population will be undertaking physical activity as part of a sustainable routine.** The emphasis to achieving this will be through providing access to a range of opportunity, both in terms of high quality sports facilities and local initiatives that encourage walking and cycling.

2.2 Game Plan (Department for Culture, Media and Sport, 2002)

Game Plan also acknowledges the need for additional facilities to act as a stimulus for increased participation by being appropriate to the needs of key user groups, easily accessible and affordable. Therefore it is important that local authorities and local education authorities clearly define what they require in terms of the demographics, geography and interests of their local population, and what they currently have available before embarking on facility development. The document also doubts whether existing facilities are optimally used for community provision.

¹ This section includes extracts from the London Playing Field Society – North London Sub-regional Playing Field Strategy – first draft 2004.

2.3 Choosing Health (Department of Health, 2004)

The key messages from the governments new strategy 'Choosing Health' is that it should be made easier for everyone to chose health in the way we live our lives. Health policy must ensure that people in all parts of society get the information they need to understand the links between activity and better health, and practical support given to those who want help in making behavioural changes.

There will be new initiatives to promote physical activity to the whole community It is acknowledged that sports and active recreation, such as walking and cycling, make a significant contribution to overall physical activity levels in the population.

The local NHS will be required to submit plans to the Department of Health on monitoring and tackling obesity and the Regional Sports Boards will be work closely with PCTs to develop these plans.

2.4 The economic costs of physical inactivity²

There is clear evidence that many of the leading causes of disease and disability in our society, such as Coronary Heart Disease (CHD), strokes, obesity, type II diabetes, hypertension, colorectal cancer, stress, anxiety, osteo-arthritis, osteoporosis and low back pain, are associated with physical inactivity.

Those who are inactive are 1.9 times more likely to have a heart attack than their active contemporaries. Estimates have shown that 37% of CHD deaths can be attributed to physical inactivity, compared to 19% from smoking and 13% from high blood pressure.

Evaluating the economic burdens of preventable disease and disability is becoming increasingly more popular in the health sector. Some limited data on the potential reductions through increased physical activity levels is available for the UK:

- It is estimated that 9% of CHD could be avoided if all those who are sedentary and lightly active became more moderately active.
- It is estimated that regular moderate physical activity has the potential to reduce half the incidence of hip fractures in over 45 year olds.

Furthermore, it is estimated that if current trends in obesity are not reversed then diabetes health care costs are set to increase dramatically. It is predicted that the prevalence of diabetes will increase by 15% over the next 20 years as a consequence of rising obesity levels.

*“Developing public policy that creates a supportive environment for physical activity has the potential to save: human lives, health care resources and industry lost production costs”.*³

Moreover, the **Health Development Agency** has recently published a review of the evidence base for physical activity. (2004). Evidence suggests that brief advice from a doctor, based in primary care, supported by written materials, is likely to be effective in producing modest, short term effect on physical activity. An exercise specialist seeing people in the community can lead to longer-term changes.

2.5 Delivering Choosing Health – A Physical Activity Action Plan

² Economic Costs of Physical Inactivity, briefing note British Heart Foundation National Centre, jointly with Sport England, 2004

³ Economic Costs of Physical Inactivity, briefing note British Heart Foundation National Centre, jointly with Sport England, 2004

This plan provides the basis for meeting many of the key priorities identified within Choosing Health. The aim of the action plan is to promote activity for all; ensuring that people in all parts of society get the information they need to understand the links between activity and better health. The action plan focuses particularly on children and young people both in a school and community setting. The plan also calls for the creation and maintenance of a wide range of opportunities for walking and cycling and for the use of open spaces and the countryside. The workplace is identified as a setting for increasing activity and recommends encouraging employers to engage and motivate staff.

The action plan also recommends that health professionals are involved in providing lifestyle advice to their patients including behaviour change advice and continued support.

Partnerships with local authorities and the voluntary sector are essential to the delivery of Choosing Health priorities.

Sport England is seen as a key partner in the delivery of the plan.

“The plans (Delivering Choosing Health) are a great opportunity to boost participation in sport and leisure activities and create a healthier nation. They set out for the first time a national cross-government action plan identifying the leadership role of the NHS and the need to work across all sectors, and especially with sport. Sport England is very pleased that our role as a key delivery partner to the Department of Health has been recognised so clearly. We stand ready to deliver.” **Roger Draper, Chief Executive of Sport England**

The plans set out a major delivery role for Sport England and on this basis they have committed to:

- **Expanding** the scope of activeplaces.com, the sports facilities database, to ensure that everyone is aware of the opportunities that exist to participate
- **Developing** the capacity of community sports providers to deliver increased opportunities to participate
- **Mapping** physical activity provision for under 11s in partnership with Liverpool John Moores University and the Youth Sport Trust to ensure that work on improving physical literacy is best practice
- **Developing** a new approach of multi-activity community hubs, maximising the opportunity to co-ordinate access to activity and other health care opportunities
- **Developing** new ways of recruiting, retaining and supporting volunteers
- **Establishing** 9 County Sports Partnerships alongside 45 Coach Development Officers and 3,000 full-time Community Sports Coaches
- **Extending** the innovative social marketing campaign, Everyday Sport, ensuring that people in all parts of society get the information they need on the links between participation and health
- **Developing** best practice guidance on providing free swimming and other sports initiatives
- **Developing** the evidence base for sport interventions using the Value of Sport Monitor, the Sports Innovation Exchange and an evaluation of programmes such as Active England and the Local Exercise Action Pilots
- **Rolling out** the Inclusive Fitness Initiative, increasing opportunities for disabled participation in sport
- **Launch** a free consultancy service to government departments on how they can encourage and support staff to be more active in the workplace

- **Initiate** pilots to develop the evidence base for effectiveness on promoting health and well-being through the workplace

Sport England cannot achieve these key outputs alone. The role of Local Authorities, the voluntary sector, schools and local health professionals will be crucial to meeting the government's key targets for raising activity levels and combating poor health, particularly amongst the poorest sections of our communities.

2.6 National Governing Body – Whole Sport Plans

The majority of National Governing Bodies have now submitted their Whole Sport Plans to Sport England explaining how they propose to develop their respective sports over the next five years. Each sport lists its priorities and how it intends to fund the plan. Without access to good quality facilities it will be impossible for them to meet their primary goal of driving up participation.

2.7 Planning Policy Guidance Note 17 Companion guide (ODPM, 2002)

In the face of increasing urbanisation PPG17 provides local authorities with clear planning advice with regard to the provision and future development of sport facilities and parks and open space. The long term outcomes of PPG17 are to provide networks of accessible, high quality open spaces and sports and recreation facilities, in urban and rural areas, which meet the needs of residents and visitors, are fit for purpose and economically and environmentally sustainable. Haringey has undertaken a PPG17 and the main findings are taken forward in the action plan to this strategy.

2.8 A Boost for School Sport – The National Strategy for PE, School Sport and Club Links

The comprehensive national strategy for PE, school sport and club links was produced in 2002. 12,000 schools across the country are now part of the school sport partnerships programme. These partnerships offer a wide range of sports, competition, links to local clubs, opportunities for leadership and volunteering and extra support for the most talented pupils.

The overall vision is that by 2010 all children will be offered at least 4 hours of sport every week, which will comprise at least 2 hours of high quality PE and sport in school and in addition the opportunity for at least a further 2-3 hours beyond the school day (delivered through a range of school, community and club providers). Achieving this target will be a key priority for the Council.

In order to meet this challenging objective, a further £519m for 2006-2008 has now been allocated to continue and build on the national strategy, so that by 2008 at least 85% of all 5-16 year olds will be doing at least 2 hours a week of high quality PE and school sport. Funding also covers programmes that offer sport outside the school day. Some of the key areas targeted for development are:

- ❑ Training and development for teachers and others
- ❑ Enhancing links between schools and clubs
- ❑ Increasing volunteering opportunities for 14-19's
- ❑ Supporting gifted and talented athletes in school
- ❑ Develop and extend Playing for Success and Coaching for Success programmes
- ❑ Continue the Community Club Development Programme

In addition, there will be 17 new competition managers covering 6,500 schools across the regions from September 2005. These will grow to 90 from September 2007 and subject to the next spending review, there will be one in each school sport partnership by 2010. Their role will be to ensure that all pupils can take up competitive opportunities at whatever age and level and that the most talented are able to develop and sharpen their skills. They will do this by:

- ❑ Creating a competition structure across all ages ranging from school based festivals to national competitions
- ❑ Co-ordinating local competition opportunities supporting more young people moving into clubs
- ❑ Strengthening the ladder of sporting opportunity

2.9 Every Child Matters

The ***Every child matters*** Green Paper is underpinned by five outcomes which children and young people suggested they cared most about:

- Be healthy – enjoying good physical and mental health and living a healthy lifestyle
- Stay safe – being protected from harm and neglect
- Enjoy and achieve - getting the most out of life and developing the skills for adulthood
- Make a positive contribution – being involved with the community and society and not engaging in anti-social or offending behaviour
- Achieve economic well-being – not being prevented by economic disadvantage from achieving their full potential in life

Developing sport and physical activity is seen as key to delivering good physical and mental health in addition to ensuring children enjoy and achieve throughout their lives.

In the long term establishing Children's Trusts, under the newly appointed Director of Children's Services, was one of the key recommendations to ensure a joined up approach to future service delivery. It was proposed that people will work in effective multi-disciplinary teams, with joint training to tackle cultural and professional divides. A lead-professional model will be adopted where many disciplines are involved, and services will be co-located in extended schools or Children's Centres. It is anticipated that Children's Trusts will normally be part of the local authority and report to elected members.

This will require the local authority to work closely with public, private and voluntary organisations to improve outcomes for children. Local authorities are given flexibility over how this partnership working is undertaken.

2.10 Youth Matters

This government green paper (July 2005) offers for consultation a new strategy for providing opportunities, challenge and support to young people. The vision is to see services integrated around young people's needs helping all teenagers achieve the five Every Child Matters outcomes to the greatest possible extent.

The proposals aim to address four key challenges:

- How to engage more young people in positive activities and empower them to shape the services they receive
- How to encourage more young people to volunteer and become involved in their communities
- How to provide better information, advice and audience to young people to help them make informed choices about their lives, and how to provide better and more personalised intensive support for each young person who has serious problems or gets into trouble.

The consultation sets out a comprehensive package aimed at improving outcomes for all young people, with a particular emphasis on those who are disadvantaged.

3 REGIONAL PRIORITIES FOR SPORT & PHYSICAL ACTIVITY

3.1 London Plan for Sport and Physical Activity 2004 – 2008 (Sport England)

One of the most important documents in terms of driving up participation in sport and physical activity is Sport England's regional plan. Through the establishment of regional sports boards to advocate, develop and co-ordinate opportunity, its aims are to:

- **Increase overall participation rates by an average of 1% per year**
- **Increase participation by all under-represented groups**
- **Provide the structures needed for individuals to realise their sporting potential**

The core themes forming the basis for the London Plan for Sport are:

- the need to maximise opportunities for sport and physical activity through effective and sustainable partnerships
- a resolve to overcome barriers and enable excluded or hard-to-reach groups to participate in sport on a daily basis
- the potential to change attitudes by raising awareness of the economic, educational, social and health benefits of sport and physical activity

The Plan recommends the following actions:

- **Increasing participation in sport and active recreation**, through, for example, protecting playing fields, exploiting planning gain opportunities, develop local authority sub-regional partnership relationships that maximise the sharing of sports facilities and the creation of new multi-sport hub sites
- **Widening access**, by ensuring that facilities become better used by the communities they serve
- **Improving health and well being**, by identifying opportunities to develop access to formal and informal activities, including walking and cycling, in public open spaces, targeting priority groups at greatest risk of ill-health. Also by promoting and marketing the benefits of activity in daily life.
- **Building stronger and safer communities**, making sports facilities, parks and open spaces welcoming and safe environments
- **Improving education**, encouraging the use of university sports facilities as a means of marketing the institution and increasing social diversity within Higher Education

3.2 The London Plan: Spatial Development Strategy for Greater London (Greater London Authority, February 2004)

The Greater London Authority believes that the provision of open space is one of the key aspects of liveability and promoting physical activity. It provides a positive effect on the image and the vitality of areas and encourages investment as well as affording a respite from the built environment or an opportunity for recreation. It promotes health, well-being and quality of life and provides vital facilities for developing children's play, exercise and social skills. The London Housing Board, in recommending that the sub-regional housing strategies link with key services not confined within borough boundaries, suggests that all Londoners should have easy access to a local park or open space within 400 metres from their home³.

3.3 Sport Achieving Equality (London Sports Forum for Disabled People – Strategic Plan 2004-2008)

The vision for the LSF is to ensure that all disabled people in London have more opportunities to get involved in sport and physical activity at a level of their choice. The current strategic plan describes the organisation's role

in co-ordinating the many agencies in London who wish to promote sport for disabled people and its position as a one-stop shop for advice and guidance.

The LSF has recently launched a Five Year Football Development Strategy on behalf of the Greater London Football Partnership which seeks to simplify the football structures for the various disability groups across the capital.

3.4 North and East London Sports Network

Established in 2000 the North and East London Sports Network aim is to ensure a sub-regional perspective is taken to the delivery of sport, with integrated sports-linked policies that compliment regeneration, investment and wider strategic initiatives.

The objectives of the organisation are to:

- **Provide a strategic context** to maximise the successful planning, development and operation of sports facilities and services in north and east London
- **Establish a network involving key stakeholders** in the development and provision of sports within the north and east London sub-region
- **Advocate new investment and innovative policies** to support the delivery of high quality, accessible and well-managed sports facilities and services in north and east London.
- **Contribute to the creation of a strong image** for north and east London that encourages and supports sports related bids and addresses the deficit of regional and national facilities in the area.
- **Encourage stakeholders to recognise the unique role that sport can play in the delivery of regeneration and wider initiatives** that can transform the quality of life for all of those living, working and visiting north and east London.
- **Promote and facilitate education and training initiatives** across the region in the wider area of sport, physical activity and health, through the network of educational establishments. To support the co-ordination and development of a wide range of sports science and similar support services
- **Ensure that the diversity and unique character** of north and east London is reflected in all sports related strategic policies and that any benefits are cascaded throughout the whole community

3.5 Sub Regional Sport and Physical Activity Partnerships

Sub regional sport and physical activity partnerships are being created by Sport England to play a central role in widening, extending and increasing the regional, sub-regional and local infrastructure in London. Haringey will be served by the North London sub regional partnership, which will also support other boroughs of Waltham Forest, Barnet and Enfield.

The partnerships will seek to bring together health, voluntary sector and business and other key sectors and will replace and build upon the North and East London Sports Network, with links into the North London Strategic Alliance

The overall purpose of these partnerships will be to develop and enhance existing and establish new partnerships and ways of working using sport and physical activity as a catalyst to bring about positive social and economic well being of local communities. Partnerships will seek to widen, increase and extend quality opportunities for the whole community to sustain their involvement in sport and physical activity through casual and organised participation, recreational activity for fun, improving physical fitness and mental well-being, forming social relationships or where desired progress onto levels of performance via established pathways.

It is envisaged that the establishment of each partnership will be completed by March 2006. Active Sports funding will be realigned at this time with the closure of London Active Partnership on 31st March 2005 and the transfer of remaining active sports lottery funding to the National Governing Bodies of Sport.

The partnership will have the important role of both channelling and seeking to obtain resources from the Sports lottery, Olympic related funding, learning and skills Council etc.

The new partnerships will play a key role in identifying key priorities and gaps in provision. This information will contribute to the annual business planning process, linked to the National Governing Bodies whole sport plans, local sport and physical activity strategies and sports development priorities for each borough.

The key measure of success will be an increase in participation by 1% year on year.

3.6 The role and potential of sport for re-engaging young people with education and Training, Learning and Skills Council 2004

Adopted by the LSC in September 2004, this report produced by Middlesex University in partnership with the North & East London Sports Network was a response to concerns that some young people were at an economic and social disadvantage because they were neither employed nor participating in educational training. Through the research project, the LSC were seeking to understand the extent to which using sports would encourage young disaffected people to develop skills that would allow them back into the labour market. The key findings from this study are summarised below. The key recommendations have been built into the action plan of this strategy.

Key findings from the study

- ❑ Young people taking part in the study described a culture of non-attendance at school.
- ❑ Those who were attending out of school (or college) learning opportunities spoke enthusiastically about sports based initiatives and showed a commitment to the associated knowledge and skills curriculum.
- ❑ Employers, especially small employers, offer little work experience or work based learning opportunities but many expressed an interest in doing so.

- ❑ There was a strong link between higher than average levels of truancy and exclusion, lower than average levels of parental occupation and poor housing circumstances.
- ❑ The study found evidence at both a theoretical and practical level that sports-based learning can draw non learners or those in danger of becoming non learners back into an educational and training environment
- ❑ The target population is a challenging one. For future initiatives to succeed a curriculum structure through which they cannot fall will be required.
- ❑ In order to keep young people “on track” there will be a need to offer young people completing a programme real progression opportunities, either through work based placements or higher educational opportunities.
- ❑ A generally held view was that the Council should take the lead on persuading and influencing other places of work across the borough to adopt “physical activity friendly” environments and practices. These should include walking and cycling initiatives, smoking cessation and offering discounted membership to local leisure facilities.

In order to meet these challenging recommendations the research also highlighted the significance of a range of factors that will be crucial to success:

- ❑ The quality of programme leadership and tutors
- ❑ The role of voluntary agencies in accessing the hardest to reach
- ❑ The significance of an iconic location in initially drawing in young people
- ❑ The need to offer young people completing a programme real progression opportunities

4 WHERE ARE WE NOW

4.1 Current levels of satisfaction

4.1.1 Residents Survey

The Residents Survey 2003 identified satisfaction rates for sport, parks and play provision across the borough. The key findings are summarised below:

- Younger adults showed the most positive attitudes towards sport & leisure services in Haringey compared to the overall sample
- The socio-economic group DE was the most positive about sport & leisure services.
- The Caribbean ethnic group was the most positive about sport and leisure services.
- Part-time workers and those not working had more positive perceptions of sport & leisure services than full-time workers and the retired.
- There was no significant distinction between women's and men's opinions of leisure and sport facilities.

4.1.2 Customer satisfaction with Haringey leisure centres 2003

In September 2003, 295 exit interviews were conducted at Park Road Swimming Pools, Tottenham Green Centre and White Hart Lane Community Sports Centre (New River).

Average satisfaction differed only slightly amongst the centres and is fairly high at over seven out of ten. Overall respondents felt that the centres offered good value for money.

The majority of users travel under 2 miles to access Tottenham Green, White Hart Lane Community Sports Centre (New River) or Park Road Pools.

There were a variety of suggestions to improve or maintain satisfaction, which varied between centres. Some of the main comments were:

- Cleanliness and other improvements to changing rooms/showers/toilets at Park Road and Tottenham Green were required
- Swimming pools/surfaces should be warmer and cleaner, and the introduction of a lane system at both Park Road and Tottenham Green would be desirable
- Opening hours at Park Road and Tottenham Green should be reviewed
- Park Road and White Hart Lane should be re-modernised to provide better quality facilities
- Better gym facilities at Park Road and White Hart Lane were required
- Improvements to football pitches and spectator seating at White Hart Lane were required
- There were some criticisms of staff attitudes, staffing levels and staff training at Tottenham Green
- Reception at Tottenham Green was seen as poor and in need of upgrading

- Demographic breakdowns revealed some differences in satisfaction between different age bands and ethnic groups. Visitors aged 50 to 59 were significantly more satisfied than those aged 16-19, 25-34 and 35-49. Visitors from black and minority ethnic communities were significantly less satisfied than white visitors.
- Of those who have experience, almost three quarters thought that Haringey's leisure centres were better or the same as other councils. Comparisons with private clubs were less favourable with fewer saying they were the same or better.
- Eazy Cards were held by under half of visitors. Most non-holders felt they did not visit enough to make it worthwhile. However, as a substantial minority had not heard of them, the best way to broaden membership would to publicise Eazy Cards at every opportunity.

4.2 Current levels of participation

4.2.1 Summary

Accurate profiles of users for Tottenham Green, Park Road Pools or White Hart Lane Community Sports Centre are not currently available. However the profile of Easy Card holders is identified below ⁴.

| Ethnicity | Easycards September 05 | Census 2001 Haringey |
|------------------|-----------------------------------|---------------------------------|
| African | 5.68% | 9.18% |
| Any Other | 7.91% | 7.86% |
| Bangladeshi | 0.43% | 1.37% |
| Caribbean | 20.22% | 9.50% |
| Chinese | 0.50% | 1.13% |
| Indian Asian | 2.76% | 2.85% |
| Irish | 5.15% | 4.30% |
| Other Asian | 2.11% | 1.55% |
| Other White | 8.06% | 16.05% |
| Pakistani | 0.68% | 0.95% |
| White British | 40.04% | 45.28% |

4.2.2 Surveys undertaken in parks and open spaces

3 research studies are drawn from. These are:

- A MORI survey carried out on behalf of the Improvement and Performance team
- The annual residents survey undertaken by TNS
- A survey specific to usage of parks⁵
- Haringey Open Space and Sports Assessment study⁶ included a telephone questionnaire to obtain information on open space issues and a postal survey of sports clubs.

The results from these surveys have been included on the basis that developing the use of outdoor sports facilities and encouraging informal physical activity to take place in parks are key objectives for this sport and physical activity strategy.

The key findings from these surveys are presented below:

- Overall satisfaction with parks and open spaces was 67% in the 2003/4 residents survey
- 85% of residents had visited a park or open space within the past year, 82% within the past six months and 70% within the past month
- Females were more likely to use parks than males with 64% of users identified as female in the parks user survey and 36% male
- On the basis of ethnicity, the Asian communities are the least likely to have visited parks. Usage by the Black Caribbean communities are also below the borough average
- White British, White Other and Black African users are identified as most likely to have used parks.

⁴ Eazycard database 30.09.05

⁵ KMC Consultancy 2003

⁶Haringey Open Space and Sports Assessment, Atkins 2003

- Residents living in the N15 area use parks less frequently than those from other postcodes. Residents with an N17 postcode are also below the borough average.
- Postcode was identified by MORI as an important determining factor on whether residents visit parks on a regular basis and showed more disparities than any other factor.
- The reason given most frequently for visiting parks was “to relax” identified by 19% of respondents in the MORI survey. 17% identified “taking children to play” and 13% “to exercise”
- Walking is identified as the most frequently cited reason for use of open space in the Atkins survey followed by taking children to play
- Respondents to the parks survey who indicated that visiting parks for the sole reason of taking children are most likely to visit parks on a regular basis
- The Atkins survey identified safety and security issues as being the most common reason for non use of open spaces, specifically the presence of undesirable characters and feelings of vulnerability. Nearly a third of all non users (31%) avoid public open spaces due to perceptions associated with the fear of crime.
- In the parks survey, the presence of youths perceived as a threat by those older than them was the key safety issue
- Cleaning up park environments (25% of respondents) and increasing security through the presence of park rangers or wardens were the measures identified in the Atkins study as being required to improve perceptions of safety and security
- Walking was identified as the dominant mode of transport to access open space with car and bus use increasing for usage of the larger parks such as Alexandra and Finsbury
- Travel times are shortest to the smaller parks. Travel time increases as the size of park the user visits increases.
- Between 1pm and dusk was identified as the most popular time for visiting parks in the parks survey with 62% of visits occurring during these times

4.3 Audit of current activity and opportunity

4.3.1 Sports facilities⁷

The Council operates 4 sports and leisure facilities at Tottenham Green Leisure Centre, Park Road Pools, White Hart Lane Community Sports Centre, and Finsbury Park Track & Gym. There are six public swimming pools on two sites (one outdoor and one for diving) within the borough at Tottenham Green and Park Road Pools, although there is a Pool at Northumberland Park Community School that provides restricted community access. There are also 4 primary schools across the borough that have swimming pools, however no community use is currently offered.

There are 15 facilities with large sports halls operated through the main leisure facilities and at secondary school sites. There are 5 further smaller halls within the Borough mainly located at other sports facilities, 5 halls which form part of community centres and a further 69 halls located at other school sites within the Borough.

Facilities located at these school sites and community sites are used for a variety of purposes and tend not to be formally adapted for indoor sports on a permanent basis.

There are 7 sports halls located beyond the Borough boundary including two large halls at Sobell Sports Centre in Islington and the Ashmole Centre in Barnet which potentially meet the needs of some sections of the community who can access facilities by car, bus or cycle.

There are a total of 46 full size football pitches, 23 cricket pitches, 2 rugby pitches and 2 hockey pitches provided across the borough. There is also provision for junior leagues with 19 junior (6-a-side) football pitches, 36 5-a-side pitches and 2 junior cricket pitches.

There are 2 outdoor athletics facilities at White Hart Lane Community Sports Centre and Finsbury Park Athletics Track. There are 160 tennis courts, 10 bowls rinks, 15 netball courts and 31 basketball courts and practice areas.

The majority of full sized and 5-a-side football and all hockey and special football pitches have general public access. However, more than half of junior football and cricket pitches are located on sites which have restricted access or no public access. This reflects the relatively large number of junior football pitches located on school sites and the large proportion of cricket pitches which are located on private sports grounds.

There are 3 full size Astro Turf Pitches (ATP's) currently in use, all of which are floodlit. These are located at Northumberland Park Sports Centre, White Hart Lane Community Sports Centre and Hornsey School for Girls. All of the sites above currently offer public use. ATPs are also being developed at Fortismere, White Hart Lane and Highgate Wood. Further discussions are planned with a number of schools as part of the future development of this strategy to extend community access to their provision.

Some 21% of pitch sites are owned and managed by the voluntary sector within Haringey compared with 6% for London as a whole. The higher than average level of voluntary sector management is a distinctive feature of pitch provision within Haringey.

4.3.2 Sports Clubs within Haringey

In terms of outdoor sports provision, there were a total of 119 clubs identified as operating across the borough. Football is the most popular sport, followed by cricket and rugby.

Of the total of 119 clubs, the survey identified 84 football clubs, 29 cricket clubs and individual clubs who play rugby union, rugby league, Australian rules football and camogie. Within these clubs there are an estimated

⁷ Haringey Open Space and Sports Assessment, Atkins 2003

6,793 members who play on a regular basis (defined as playing at least once every four weeks). In addition there are an estimated 1,800 club members who play on a casual basis (defined as at least once a year).

The demand assessment found that those pitches which were in better condition and have supporting facilities such as changing rooms, social facilities and floodlighting of an appropriate standard were in much higher demand. Many clubs based at such grounds reported problems of congestion and overcrowding at the changing facilities at peak times and problems of churned up and over intensively used pitches, despite reasonable levels of pitch maintenance.

Clubs perceived that their expansion was being constrained by lack of additional available pitches in good condition with appropriate changing facilities. Furthermore, clubs located on less adequately served grounds tended to express dissatisfaction with the standard or lack of ancillary facilities and a desire to relocate to better served grounds.

Issues of unmet demand

Several clubs within the initial survey sample had relocated out of the Borough. Where a reason was provided most clubs indicated that this was due to a lack of capacity within Haringey. Many of these clubs would seek to play in Haringey if facilities of an appropriate standard and availability were present.

4.3.3 Children's play facilities

The value of children's play can often go unrecognised. However there is a growing body of evidence that demonstrates that children's patterns of behaviour are learnt from a very early age. When embarking on a strategy of increasing levels of participation in sport and physical activity it is essential that good quality play provision is available for those children of early years.

The Council, principally through its Recreation and Housing Services, provides a range of play facilities in parks, open spaces and on housing estates. These include, playgrounds, ball courts and skateboard facilities. Adventurous playgrounds are provided by the Haringey Play Association who also offer staffed sessions, funded by the "Play People in Parks" initiative offering opportunities for structured play activity during school holiday periods.

4.3.4 Identified deficiencies

The Haringey Open Space and Sports Assessment⁸ and research conducted as part of the development of this strategy has identified the following deficiencies and gaps in provision in relation to sports facilities across the borough.

Playing Pitch provision

The distribution of playing pitch provision within Haringey is uneven. In addition, total provision in numerical terms is below both the national and London average per head of population.

The quality of pitches and associated supporting facilities does not adequately serve the existing needs of some teams within the borough. Some 22% of pitches do not have access to changing facilities and 60% of pitches do not have any social facilities. Even where provision of changing and social facilities exists in some cases these are not fit for purpose as they are in poor condition, too small for the number of pitches or have a poor range of facilities. The club survey undertaken as part of this assessment revealed that levels of participation are sensitive to the quality of pitch and facilities provision.

⁸ Haringey Open Space and Sports Assessment , Atkins 2003

A particular concern identified is that participation rates in Haringey for outdoor sports are currently below the national average. In addition, 28% of football clubs, 30% of cricket clubs and 20% of hockey clubs draw more than half of their members from outside the borough.

Around a third of the Borough (in terms of area) is not located within walking distance of any playing field currently managed for pitch sports (including casual pitches). Around half of the Borough is beyond walking distance from a site actively managed for outdoor pitch sports. The largest areas without pedestrian access to pitches include:

- An area of Northumberland Park, White Hart Lane, Tottenham Hale and Tottenham Green and Bruce Grove Wards;
- Haringey Ward and parts of Seven Sisters, St Ann's, Stroud Green and Crouch End Wards;
- Noel Park Ward and parts of Bounds Green, Woodside, Hornsey and Stroud Green Wards;
- Parts of Alexandra and Fortis Green Wards (where pitches exist but which have no public access); and
- Small areas of Highgate Ward (where pitches exist but have no public access).

Taking into account existing provision, demand and latent demand there is a need for the following additional pitches to serve the needs of the local population up to 2016:

- 7 full size football pitches
- 1 full size cricket pitch
- 1 full size rugby pitch
- 1 gaelic football pitch

Other outdoor sports

Tennis courts across the borough are sufficient in number, although many are of poor quality and mainly concentrated in the west of the borough; there is a need to improve provision in the east.

The two athletics venues at Finsbury Park and White Hart Lane Community Sports Centre require improvements to the quality of existing provision.

Improvements are required to the track at Finsbury Park in order that it can be certified to minimum UK athletics standard. Improvement would meet the need for the centre to offer training facilities for the 2012 Olympic and Para Olympic games.

White Hart Lane Community Sports Centre has the potential to become a sub regional sports development hub facility. The centre has suffered from under investment over the years, however it is still a major facility for the borough in terms of sports development.

A number of clubs and agencies currently operate from White Hart Lane Community Sports Centre. Haringey Sports Development and London Skolars (one of two professional clubs in London) have their home there; Spurs football club deliver programmes at the centre. Both St Thomas Moore School and White Hart Lane School (the two school sports partnership hubs) are nearby. The centre also has a proud history, having provided training facilities for Olympic athletes such as Sebastian Coe, Mike McFarland, Daley Thompson and John Herbert.

Improvements could be potentially linked to the establishment of new facilities at Picketts Lock or as potential training facilities associated with the Olympics and Para Olympics in 2012.

Indoor provision

The main findings were that a further 25m swimming pool will be required over the UDP period to meet additional needs generated between 2001 and 2016 and to meet existing unmet demand within the borough. At

present there is sufficient unmet demand in Haringey to justify the provision of further sports halls within the borough equivalent in size to 30 badminton courts or seven 4-court sports halls. Between 2001 and 2016, unmet needs will increase further within the borough and there will be a need for further provision equivalent to 11 badminton courts or three 4-court sports halls.

Play provision

An audit undertaken of the quality of existing play provision has identified the need for considerable further investment in play facilities. There is also a need to assess the adequacy and extent of existing play provision in accordance with National Playing Fields Association recommended standards.

4.3.5 Other key findings

The Open Space and Sports Assessment report also identified a number of other key priorities for action, which have been incorporated into the action plan of this strategy:

- The need for an approach to developer contributions to ensure that there is appropriate opportunity for sport and physical activity for future population growth through new housing development
- To explore the potential to develop community access agreements for additional use of facilities at Highgate Wood School Playing Field, Coldfall School, Mulberry School, Fortismere School, St Thomas Moore School, Gladesmore School, Park View Academy, White Hart Lane, Greig City Academy, Hornsey Girls School, and Northumberland Park.

5 SPORT AND PHYSICAL ACTIVITY – THE WIDER CONTEXT

The importance of sport and physical activity is in part recognised and acknowledged through the national and regional priorities in chapters two and three. This section identifies in greater detail some of the key priorities that are locally driven through the Community Plan and will form the key focus for the development of key policy recommendations that underpin the sport and physical activity action plan.

5.1 THE EDUCATION AGENDA

5.1.1 Increasing participation through schools – engaging young people through sport

In 2001, the **School Sports Co-ordinators** (SSCo's) initiative was developed and implemented by the DfES, the Department for Culture, Media, Sport, New Opportunities Fund, Sport England and the Youth Sport Trust. **School Sports Partnerships** were established in order to provide a co-ordinated structure of activity and to link together primary and secondary schools. The Partnerships are formula funded each year with a full time Partnership Development Manager, a teacher for 2 and a half days per week and a primary school teacher to be a Primary Link Teacher (PLT) for 12 days per year.

The Partnerships' overall aim is to help schools to ensure that their pupils spend the minimum of 2hrs per week on high quality PE & school sport. To achieve this 6 objectives have been set:

- ❑ Strategic planning - develop & implement a PE & sport strategy
- ❑ Primary liaison – develop links within families of schools especially KS2 & 3
- ❑ Out of school hours – provide enhanced opportunities for all pupils
- ❑ School to community – increase participation in community sport and clubs
- ❑ Coaching & leadership, provide opportunities for senior pupils, teachers and other adults
- ❑ Raising standards – raise standards of pupil's achievement.

From September 2005, all Borough Schools are included within this initiative.

As part of the programme SSCos have completed an audit of the sport and PE currently on offer in Haringey within each of the primary school clusters.

Two key issues have emerged - that there is little variety in the sports being offered and that participation of girls in sport is low.

Since the introduction of the programme the team has aimed to raise the number and variety of after school activities and lunch time clubs offering a range of more unusual sports such as Brazilian football and Judo. By offering greater variety, interest in sport has increased along with an increase in participation, including that of girls.

Standards of PE in the curriculum have been raised by offering INSET to teachers through the SSCos' programme and the national Continuing Professional Development strategy. There is a commitment to deliver 54 sessions of training over the next two years to teachers and adults other than teachers working in schools.

The SSCos' are now starting to work more closely with the voluntary sector, the London Active Sports Partnership, and other agencies to establish and develop closer links with local sports clubs, to further increase participation and thus activity rates. This is exemplified by the Rugby League development programme, which has introduced a new activity to local children in Haringey, attracting both girls and boys.

Supporting this programme is the **Haringey Schools Sports Association**. It takes responsibility for the organisation of leagues and competitions in different sports, organising Haringey Borough Teams to provide district, county and national competition as appropriate. The Association also seeks to provide opportunities for training teachers and coaches in schools.

5.1.2 Extended schools

Extended schools provide a range of services and activities, often beyond the school day, to help meet the needs of children, their families and the wider community. A prospectus published in June 2005, ***Extended schools: access to opportunities and services for all*** outlines the Government's long-term vision for delivering extended services in and around schools, in partnership with local providers. It sets out a core offer of services, which includes sport and recreational provision, that all children should be able to access by 2010. Reconfiguring, co-locating and facilitating easier access to services around the places where children and young people spend much of their time is key to *Every Child Matters* and leads to improved outcomes for children and families.

Since its designation as Haringey's full extended school in 2003, **Park View Academy** has built upon the emerging popular and quality provision provided through the West Green Learning Centre, the highly praised inclusive learning strategy within the school and the history of well attended adult and student out of hours learning and sports activities.

The school is at the heart of the SRB5 West Green Learning Neighbourhood regeneration programme. The Learning Centre is an attractive, "aspirational" building and symbolises the ambition of the extended school concept. The school's Sports Centre provides an excellent resource for developing community sports and leisure activities. The whole new campus is open to the school and the community.

The West Green Learning Centre is currently run by a Centre manager and a team which includes a Community Development Officer, an ICT technician and reception and administrative staff. An extensive community sports programme based in the Sports Centre is managed by an external contractor in partnership with the school.

The school has strong links with four feeder primary schools which have benefited from Innovations Fund money through Excellence in Cities (EiC) which led to the installation of mini ICT networks in each of the schools linked to Park View Academy's network. The schools are involved in languages teaching and sports coaching programmes.

Haringey is developing the Extended Schools initiative via six Children's Networks which between them cover the whole Borough. An Extended Schools Manager with responsibility for overall management of the programme is also in the process of being appointed.

5.1.3 School Travel Plans

A School Travel Plan seeks to link road safety education within schools with the wider issues around the school journey and the local environment. It builds on the existing strong links between school communities and road safety.

The development of a School Travel Plan will bring together road safety officers, travel planners and traffic engineers to promote more sustainable travel without compromising road safety. Central to the promotion of sustainable travel is raising awareness of the alternatives to travel by car, as well as improving the street scene, which is achieved through good urban design and the Council's management of the street.

Through School Travel Plans the Council can engage with school communities to ensure that routes their pupils / children take to school are attractive, safely laid out and well managed and encourage walking.

Currently 34 primary, 3 secondary and 1 special school in Haringey are engaged in developing their own school travel plans.

5.1.4 The College of North East London (CoNEL)

CoNEL has a School of Sport, Recreation and Leisure that delivers a wide range of sports and fitness courses from Entry to Level 3.

The College has a Sports Academy which aims to:

- a) Help Academy participants reach their potential through quality coaching in football and basketball;
- b) Offer development and employment routes;
- c) Provide an effective framework for supporting the athletes;
- d) Offer an effective competitive structure for sporting development;
- e) Maintain a balance between academic achievement and sporting commitment to offer an enriching learning experience to young people and adults.

The College of North East London with its established Sports Academy and menu of successful sports and fitness courses will make a significant contribution to the delivery of the Council's Sport and Physical Activity Strategy.

5.1.5 Other key developments

Implementation plans for 7 Children's Centres have been submitted to the Sure Start unit. The plans outline how the Centres will provide a variety of outreach services such as Health, Employment and Social Services. The plans also include details of how local management forums will be implemented as well as details of staff training and how integrated services and an effective referral and tracking system will be developed. The designation of 3 Centres have been confirmed to date at Pembury, Rowland Hill and Park Lane.

In terms of youth provision, work is progressing to refurbish existing youth centres and to build a state of the art Youth Centre at 10 Bruce Grove, Tottenham. Partnership negotiations continue with North London Connexions and London Challenge to develop an information, guidance and support service within every secondary school in Haringey. Links have been forged with the Duke of Edinburgh's Award Scheme and the Prince's Trust. A new Duke of Edinburgh's Award Centre, which will support the scheme across the whole borough is being built on St Thomas More School site.

Haringey is in Wave 2 of the Building Schools for the Future Programme. With limited facilities currently in schools across the borough, it will be essential to ensure the blueprint for development is underpinned by the need for improved community sports facilities. Community access will be an essential part of the agreement to secure the BSF funding.

5.2 THE HEALTH AGENDA

5.2.1 Improving health through being active

Primary Health Care Trusts now have a responsibility to advocate, promote and deliver physical activity programmes and active lifestyles in partnership with other statutory and voluntary agencies.

The Haringey Primary Care Trust Public Health programme includes a number of physical activity interventions which aim to improve the health and well being amongst sections of the community identified as "at risk".

Haringey Get Up and Walk Programme. The programme involves training volunteer walk leaders who then lead walks in their local communities. The first round of volunteers were trained in January 2004.

- **Fit for Life courses.** The aim of Fit for Life is to encourage people to become more active. The course lasts for 8 weeks, consisting of 2 main elements: physical activity and health lifestyle advice. Six courses are planned for 2004-05 targeting:
 - People at risk of developing diabetes
 - People with diabetes
 - People with weight management issues

The courses are run in local leisure facilities and within community venues including Holmes Place (Wood Green and Crouch End), YMCA Hornsey, Tottenham Green Leisure Centre and White Hart Lane Community Sports Centre.

- **Cardiac Rehabilitation exercise groups.** These community-based exercise sessions take place within the community and provide opportunities for physical activity appropriate for participants with established coronary heart disease. The aim of the programme is to reduce the risk of subsequent cardiac problems and to promote the return to a full and normal life. Following the completion of a hospital-based cardiac rehabilitation programme, a cardiac rehabilitation nurse refers participants to the programme. The British Association for Cardiac Rehabilitation have developed a GP Coronary Heart Disease referral pathway, which enables people to be referred to the programme from the primary care setting. This referral pathway will be available in Haringey towards the end of 2005. Sessions take place in local private gyms and Tottenham Green Leisure Centre, and are lead by exercise instructors who hold the Phase IV British Association for Cardiac Rehabilitation qualification.
- **Health for Haringey.** (Big Lottery Funding for a Healthy Living Centre). The project seeks to develop population based healthy activities with community groups, especially targeting communities from socially isolated and minority ethnic groups. The project uses the Fit for Life model to encourage participants to become physically more active.

5.2.2 The Healthy Schools Programme

The Department for Education and Skills (DfES) and the Department of Health (DoH) jointly fund the National Healthy Schools Standard. It is part of the government's drive to reduce health inequalities, promote social inclusion and raise educational standards.

From September 2005, in order to be recognised as achieving healthy schools status, schools will be required to meet criteria in the following four core areas:

- Personal, Social and Health Education (including sex and relationship education and drug education)
- Healthy Eating
- Physical Activity
- Emotional Health and Well Being

Criteria linked to each core area relate to the taught curriculum as well as the emotional, physical and learning environment that the school provides. The Programme has two key national targets:

- Half of all schools to achieve new healthy schools status by December 2006
- All schools working towards being healthy schools by 2009

The local Healthy Schools programme in Haringey has established a Physical Activity Working Group comprising of key partners from schools, the Local Authority, Haringey Sports Development Trust and TPCT in order to support schools in meeting the physical activity criteria required to achieve Healthy Schools status. The Healthy Schools Team will be prioritising those 38 schools that had formerly achieved local healthy schools accreditation in order to help them acquire the new Healthy School status.

5.3 CASE STUDIES

A number of good practice models in Haringey delivering sport and physical activity are identified in this chapter under key cross cutting Council priorities, demonstrating that sport and physical activity is not just about fun and enjoyment but central to meeting health, educational and community cohesion agendas. These are just some examples; there are many other organisations across the borough delivering sport and recreational opportunity to Haringey's community.

5.3.1 Narrowing the gap

Building local involvement in planning and reshaping local services and making things happen on the ground is the main function of neighbourhood management in Haringey, in order to narrow the gap between the poor wards in the east and the richer wards in the west. Building local partnerships, identifying local neighbourhood priorities and bringing together local people to deliver local based projects is given the highest priority.

Active Communities

An Active Communities Development Officer, 50% funded by Sport England, is employed jointly by the LB Haringey, LB Enfield and LB Waltham Forest to capacity build community groups who wish to become more involved in sport.

The primary objective is to increase participation in sport and physical activity by communities in identified wards in Enfield, Haringey and Waltham Forest, who have traditionally been excluded from accessing sporting opportunities.

Whilst there are sources of funding available for widening access in sport (such as Awards for All and Football Foundation Small Grants), many of the groups for whom the money is intended are either unaware of the schemes or unable to complete the application form. The Development Officer has not only delivered local workshops to promote the funding streams, but he has also helped the applicants to complete the necessary paperwork. Critically the funding criteria encourage the applying group to become more organised and to demonstrate forward planning so that the activity it initiates is sustained. Since 2000, community groups have benefited in the region of £108,000 through the Football Foundation Small Grants Scheme and £148,000 through Awards for All.

Positive Futures is a national sports-based social inclusion programme, aimed at engaging young people between 10-16 years old living in Harringay, Woodside and Noel Park wards. Outreach and detached work is provided to young people at risk of exclusion from local schools, delivering various sporting activities underpinned with educational programmes on drug prevention, sexual health and healthy lifestyles. Young people are given exit routes by linking them to other ongoing activities run by local partners.

Haringey Positive Futures have developed good working links with White Hart Lane School, targeting young people at risk. Basketball is delivered twice a week, underpinned with a personal development programme. Structured football coaching in partnership with Spurs FC is also on offer for the young people U14/U16 four times a week together with a drug education programme, working in partnership with Haringey Drug Education Team. Young people play in a football competition every Saturday morning and Sunday afternoon.

On the last day of the summer programme a sports tournament is initiated from White Hart Lane Community Sports Complex giving young people throughout the borough a chance to participate and perform a showcase of what they learnt over the six week period and receive medals and trophies for their performance which is usually awarded to them by the borough Commander.

The proposed summer programme for this year will see the 4 YP (For Young People) bus attending venues across the borough providing workshops on crime prevention delivered via the Police. and other professional

external facilitators. In addition to the above young people will also be key worked and their support will continue after the holidays.

How Positive Futures can change lives

A young person was referred to the programme by the Youth Offending Service who had a long history of getting into trouble with the police. He was known by the police to be committing small to serious offences and getting himself into fights during school.

At first he was very reluctant to get involved in any sporting activities, and was very suspicious of any help offered to him. Eventually he agreed to attend the basketball sessions on the Tuesday and Thursday evening, and has become a changed character, by joining the basketball team.

The positive role models on the basketball team have influenced him. The Coaches enthusiasm towards the sport and young people together with positive members of the staff team present has all contributed in helping him turn his life around.

He is now a regular member of the basketball team and joins in the group personal development workshops. He now has a better relationship with his parents, attends school regularly, has stopped fighting, is able to control his anger and has not been in trouble with the police since.

He also attends the Youth Project regularly and gets involved in the YIP music / DJ project and various other recreational activities.

5.3.2 Tackling social exclusion – developing social capital

Sport is one way in which social exclusion can be tackled. Important evidence suggest that participating in sporting activities increases people's sense of integration into their local community in both urban and rural areas.

Well-managed sports facilities become a focal point for community activities and improve people's sense of well-being in the place they live. Through subsidised pricing, they can also bring together members of deprived communities and provide opportunities for social interaction, lifelong learning and improved social cohesion.

Sporting & Educational Solutions Limited (SES)

Based on the Broadwater Farm Estate, the main focus of SES is to provide sports programmes for the local community and to use the power of sport to try to make the estate a safer and healthier place to live. The most popular activity is football coaching and playing opportunities are organised through Broadwater Farm United FC. The club has two adult teams and boys' teams ranging from under 8 to under 16. The most outstanding adult players graduate to Ryman League football at Kingsbury Town FC whereas the most talented younger members have been signed on academy forms at professional clubs.

The membership of the club reflects the changing demography of the estate with a mix of 30% African, 30% Afro-Caribbean, 15% UK White, 15% Kurdish and 10% Other European. Sport has helped to break down barriers as previously "neighbour did not know neighbour". Now, through the children, the parents interact with one another and friendships have been forged. The football club makes use of two enclosed adult pitches and shares the maintenance duties with the council. The club uses a small area of Lordship Recreation Ground for mini-soccer matches and utilises a former theatre to store the goalposts. In its previous life the structure was burnt down on several occasions but since it has been used by the football club it has been left untouched. The

pitches, for which the club pays no charge, are intensively used by the club working to a well managed schedule. The pitches are also hired out by the club to external organisations.

SES recognises that they are in a good position to encourage adults to increase their participation in physical activity. As the programme develops it is planned to target the adult market. Walking is now recognised as having the potential to play a central role in creating a healthier nation. The British Heart Foundation and the Countryside Commission jointly promote a 'Walking the Way to Health Initiative' that aims to get more people walking in their local community. Through developing partnerships SES is planning to develop this initiative in the Tottenham area.

5.3.3 Celebrating diversity and improving community safety

Evidence from across the country shows that sport reduces the chances of young people slipping into lives of crime. There is a reduced risk of a person re-offending if they can be encouraged to participate in sport. Furthermore, sport brings communities together to celebrate through participation and success in a way that no other

medium

can

do

so.

Haringey Week of Peace - September 20 - 26th 2004

"I just had to put pen to paper once again to bring to your attention the huge impact on crime that Peace Week has had on Haringey Borough this year. This is now the fourth year running that violent crime has been reduced during the period and we are showing a consistency that flies in the face of the 'coincidence theory'. Specifically, assault (ABH, GBH and Common Assault) decreased by 39% compared to the previous year and was also considerably less than the 6 weeks prior to Peace Week. Similarly, total crimes of violence decreased by 26% compared to the previous year and was also considerably less than in any of the 6 weeks preceding Peace Week.

We often say how we achieve things together in Haringey and these figures prove it once again."

Stephen Bloomfield
Chief Superintendent

A series of sporting events contributed to the Peace Week:

Broadwater Farm hosted a table tennis competition between the young people on the Farm and the Metropolitan Police. The young people led by members of the Peace Alliance won the competition.

Haringey Positive Futures organised a football and rugby tournament at the White Hart Lane Community Sports Centre between the Positive Futures teams across London. The Chelsea Positive Futures team won the tournament.

The Haringey Sports Development Trust organised a football tournament with a number of primary schools.

Northumberland Park Sports Centre played host to another football tournament on Saturday the 25th as four schools played a five a side tournament.

Haringey Basketball Association hosted a tournament at Ducketts Common on Saturday 25th from 2.00pm to 6 pm from starting level to advanced players. Ferry lane hosted an under 16s 5-a-side football tournament at Ferry Lane Jarrow Road on Weds 22nd September and Thursday 23rd September from 6pm to 9pm, as well as a discussion on sports development and current youth issues on Friday 24th of September at the same venue.

5.3.4 Educating young people through sport

Children need to learn lessons that will stand them in good stead for the rest of their lives - a process in which sport can play a key role. It teaches people the benefits of self discipline, team work, mutual respect and fair play. It enables youngsters, in particular, to channel their energy, competitiveness and aggression in a personally and socially beneficial way.

"Participation in sport enables young people to use their leisure time in a constructive way. Group activities such as team games can promote a sense of community and pride in achievement which lead to heightened awareness of the obligations of citizenship"⁹

The Haringey Sports Development Trust was established to advance the education of young persons at schools in the London Borough of Haringey and surrounding areas by ensuring that due attention is given to physical development and to assist in the organisation and provision of facilities, which will enable and encourage participation in physical recreation and sport.

The overall aims of the Trust include:

1. Organising and providing facilities for recreation for persons resident in the London Borough of Haringey and surrounding areas with the object of improving their conditions of life.
2. To undertake or sponsor research and to promulgate the usual results thereof.
3. To coordinate and work with other agencies or bodies having similar aims and encourage the provision and development of appropriate support and educational services.

They co-ordinate and manage projects and sports development programmes with a range of partners, including Haringey Schools Sports Association, Haringey Schools Sports Partnerships (lead through St Thomas Moore and White Hart Lane secondary schools and Haringey Council (who provide grant funding for the London Heathrow Youth Games).

Projects include:

- 1 Coach education
- 2 Awards for All
- 3 Schools development for primary and secondary schools
- 4 TOPS programmes
- 5 Whizz Kids Sports Camps
- 6 Talent identification programmes
- 7 The London Heathrow Youth games
- 8 The London Mini Marathon

Primary school development programme

Following a successful Community Investment Fund bid, the Trust is working with 60 primary schools across the borough. 3 tried and tested schemes are now in operation: **multi fitness testing** (as used successfully in Sweden) will provide the basis for monitoring the scheme through establishing baseline fitness testing before entering the scheme and at the end to measure improvements. **Happy Hearts playground games** have been developed to encourage playground games and promote physical activity throughout the day. **The body care** programme will deliver the learning to train phase and provide pathways to clubs, summer schools and specialist sports coaches.

Partnerships are currently in place with a number of sports clubs including:

- Athletics - Haringey and Enfield Athletics Club
- Rugby Union and League - Old Grammarians and London Skolars
- Football – Haringey Borough Youth, Spurs FC, Tottenham Ladies
- Basketball – Haringey Girls Basketball Club
- Netball – Haringey Netball Club
- Table Tennis – Edison table tennis club
- Tennis – Pavilion Tennis Club

5.3.5 Voluntary Sector Facility Management/ Development

⁹ Home Office Consultation Document, 1997

The voluntary sector, through local clubs and charitable organisations, manage a range of facilities across Haringey which provide opportunities for local people to participate in and enjoy their preferred sports.

The majority of clubs and facilities are in the west of the Borough and there is a need to develop provision in the east which is less well provided for.

Community Action Trust provides both indoor and outdoor facilities through Tottenham Community Sports Centre and the Fred Knight Sports Ground. Both of these facilities are located in areas of the Borough where overall levels of deprivation are very high and hence the need for such facilities is comparably greater. The facilities are also used as a base by a large number of voluntary sector sports clubs.

The Trust is a charity which receives no funding from the local authority and which derives its income from a variety of sources including from Powerleague Ltd who manage 12 five a side courts on a commercial basis at the Fred Knight Sports Ground.

5.3.6 Urban regeneration and environmental improvement

Improving sports facilities and hosting sporting events can rejuvenate an area's image and improve local self esteem. Such benefits are often intangible, but their knock on effects can be truly substantial.

In addition, the provision of sports fields contributes to providing the green lungs of an urban area, while the development of new such facilities can regenerate derelict land and be reclaimed by the local community

The Pavilion Sports & Café Limited was established 2 years ago and operates out of Albert Recreation Ground in Wood Green. They have a 25-year lease from the Council and have provided significant investment in the café and tennis facilities in order to develop a community club structure for children, young people and adults. Concentrating on tennis development, 4 coaches are employed providing sessional activities throughout the spring and summer periods. Last year around 600 children and young people took part in activities and around 100 adults undertook summer coaching courses. The demand that has been created through this grass roots development work has prompted local tennis clubs to establish junior tennis programmes.

In terms of partnership work, Pavilion Sports works with Fortismere and Alexandra Park secondary schools, providing tennis programmes to meet GCSE PE curriculum requirements. In addition they work with Tetherdown and St Martin of Porres primary schools providing tennis development and after school programmes. They also work with the Haringey Sports Development Trust ensuring Haringey's participation in tennis at The London Heathrow Youth Games.

They have recently become LTA mini tennis accredited and have secured an LTA grant to refurbish and upgrade tennis facilities on the site.

Future developments include The Middlesex Institute of Sport development at Fortismere School. Both grass roots development and gifted and talented programmes will operate in basketball, tennis and football.

5.3.7 Improving Health and Well-Being

By keeping people fit and healthy, sport is a form of preventative medicine significantly reducing the burdens on the National Health Service:

"Wider active participation should be a central aim of sports policy Authoritative research indicates that exercise and participation in sport help to combat social exclusion and improve health" (*All Party Select Committee on Culture, Media and Sport, May 1999*)

Sports and recreational facilities have a vital role to play in promoting healthy living and preventing illness, and in the social development of children of all ages through play, sporting activities and interaction with others.

Health for Haringey

Health For Haringey supports community groups in developing healthy living activities especially targeting some of the most socially excluded people and black and minority ethnic groups. Our principal aim is to establish new projects that will increase people's levels of physical activity by providing tailored exercise programmes, social support and health information.

Health for Haringey (HFH) is a new initiative making a real difference to hundreds of the most socially excluded people in the borough. Target communities include BME groups, refugees, asylum seekers, older people and those with long-term conditions. We facilitate tailored exercise programmes, social support and health information providing opportunities for people to improve their health. It boosts self-esteem and confidence and helps reduce social isolation.

Projects are varied to cater for the diverse population. We help community groups set up and run activities. Some participants become mentors who are involved in the sustained development of the projects. The ethos of the project is empowerment, building confidence and improving people's lives – not just increasing physical activity. This involves community groups participating in the initial planning.

So far we have agreed projects with 34 different community groups in the borough. Funded groups and activities include:

African Caribbean Leadership Council – exercise group for older African & Caribbean people
Better Life for Women & Families – dance and walking sessions for women at Broadwater Farm
Council for Asian People – keep fit and chair based exercise for elderly Asian people
Haringey Advisory Group on Alcohol –khai-bo group
Pragati Asian Women's Association – swimming & yoga for Asian women
Uganda Community Relief Association – low impact aerobics
North London Lupus Group – aqua aerobics and pilates

The impact on users is profound. Benefits have included improved mobility, increased self-confidence and community confidence. People have reported making friends and having fun as well as increasing their levels of physical activity. We are delighted by the enthusiasm shown by participants and groups. It has helped to change people's lives.

HOW WE CONSULTED TO DEVELOP THE STRATEGY

6.1 The process

An extensive consultation process has been undertaken to inform and lead the development of this draft strategy. This has included:

- Over 30 stakeholder interviews with organisations and individuals across a range of agencies from regional umbrella organisations to local organisations representing Haringey and its wider community
- A series of focus groups and workshops with young people in schools
- A workshop with 97 older people, discussing issues of lifestyle and current participation in physical activity and sport

The following section provides an analysis of key findings. From this analysis, a number of policy recommendations have been produced which inform the development of the draft action plan. Further consultation will be undertaken with key community groups and representatives in order to test these identified priorities for the future development of sport and physical activity across the borough.

6.2 What we were told

6.2.1 Focus Group discussions

A number of group discussions took place as part of the consultation, including a youth group at New River Youth Centre, a group at Jackson Lane and 2 schools groups which took place at Parkview Academy. The key issues explored were **participation** and **access** to sport across the borough and **barriers** to participation or progression.

Overall, sport and physical activity is seen as a “vehicle” to ultimately improve the quality of people’s lives across the borough. Some of the key messages from the focus groups were:

- ❑ Young people preferred activity to be offered through organised events, programmes and courses rather than in an ad hoc way.
- ❑ Girls suggested that they would choose to do more football were it available to them through a league structure outside school
- ❑ Youth leaders (rather than teachers or parents) were seen as important in encouraging participation
- ❑ Role models were also seen as an important motivator to encourage young people to participate in sport
- ❑ In general terms boys demonstrated higher levels of participation of street or open space activities
- ❑ Good quality facilities would encourage young people to further participate in sporting activity
- ❑ The need for facilities close to home as parental concerns restricted the younger sections of the community to localised activity.

6.2.2 Older people's workshop

97 older people attended a workshop in Tottenham in November 2004 to discuss their views and participation in leisure activity.

Over 90% were from black and minority ethnic communities and 54% considered themselves to have a disability. As part of the workshop, a questionnaire was circulated seeking views from participants on their current leisure, physical activity and sporting needs and requirements.

In terms of participation, walking was the most popular activity (86%), followed by exercise classes (48%). 51% stated that they used a local leisure facility to participate in their chosen activity, the most popular being Tottenham Green Leisure Centre.

The most popular reason (39%) for using a particular facility was due to the facility being close to home. 32% stated that it was because it was easy to get there.

Staying healthy was seen as the most important factor for taking part in physical activity (71%). "Social interaction" and "general enjoyment" were also seen as important factors.

Identifying what would encourage those who did not currently participate in sport or physical activity was also investigated. Although a number of non-participants suggested that free transport, keeping fit and meeting friends were reasons to participate, 80% did not suggest anything in the questionnaire that would encourage them to take part in activity. However, further discussion with the group indicated that using community venues for physical activity sessions would enable them to exercise.

6.2.3 Stakeholder interviews

One to one interviews were undertaken with a number of key agencies, voluntary sector providers and senior officers from Haringey Council. The transcripts from the interviews have been collated and the key issues relating to current activity, gaps in provision, priorities for action and recommendations for future delivery of sport and physical activity have been summarised under 4 key headings.

- **PEOPLE AND PARTNERSHIPS**
- **CURRENT & FUTURE PROVISION**
- **ACCESS & PARTICIPATION**
- **INFORMATION, ADVICE & COMMUNICATION**

The key issues that arose from the consultation process can be summarised as:

PEOPLE & PARTNERSHIPS

- Voluntary activity is a key element in creating and sustaining an active and inclusive society, and sport is one of the main ways in which people choose to put something back into their communities.
- The voluntary sector across the borough is strong but fragmented. Investment and support from the Council has been historically limited when compared to other London Boroughs.
- Voluntary sector groups often suffer from lack of capacity to fund raise due to limited staff and time to research funding opportunities. A dedicated fundraising adviser to help and support sporting groups in addition to giving finance and accountancy advice would be very popular amongst many groups.
- The main role of the Council in the provision of sporting partnerships should be as an enabler and capacity builder, helping to target resources for people who work within and know their own communities.

- The Council should support local groups and initiatives via grant funding arrangements, linked to service level agreements to ensure agreed outcomes are achieved
- Partnerships with neighbouring authorities should be encouraged, especially in relation to marketing sub-regional activity and encouraging healthier lifestyles. There are a number of facilities that potentially serve Haringey's community which are run and operated by neighbouring boroughs, located near borough boundaries.
- Increasing participation and improving community cohesion will require local targeted input from people taking responsibility within their own ethnic communities. There needs to be greater opportunities for young and old to work together, understand and support each other. This can be achieved through making opportunities available for these groups to participate in sport and physical activity together.
- There was a general perception that the Council did not understand and acknowledge the value and role of sport within the wider context of community health, well-being and life chances, especially for young people.
- Partnership structures for sport that do exist across the borough do so due to individual's commitments and their dedication to developing sport, especially for young people. It is vital that the Council embraces the value of these current initiatives and programmes in order for future success.
- Sharing good practice amongst sports and physical activity agencies was seen as a key priority. One suggestion was that the Council could co-ordinate and resource an annual 'Sport for All' conference that would bring together all sport leaders and organisers in order to network and exchange ideas on developing a common policy for sport in the borough.

CURRENT & FUTURE PROVISION

- There is a current perception that the Council portfolio/ leisure infrastructure is poor and under funded. Investment in the fabric of the buildings is seen as critical to sustaining increased participation rates from “one off” sports development programmes or marketing campaigns
- The requirement for a long term management solution to Tottenham Green, White Hart Lane and Park Road Pools is required
- There is a need for more multi-use games areas spread throughout the borough that enable a wide variety and range of sporting activities. There are no ‘centres of excellence’ for individual sports such as tennis, cricket, netball or football.
- There is a need for community based facilities in relation to sports development and performance.
- In terms of reducing levels of crime, it is perceived that the limited provision that is offered through the borough targeting young people has seen real success. A co-ordinated approach to provision for young people should be given the highest priority.
- There is a need to co-ordinate activity on offer through schools and after school activity with leisure centre programmes.
- The need to forge better partnerships with schools, to provide increased community access.
- A solution given to “unlocking” school facilities was to establish an access agreement with Jarvis, the current secondary schools facilities management contractor.

ACCESS & PARTICIPATION

- The current levels of activity and opportunity for young people is perceived as poor
- In order to achieve sustainable increases in levels of participation, there is a need to ensure access to a range of grass roots activities (in local parks for example) and after school activities (in primary schools)
- In order to support gifted and talented sports people there is a need for facilities linked to club infrastructures offering people the chance to participate at a higher level and on a more structured and regular basis.
- Access to schools sports provision is currently limited to many local people on the grounds of cost. This provision should be viewed as a “community entitlement” not as a privilege. Further negotiation is required with schools in order to increase community access to school sports facilities in line with the extended schools agenda.
- Crime and fear of crime was seen as a major barrier to the use of sports facilities in parks, particularly by women and girls.
- A commonly held view was that many of the groups identified as low participators would find regular participation at leisure facilities cost prohibitive
- There is a need to encourage all forms of physical activity, not just organised sport.

- In terms of health interventions, prevention is better than cure. Promoting good health (preventative schemes) such as walking and cycling should go hand in hand with GP referral schemes and programmes to tackle CHD and obesity.
- The need to focus upon children and young people in order to develop positive physical activity habits at an early age.
- There is a requirement for better access to quality coaches, standards & training. Little structure is in place providing pathways for gifted and talented sports men and women.
- The need for better co-ordinated working amongst stakeholders through a structured approach encompassing schools, voluntary sector providers and the Council.
- The need to ensure that sport and physical activity is seen as a central component to the delivery of social cohesion, health and regeneration initiatives and programmes.
- Development is currently hindered by lack of funds and lack of expertise.
- Transport costs are seen by many voluntary sector organisations as a barrier to ensuring young people, in particular, can access higher levels sports provision and compete at a sub regional level

INFORMATION, ADVICE & COMMUNICATION

- Communication and access to information is poor and fragmented.
- Not enough use is made of Internet and web site opportunities. A sports and physical activity website for Haringey, linked to other voluntary sector websites across the borough was seen as a useful medium to provide information and avoid duplication. It was, however, acknowledged that there are some who do not have access to ICT resources.
- Public awareness of sporting and recreational opportunity available across the borough is limited.
- Many young people interviewed did not seem to be aware of where activities were on offer for them or how to get there.
- There was a general perception that there is a lack of co-ordination between youth services, schools and Council related sports activity across the borough.
- There is not enough information about what organisations are doing within the borough. One suggestion was that an annual official 'who's who' or 'what's going on?' booklet on sport and physical activity is developed in order to provide targeted sporting activities effectively without the risk of duplication.

7 CONCLUSIONS FROM THE DESK & FIELD RESEARCH AND CONSULTATION

7.1 The new government agenda – CPA indicators for Culture

The proposed new indicators for the ‘culture’ block, currently out for consultation by the Audit Commission, represent a significant step change in both the approach to and the potential relative importance of the cultural services.

It is our understanding that the new process will run from 2005 to 2008 and within London, that Brent, Hounslow and Newham will be the first authorities to be assessed under the new arrangements.

Specifically in relation to the implications for service provision falling within the overall responsibilities of Recreation Services, the key new developments flow from Central Government policy for health (physical activity) and education (provision of PE).

Both of these flow from previously announced targets from Government to increase levels of participation in physical activity in the population in order to reduce incidences of chronic health conditions such as coronary heart disease and diabetes. In order to measure these indicators, a number of agencies will be required to work together at a local level. The implications for developing sport and physical activity is further explored in chapter 10 below.

7.2 Existing resources across Haringey – a comparative analysis

A comparative analysis of provision, activity and opportunity across similar London Boroughs has highlighted that Haringey has limited levels of health related physical activity projects and programmes. Resources allocated to developing such “preventative care” schemes are limited in comparison with other boroughs.

Links between increases in physical activity and improved health are becoming increasingly acknowledged. Improving mental health through increased levels of activity is no exception. There are high levels of incapacity benefit claimants in Haringey who, by implication, are long term unemployed, due to their inability to work for health reasons. A pilot study is proposed in the action plan to begin to identify if positive physical activity interventions can improve health amongst this group and in turn improve their chances of returning to the workplace.

In addition, Haringey’s Recreation Service has limited client capacity although this will be increased with two new officers to be recruited by January 2006. However, even following these appointments, Haringey’s client resources are significantly lower than other boroughs.

There is currently only 1 full time sports development officer (on a fixed term contract) employed by the Council, who has a remit to develop football only. All other sports development initiatives are operated through independent organisations such as The Haringey Sports Development Trust, Community Action Sport and Sporting Educational Solutions (SES). The Council provides only limited funding to the voluntary sector and no other support is on offer in terms of, for example, capacity building, fund raising or developing a volunteer base to assist with future organisational sustainability.

There are extensive programmes and activity being developed through the school sports partnerships programme. However there does not seem to be a strategic approach led by the Council.

7.3 Conclusions drawn from the consultation, assessment and research

Various national and regional consultation exercises seeking to find out why people don’t take part in sport and physical activity regularly highlight a range of perceived barriers. These include issues of transport, fear of crime late at night, quality of facilities and provision, access to facilities and provision, lack of information about

activities on offer and financial constraints. Much of the consultation undertaken has confirmed that these barriers are also present in Haringey.

A range of voluntary sector organisations across the borough deliver sports and physical activity programmes. The aims of these organisations directly reflect the Government's objectives for sport and increasing physical activity by adopting an inclusive and cohesive approach that involves young people at schools, sport in the community via clubs and an opportunity to progress to excellence in a sport via the academies and premier/regional clubs structures.

These schemes and programmes are seen as crucial in meeting both the national and local health agenda. Getting young people involved in sport lays the foundation for continuing participation throughout their lives – an important goal to counter inactivity and maintain fitness and health.

In order to increase participation levels and to sustain them access to a variety of physical activity and opportunity is required, from grass roots level (for those wishing to take a walk in the park for example) through to high quality sports facilities for those wishing to take their sport further. If these pathways are not available efforts to increase participation will be short lived.

There is a need to change perceptions and attitudes towards sport and physical activity across the borough. Haringey does not have a reputation as a leading borough for sport and physical activity provision. For example, the three main leisure facilities currently require updating, with Tottenham Green Leisure Centre in particular suffering from a range of historical maintenance issues, with current levels of subsidy higher than other similar facilities across London.

The consultation process clearly identifies the need to work in partnership with a range of stakeholders. This is to ensure that future structures are developed across the borough that ensure the "whole is greater than just the sum of the parts". Currently, service provision is delivered by a number of agencies; Council led, voluntary sector led (through clubs or community organisations), school led or Health Authority led.

In the majority of cases there are no structured or formal mechanisms for co-ordinating sport and physical activity across the borough. Current initiatives operating out of schools, leisure centres or via health programmes are managed in isolation. By implication therefore activity and opportunity is not "joined up" nor are outcomes measured in a way that is meaningful to those agencies involved in the delivery of sport and physical activity.

A number of funding streams have been successfully accessed by both statutory and voluntary sector bodies across the borough, however there is currently no exit strategy to ensure long-term sustainability for many of these schemes.

Both the Positive Futures programme and Active Communities programme currently face an uncertain future; the consultation process has shown how important these interventions are in meeting the Council's wider social and well being priorities.

Although a number of delivery plans have been produced by a range of providers, Haringey has not had a coherent strategy in place to co-ordinate sport and physical activity across the borough. For example, sport specific plans were produced by the Council in 2000 but there is no evidence that the outcomes from these plans have been measured or evaluated.

Moreover, the recent audit of schools activity highlighted that there is little variety in the sports being offered and that participation of girls in sport is low. This is compounded by the fact that there has been no long-term vision for developing sport and physical activity that ensures an even distribution of provision across the borough.

The majority of sports clubs are located in the West of the borough. In addition there are fewer facilities, both indoor and outdoor in the East of the borough. In addition, the socio-demographic and economic indicators

highlight that deprivation is more prominent in the east. Fewer facilities, fewer clubs and fewer opportunities, together with existing data on facility usage, confirms that participation levels in the east of the borough are significantly lower than in the west. It is for these reasons that the focus of developing pathways for encouraging participation levels across the borough should be concentrated in the east.

However, there are a number of agencies and clubs working across the borough providing opportunities for sport and physical activity. For example, Haringey Sports Development Trust, London Skolars, Haringey Borough Football Club and Haringey Swimming Club provide a range of opportunities through club structures, active sports programmes and school sports partnerships for participation and skills development. However, these are often undertaken in isolation and with limited resources.

Strong leadership is now required; the Council should take the lead role in advocating, driving policy and measuring success, in order to achieve a sustainable increase in participation and active lifestyles.

7.4 Work based settings

People spend a significant proportion of their lives in work-based settings. Raising physical activity levels across the borough will not be sustained unless the work place is addressed.

The Council and the Primary Care Trust are two of the largest employers in the borough and are two of the lead agencies for this strategy. For sustainable increases in physical activity, **all** employers across the borough will need to contribute to supporting and assisting employees to integrate physical activity into their overall lifestyle. Further discussions between the Council and the Haringey PCT will take place to develop pilot programmes to encourage a healthier workforce across Haringey.

8 HOW WILL WE MAKE IT HAPPEN?

8.1 Developing key policy commitments

In order to meet the strategic and operational priorities identified from the consultation process, a number of key policy commitments have been suggested for discussion. These address, in particular, issues of access, participation, under representation, partnership and communication.

8.2 Sport and physical activity policy objectives

- **To develop a range of quality and accessible recreational opportunities and sporting facilities available to all**
- **Increase participation in sport and physical activity and encourage an active lifestyle, in particular by those community groups who traditionally use sports and leisure facilities across the borough less than others**
- **To promote community ownership, participation and involvement in the development and delivery of facilities and programmes for sport and physical activity.**
- **To use the attraction of participation in sport and physical activity as a vehicle for young people to fulfil their potential and divert those at risk of offending away from crime**
- **To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment**
- **To assist each member of the community, particularly young people, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity**

8.3 Developing an area based offer

The Government agenda is very challenging. The best way of addressing future requirements will be through better knowledge and understanding of current patterns of participation and action that will be required to increase activity levels.

A borough wide approach will not generate sufficiently detailed understanding of what would encourage people to further participate in sport and physical activity. Local solutions based on local needs and local knowledge is likely to prove the most effective way of increasing levels of participation which are sustainable in the longer term.

Different parts of the borough have differing ranges of access to facilities and may or may not have voluntary or other providers. Groups currently identified as low participators will require different types of approaches.

Haringey's **area assemblies** are a "ready made" forum where local engagement can take place and where local residents to contribute ideas on improving the area where they live. Assembly meetings are held in local community buildings such as schools, libraries and church halls. This will also enable links to be made with the School Sports Co-ordinator programme and the emerging Children's Networks.

It is a vision of this strategy that every member of the community will have access to a range of sporting opportunity and activity, from facilities provided in a neighbourhood park and community centre to those at a regional sports venue or a specialist sports facility catering for elite athletes.

On this basis, Haringey will adopt an area-based approach to identifying and developing sport and physical activity provision across the Borough. This means separately identifying opportunities for informal and casual activity; provision for basic formal participation (probably at community level); for improving specialist activity (at county wide level and at high performance level, which would be of regional or sub-regional significance).

Clearly there are no hard and fast boundaries, so there will be considerable overlap in facilities and programmes. For example the parks and open spaces represent an informal leisure opportunity to those who want to walk or play football, but many open spaces are also a specialist facility to birdwatchers and for countryside interpretation.

Moreover, there will not be a need to develop sub-regional facilities in every area, as the catchment for these will be wider than a single assembly area. Issues of transport and co-ordination of activity will be of greater importance in ensuring access to all.

The model for an area based approach – identifying the “offer”

- **Neighbourhood/local activity**
 - Informal recreation/ primary schools/ local parks and open spaces
 - Community centres/kick about areas/MUGA's
- **Area Assembly based facilities/activities**
 - Local sports centres (dual use), secondary schools, district parks, multi use games areas
Children's Centres
 - Voluntary sector clubs
- **Borough wide facilities**
 - Borough parks, leisure centres
 - (Tottenham Green, Park Road Pools)
 - Secondary schools with specialist status
 - (White Hart Lane, St Thomas Moore, Parkview Academy)
 - Voluntary Sector managed sites /multi sports clubs

8.4 New partnership structures to deliver sport and physical activity

Consultation has clearly shown that **local area** delivery is an absolute priority if we are to achieve sustainable levels of increased participation, particularly amongst groups that are currently low or non-participants. The key focus therefore for delivery of grass roots sport and physical activity provision will be at local area assembly level. Links will be developed with local Children's Centres, regeneration initiatives and school sports partnerships to feed into future Local Development Frameworks (LDFs) to identify land use needs at the local level.

In addition, ambitious new targets set through the proposed CPA culture block (explained further in chapter 10 below), will require a number of statutory and voluntary sector providers to measure sport and physical participation levels across local communities.

This is why we are proposing new structures to manage and develop sport and physical activity programmes in Haringey. A Sport and Physical Activity Board (SPAB) will be established with representatives from the key agencies identified as responsible for the future promotion and delivery of physical activity and sport across the borough.

The move to a 'trust' managed operation of the Council's main sites should provide opportunities for reinvestment by the Sport and Physical Activity Board (SPAB) in order to enable the HSP to improve overall performance against the draft CPA physical activity indicators and other key objectives of this strategy.

It is further proposed that agencies represented on the SPAB will contribute an appropriate level of funding to assist in the development of new projects and initiatives to deliver on their key agendas.

The SPAB will report to the Haringey Strategic Partnership (HSP) through the emerging Better Places Theme group. However due to the "cross cutting" nature of many physical activity programmes, information reports will be provided to other HSP strands where such activity contributes to wider agendas, e.g. Wellbeing, Children's Board.

This strategy will provide the framework for future delivery of sport and physical activity across Haringey. The strategy has been written on the basis of a 5-year lifespan and will be the plan from which the Sports Board will measure its performance.

It is anticipated that a number of key agencies across Haringey will be represented on the SPAB, including: Health, Children's Services, Recreation, HAVCO, Chamber of Commerce, the F.E. sector, and Sport England.

This will ensure that all major stakeholders with responsibility to deliver upon increased participation and the new physical activity targets are represented. For Sport England, it will potentially provide the opportunity to become involved in a new, joined up, local approach.

The SPAB will 'commission' proposals from local agencies on the basis of identified criteria to address local needs. It is anticipated that the SPAB will be able to bid for further external funding.

As previously documented in this report, a partnership approach harnessing and supporting the current good practice across the borough will be a priority of this strategy. It is therefore proposed that a grant funding scheme is established administered by the SPAB and made available to **any** organisation that can deliver against key targets. Potential recipients would include schools, voluntary organisations, sports clubs, private sector deliverers and individuals with objectives and demonstrable action in line with this strategy.

Quality accreditation will form part of the requirement for grant funding in order to demonstrate quality and sustainable service delivery, for example charter status for schools or local clubs.

In order to provide support to the SPAB to deliver upon these challenging objectives, the Board will require two officers (to be funded from savings) in order to manage programmes, consult with local area assemblies in relation to local needs, provide administration for the Board meetings, further fundraise and assess grant applications.

One of the proposed aims for the SPAB to develop will be a delivery model which identifies a "lead agency" secondary school and a local outdoor centre for pitch sports within each area. The objective will be to link all organisations at the local area level in order to fully understand and address local needs.

9 KEY DEVELOPMENTS AND OPPORTUNITIES CURRENTLY UNDERWAY

9.1 Investment in leisure and sport across Haringey

A £5million package has been agreed by the Council for improvements to the leisure infrastructure across Haringey.

This includes:

- The creation of 2 new health and fitness suites at Park Road Pools and Tottenham Green Leisure Centre incorporating both gyms and exercise studios
- The development of a bespoke youth fitness facility at Tottenham Green Leisure Centre
- The refurbishment and upgrading of floodlit artificial sports pitches and tennis courts at White Hart Lane Sports Centre
- The redesign and improvement of reception areas at both Park Road Pools and Tottenham Green Leisure Centre
- A comprehensive refurbishment programme which will improve buildings and services at Park Road Pools and Tottenham Green Leisure Centre

The Council has been assisted in developing this package by Enfield Leisure Centre Ltd who have been managing the centres on an interim basis since September 2004.

It is anticipated that the revenue and capital investment improvements and associated facility improvements will yield significant improvements in performance over the next 3 years including:

- The generation of additional income which will meet the borrowing costs of the developments
- At least a 25% improvement in facility usage
- A minimum 5% increase in user satisfaction and 10% in resident perception
- A 15% increase in young people and elderly participation

Other key developments and opportunities for increasing participation in sport and physical activity include:

- Football is a priority sport within Haringey and **White Hart Lane Community Sports Centre** has been identified as forming a 'hub' within the Football Association's London Facilities Development Plan.
- An investment of £600,000 is being made to improve the sports facilities in **Lordship Recreation Ground** together with the changing pavilion; Under 5's play facilities and the former MTA (model traffic area) building and to open up the river Moselle.
- The **Lordship Recreation Forum** has been established to oversee the planning and implementation of the successful £400,000 Active England grant that will see the construction of an adventure playground, skate park and multi-use games area. The whole Lordship Recreation Ground experience is an example of how a previously dilapidated and crime ridden park can be reclaimed by the local community for active recreation.
- In addition the Council will be submitting a bid to the Football Foundation for revenue funding to support the expansion of structured football development across the Borough.
- The new **Haringey Sixth Form Centre** development in White Hart Lane, Tottenham, will accommodate up to 1200 students in an inspirational environment that promotes high aspirations in students and their communities. It will include an industry-standard theatre for performing arts and theatre productions and a

4-court sports hall and fitness facilities for sports studies. These facilities will be available for extensive community use.

9.2 Future management arrangements

The Council has undertaken a review of the longer term options for leisure provision across the borough. It has made a decision to retain the service “in house”, strengthening management capacity and consolidating the revenue position in the short term with a view to moving towards the establishment of a Haringey Leisure Trust within the next 2 years.

Management fee reductions through reduced NNDR and VAT via the procurement of a trust vehicle will give the Council the opportunity to work closer with partners to address the emerging wider agenda in relation to increasing participation levels.

9.3 Olympics and Paralympics 2012

London’s bid to host the Olympics and Para Olympics for 2012 will bring a range of benefits to London and the UK as a whole. Haringey Council has undertaken work in engaging with the Olympic bid process. The Council has also contributed to the North London Strategic Alliance ‘Olympic’ Prospectus.

Undoubtedly the greatest benefits to local areas accrue from physical infrastructure constructed or improved for the Games. Haringey stands to benefit in these terms directly with at least 3 venues within its boundaries – White Hart Lane Community Sports Centre, Finsbury Park and Northumberland Park School - to be improved.

Moreover, the Olympics will act as a catalyst for motivating people to take part in sport and assist in addressing low physical activity participation rates.

Some of the specific benefits identified to date include:

- Using the Olympics to promote healthy lifestyles amongst young people
- Increasing sport undertaken by the local population
- Seeking infrastructure improvements to facilities for Olympic events or training activity
- Ensuring vocational training prepares people for Olympic related jobs and in the legacy developments
- Seeking transport improvements to enable residents to be able to seek employment or visit the Olympics, in particular the North Circular and the rail link between Tottenham Hale and Stratford
- Ensuring local businesses benefit from any procurement opportunities
- Ensuring adult employment schemes target the Olympics as Olympic jobs start to come forward.
- Developing a cultural exchange programme linked to athletes and visitors in the borough
- Developing a substantial volunteering contingent that will return social capital in the long term

This strategy, through its partners, seeks to embrace and celebrate London’s successful bid to host the games in 2012. It is proposed that an Olympic feasibility study be undertaken to identify and assess the impact and opportunities for Haringey and its community, both in terms of leveraging external funding to improve the sporting infrastructure across the borough and promoting the benefits of physical activity and sports participation. This will include a development plan for sports linked to the Olympics.

9.4 The value of volunteering in sport

Those who volunteer provide a vital capacity to support those who want to take part and be active. It also benefits the volunteer directly through the social engagement, self esteem and development of skills that often accompanies voluntary activity. This is a vital part of sports clubs viability and sustainability, many of which

would not be able to survive without the dedication of volunteers to run, in particular, youth teams and youth development initiatives.

The value that is placed upon volunteering is reflected in the inclusion of an indicator in the CPA culture block by "Measuring the percentage of the population volunteering in sport and physical activity for at least one hour a week".

The Council is committed to encouraging volunteers, especially young people, and this is reflected in the action plan.

10 MEASURING FUTURE PERFORMANCE AND DELIVERING THE STRATEGY

Sport England is the lead body responsible for implementing a national approach to collect data on physical activity participation levels. An external agency has been commissioned to undertake a national survey with 1,000 respondents from each local authority area. The results of this survey will provide a key performance indicator for Haringey, which will contribute to the overall CPA rating under the cultural category and wider Corporate Assessment.

There are 5 factors that are particularly relevant. These are:-

1. Levels of participation in physical activity are impacted upon by a number of different stakeholders of whom the major ones are Recreation Services, schools, health, sports clubs, voluntary sector organisations and employers. All of these stakeholders will have to now work together to be effective in improving the CPA indicators.
2. No local authority in England currently has a sufficiently joined up approach to physical activity provision to be very effective.
3. The timing of our emerging Sport and Physical Activity Strategy is particularly opportune as it provides us with an opportunity to be ahead of other local authorities in our approach to securing effective arrangements for the new requirements.
4. The key actions we can take within the next 12 months are to:
 - a) Implement the new Sports and Physical Activity Board
 - b) Develop the baseline position within leisure centres for current levels of physical activity provision via an early market research study
 - c) Undertake the Towards an Excellent Service (TAES) review process in order to build upon the momentum generated by the strategy
 - d) Develop an action plan, flowing from the above and our emerging physical activity strategy, to secure improved performance
5. Both the Strategy and its implementation will provide evidence in the CPA Corporate Assessment, demonstrating the commitment and work undertaken by the Council and its partners, particularly in relation to safer and stronger communities, healthier communities, older people, and children and young people.

The SPAB will have ultimate responsibility for providing this key information. It is proposed that Sport England is represented on the Board, as they will be seeking examples of emerging good practice.