

# Towards an Active County

A Strategic Framework for Sport  
and Physical Activity in Kent and Medway



**April 2017 – 2021**

Reviewed and refreshed May 2019

In light of the government strategy, 'Sporting Future' (2015), and the subsequent Sport England strategy, 'Towards an Active Nation'(2016), the Kent and Medway Sports Board reviewed and refreshed a 'Strategic Framework for Sport and Physical Activity in Kent and Medway' (a ten year vision November 2012), following consultation with partners.

This refreshed Strategic Framework, 'Towards an Active County', aims to complement the government's and Sport England's strategies, whilst also providing a local context and priority themes that consultation with a wide range of local partners from both sport and non-sport sectors has confirmed.

In May 2019, Towards an Active County was reviewed and updated, where appropriate, to ensure that it remains a live and relevant document for all of our partners.

## Foreword from Dick Fedorcio OBE – Chairman, Kent and Medway Sports Board

Being active can have a significant and positive impact upon an individual's physical and mental health. It can also enable people of all ages and backgrounds to learn new skills, improve their confidence and engage with other local people and social networks.

**'Towards an Active County'**, the Strategic Framework for Sport and Physical Activity in Kent and Medway is the result of widespread consultation and reflects the views of our many partners. Together, we want to create an environment which encourages and supports our shared vision of **more people, more active, more often.**



We have already found ways to make progress in a challenging financial climate and are now responding to the revised strategic approach to sport and physical activity, signalled through the government's **Sporting Future: A New Strategy for An Active Nation** and built upon by Sport England's **Towards an Active Nation**.

These strategies provide the context and direction for the significant role that sport and physical activity has to play in meeting wider health and social outcomes. Enhancing existing partnerships and building new ones between the sectors will be key to ensuring sport and physical activity attracts more participants – especially those who would not usually take part for a wide variety of reasons.

The Board is also very aware of the context within which 'Towards an Active County' sits. The county has a significantly increasing and ageing population, health inequalities across the county and over 35% of people over 16 currently not meeting the Chief Medical Officers recommended levels of 150 minutes of moderate intensity activity per week.

The Kent and Medway Sports Board is committed to playing its part and helping to change people's lives positively. We look forward to working with all those with an interest in working with sport and physical activity, to support health and wider social outcomes, to make sure that this happens.

### Kent and Medway Sports Board

This Framework will be overseen by the Kent and Medway Sports Board. The Board is the overall governing board which independently oversees the work of Kent Sport the county's Active Partnership. It is an independent board, comprising people with a wide range of knowledge, experience and skills, which oversees, scrutinises and guides the work of the Partnership and makes decisions where appropriate to ensure good governance of the Partnership.

The overall aims and objectives of the Board are:

- to set the values, strategic direction and policy of Kent Sport
- to respond to local, regional and national influences, including the representation of sport and physical activity on all relevant local, regional and national policy and strategy consultations

- to advocate for sport and for Kent Sport
- to ensure Kent Sport is fit for purpose
- to advise on the annual business plan and associated budget, and receive performance management information
- to scrutinise the Partnership's governance, risk management, financial management, strategy implementation and the Kent Sport team) performance
- to account to Sport England for the performance of the Kent Sport team and the allocation, use and management of its grant funding, in line with Kent County Council's (the host agency) responsibility as the 'agent' for Sport England funding
- to manage the Kent and Medway Sports Board recruitment process.

The Kent and Medway Sports Board is committed to encouraging partnership working between agencies, so that delivery of activities are of high quality and accessible to all people across the county.

## The Vision

***‘More People, More Active, More Often.’***

## The Aim

An active life with regular engagement in physical activity, sport, volunteering or coaching can have a hugely beneficial impact on people's lives, local communities and Kent as a whole. The aim of the Strategic Framework for Sport and Physical Activity in Kent and Medway is:

***‘To make Kent more active by 2021.’***

## Context

The Strategic Framework for Sport and Physical Activity in Kent and Medway was originally produced to build on the success of London 2012 and to provide a direction of travel for sport and physical activity across the county. It is designed to complement and support partners' and other agencies' plans and strategies, recognising many partners have their own sports policies and plans for their area.

The scope of the Framework includes both sport and physical activity for all ages. It focuses on formal and informal sport and physical activities relating to physical exercise, but excludes personal home activities such as gardening, housework and DIY.

Physical Education is within the curriculum and delivered directly by schools, and this Framework is designed to complement and support this with an emphasis on non-curricular and community sport and physical activity.

The legacy of hosting the Olympic and Paralympic Games built the foundations for the government strategy, **Sporting Future**, which moves beyond merely looking at how many people take part. It considers what people get out of participating and what more can be done to make a physically active life truly transformative. Government's focus for the future is on the benefits that sport can bring to people and to society and funding will be directed to delivering the following outcomes:

- physical wellbeing
- mental wellbeing
- individual development
- social and community development
- economic development.

This Framework highlights a range of principles and priorities that will support planning, implementation and evaluation of sport and physical activity in Kent, to help ensure the five key benefits can be realised by residents.

Linked to this, Sport England's vision, as set out in **Towards an Active Nation**, is that everyone, regardless of their age, background or level of ability, feels able to engage in sport and physical activity and that the sports sector welcomes everyone – meeting their needs, treating them as individuals and valuing them as customers.

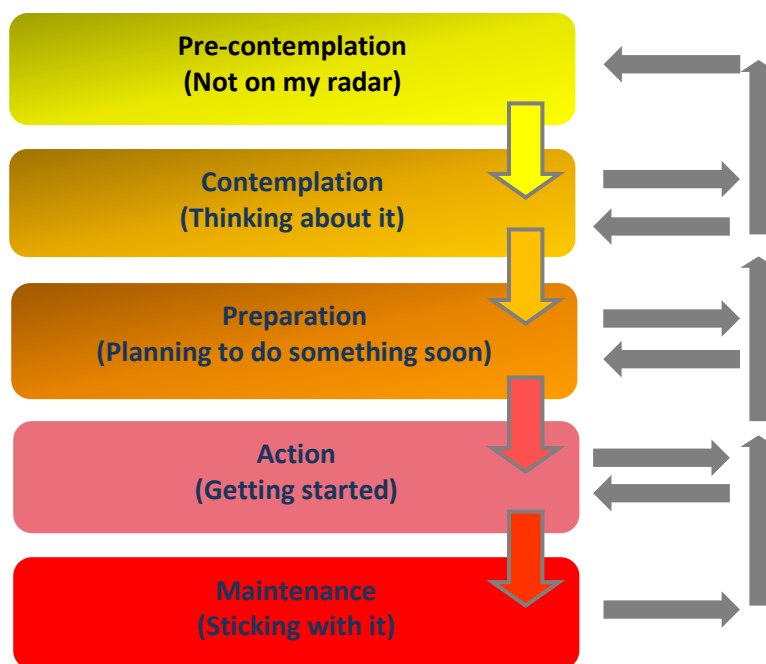
Seven new investment themes have been set, directly responding to the policy direction set in **Sporting Future**:

- tackling inactivity
- children and young people
- volunteering
- taking sport and activity into the mass market
- supporting sport's core market
- local delivery
- facilities.

Behaviour change will be used to guide investment decisions focusing on three behavioural challenges which are addressed within this Framework:

- tackling inactivity (inactivity is defined as doing less than 30 minutes of moderate intensity activity per week)
- creating regular activity habits
- helping those with a resilient habit stay that way.

The following behaviour change model features five key stages of behaviour that will define the programmes that Sport England fund in the future and that will need to be carefully considered to achieve the priorities within this Framework. People can move back and forth through these stages.



We are being challenged and supported to ‘put customers at the heart of what we do, responding to how people organise their lives.’ It is recognised that in terms of inactive people, there are those who are inactive but want to do something and those for whom sport and physical activity is not yet in their thoughts at all.

The recommendations of the Chief Medical Officer’s (CMO)<sup>1</sup> and National Institute for Health and Care Excellence (NICE) guidelines (PH44)<sup>2</sup> both highlight the role of physical activity throughout our lives. The

<sup>1</sup> Chief Medical Officer’s (CMO) guidance on how much physical activity people should be doing  
<https://www.gov.uk/government/publications/uk-physical-activity-guidelines>

CMO provides guidance for under 5s, 5-18 year olds, 19-64 year olds and those aged 65+ (please follow the links for specific guidance regarding each life-stage). The guidelines stress the importance of adapting physical activity to the needs of people at different life stages and reinforce the principle that physical activity is something that should be a natural part of everyday life, throughout life.

During the period of this Framework, 25% of Sport England’s resource (over £250 million) will be focused on addressing inactivity. Therefore, tackling inactivity and supporting under-represented groups to engage in sport and physical activity, will be a key theme for Sport England funded work, including its investment into County Sports Partnerships, which Kent Sport currently benefits from.

To capture change in behaviour Sport England has developed the Active Lives Survey which will include detailed insight into the physical activity habits of Kent residents. Active Lives includes walking, cycling for travel and dance, in addition to the sporting and fitness activities previously reported in Active People, and it looks at patterns of behaviour over a twelve-month period.

The initial Active Lives<sup>3</sup> baseline data (2015-16) revealed that, for Kent:

- 26% are inactive (doing less than 30 minutes of moderate intensity activity per week)
- 12.9% are fairly active (doing 30-149 minutes of moderate intensity activity per week)
- 61.1% are active (doing 150+ minutes of moderate intensity activity per week).

The following table shows the general direction of travel at the time of this review. The Board is fully aware that the Active Lives Survey data can vary on a year on year basis and is therefore most interested in seeing a direction of travel that shows trends towards increasing the percentage of Active people and reducing the percentage of Inactive people overall:

	<b>2015-16 (Baseline)</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Movement in last year</b>	<b>Movement since Baseline</b>
<b>Inactive</b>	26%	24.1%	24.1%	0%	-1.9%
<b>Fairly Active</b>	12.9%	13.3%	12.7%	-0.6%	-0.2%
<b>Active</b>	61.1%	62.6%	63.2%	+0.6%	+2.1%

<sup>2</sup> Physical activity: brief advice for adults in primary care - Public health guideline [PH44] - <https://www.nice.org.uk/Guidance/PH44>

<sup>3</sup> Active Lives 2015/16 – figures exclude gardening

Kent County Council public health team has produced a range of insights into physically inactive people in Kent, and bespoke population segments. The top five inactive market segments within Kent are (from highest to lowest in terms of population size):

1. comfortably off singles and couples aged over 55
2. residents aged 55 or over on low incomes, often living in social housing
3. families on low incomes with school-age children in areas of higher deprivation
4. younger residents on low incomes living in social housing
5. South Asian singles aged 55+ who own their own homes.

It is anticipated that there would be similar segments within the Medway area and with an ageing population in the county, there needs to be a focus on physical activity opportunities for adults and older people.

It is also recognised that the gap in health inequalities remains and there is continued concern regarding the levels of obesity amongst children and adults. It has been estimated that the cost of inactivity to Kent and Medway is approximately £27million per year<sup>4</sup>. Sport and physical activity can play its part in reducing health inequalities and obesity levels through encouraging more people to lead more active lifestyles. Among certain minority groups and communities, levels of participation in sport are significantly less and therefore corresponding health inequalities from inactivity are higher.

To deliver the priorities within this Framework and achieve the government outcomes it will be important that a wide range of existing and new partners are engaged and involved, including those from public health and the NHS, education and children's services, planning, housing, transport, economic development, adult social care, the voluntary and charity sectors, sport, recreation and leisure. It is important that physical activity, including sport, is a central feature of the work in public health.

Sports governing bodies will continue to be funded between 2017-21 and will support their infrastructure of clubs, coaches and volunteers. A number will also be involved in developing participation in their sports, although Sport England has determined that not all governing bodies of sport are best placed to undertake this work and that other partners and providers, including in the private sector, will have a role to play.

### **Links with other Strategies and Plans**

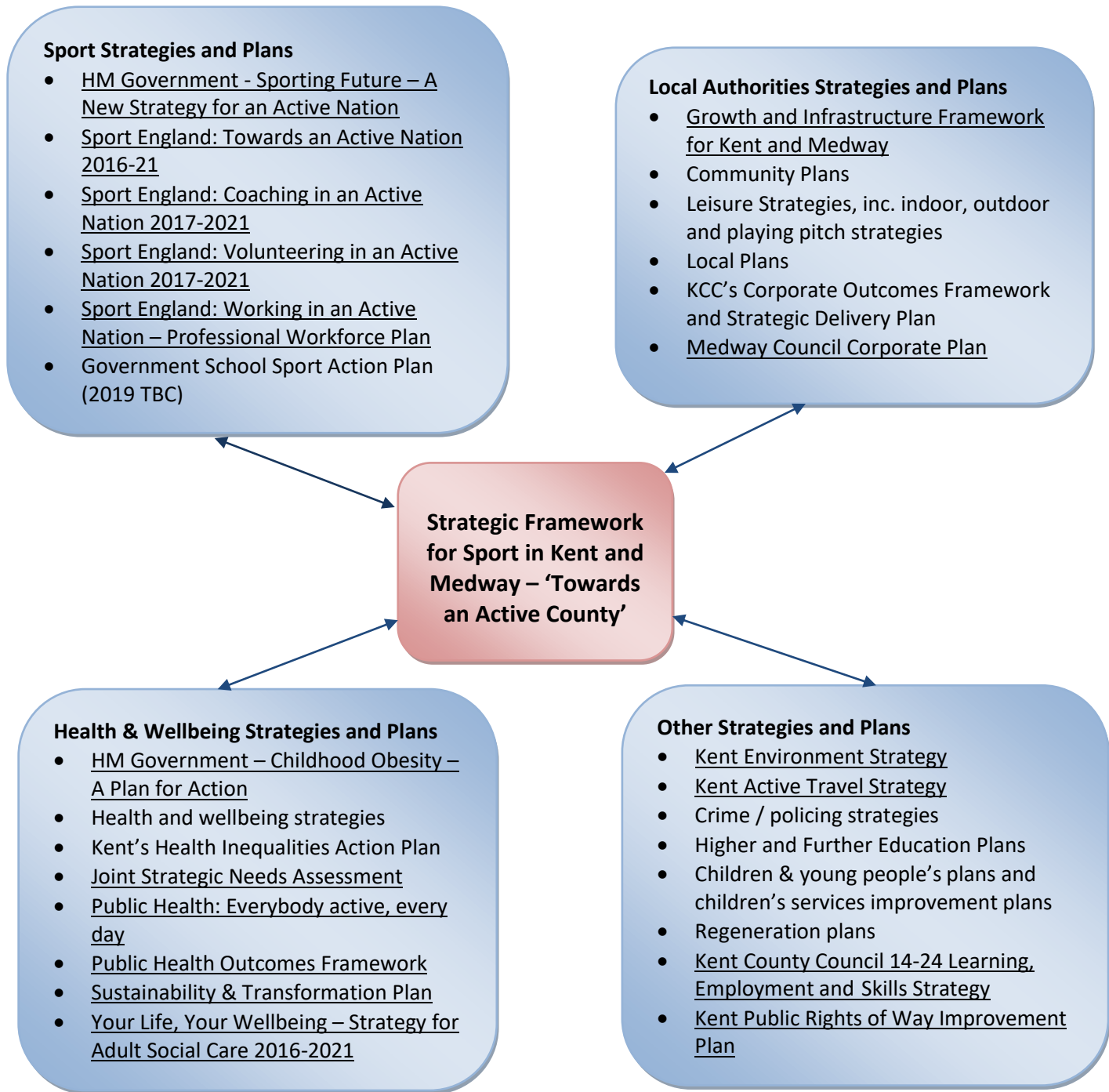
The Strategic Framework for Sport & Physical Activity in Kent and Medway should not sit in isolation from other key strategies and plans. It is recognised that local authorities, such as Medway Council, will have their own sports policies and plans for their area. The Framework should be complementary to those plans and where possible be used to influence other plans to ensure that sport and physical activity's contribution can be recognised and that the county's sporting and physical activity needs are met.

The following diagram provides an example of the complementary nature of this new Framework in relation to other strategies and plans.

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<sup>4</sup> Dept of Health commissioned British Heart Foundation Health Promotion Research Group, Oxford University, referenced in Sport England Local Sports Profiles





This Framework provides:

- a list of principles that should underpin development work emanating from the Framework
- themes and priorities for the development of sport and physical activity in Kent
- a means to measure progress.

It is not designed to provide detailed targets, actions and timescales but rather to provide a direction of travel for all partners and organisations involved in sport and physical activity.

Some common recommendations are made within each theme of the Framework but it is expected that detailed actions and targets will feature in the plans of individual organisations, hence offering flexibility for organisations to work on the most appropriate and relevant themes for them.

It is anticipated that with this Framework as a guide, each organisation will be able to identify its own priorities and develop its own plans, as well as work collaboratively with other partners and sectors, which will contribute towards the overall vision and aim.

The Framework will be overseen by the Kent and Medway Sports Board, which independently oversees the work of Kent Sport, the Active Partnership for Kent & Medway. Kent Sport is funded by Sport England to provide co-ordination, information and advice to a wide range of partners; to develop strategic networks and broker collaborative relationships between partners in sport and non-sport related sectors; to support local work and decision making through the use of insight and to manage funded programmes with partners across the county. The Board, through Kent Sport will also develop and deliver an annual business plan, to help deliver the priorities set out within the Framework.

### **Underpinning Principles**

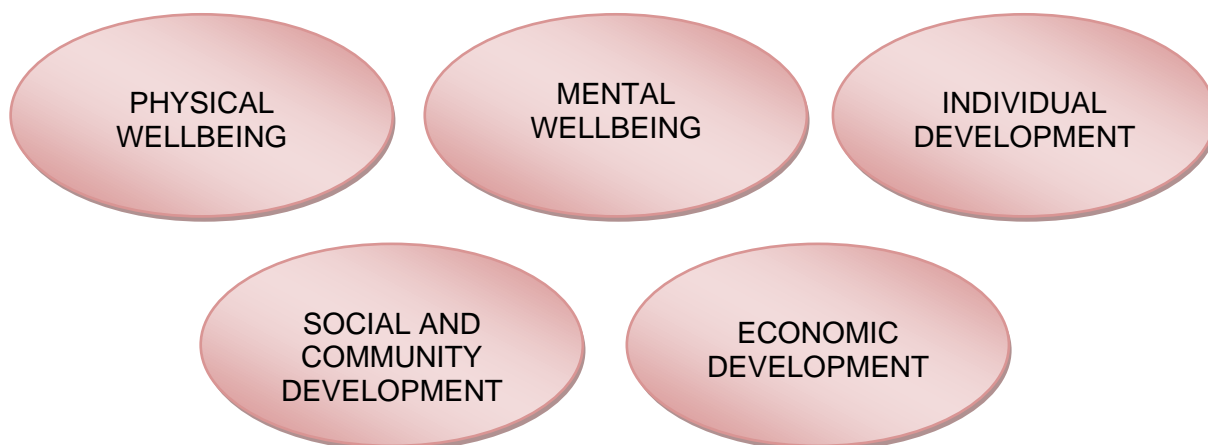
- Whilst sport is worthy of development in its own right, for enjoyment and as part of local quality of life, the wider **social benefit** that sport and physical activity can deliver should be prioritised. It has a considerable contribution to make to improving **physical and mental wellbeing, social and community development, individual development and economic development**.
- Organisations involved in the development of sport and physical activity in the county should ensure that planning for provision is **customer focused**, considers **behaviour change** principles and is based upon **strategic need, consultation, insight and research**.
- The development of sport and physical activity can be undertaken through **partnerships** in order to ensure that best use is made of limited resources (staffing, funding and facilities/equipment) and to help ensure the relevant knowledge and expertise is available to maximise the impact on the wider social outcomes.
- Efforts should be made to maximise sport and physical activity **opportunities for all** people and groups as defined with protected characteristics within the Equality Act 2010 (gender, gender identity, race, disability, sexuality, age, religion, pregnancy and maternity or marriage and civil partnerships) and for carers, regardless of their level of ability.
- Organisations involved in the development and delivery of sport and physical activity in the county should ensure that provision is **fun and enjoyable** and that **those that wish to progress are provided opportunities** to do so.
- Organisations involved in the development of sport and physical activity in the county should aim to provide opportunities and facilities that are **accessible, affordable** and of **high quality**.
- Growth and development of the **workforce** (coaches, officials, activators, volunteers, leaders, other sport and physical activity workers and the wider health workforce, who have direct access to the least active people) should be encouraged and supported.
- Creativity should be encouraged to develop **innovative ideas and practical solutions** that make it easier and more attractive to be physically active and that might encourage those who do not have well established habits.
- **Sustainability** should be considered within any project, programme or facility planning, both in terms of ongoing funding and financial support and sustaining participation.

- Robust **monitoring and evaluation** practices should be incorporated into project and programme delivery, to help us better understand why things do and don't work.
- **Safeguarding and protecting** young people and vulnerable adults should be a key component of planning and implementing sport and physical activity in the county.
- Organisations involved in the development and delivery of sport and physical activity in the county should aim for the highest levels of transparency, accountability and financial integrity, and take account of **The Code for Sports Governance**.
- This Framework should be **flexible** and adaptive and there will be regular reviews.
- This Framework should be **complementary** to other national, regional, county or local organisations strategies and plans.

## Key Themes and Priorities

To achieve the vision, the key themes and priorities set out below will be the main focus for this Framework and for those working in sport and physical activity.

Each theme is interrelated and interdependent with at least one other theme listed and each will contribute to one or more of the five government outcomes:



### 1. **Supporting the inactive to become active** (inactivity is defined as doing less than 30 minutes of moderate intensity activity per week – where you raise your heart rate and feel a little out of breath).

- (a) Partners from across sectors should work together to develop an integrated, 'whole system', collaborative approach, providing appropriate support for inactive people who wish to become active.
- (b) Partners should provide and promote a wide range of opportunities to become physically active and to participate in sport and physical activity, including informal activities such as recreational walking and cycling in the countryside, green spaces and country parks, family activities and other non-competitive sports.
- (c) Opportunities should be available to enable people to build activities into everyday life, for example to walk or cycle for travel purposes or to be active at work, or at home.
- (d) To encourage participation, partners should develop activators, coaches, leaders, the health & social care workforce and other community workers, with appropriate skills to engage less active people and to encourage and lead activity.
- (e) Partners should work together and share expertise to understand the barriers to people becoming active and help to remove those barriers.
- (f) Partners should recognise and understand that if sport and physical activity is not on a person's radar, both time and some tailored support will be required to get them involved. Even longer will be required to create a resilient habit. Critical to this will be to understand individuals' needs, motivations and attitudes.

- (g) Those who have become active or engaged in sport and physical activity should be supported to influence and motivate others.
- (h) It should be recognised that those who are inactive, or not achieving recommended levels of activity, are unlikely to be in sporting venues or environments. Providers need to engage with people where they are, whether that is in the workplace, school, college, shops, community or social settings.
- (i) Partners should provide and encourage use of a variety of facilities, open spaces and other environments that are high quality and engage a more diverse range of people.

**2. Maximising the benefits of sport and physical activity to other social agendas, such as physical wellbeing, mental wellbeing, social and community development, individual development and economic development.**

- (a) Those working in sport and physical activity should aim to develop links with local agencies and partners dealing with health (including new Primary Care Networks as they evolve), adult social care, education and children's services, community safety and disadvantaged communities and to encourage the commissioning of sport and physical activity to support wider outcomes, including social cohesion.
- (b) Partners should aim to ensure that sport and physical activity features in key public health strategies and prevention work, e.g. Health and Wellbeing Strategy and Health Commissioning plans, in order to contribute to health outcomes, such as supporting mental health, reducing levels of obesity and related illnesses such as diabetes 2 and reducing health inequalities.
- (c) Health partners (including GPs) should be encouraged to use social prescribing into local activities, for people with a range of medical conditions, as research suggests that exercise is effective as a preventative and rehabilitative measure, as well as being cost effective for over-stretched health budgets.
- (d) Partners should seek to ensure sport and physical activity features in community safety plans, contributing to prevention work and reducing anti-social behaviour.
- (e) Those working in health, social care and community safety, and with disadvantaged communities, should be encouraged to allocate resources towards sport and physical activity, as one of the cost effective approaches to meeting their outcomes.
- (f) Sport and physical activity should be used to promote community and social cohesion, pride in locality and developing quality of life in the county.
- (g) Partners should evaluate their work regularly and, where appropriate, use return on investment tools to demonstrate and promote the wider value and benefits of sport and physical activity.

**3. Increasing participation in sport and physical activity and providing appropriate opportunities to help ensure habits become resilient and the core market is sustained.**

- (a) Partners should provide and promote a wide range of fun and enjoyable opportunities to encourage more people to become regularly active and participate in activities such as, recreational walking and cycling, family activities, workplace physical activity schemes, non-competitive and competitive sports. This provision should contribute significantly to the recommended 150 minutes per week of activity for adults.
- (b) Informal activities and opportunities, such as walking and cycling in the countryside, green spaces and country parks, and active travel should be promoted widely to encourage regular physical activity.
- (c) Partners in the county should promote and engage with national programmes aimed at increasing participation, such as 'Satellite Clubs', relevant national governing body participation programmes (e.g. Breeze, Girls Golf Rocks) and national campaigns such as 'This Girl Can' and 'Active 10'.
- (d) In order to increase participation, partners should develop the workforce of coaches, leaders, health trainers and other sports workers to encourage and lead activity.
- (e) Partners should focus upon their customers and ensure that excellent customer relationships and communication help to keep participants feeling supported and encouraged to continue.

**4. Providing appropriate opportunities for children and young people to be active as they transition through different stages of their lives.**

- (a) The Kent School Games should continue to be organised and schools should be encouraged to participate in the wide range of activities organised locally through the School Games Organiser network and involve as wide a range of their pupils as possible.
- (b) Schools should develop physical literacy for all children by providing a wide range of physical activity and sporting opportunities appropriate to the age group, gender, ethnic background and individual needs of their pupils, both within their PE provision and in extra-curricular activity. This provision should include pupils with a disability and make a significant contribution to recommended activity guidelines for specific age groups.
- (c) Sport and physical activity should contribute to the development of young people through education and training as well as provide a range of suitable alternative activities, particularly for those aged 14-19.
- (d) Partners should promote, access and maximise use of funding available to help pupils benefit from healthier, more active lifestyles, for example the Primary PE and Sport Premium Funding, Satellite Clubs and Healthy Pupil's Capital Programme, with a focus on the least active.
- (e) Providers should consider opportunities for families with children to get active and play sport together.
- (f) Partners should support parents, teachers, governors and influencers of young people to understand the varying attitudes and behaviours of inactive young people, to help them engage young people into active lives.

- (g) Partners should seek to understand and address barriers and promote opportunities for children and young people to continue participating at key transition stages (primary school to secondary school and then to further and higher education).
- (h) Schools and those engaging with and supporting them, should review the new Ofsted Inspection Framework and the Government School Sport Action Plan, (when published) seeking to increase the levels of activity amongst their pupils and providing a sustainable, long-term approach to this work through teacher training, development and continuing professional development.

**5. Addressing the inequalities** in sport and physical activity engagement, with a particular focus on those in lower socio-economic groups, women and girls, disabled people and older people.

- (a) All individuals and groups should be considered when planning projects and participation programmes to ensure relevant, practical, attractive, customer focused opportunities are offered.
- (b) Sport and physical activity providers should engage with agencies who work with, and support, under-represented groups, in order to understand their needs, motivations and attitudes.
- (c) Activators, coaches, leaders, the health workforce and other sports and community workers should be offered, and encouraged to attend, relevant training and development to support their engagement and work with under-represented groups.
- (d) Partners should ensure under-represented groups are encouraged, and offered opportunities, to get involved in the delivery of sport and physical activity, through volunteering and leading, or coaching.

**6. Improving facilities** for sport and physical activity, ensuring they attract new customers, meet customer need and provide a good customer experience.

- (a) Planners and those responsible for supporting and delivering sustainable housing growth in the county, should ensure that guidance, such as Active Design and other Sport England guidance on playing pitches and facility planning, is used to ensure a wide range of opportunities for people to be active, both formally and informally, in their local communities.
- (b) Sport and leisure facility developments in the county should consider strategic need and the needs of the local community. This includes multiuse leisure facilities and sport specific facilities, which should be fed into key documents such as the Growth and Infrastructure Framework and local development frameworks, wherever possible, to support bidding for funding e.g. via S106 and Community Infrastructure Levy funds.
- (c) Facilities should be welcoming and provide a varied programme, including traditional and non-traditional sport / physical activities, to encourage and support a diverse range of people to become active or engaged in sport. This should include investigating new and innovative facilities and equipment, and should also take account of access, cultural, or gender requirements of users.
- (d) Schools and other educational sites should be encouraged to open up their facilities for community use, including linking with local sports clubs and facilities to enhance sports opportunities for

pupils, students and the wider community. Physical education and community sport's facility needs should be catered for when educational facility developments are planned.

- (e) Local authorities should prepare and maintain indoor and outdoor facility and 'Playing Pitch Strategies' to ensure there is appropriate provision of sufficient quality facilities and pitches to meet current and future needs.
- (f) Sharing of facilities by different organisations, including clubs, should be considered to make best use of resources.
- (g) Partners should promote the outdoors environment, including the countryside, as a means for people to become and stay active.
- (h) Partners should consider and promote the use of local community assets (e.g. community halls and open spaces) in order to provide local, accessible opportunities that people can build into their everyday life.
- (i) The training of facility staff and volunteers should be undertaken to ensure high standards in health and safety, customer service and awareness of the needs of inactive people and under-represented groups, to ensure facilities cater for a wide range of customers.

## **7. Supporting the voluntary sector and volunteering, ensuring diversity amongst volunteers.**

- (a) Partners should support governing bodies of sport (NGBs) to develop sport in the county. Governing bodies of sport should be supported to increase their skills and knowledge of marketing and communications, in order to promote their sport widely, using a range of communication methods.
- (b) Clubs should be encouraged to use resources such as the Club Matters website, to support their development and to develop links with schools, to provide local opportunities for young people to progress from school to community sport in order to continue to be physically active.
- (c) Clubs should be supported through regular communication, briefings, workshops, information sharing, including information on sources of funding and safeguarding young people, and promotion of their activities to widen their membership base.
- (d) Coaches, leaders, volunteers, health & social care professionals and other sports and physical activity workers at all levels, should be offered support with training and continuing professional development opportunities, which enable them to encourage more people into sport and physical activity and to improve their performance.
- (e) The individual needs of participants should be matched to the most appropriate coach, leader, health & social care professional or other activity worker.
- (f) Partners should encourage the involvement of a diverse range of volunteers, coaches and instructors, trained and supported to engage with and encourage people who are both new to physical activity and sport and more active participants.



- (g) The wider voluntary and community sector, including volunteer centres in the county, should be encouraged to promote opportunities, including to under-represented groups, to volunteer in sport and physical activity, and to promote relevant training opportunities to voluntary sector sports organisations.
- (h) Volunteers should be appropriately supported, recognised and rewarded for their efforts.

## **8. Supporting and developing talented performers**

- (a) Partners should work together to provide a wide range of coaching, playing and competitive opportunities for people to progress in their chosen sport.
- (b) Sources of funding for talented performers, including talented disabled performers, should be coordinated and promoted, and coaches of talented performers should be supported.
- (c) Financial and other resources should be sought from a range of organisations to help fund talent identification and development work and to support talented sportspeople with their training costs and competition.
- (d) The FANS (Free Access for National Sportspeople Scheme) should continue and services for members be developed. Partners should consider a similar scheme for county level performers.
- (e) The Kent based universities should continue to develop coordinated support, advice and services (including sport science support) for sports performers, coaches and parents. Sports scholarship programmes should be promoted to young Kent sports performers, in order to provide local higher education opportunities, which can also support their development in sport.
- (f) Sport specific facility requirements (including specialist equipment) which support the development of talent should be identified with, and supported by, national governing bodies of sport.
- (g) Schools should explore flexibility within the school day to accommodate the training and competition needs of talented performers.

## **9. Maximising the use of major events to promote participation and volunteering opportunities.**

- (a) All partners should plan for and promote community sport and physical activity opportunities and programmes linked to major events in the county, for example, the Open Golf in 2020, and to encourage more people into activity.
- (b) All partners should aim to use major international and world level events coming to the UK to promote sport and physical activity opportunities and encourage residents to become regularly active, including at local sports clubs and leisure facilities, where appropriate.

## Wider Work Supporting the Key Themes and Priorities

There are some key areas of work that will be important in supporting and enabling the above themes and priorities to be delivered and all partners should consider these from the outset:

### 1. **Attracting funding and investment** to support sport and physical activity opportunities for all.

- (a) Funding sources that can be accessed to encourage involvement in sport and physical activity, including for wider social outcomes, should be reviewed regularly and widely promoted to all partners.
- (b) National governing bodies of sport wishing to work in the county should be encouraged to allocate resources from their plans to Kent.
- (c) A wide range of partners across sectors should work together to ensure that the county benefits from the specific funding opportunities provided through Sport England's strategy 'Towards an Active Nation'.
- (d) All agencies involved in the county should seek funding through a range of sources such as sponsorship, trusts, charities, lottery, crowdfunding and other funding streams, coordinating with partners to ensure best use of resources, in order to benefit sport and physical activity and wider social outcomes.
- (e) Sport and physical activity partners should understand wider partners required outcomes and prepare evidence of the value of sport and physical activity to these outcomes, in order to attract funding from non-traditional sources.

### 2. Ensuring sport and physical activity is **recognised and supported** by local policy and decision makers.

- (a) Sport and physical activity should be recognised by decision-makers as a means through which key local outcomes (such as Kent County Council's outcomes: children and young people in Kent get the best start in life; Kent communities feel the benefit of economic growth, by being in work, healthy and enjoying a high quality of life; older and vulnerable residents are safe, and supported with choices to live well and independently) can be met and thereby attract resources.
- (b) Partners should work to demonstrate the value of sport and physical activity to physical and mental health, community safety, social cohesion, social care, education and overall quality of life, providing relevant local case studies to support this.
- (c) Kent and Medway Sports Board should seek to influence key policy and decision makers to recognise and support sport and physical activity, as a key contributor to wider outcomes.

**3. Improving coordination and partnership working** to ensure partners across the public, private, voluntary and community sectors work in collaboration to make Kent a more active county.

- (a) Partners from all sectors need to work collaboratively and take a 'whole-system' approach to transform Kent into an active county. The success of this Framework requires commitment to change across the public, private, voluntary and community sectors. It will involve public health and the NHS, education and children's services, planning, housing, community safety, transport, economic development, adult social care, the voluntary and charity sectors, sport, recreation and leisure. Each sector should consider organising networking events, to plan joint working, enable greater understanding of partner's objectives, potential co-commissioning of sport and physical activity and the sharing of best practice.
- (b) There is a need for partners in sport, physical activity and public health to work together and plan physical activity provision which will have a lasting, positive impact upon health outcomes and health inequalities in the county.

**4. Using insight, research and consultation** when planning for sport and physical activity to ensure the right activity is targeted to where it is most needed.

- (a) Sport and physical activity partners should work together when planning activity to ensure it is targeted to areas of greatest need.
- (b) Research, data and available tools, such as the Active Lives Survey and local health data and profiles, should be used to plan for local sport and physical activity and to underpin facility development proposals and bids for funding.
- (c) Partners should aim to monitor, review and evaluate projects and programmes and to share learning and best practice, to aid the development of sport and physical activity in the county.
- (d) Equalities monitoring should be undertaken to assist partners to gain information on participation levels and those engaging in activity and therefore provide guidance on groups where additional work and support may be required to encourage their involvement.
- (e) Partners need to use appropriate consultation methods to understand communities fully, to immerse themselves within the communities, and to work with people to understand all the factors and assets within the area, thereby enabling sustainable local solutions to be developed.

**5. Improving marketing and communications** to ensure the right information reaches the right people in the right way to help maximise engagement.

- (a) All organisations should be aware of, and respond to, the need for a variety of communication methods to be used, from publications and documents through to new digital and social media campaigns. Community engagement activity should be used to ensure that communication and information is appropriate to the audience at which it is aimed and accessible in a range of formats, if needed.

- (b) Information on opportunities to participate in sport and physical activity should be readily available and promoted widely. For example, partners should consider opening their data to make it more accessible to customers and to promote easy booking of activities.
- (c) Partners should develop and deliver clear and consistent messages on the Chief Medical Officer's guidelines on physical activity.
- (d) Marketing and engagement needs to speak the customers' language and make an emotional connection to drive behaviour change.
- (e) Information needs to be engaging, attractive, accessible and timely for people at different stages of their physical activity journey. It needs to reach people where they are.

## **Performance Measures**

Ongoing and consistent monitoring and evaluation will be important to measure our progress towards the aim and vision and understand our impact. It is essential that we know what works and what does not, to further develop our insight and improve future delivery.

In September 2017, the Board agreed that whilst there are a variety of partners and sectors who will ultimately affect levels of activity in the County, it was important to set an aspirational 'stretch target' against which this Framework could be evaluated. Using the Active Lives Survey, the Board is keen to see a statistically significant increase in the percentage of adults who are deemed to be 'active'. The figure agreed by the Board is a **2.5% increase** in those undertaking 150 minutes or more of moderate intensity activity per week by 2021 compared to the baseline figures in 2015-16. In turn this should, ensure a similar percentage decrease in those who do not meet these guidelines (i.e. who are deemed to be 'inactive' or 'fairly active').

As referenced earlier Kent Sport develops and delivers an annual Business Plan, which supports a number of the themes within this Framework. However, all partners will have their own delivery plans which will also support the vision and aim of this document and the Board looks forward to working with partners to achieve our ambitions.

The performance measures will be reviewed regularly through the Kent and Medway Sports Board.

## **Acknowledgments**

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The Board would also like to acknowledge Kent County Council for hosting Kent Sport and the continued support it provides to the Active Partnership.