


Edinburgh Leisure

Altogether Active

We believe that sport and physical activity are **vehicles for change**



Sport & Physical Activity

Development Plan

2012-15

SUPPORTED BY

• EDINBURGH •
YOUR COUNCIL - YOUR SERVICES

Registered Scottish Charity No. SC027450

Who we are

Our Sport and Physical Activity Development (SPAD) team aim to inspire Edinburgh people to be more active and healthy

We deliver upon our organisational purpose to make a positive difference to communities by creating opportunities for everyone to get active, stay active and achieve more. We are passionate about our wide range of activities that:

- Are accessible
- Encourage people to achieve more through sport and physical activity
- Have a real impact on peoples' physical, mental and social health and wellbeing
- Are delivered throughout Edinburgh Leisure facilities and community settings
- Are valued by our partners.

Our clear focus is on increasing participation.

“We passionately believe in the positive impact sport and physical activity can have on individuals' and communities' physical, mental and social health and wellbeing, and we want to inspire everyone in the City to be more active and healthy.”

Contents

Who we are	02	3: Sport	14
How we are performing	03	4: Physical activity and health	16
Our strategic context	05	Our resources	18
Our operating principles	08	Our success measures	19
Our themes	10	What's in it for me?	19
1: Our people	11	Delivering the SPAD Plan	19
2: Our places	13		

How we are performing

A track record of success

- We are inspiring Edinburgh to be more active and healthy – customer visits are up **7.5%** in 2011-12, to **4.4 million** visits
 - We are continuing to grow our work with target groups:
 - Children and Young People customer visits increased by **24%** in 2011-12, to **1.5 million**
 - Older adults' customer visits increased by **20%** in 2011-12, to **478,000**
 - We are delivering quality coaching programmes – customer visits increased by **8%** in 2011-12, to **456,000**
 - Participation in aquatics continues to grow – customer visits increased by **9%** in 2011-12, to **862,000**
- We secured **£338,000** in external funding to deliver targeted sport and physical activity programmes
 - We have received the Health Working Lives Silver Award and are going for gold this year
 - We have completed a Social Return on Investment (SROI) analysis of four SPAD projects that showed significant return on external investment
 - Healthcare cost savings through our Healthy Active Minds project totalled at least **£2 million**



< How we are performing (cont.)

Our challenges

Looking ahead, we have to adapt to an environment that is changing dramatically:

- We are in an era of restricted public spending
- Reduction in core Sports and Physical Activity Development budget
 - Visits to our Community outreach sessions **decreased by 36%** to 31,961 last year due to reduced resource
- Uncertainty over future external funding
- Consumers with less disposable income, demanding more and with far greater choice
- An ageing population
- An upward trend in obesity, chronic health conditions and mental health conditions
- Large percentage of population not meeting current physical activity guidelines

- People from deprived backgrounds, ethnic minorities and people with a disability are much less likely to participate
- Girls are less likely to participate than boys
- Drop off rates at key transitional stages
- Finding ways to work in partnership with other publicly owned leisure providers, namely the education sector, who are increasingly opening their facilities for public use.

Goal
5 million
customer visits
by 2015-16



Our strategic context

Edinburgh Leisure helps deliver local and national objectives on sport, physical activity and health

Our purpose

(why are we here?)

We are here to make a positive difference to communities by creating opportunities for everyone to get active, stay active and achieve more.

Our vision

(where are we going?)

We are inspiring Edinburgh to be a more active and healthy city. Goal: 5 million customer visits by 2015-16.

Our values

(how do we deliver?)

We make a positive difference by being: welcoming, caring, passionate and proud.

Our service promise

(what we will deliver to our customers / stakeholders)

We welcome everyone. We provide a range of sports and physical activities and expertise in a safe, clean and fit for purpose environment at value for money prices that most people can afford. We deliver enjoyable experiences, customers leave feeling happy.

Our plan

This plan is about empowering people and mobilising expertise towards delivering on our purpose and vision. It is about working as One Team. Its aspiration is to inspire our city to participate. It is about people helping people in sport, physical activity and health. It is about making a positive difference and changing lives.



< Our strategic context (cont.)

Our key partner and main funder is the City of Edinburgh Council and various Council strategies and plans were reviewed when considering our strategic and operational

priorities. Our work, and that of the Council, is also influenced by both the Scottish Government's relevant policy documents and **sportscotland's** corporate plan.

Scottish Government's Purpose
Scotland Performs: The National Performance Framework



A more successful country where everyone can flourish through increased and sustainable economic growth

Government's 5 Strategic Objectives (including 'healthier')

Government's 16 National Outcomes (including 'we live longer, healthier lives')

Government's 45 National Indicators (including 'increase physical activity')

'Let's Make Scotland More Active'
A Strategy for Physical Activity
Physical Activity Task Force



People in Scotland will enjoy the benefits of having a physically active life

Physical Activity

Active living • Recreational activity • Sport • Exercise • Play • Dance

'Reaching Higher'
The National Strategy for Sport



Increased participation and improved performance

Providing pathways • Well trained people • Strong organisations • Quality facilities

sportscotland Corporate Plan 2011-15



Developing and supporting a world class sporting system at all levels

City of Edinburgh Council

The most physically active city in Europe by 2020

Edinburgh Partnership Single Outcome Agreement:

4 priorities:

- Edinburgh's economy delivers increased investment, jobs and opportunities for all
- Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health
- Edinburgh's children and young people enjoy their childhood and fulfil their potential
- Edinburgh's communities are safe and have improved physical and social fabric

5 outcomes:

- Efficient and effective organisation (productive)
- Children of Edinburgh enjoy their childhood and achieve their potential
- Economy delivers increased investment, jobs and opportunities for all
- Edinburgh is an excellent place to live, study, work, visit and invest
- Good quality care and improved health and wellbeing

Our Vision: Inspiring Edinburgh to be a more active and healthy city

Goal: 5 million customer visits by 2015-16



Our operating principles

Our principles are central to the way we work. They reflect our purpose, vision and values and underpin all of our programme development and delivery

1. Identifying opportunities to increase participation

We work with internal and external partners to identify opportunities to increase participation for all. We develop products and services for target audiences, for example children and young people and older adults, that increase physical activity levels both in Edinburgh Leisure facilities and community settings.

2. Developing and creating effective sporting pathways

We are passionate about the power of sport and the pride it brings to individuals, groups and teams. Sport and physical activity pathways are all about creating opportunities for people to enjoy sport at any level and at any stage and to encourage lifelong participation.

3. Working in partnership



We care about our partners and developing effective relationships; by working together we can achieve more and the need for effective partnership work is increasingly important given the economic challenges. This approach is not only pertinent to our external partners but how we work internally – we are one team.

We are committed to working with local and national partners to increase participation, deliver shared priorities and improve the delivery of sport and physical activity.

Protecting and nurturing our partnership with the City of Edinburgh Council is paramount to our continued success and we will be working closely with CEC to support the delivery of their new 'Sport & Physical Activity Strategy 2012/13 – 2016/17'. The Council's Strategy shares EL's vision around inspiring *Edinburgh to be a more active and healthy city* and together we will be exploring how we might effectively measure the impact of our work on people's health and wellbeing.

Sign up to our quarterly partners' newsletter to keep you up to date with new projects and how we are performing.

“We are committed to work with local and national partners to increase participation, deliver shared priorities and improve the delivery of sport and physical activity.”



“Sport has the power to change the world. It has the power to unite in a way that little else does. It speaks to youth in a language they understand. Sport can create hope. It is more powerful than governments in breaking down barriers.”

Nelson Mandela

4. The community is at the heart of what we do



We believe our services should be built around people and communities. We work with our people, places and partners to identify areas of underrepresentation and implement programmes to increase participation and reduce barriers.

5. Reducing inequalities and promoting equality

We use sport and physical activity as a tool to reduce inequalities and address some of the challenges that arise from living in areas of deprivation. We deliver targeted programmes that seek to improve people’s health and wellbeing, for example, physical activity referral programmes, health condition classes and community based physical activity programmes.

6. Accessing funding to develop and grow



We are all about making a positive difference. We seek external funding to increase the amount of work we can do. This enables us to do more with people who, for various reasons, need more support to participate in sport or physical activity.

We recognise that many of these programmes require significant investment to reach their goals, however balance this with the potential longer term savings they make for public services.

We will embed the Social Return on Investment principles in our monitoring and evaluation activities to readily identify the value of our funded work and seek to achieve sustainability in our programmes.



Our themes

Our themes are priority areas which we have identified for our work

Our 'Sport and Physical Activity Development Plan for 2012-2015' has been developed in response to Edinburgh Leisure's Corporate Strategy and suite of supporting plans. It has also taken cognisance of the City of Edinburgh Council's strategic priorities for sport and physical activity which have been, in part, developed out of the government's national outcomes. This development plan provides direction and a strategic framework for: our staff to work from, our partners to work with us and our stakeholders to be informed about us.

The themes that provide the framework for our development plan are:

- **People**
- **Places**
- **Sport**
- **Physical Activity & Health**

Common to each theme is the importance of existing and potential customers, our partners and the Edinburgh Leisure team. These will also be reflected in the annual Service Improvement Plan of the Sport & Physical Activity Development Team and other Edinburgh Leisure sites and services where appropriate.

Having considered both the internal and external environments in which Edinburgh Leisure operates and to ensure we are prepared for the future, we have aligned the work of our Sports & Physical Activity Development Team and our staffing resources around these themes.

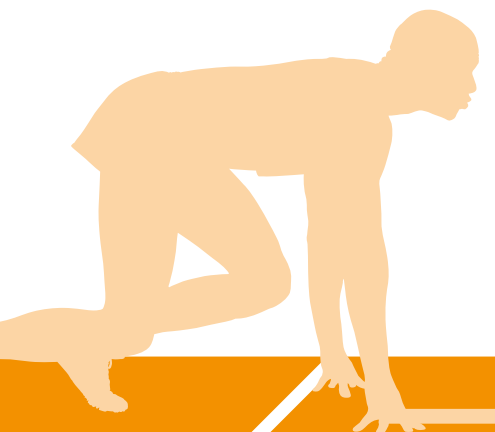
These themes provide the framework for this, our new 'Sport & Physical Activity Development Plan'.

“Learning to swim has had so many health benefits for me – confidence in the water, gaining real enjoyment from swimming and feeling and looking noticeably fitter”

Adult swim lessons participant

“The energy and skill of the coach with the very young children should be recognised. I have a coaching background and am impressed every week at the skills in their ‘tool box’ and the variety of the lessons.”

Parent of coaching programme participant



Our themes: People



Our goal is to ensure we attract and retain, assess, develop and deploy our talent.

Our people are undoubtedly our most important resource. Well-trained, motivated, confident and capable coaches, volunteers and staff are core to the delivery of Edinburgh Leisure's vision.

The provision of coaching services is a key area for Edinburgh Leisure. Growing participation in sport by attracting approximately 456,000 visits in 2011-12, the majority of whom are children and young people,

and generating approximately £2.5m per annum (15% of Edinburgh Leisure's operating income). Our overall goal is to maximise participation and retention thus improving levels of income generation, in addition to continually improving the quality of our coaching services.

In the lead up to and following the 2014 Commonwealth Games, it is imperative that we are in a position to deal with increased demand for provision and therefore having experienced and qualified coaches is core to this People section.

OUR PRIORITIES

Coaching

OUR ACTIONS

Support and develop internal/external coaches to ensure that the number and quality of coaches meets the demand for Edinburgh Leisure's coaching services.

Focus on enhancing education, skills and knowledge to help coaches deliver high quality sporting experiences for Edinburgh Leisure.

Creation of more 'contracted coaches' in our focus sports (Swimming, Diving, Gymnastics, Trampoline, Athletics, Tennis and Climbing).

Develop innovative approaches to the recruitment and retention of coaches.

Implement 'Positive Coaching Scotland' (PCS) across Edinburgh.

Increase the percentage response rate to the Quality Coaching Cards.

Maintain the number of customers in our coaching programmes rating their customer experience as 'excellent'.

Offer support and appropriate development opportunities for young people not in employment, education or training to undertake relevant sporting qualifications.

Enhance and develop our relationship with Service Providers to ensure the quality of our coaching programme and that they are ambassadors for Edinburgh Leisure.

Assess the quality of delivery by coaches to ensure that customers are receiving coaching of an appropriate technical standard.

OUR OUTCOMES

- Increase the number of qualified teachers/coaches/instructors in 7 sports (Swimming, Diving, Gymnastics, Trampoline, Athletics, Tennis and Climbing) to support Edinburgh Leisure's programme development.
- Establish 'coaching calendars' coordinated with the surrounding Lothians across our focus sports.
- Regular circulation of these calendars detailing qualifications and CPD opportunities provided across our focus sports.
- Work with **sportscotland** to support the implementation of 'minimum standards of deployment'.
- Full or part time contracts created across our focus sports by 2015.
- Multi-sport coaches created to support programme development across Edinburgh by 2015.
- 4 Edinburgh Leisure PCS Tutors identified and fully trained by 2013.
- PCS workshops delivered to clubs, coaches and parents across all focus sports by 2015.
- Increase response rate from 16% to 20% by 2015.
- Maintain our customer experience rating at 95%.
- 200 Young People to participate in 'Positive Destinations through Sport' programme per year.
- 75% of participants to go on to positive destinations in Employment, Education or Training after participation in the programme.
- Establish annual coach gatherings in 7 sports (Swimming, Diving, Gymnastics, Trampoline, Athletics, Tennis and Climbing).
- Assess all staff and service providers annually, offering feedback in line with Human Resource guidance.



< Our themes: People (cont.)

OUR PRIORITIES

Volunteering

Embed Edinburgh Leisure's purpose, vision and values with all employees and other stakeholders

Workforce Development

OUR ACTIONS

Continue to develop a sustainable volunteer infrastructure to support project delivery.

Work with partners to support young people as leaders and ambassadors for sport and physical activity to help them reach their potential and support programme delivery.

Increase the number of young volunteers in programmes and clubs and provide meaningful opportunities for them to give back to their community.

Continue to develop a peer led volunteering programme to increase participation by inactive older people.

Communicate and embed Edinburgh Leisure's Purpose, Vision and Values throughout the Sport and Physical Activity Development Team and partners via our actions, behaviours and words.

Review and update all of our Sport and Physical Activity Development Team policies, procedures, plans and partnership agreements to ensure they fit with our purpose, vision and values and our employer brand.

Develop Edinburgh Leisure staff through training sessions to maximise delivery of excellent customer service in their knowledge of physical activity messages and associated health benefits.

Lead and ensure a 3 year action plan is in place for Edinburgh Leisure to achieve the Gold Healthy Working Lives Award.

Increase the number of Edinburgh Leisure specialist instructors to deliver sport and physical activity services.

Deliver workshops to promote the health benefits of physical activity to primary care health professionals to encourage signposting to activity and EL services.

Implement a programme of modern apprenticeships for young people.

OUR OUTCOMES

- A strong, sustainable and supported network of well-trained volunteers in place by 2015.
- Increase number of volunteers participating once per week from 50 to 100 by 2015.
- 400 Young People to participate in 'Positive Destinations through Sport' programme by 2014.
- 75% of participants to go on to positive destinations in Employment, Education or Training after participation in the programme.
- Supported volunteering hours carried out by young people to increase by 20%, from 1,000 hours per annum to 1,200 hours per annum by 2015.
- 25% increase in older adults volunteering in targeted programmes to increase participation by inactive older adults, from 40 volunteers to 50 volunteers.
- All SPAD staff are aware of our Purpose, Vision and Values, have an understanding of what it means 'to me, in my role at EL' and actively demonstrate such.
- All partners are aware of our Purpose, Vision and Values and have an understanding of our not for profit status.
- Motivated employees, satisfied and loyal customers and committed partners.
- 50% of EL workforce attend physical activity for health training sessions by 2015.
- Staff encouraged to make healthier behavioural choices and be ambassadors for physical activity by achieving the Healthy Working Lives - Gold Award by 2014.
- Increased number of specialist activities on offer within Edinburgh Leisure, for example, health condition classes by 2015.
- Greater number of people with health conditions are aware of the health benefits associated with physical activity and know where to access it.
- Two young people complete modern apprenticeships per year.

Our themes: Places



Our goal is to maintain and develop our places to ensure they are welcoming, safe, fit for purpose and meet customers' needs.

The communities we are a part of are important to us. In our drive to increase participation in sport and physical activity it is essential that we reach out to communities, individuals and groups of interest to ensure that we are working with them to

reduce inequalities, address barriers and encourage participation for all. We work to ensure products and services within our facilities are aligned with the needs of the communities they serve. Through community outreach, targeted programmes and engagement with non users and community groups we are working to tackle inactivity, address barriers to participation and promote healthy living.

OUR PRIORITIES

Quality and Accessible Facilities

Community Development

OUR ACTIONS

Support our internal partners to ensure key sport and physical activity development principles are included in service improvement plans.

Support and influence the affordability and accessibility of Edinburgh Leisure's services to feed into Edinburgh Leisure's corporate pricing policy.

Be proactive in exploring opportunities to extend Edinburgh Leisure's presence in areas of the city where we identify need.

Lead the implementation of targeted programmes aimed at addressing the barriers around inequality and poverty that prevent participation in sport and physical activity.

Work with Edinburgh Leisure venues to raise awareness of products and services in local community.

Promote and develop opportunities to increase participation in sport and physical activity by non users.

OUR OUTCOMES

- Leisure Manager Service Improvement Plans to include a minimum of one key sport and physical activity development priority per year.
- Influence the internal pricing structure and continue to consult with partners on accessibility.
- Work with partners to realise the full potential of school and community facilities.
- Active Lives physical activity programme implemented, targeting older adults in areas of high social deprivation. 800 participants supported per year by 2014.
- Looked After & Active physical activity programme implemented for accommodated children and young people in Edinburgh. 500 participants supported per year by 2014.
- Positive Destinations Through Sport physical activity programme implemented for young people not in employment, education or training. 400 participants supported by 2014.
- Multi Sports programme targeting children and young people with disabilities implemented in four Edinburgh Leisure venues. 200 participants supported per year by 2014.
- Nursery and disability swim programme implemented with 500 participants supported per year by 2014.
- Work with Edinburgh Leisure venues to attend 10 promotional outreach events per year and monitor impact of usage.
- Programme of community outreach with children & young people, older adults and targeted groups to engage with 4,000 non users per annum.



Our themes: Sport

At Edinburgh Leisure we passionately believe in the power of sport and the positive impact it can have on individuals' and communities' physical, mental and social health and wellbeing.

We want to inspire everyone to get started and stay active through sport. We are in a position to do this because unlike any other sport and leisure operator in the city, we have a partnership with the City of Edinburgh Council that gives us access to an unrivalled range of venues throughout the city and a service payment to operate them on a 'Not for Profit' basis. Our overall goal is to ensure there are more high quality opportunities to participate in sport within Edinburgh Leisure facilities and the wider community, maximising retention and

thus improving income generation in addition to continually improving the quality of our coaching services. We share the aspirations of our colleagues in the City of Edinburgh Council and **sportscotland** to support the development of local sports clubs and work with partners to support performance sport.

“We love the Gym Nippers coaching sessions and have really noticed a huge improvement in our son’s ability over the terms we’ve attended.”
Parent of gymnippers participant

OUR PRIORITIES

Encouraging Participation, Progression and Potential

Club Sport

OUR ACTIONS

Clear sporting pathways established with appropriate competitive opportunities.

Enhanced multi-discipline programmes complimenting each sporting pathway.

Maximise the aquatics opportunities presented by the re-opening of the Royal Commonwealth Pool in 2012.

Maximise participation and enhance the quality of Edinburgh Leisure coaching programmes.

Delivery of 'showcase events' to enhance profile of sporting programmes and encourage uptake in Edinburgh Leisure programmes.

Creation of sport clubs for people with additional support needs.

Creation of adult sports specific programmes for those beginning or returning back to sport.

Delivery of the 'Performance Access Scheme' supporting talented athletes who live or train across Edinburgh.

Work with our colleagues in the City of Edinburgh Council, specifically the Club Development Officer, to ensure an enhanced strategic approach to club development and supporting sporting pathways.

Sports specific development officers to work with Leisure Managers to review Edinburgh Leisure club development procedures to create 'minimum operating standards' to profile well organised clubs.

OUR OUTCOMES

- Established pathways in our focus sports: Swimming, Diving, Tennis, Gymnastics, Trampolining, Athletics, Sailing, Climbing, Golf and Triathlon by 2015.
- Multi-discipline programmes established in 3 sports (Swimming, Gymnastics and Athletics) by 2015.
- Enhanced local to national sporting pathways for aquatic disciplines (swimming, synchronised swimming, water polo and diving), as well as a comprehensive Learn to Swim programme.
- Present recommendations to improve performance, measurement of coaching programmes, income, efficiency and usage.
- 2 showcase events delivered per year, per focus sport by 2015.
- Increase sports clubs for people with additional support needs within Edinburgh Leisure facilities, from 1 to 5 clubs by 2014.
- Increase weekly adult sports coaching classes from 23 to 68 by 2015.
- 15 sports supported through the 'Performance Access Scheme' by 2015.
- Edinburgh Leisure represented on appropriate citywide strategic forums to ensure integrated planning across our focus sports.
- Implementation of 'minimum operating standards' across all Edinburgh Leisure venues for Clubs by 2015.

OUR PRIORITIES

Club Sport (cont.)

Community Sport Hub (CSH)

Sport Specific: Working Together

OUR ACTIONS

Facilitation of 'Club Forums' to support sporting pathways and enhance communication.

Introduce a customer satisfaction measure for club lets, to enhance communication between clubs and their venues and to analyse club satisfaction across the City.

Implement geographical Community Sport Hub models in appropriate areas as agreed with partners.

Creation of user friendly Community Sport Hub website for both community and clubs to utilise.

Clear sustainability plan with exit strategy following investment by **sportscotland**.

Evaluate and evidence impact of geographical Community Sport Hub model.

Actively work with strategic partners to ensure a joined up, high impact and sustainable approach to sports specific development in the City.

Partnership work with The City of Edinburgh Council to influence smooth transition from school sport to community sport, then Clubs.

Partnership work with Scottish Governing Bodies to maximise impact for each sport.

“You can't put a limit on anything. The more you dream, the farther you get.”
Michael Phelps, swimming champion

OUR OUTCOMES

- 7 sports-specific club forums facilitated regularly by 2015 focusing on key topics including:
 - Club Development
 - Operating clubs effectively
 - Learning and networking
 - Infrastructure and/or growth
 - Pathways and working together
 - Profile and communication
- Managers receive information/scores from clubs - local and city wide, which can then be used to enhance club communications and provision by 2015.
- 2 Hubs created in South West Edinburgh and Queensferry/Kirkliston between 2012-15, to achieve the following:
 - Integrated 'ways of working' established with key partners.
 - Baseline data established to evaluate impact with annual returns completed on participation numbers.
 - Implementation of education and leadership calendar.
 - Implementation of events calendar for local people to engage in.
 - Implementation of 'minimum operating standards' to clubs.
- Website established with current and relevant information including a club member's area.
- Sustainability plan written and communicated by 2015.
- Annual monitoring completed and shared with key partners.
- Annual review meetings held with **sportscotland**.
- Support provided to the 'Edinburgh Strategic Sports Development Group' to deliver shared goals.
- Establish or continue facilitation of 'Development Forums' in 7 sports by 2015 to ensure integrated planning and delivery across key partners.
- Continued support role with Edinburgh Active Schools regarding exit pathways from school into community sport across 7 sports.
- Integrated planning with 8 Scottish Governing Bodies reflecting our focus sports.

Our themes: Physical Activity & Health



Making a positive impact on people's health and wellbeing is at the heart of what we do at Edinburgh Leisure.

It is our goal to be the leader in providing effective health and physical activity programmes for the Edinburgh public to get active and live healthier lives. We invest our time, resources and expertise in developing services and programmes which reflect the need of individuals and their local communities.

We deliver targeted intervention programmes that seek to improve people's health and wellbeing, for example, physical activity referral programmes, health condition classes and community based physical activity programmes. We adopt preventative approaches which build on the active

participation of individuals and communities and aim to reduce demands on public services. We focus on reducing inequalities and use sport and physical activity as a tool for addressing some of the challenges that arise from living in areas of deprivation on people's health and wellbeing.

“Healthy Active Minds helped me realise I had control over my mental health problems, taking physical action to counteract the illness.”

Physical activity referral participant

OUR PRIORITIES

Informing our priorities

Increasing Participation

OUR ACTIONS

Produce an annual health and physical activity research plan to identify health inequality trends.

Produce a non user consultation plan and action plan to ensure Edinburgh Leisure is delivering the right targeted programmes.

Build in social return on investment reporting formula for all funded programmes and promote results to all stakeholders.

Increase participation amongst children and young people both throughout Edinburgh Leisure venues and in community based settings.

Increase participation amongst older adults throughout Edinburgh Leisure venues and in community based programmes.

Develop products and services to encourage participation in the Under 5's market in sport and physical activity.

Increase participation amongst inactive populations through targeted interventions, such as, community access cards, specific funded venue programmes.

Drive the development of a broad range of sport and physical activity products and services which encourage the inactive to get active, such as, development of beginners classes, gentle exercise and one to one sessions, buddy programmes.

OUR OUTCOMES

- Edinburgh Leisure informed on health development priorities.
- Services designed to reflect the needs of non users and encourage participation in Edinburgh Leisure services.
- Continually monitor, review and evaluate physical activity and health interventions to demonstrate impact.

- 10% increase in number of visits to our targeted intervention programmes for children and young people, reaching 11,000 visits per annum by 2015.
- 3% increase in children and young people visits to Edinburgh Leisure services to 1,648,000 by 2015.

- Active Lives physical activity programme implemented, targeting older adults in areas of high social deprivation. 800 participants supported per year by 2014.
- Ageing Well physical activity programme, targeting older adults in a community setting, reaching 500 visits per annum by 2015.
- 3% increase in the number of older adults accessing Edinburgh Leisure services, reaching 362,000 visits by 2015.

- Develop two new services per year.

- 5% increase of non users participating in physical activity through targeted intervention programmes, reaching 105,000 visits by 2015.

- 5 Edinburgh Leisure venues and 5 local community venues will establish new innovative activities targeting inactive populations to get active and stay active by 2015.

OUR PRIORITIES

Addressing Inequality

Physical Activity and Health: Working Together

OUR ACTIONS

In partnership with local strategic partners carry out an equalities impact assessment on priority areas of work aimed at increasing participation by underrepresented groups, including gender; black and minority ethnic, disabilities and age specific programmes and produce recommendations for service development.

Delivery of targeted pricing products for under-represented communities, for example, Community Access Programme and the top-up activity card.

Deliver an effective programme of health referral service for people experiencing poor health and wellbeing across the City, for example, Healthy Active Minds.

Work with Leisure Managers and internal colleagues to increase participation in health condition classes.

Develop 4 new innovative health programmes which address major public health concerns, for example; weight management classes for adults, Dementia services for older adults, cancer rehabilitation and moderate to severe mental health conditions.

Enhance partnership work with NHS Lothian, City of Edinburgh Council, Community and Voluntary Sector to develop and grow services.

Continue to work with existing partners to deliver innovative and cutting edge physical activity and health services to the people of Edinburgh.

Work with neighbourhood partnerships and community partners to ensure we are listening to communities, responding to local priorities and addressing the needs of excluded groups and promoting the services we offer.

OUR OUTCOMES

- Equalities Impact Assessment and action plan in place by 2015, to ensure Edinburgh Leisure has the right programmes in place for those who need them the most.
- 250 voluntary and community groups engaged in physical activity programmes through Community Access Programme by 2015.
- Implementation of 2 new pricing products to aid transition from targeted interventions to mainstream Edinburgh Leisure services.
- 60% successful completion rates for all health referrals services.
- Expansion of health referral services to accommodate additional conditions (e.g. weight management) by 2015.
- 15% increase in uptake to health referral services from 11,000 visits to 12,650 visits per annum by 2015.
- 2 Edinburgh Leisure venues to be positioned as health & wellbeing hubs by 2015.
- 4 new health services implemented in 5 Edinburgh Leisure venues by 2015.
- Maintain and grow levels of investment into Edinburgh Leisure's health and physical activity services from £250,000 to £500,000 by 2015.
- Partnership agreements in place for all funded programmes by 2015.
- Annual integrated planning with NHS Lothian, City of Edinburgh Council and **sports**scotland focusing on relationship and product development.
- All Edinburgh Leisure venues will establish links with neighbourhood partnerships to encourage participation by local community by 2015.

Our resources

People



As mentioned in 'Our themes', our people are undoubtedly our most important resource.

Well-trained, motivated, confident and capable coaches, volunteers and staff are core to the delivery of Edinburgh Leisure's purpose and vision.

2011-2012 marked a year of instability for the Sport and Physical Activity Team. As a result of financial pressures the following posts were deleted: Legacy Officer, Youth Information Officer, Club, Coach & Volunteering Officer and an administration post in March 2011. A long term external funding agreement also came to a close in October 2011 leading to the deletion of the Youth Leadership & Volunteering Officer post.

Securing an additional £590,000 for targeted interventions focusing on older adults, children and young people and disabilities work, from the City of Edinburgh Council, to cover the duration of this plan has been a huge boost. This significant investment has enabled the recruitment of project staff and implementation of projects focusing on increasing participation, reducing inequalities and working in areas high social deprivation.

Information on key posts and their respective areas of responsibilities can be found on the Edinburgh Leisure website.

“Over the last two years I have found that my stamina and strength have improved and my ‘mind set’ has changed too.”
Ageing Well participant

£590,000
secured additional funding. A huge boost to delivering targeted interventions

£3,077,782
of external funding was received in total between 2003 and 2012

Pounds



Funding received from external partners has contributed significantly to the work carried out by the Sport & Physical

Activity Development Team in recent years. The average funding secured over the previous nine years is nearly £350,000 per year.

The table below charts the level of funding received across the previous nine financial years.

Financial Year	Funding Received
2003-04	£194,000
2004-05	£422,925
2005-06	£427,407
2006-07	£417,465
2007-08	£286,647
2008-09	£352,798
2009-10	£327,068
2010-11	£311,455
2011-12	£338,017
Total 2003-2012	£ 3,077,782

£3,077,782 of external funding was received in total between 2003 and 2012. Key long term partners such as **sportscotland**, NHS Lothian and the City of Edinburgh Council contributed significant levels of funding to a variety of physical activity, health and sporting projects during this period.

In 2011-12 levels of external investment into the SPAD department have grown, however significant long term funding agreements are due to come to an end in 2013-14. Consequently there will be a focus throughout 2013-2014 on obtaining external funding to enable continuity, sustainability and growth in many key areas of work. In particular, attention should be drawn to key physical activity and health projects such as Ageing Well, Healthy Active Minds and the Get Going programme.

Our success measures

Our success measures 2014-15

- **5 million customer visits**
 - 3% increase in children and young people (5-18) visits, to **1,648,000**
 - 3% increase in older adults visits, to **515,000**
 - Number of users on CEC-funded targeted activity programmes (to demonstrate our success in increasing participation by inactive, addressing inequalities) **2,200**
 - 3% increase in capacity for dry coaching, to **165,000**
 - 3% increase in children and adult swim lessons, to **353,000**
 - **£750,000** in external funding (for SPAD related programmes)
- **95% of customers will be satisfied (customer satisfaction score)**
 - Coaching programme score
 - Health and physical activity programme score
 - Partnership evaluation score



“Significant long term funding agreements are due to come to an end in 2013-14, consequently there will be a focus throughout 2013-2014 on obtaining external funding to enable continuity, sustainability and growth in many key areas of work.”

What’s in it for me?

Pride in being associated with an organisation that is making a real difference to our communities

The Edinburgh Leisure ‘team’

- Clarity on who we are, what we are here to do and how we will do it together
- Clarity on our priorities and desired outcomes for the next three years
- Understanding on where we can work together to deliver on Edinburgh Leisure’s strategic outcomes

Our partners

- Increased understanding of Edinburgh Leisure
 - who we are, what we do and the positive impact of our work
- An appreciation of the opportunities to work with us
- Confidence in Edinburgh Leisure’s expertise and ability to deliver
- Understanding on where we can work together to help deliver shared strategic outcomes


Delivering the Sport and Physical Activity Plan

This plan has been informed by views of a range of individuals and organisations collected through a consultation exercise. We will deliver this plan through a variety of means:

- Producing a Sport and Physical Activity Development annual service improvement plan
- Producing individual key result areas and personal objectives which detail key priorities and SMART targets
- Through working with colleagues, through regular one to ones, joint planning and delivery meetings
- Through focused meetings with partners
- Through project specific evaluation reports
- Utilising primary and secondary research
- Undertaking customer and non user consultation and focus groups



Where we can be *Altogether Active*

- 1 Ainslie Park Leisure Centre** 
92 Pilton Drive, Edinburgh Tel: 551 2400
- 2 Balgreen Bowling** 
Pansy Walk, Edinburgh Tel: 313 5097
- 3 Braid Hills Golf Course** 
Braid Hills Approach Tel: 447 6666
- 4 Carrick Knowe Golf Course** 
Glendevon Park, Edinburgh Tel: 337 1096
- 5 Craigtinny Golf Course** 
Fillyside Road, Edinburgh Tel: 554 7501
- 6 Craiglockhart Leisure & Tennis Centre** 
177 Colinton Road, Edinburgh Tel: 443 0101
- 7 Dalry Swim Centre** 
Caledonian Crescent, Edinburgh Tel: 313 3964
- 8 Drumbrae Leisure Centre** 
30 Drumbrae Terrace, Edinburgh Tel: 312 7957
- 9 Edinburgh International Climbing Arena Ratho** 
South Platt Hill, Newbridge, Edinburgh Tel: 333 6333
- 10 Glenogle Swim Centre** 
Glenogle Road, Edinburgh Tel: 343 6376
- 11 Gracemount Leisure Centre** 
Gracemount Drive, Edinburgh Tel: 658 1940
- 12 Jack Kane Sports Centre** 
208 Niddrie Mains Road, Edinburgh Tel: 669 0404
- 13 Kirkliston Leisure Centre** 
Kirklands Park Street, Kirkliston Tel: 333 4700
- 14 Leith Links Bowling** 
John's Place, Edinburgh Tel: 669 0878
- 15 Leith Victoria Swim Centre** 
Junction Place, Edinburgh Tel: 555 4728
- 16 Meadowbank Sports Centre** 
London Road, Edinburgh Tel: 661 5351
- 17 Meadows Tennis Complex** 
East Meadows, Edinburgh Tel: 443 0101
- 18 Meggetland Sports Complex** 
Colinton Road, Edinburgh Tel: 455 8375
- 19 Port Edgar Marina**
Shore Road, South Queensferry Tel: 331 3330
- 20 Portobello Golf Course (9 holes)** 
Pavilion, Stanley St, Portobello Tel: 669 4361
- 21 Portobello Indoor Bowls & Leisure Centre** 
20 Westbank Street, Edinburgh Tel: 669 0878
- 22 Portobello Swim Centre** 
57 The Promenade, Portobello Tel: 669 6888
- 23 Powderhall Bowling** 
Broughton Road, Edinburgh Tel: 669 0878
- 24 Princes Golf Course (9 holes)** 
Braid Hills Drive Tel: 666 2210
- 25 Queensferry High Recreation Centre** 
Ashburnham Road, South Queensferry Tel: 319 3222
- 26 The Royal Commonwealth Pool** 
Dalkeith Road, Edinburgh Tel: 667 7211
- 27 Saughton Sports Complex** 
Stevenson Drive, Edinburgh Tel: 444 0422
- 28 Silverknowes Golf Course** 
Silverknowes Parkway, Edinburgh Tel: 336 3843
- 29 St Margarets Park, Bowling, Tennis** 
Corstorphine High Street, Edinburgh Tel: 669 0878
- 30 Victoria Park Bowling** 
Newhaven Road, Edinburgh Tel: 669 0878
- 31 Warrender Swim Centre** 
Thirlestane Road, Edinburgh Tel: 447 0052

