“Building an Active Essex”

A Strategic Plan for Sport and Physical Activity in Greater Essex

2012 - 2017
Chair of Active Essex, Gary Sullivan OBE

As Chair of the Active Essex board I am always astounded by the level of skill, talent, expertise and professionalism in the County that is required to make sport and physical activity actually happen. By joining forces we can inspire a robust, powerful network that provides exceptional service to a variety of users. By doing this we have the potential to grow the people we work with, identify the next generation of talent and inspirational figureheads, and retain and attract new customers.

Through our partnership I envisage a time when all our stakeholders will have solutions to their developmental challenges resolved by the Active Essex team, and that the whole network inspires growth and enterprise in the Sport, Health and Physical Activity sector in Essex. The partnership behind Active Essex will help promote local business and improve the sports and leisure economy. We will exceed Local and national targets and it will be our aim to improve health, wellbeing and general quality of life through sport and physical activity. Active Essex and its partners will make it more attractive to participate in sport and physical activity by providing more opportunities for people to take part and by identifying clear pathways to maximise the potential for excellence. We want to make Essex the place to nurture the next generation of world class sports people.

Stephen Castle Regional Sport England Champion & Cabinet Member for Education Lifelong Learning & 2012 Games

When London won the bid to host the London 2012 Olympic and Paralympic Games 6 July 2005, Essex adopted the 'Singapore promise', with the 'distinctive vision for using the power of the Games to inspire the youth of the world to re-engage with sport'. It’s exciting and encouraging to see that Essex is already ahead of their Game by delivering the sporting legacy through the Active Essex Partnership that will benefit people for many years from now. This will carry forward some of the foundations laid by the Essex Strategic Board from the 2012 Games partnership that since 2005 has been committed to ensuring that the Games are used as a catalyst to increase quality of life in and leave a lasting legacy in Greater Essex. As hosts to the Olympic Mountain bike events and the Olympic Canoe Slalom events at Lee Valley White Water Centre on the Essex/Hertfordshire border, we have many reasons to promote Greater Essex as an advocate for maximising Sport and Physical Activity. With so much passion for the Games already captured this Summer, now is the time to bottle the evident excitement and enthusiasm for all things active in Greater Essex and make positive things happen in the future.

Greater Essex is a diverse and exciting area. With miles of stunning coastline, vast networks of green spaces and inland waterways, an impressive array of quality facilities, a busy events calendar and a thriving club base, Greater Essex is a bedrock for high quality sport and physical activity. From competitive athletes and professional dancers to informal participants, volunteers, coaches, instructors, officials and supporters, sport and physical activity engages people of all ages in Greater Essex.

We have made significant strides forward in recent years. However, we recognise that there is still room for improvement. Our human and facilities infrastructure needs strengthening. A substantial proportion of our population are inactive. A large percentage of those who are active would like to do more. Barriers to participation still exist. We are committed to working together to change this and create a lasting legacy that enables more people to be active for life.

Greater Essex is proud to be the home of the Mountain Biking venue and competition for the London 2012 Olympic Games but also the Lee Valley White Water Centre home of the Olympic Canoe Slalom events that sits on the Essex and Hertfordshire boarder. We will use our Host County status and the unique spotlight of the 2012 Olympic Games and Paralympic Games to raise the profile of sport and physical activity. We will enthuse and engage more people into adopting more active lifestyles and encourage people to fulfil their potential.

Active Essex is the lead strategic body for sport and physical activity in Greater Essex. We are part of the national network of 49 County Sports Partnerships and work directly to support and represent a myriad of partners across the fourteen local authority areas of Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Colchester, Epping Forest, Harlow, Maldon, Rochford, Southend on Sea, Tendring, Thurrock and Uttlesford. Active Essex operates through a core team of staff and reports to its own independent management board.

Established in January 2012, Active Essex aims to develop and enhance existing and new relationships, partnerships and networks and use sport and physical activity and the 2012 Games as catalysts to bring about positive change in the social and economic wellbeing of local communities. We are working with partners to create a more physically active and sporting environment for all people in Greater Essex in order to achieve a sustainable increase in participation.

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1. INTRODUCTION (cont)

The Need for a Strategic Plan
This Strategic Plan has been developed in response to an identified need for a unified vision and set of clearly defined aims for sport and physical activity in Greater Essex. The vision, aims and outcomes that underpin this plan have been derived through extensive consultation across our network of local authorities, national governing bodies, Active Alliances, sports development and leisure officers, health professionals, PE and school sport specialists, 2012 officers and many other partners. They have also been shaped by, and aligned with, the key national and local level strategies and plans concerned with sport, physical activity and a range of other leading priorities which sport and physical activity can positively impact on such as health, education and skills and community engagement.

This plan is aimed at all those with an interest in sport and physical activity in Greater Essex. It seeks to inspire buy-in and set the direction of travel for all partners and stakeholders working in the area. The plan can be used to help inform policy, guide and attract investment, support research, focus development planning, influence partnership working, achieve more effective delivery and support successful advocacy. It will be supplemented by an annual Delivery Plan which sets out how Active Essex will play our part in delivering the vision, priority aims and outcomes for sport and physical activity in Greater Essex.

The Delivery System
Greater Essex has an impressive array of strategic and delivery partners who are both directly and indirectly concerned with sport, physical activity and a range of other leading priorities which sport and physical activity can positively impact on such as health, education and skills and community engagement. This plan is aimed at all those with an interest in sport and physical activity in Greater Essex.

The diagram below shows the relationship and connections between the key components of the Essex Delivery System. It also highlights the central role that Active Essex and this Strategic Plan play in bringing together the priorities and aspirations of partners at all levels.

Active Essex will use the Essex Delivery System to offer:

- An opportunity for all local sport and physical activity organisations to work together towards an agreed shared vision and aims.
- The opportunity to improve efficiency and create economies of scale.
- A means of easily identifying and filling gaps in local provision for sport and physical activity.
- An opportunity for non-sporting organisations to achieve their own aims by harnessing the wider benefits of sport and physical activity and working with appropriate agencies.
- Monitoring and evaluating performance and improvement.
- Benchmarks and quality assurance standards to guide the delivery of sport and physical activity.
- Support to secure investment and funding to help achieve the vision and priority aims.
- A mechanism by which partners can gather insight to ensure resources are directed at the right activities, in the right places, to the right people and by the most appropriate partners.
- A mechanism for coordinating and delivering continued lifelong learning and skills development for all involved in sport and physical activity in Greater Essex.
General Background:
The 14 local authority areas that make up Greater Essex are home to around 1.725 million people and cover an expanse of 3,670km². Greater Essex truly is an area of contrasts. Population density ranges from 4,157 people per km² in Southend-on-Sea to 124 people per km² in Uttlesford. Although quality of life for most residents is good, extremes of affluence and deprivation exist. Residents in deprived areas are more likely to experience unemployment, poor health, low educational attainment, social isolation, poverty and crime. Compared to the national average, Greater Essex has a higher proportion of residents aged 40+ and fewer aged under 40.

Greater Essex boasts an impressive range of rural, urban and coastal areas

Participation in Sport and Physical Activity:
Sport England’s Active People Survey 5 results for 2010/2011 showed that 20.5% of adults in Greater Essex took part in at least 3 x 30 minutes of moderate sport or physical activity a week compared to 21.8% in England. In the same period 35.4% of adults in Greater Essex participated in at least 1 x 30 minutes of moderate sport or physical activity a week compared to 34.8% in England.

Health:
Residents generally experience better health than the national average. Average life expectancies are 79.6 years for men and 83.1 years for women (2007/9). While life expectancy continues to increase, there is a difference of 20 years between people living in the most and least deprived areas. Circulatory diseases and cancer are the most notable causes of mortality.

Unemployment:
Unemployment rates in Greater Essex (6.5% in March 2012) have risen sharply since the end of 2008. Rates are slightly below the regional average (6.6%) but lower than the national average (8.1%). Commuting long distances to work is common amongst the working population.

Population Growth:
By 2031, the population of Greater Essex is set to grow by a further 324,000 people (c.19%). By 2033 it is anticipated that the working age group will continue to decrease and there will be a sharp increase in older people.

Ethnic Diversity:
Around 12.4% of the population is from a Black, Asian and Minority Ethnic (BAME) group (including Irish and other white). Whilst ethnic diversity is increasing, the area is less diverse than England as a whole (17.2% from BAME groups).

Sport and Leisure Facilities:
Greater Essex has an impressive range of indoor and outdoor facilities capable of accommodating a wide range of formal and informal sports and physical activities, events and competitions. Facilities range from modest community venues such as village halls to private sports clubs, education sites and world class training and competition venues. Levels of provision vary from place to place and across activities. Ongoing investment is required to ensure an appropriate supply of good quality venues exists to meet the demands of the growing population.

The 2012 Games:
Located so close to the Olympic Park and with its own Olympic venue, the legacy of the Games for Greater Essex will be significant. It will include economic benefits, increased tourism and an improved facilities infrastructure.
Active Essex is committed to the development of sport and physical activity across Greater Essex. We will be at the forefront of ensuring sport and physical activity is aligned with and has the best possible impact on a wide range of agendas within the public domain.

To maximise impact and secure support from key stakeholders and partners it is essential that our vision and priorities are aligned with leading local, regional, and national strategies and policies.

In preparing this Strategic Plan we have reviewed the vision, aims and priorities contained within a large number of strategies, policies and plans from Central Government Departments, National Organisations, Essex County Council and the fourteen local authorities within Greater Essex. This process, combined with the outcomes of a wide reaching consultation exercise, have helped to inform the vision, six priority aims and associated outcomes set out in this plan.

We will ensure that this Strategic Plan and its accompanying Delivery Plan are ‘living documents’. We are committed to keeping them up to date and ensuring their ongoing strategic relevance. We will continue to review any subsequent publications from our partners and stakeholders and will reflect and disseminate any necessary changes to our documents.

In developing this Strategic Plan we have reviewed the following documents:

**NATIONAL**
- Creating a Sporting Habit for Life
- Be Active, Be Healthy
- Healthy Lives, Healthy People
- No Health Without Mental Health
- Start Active, Stay Active
- Building a Stronger Civil Society
- Positive for Youth
- The Localism Bill
- NGB Whole Sport Plans and Guidance
- CSP Core Specification
- Places People Play Legacy Plans
- Improving Outcomes and Supporting Transparency
- Every Child Matters

**LOCAL AND REGIONAL**
- Making it Happen
- The Essex Works Corporate Plan
- Shaping Thurrock: Community Strategy
- Southend Together: Sustainable Community Strategy
- Building a Winning Future Together in Essex, Sports Facilities Strategy
- Essex 2012 Legacy Plans and Action Plans
- Active Alliance Vision Documents, Strategies and Plans
- Local Authorities Strategies and Plans for Sport and Physical Activities
- JSNA Recommendations to the Health and Wellbeing Board

The key priorities and themes cited in these documents have helped to inform and underpin our vision and priority aims. They are summarised below:

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<th>Participation</th>
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<th>Nurture Talent and Potential</th>
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<td>Quality Facilities</td>
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<td>Removing Barriers</td>
<td>Children and Young People</td>
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Our Vision is:
“To create a more physically active and sporting environment for all people in Greater Essex to enable everyone to participate in the activity of their choice at their chosen level”

Our Priority Aims are to:
1. Deliver a London 2012 Games Legacy
2. Increase Participation in Sport and Physical Activity
3. Encourage Healthy and Active Lifestyles
4. Develop Sporting Pathways
5. Encourage Lifelong Learning and Skills Development
6. Building Networks and Partnerships for Sport, Physical Activity and Healthy Lifestyles
Outcomes Framework
Our six priority aims and their associated outcomes will underpin all of Active Essex’s work with key partners. They will be fundamental to developing sport and physical activity across Greater Essex and have been developed to reflect the shared priorities of our partners.

Using the common themes, priorities and aspirations for Greater Essex identified during our consultation exercise and literature review we have formulated a series of outcomes that link to each aim. The sections that follow explain each priority aim in detail. Each is introduced with an explanation as to why it is a priority along with the primary and secondary outcomes that we hope to achieve under each aim.

We will use these aims and outcomes as a framework to shape and guide our work with key partners and influence how we prioritise our resources and investment. They will be reflected in the Annual Delivery Plan that accompanies this document.

To illustrate our aims we have identified a range of case studies of good practice. These are available on request and highlight the excellent work already taking place in Greater Essex which we will work to build on in the future.

The diagram below illustrates our approach to delivering our vision and priority aims through an outcome focussed planning framework.
The 2012 Olympic and Paralympic Games (2012 Games) offer a once in a lifetime opportunity to change people’s participation habits for life. Greater Essex is uniquely positioned to use the 2012 Games to deliver a lasting legacy for sport and physical activity. We are committed to continuing to embrace the Olympic and Paralympic ideas and to bringing the inspiration and magic of the Games into the heart of local community life. We will make sure that the benefits and legacy of the Games are visible across our towns and villages for years to come.

People and Activities: Using the inspiration of the Games, we will work with our partners to inspire more people to make activity happen at the local level and tackle the barriers to participation. We will encourage a wide variety of festivals, events, activities, volunteering opportunities, programmes and competitions that promote all aspects of sport and physical activity to people of all ages and abilities at every level.

A Host County: The 2012 Games has put Greater Essex on the map as a Host County and leading location for major international events and training. Essex County Council’s Beacon Authority Status recognises the area’s innovative, thoughtful and dynamic approach to encouraging our communities to be more active through the 2012 Games legacy. Active Essex aims to build on this success and continue to attract sporting events which inspire local people and bring about an economic and social legacy for Greater Essex. The facilities, infrastructure and skills to allow Greater Essex to continue to host major events are in place and we will work with partners to ensure that these events contribute to regeneration, employment, education, health and wellbeing and safer and stronger communities.

Places: The Olympic Mountain Bike Course at Hadleigh Farm and Canoe Course at Lee Valley White Water Centre on the Essex and Hertfordshire boarder have made the Olympic dream a reality for Greater Essex. Both sites will provide a physical and human legacy. They will become vibrant, popular and well-used community facilities for sport and physical activity - a lifelong reminder of the benefits of the 2012 Games.

We will make sure that the benefits and legacy of the Games are visible across our towns and villages for years to come.

AIM 1: DELIVER A LONDON 2012 GAMES LEGACY

AIM 2: INCREASE PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY

Sport and physical activity plays a major part in the everyday lives of many people in Greater Essex. Our partners have an excellent track record of meeting the needs of our local communities through the provision of safe and accessible activities and facilities. However, almost 50% of our population are inactive and our communities continue to face numerous barriers to participation. We must work together to do more to widen access to sport and physical activity.

Widening Access: It is crucial that the sport and physical activity offer in Greater Essex is responsive to the differing needs of our communities and provides a high quality experience for all. We will work with partners to reduce drop off rates at key life stages and identify and address barriers to participation to ensure that more people in Greater Essex take up and maintain sport and physical activities as habits for life.

We will support partners that target inactive and under-represented groups and spaces where people can be active. These include dedicated sports facilities such as Basildon Sporting Village and Southend Swimming and Diving Centre and open countryside, parks, green spaces, beaches, community facilities and walking and cycling routes. In a challenging economic climate we will work strategically and collaboratively to deliver innovative solutions which attract investment, protect and increase access to facilities capable of meeting the needs of our expanding and diverse population.

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Participation in sport and physical activity can significantly improve people’s general physical and mental health and wellbeing. It can contribute to reducing the risk of premature death, falls, obesity, diabetes, mental health problems and some forms of cancer, cardiovascular and respiratory diseases.

The health of residents in Greater Essex is generally better than the national average. Life expectancy is on an upward trend and mortality rates from the major causes of cancer, heart disease and stroke have fallen. However, people in Greater Essex, especially those living in the most deprived areas, still face significant health problems which have an adverse impact on their general wellbeing, life expectancy and quality of life.

More people, more active for life: Almost half of our adult population are inactive and only 10.4% participate enough to meet the physical activity guidelines set by the Department of Health. We will work with our partners to capture and share insight into local needs. We will ensure this is reflected in the planning and promotion of facilities and activities and the development of partnerships. We will advocate a broad approach to planning which supports alternative and non-traditional activities, taster sessions, active travel, dance and activities designed to prevent and aid the management of, and recovery from, priority health conditions. We will also support organisations who offer structured and traditional opportunities designed to meet local needs.

By lobbying and improving the way outcomes are monitored and evaluated we will secure greater buy in and investment from the health and social care sectors.

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Choices:
The Department of Health emphasises the need for people to be active at levels that improve health. This enables people to be more independent, enjoy life and reduce the burden of disease. In Greater Essex it is important to people that they have healthy choices to make when it comes to their own health and wellbeing. We will ensure that participation in sport and physical activity can continue into later life. This can significantly improve people’s general physical and mental health and wellbeing. It can contribute to reducing the risk of premature death, falls, obesity, diabetes, mental health problems and some forms of cancer, cardiovascular and respiratory diseases.

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AIM 3: ENCOURAGE HEALTHY AND ACTIVE LIFESTYLES

AIM 4: DEVELOP SPORTING PATHWAYS

Nurturing and developing life-long participation and excellence in sport and physical activity relies on the contribution of a wide range of delivery partners and individuals.

Family members, schools, teachers, coaches, instructors, clubs, development officers, facilities, funders, officials, volunteers, sponsors and national governing bodies of sport (NGBs) all play a vital role in encouraging and sustaining participation through the creation of sporting pathways.

Progression:
Encouraging sporting habits for life requires a coordinated effort across Greater Essex. We will work with partners to ensure the provision of positive experiences which capture the hearts and minds of the residents of all ages. We will ensure that high quality opportunities, school-club links and progression pathways are in place so that our children and young people can participate within and outside of education environments. This will give them the best chance of being active for life. Working with NGBs, schools, College Sport Makers, universities, coaches, instructors, clubs and groups we will inspire a new generation of participants, coaches, officials and volunteers. We will support the creation of links which enable the transition to community sport and physical activity via quality clubs, groups and facility providers. NGBs are a vital part of this work and we will provide support based on local knowledge and experience to enable them to roll out programmes and interventions for their sport in Greater Essex.

Competition:
Greater Essex has a proud history of producing sporting champions. It is home to current and emerging world class and professional athletes, coaches and officials. We will continue to work with partners to ensure our talented athletes, coaches and officials are identified, nurtured and supported to reach their full potential. Developing and promoting talent, talent pathways and workforce development opportunities remains a priority. We will also work to ensure that people of all ages can access competitive sport at their chosen level.

Greater Essex has a proud history of producing sporting champions.

PRIMARY OUTCOME
Lifelong participation is nurtured through school-club links, and talent development.

SECONDARY OUTCOMES
Children and young people progress from participating in sport and physical activity in an educational setting to participating in sports clubs, groups and a range of other quality community settings.

More people take part in competitive sport in Greater Essex and go on to compete at the highest levels, including national and international competitions.

PRIMARY OUTCOME
Addressing health inequalities through increased take-up of traditional and non-traditional sports and physical activities.

SECONDARY OUTCOMES
A reduction in the number of inactive people in Greater Essex.

Educate people and inform their lifestyle choices by promoting opportunities to participate and communicating the many health benefits of an active lifestyle.
AIM 5: CONTINUED LIFELONG LEARNING AND SKILLS DEVELOPMENT

Improving attainment in education and access to lifelong learning and skills development can benefit people of all ages. It can increase access to job opportunities, help people to fulfil their ambitions and potential and ensure residents can play an active part in community life. Sport and physical activity is a powerful tool which can attract and appeal to a wide range of people including those not currently engaged in education, employment and training (NEETs), providing them the chance to develop a range of transferable skills for life.

Over 550 sports businesses and thousands of voluntary clubs and organisations operate across Greater Essex.

Skills: Greater Essex has high proportions of older than average workers and workers with no or low skills compared to national averages. Commuting long distances to access employment is common amongst the working population and a large number of our 16-24 year olds, who are more likely to hold qualifications, move away from the area to find employment. We will work with partners to encourage programmes and initiatives that use sport and physical activity as a hook to improve attendance, qualifications, job opportunities and skills for life with a view to improving the life chances of our communities.

Sector Workforce: Over 550 sports businesses and thousands of voluntary clubs and organisations operate across Greater Essex. These offer volunteer and employment opportunities to over 135,000 people. Active Essex will work collaboratively to support, develop and strengthen the sector so that it can respond to the changing needs of existing and future participants at all levels.

We will help to identify and respond to skills gaps so that people of all ages can gain the skills and qualifications required to help them to develop and support sport and physical activity in their local communities. To make this happen we will help to promote training courses, recruitment and reward schemes and local and national initiatives such as Sport Makers and UKCC qualifications.

PRIMARY OUTCOME

Organisations, Volunteers and communities are better skilled and deployed through improved opportunities linked to active lifestyles.

SECONDARY OUTCOMES

More people in Greater Essex access transferable skills and qualification linked to sport and physical activity, including those not in employment, education and training.

Work with Skills Active, NGB’s, education partners, clubs, community groups and sector based employers to implement the recommendations of the WDP.

AIM 6: BUILDING NETWORKS AND PARTNERSHIPS FOR SPORT, PHYSICAL ACTIVITY AND HEALTHY LIFESTYLES

The effective planning and delivery of sport and physical activity across Greater Essex relies on the buy-in and contribution of a wide range of organisations and partners. We aspire to make Greater Essex a beacon of excellent practice at a national level with a strong, positive image which appeals to partners within a competitive market.

A Strong and Thriving Infrastructure: Active Essex will encourage and enable partners to access the advice, training and support they need to provide safe, high quality and accessible participation opportunities. As strong advocates of the wider value of sport and physical activity we are committed to brokering and strengthening relationships with strategic leaders and commissioners from other sectors, including education, health, social care, regeneration, community safety and tourism. There is a strong and thriving infrastructure for sport and physical activity within each of the 14 local authority areas in Greater Essex. We will continue to prioritise working in partnership within and across local authority boundaries. By strengthening our existing network of Active Alliances we will bring together partners, encourage joint working and support those interested in sport and physical activity at a local level. We will also connect NGBs and other national partners to those involved in the planning and delivery of sport and physical activity in Greater Essex.

Information Sharing: We will continue to collate and share information with partners within the Delivery System so that they can access the insight they need to effectively plan and deliver activities and facilities.

Outcomes and Investment: Funding for sport and physical activity projects and programmes is increasingly hard to secure in a difficult economic climate. Active Essex will continue to lobby for resources and financial support towards the achievement of local and national priorities. Where appropriate, we will take responsibility for identifying, coordinating and accessing resources to make things happen across Greater Essex.

PRIMARY OUTCOME

A strong sport and physical activity network with clear channels of communication and signposting to appropriate opportunities is established through partnership working.

SECONDARY OUTCOMES

An effective Delivery System for sport and physical activity is developed and sustained to clarify and connect the sport and physical activity landscape in Greater Essex.

Active Networks, Network Essex and the NGB Forum will be fit for purpose and effectively engage and meet the needs of relevant partners with an interest in sport and physical activity.
5. IMPLEMENTING THE PLAN

The successful implementation of this Strategic Plan will be governed by Active Essex’s independent management board. Its delivery will be led by a core team of officers from Active Essex in conjunction with representatives from the wide range of strategic and delivery partners that make up the Essex Delivery System for sport and physical activity. We will deliver this Strategic Plan through:

**COORDINATING**

- Making connections between public, private and third sector partners including funders, commissioners and investors.
- Supporting delivery through a successful Delivery System for sport and physical activity in Greater Essex that is proactively engaged in delivering this plan.
- Collecting and disseminating information to empower more effective delivery, monitor performance and secure investment.

**COMMUNICATING**

- Publishing updates, summaries and links to key strategic documents, resources, funding sources and good practice via our website and e-news.
- Passing on the contact details of key partners across Greater Essex.
- Informing partners about local, regional and national news of interest to the sector.
- Liaising with all of our partners and stakeholders at least twice a year via Network Essex.
- Facilitating bespoke events and forums where need dictates.

**RESOURCING**

- Securing additional capital and revenue funding and resources to support the needs of the sector from a variety of sources.
- Ensuring the most effective use of new and existing resources.
- Creating and taking advantage of economies of scale where possible.
- Creating and sustaining fruitful cross sector links.

**SUPPORTING**

- Raising the profile of the sector through advocacy work at the strategic level.
- Effectively marketing and promoting sport and physical activity programmes, facilities, projects and partners.
- Championing innovation in delivery, skills development, partnership working and facility design.

**INTERPRETING**

- Identifying the opportunities and implications of new strategies, policies, legislation and research within and beyond the sector.
- Evidencing outcomes to demonstrate the positive contribution of sport and physical activity to a range of priorities and agendas.
- Assessing local need through the use of planning tools, data analysis and research techniques.

**COMMISSIONING**

- Commissioning those best placed to deliver services, programmes, activities and interventions as part of our commitment to working as efficiently and effectively as possible.

**DELIVERING**

- Delivering specific programmes and events including those linked to the objectives and priorities of Sport England and key partner where appropriate.
- Overseeing and coordinating the delivery of quality opportunities for participants, partners and the sector workforce including learning opportunities.
- Ensuring that all those involved in the development of sport and physical activity opportunities give due consideration to the needs of future generations.
- Identifying and addressing risks and challenges.
- Maintaining links with national agendas.
Active Essex’s Delivery Plan
We will publish an annual Delivery Plan to accompany this Strategic Plan. Working through an outcomes mapping process, our Delivery Plan will define how we will work to achieve our six priority aims and their respective primary and secondary outcomes.

To ensure its ongoing relevance, our Delivery Plan will be a living, working document. Presented under the headings of each of our priority aims, it will clearly set out:
- The actions required to achieve our priority outcomes.
- Baseline indicators/statistics to illustrate where we are now.
- Performance indicators and success measures that specify where we want to be at key stages throughout the year.
- The partners and resources required to deliver each action.
- The ways in which we will measure and report success.

This approach will allow us to keep the plan up to date and effectively plan and measure the impact of our work across Greater Essex.

Working Collaboratively
To ensure the success of this plan we will continue to work collaboratively with our partners to:
- Identify their priorities and the areas where they most need our support. We will reflect these in our Delivery Plan.
- Establish a range of baseline statistics for the Greater Essex area linked to the aims and outcomes set out in this Strategic Plan.
- Collate data to evidence our collective achievements. We will make full use of existing data where possible and help to devise new methods of evidencing outcomes and success as required.
- Share information, evidence, data collection tools/techniques, good practice and lessons learned.
- Engage them in regular ‘Network Essex’ conferences, Active Alliances and other relevant forums and events.

Reporting on Performance
Active Essex is committed to evaluating ourselves and the performance of this Strategic Plan. We are also committed to continuous improvement and to sharing good practice and lessons learned. We will carefully monitor the impact and outcomes of this Strategic Plan and its Delivery Plan through a robust and evidence-based monitoring and evaluation process.

We will regularly report our progress to the Board and to our partners and publish an Annual Report. This will celebrate our collective successes, identify areas for improvement and highlight any changes to be made in the forthcoming year to drive forward the achievement of the vision and priority aims for sport and physical activity in Greater Essex.

This Strategic Plan comes at a very exciting time for sport and physical activity in Greater Essex. The London 2012 Olympic and Paralympic Games are the most important sporting events of our lifetime. Over the next 5 years we will continue to use the magic of the Games to create a real and sustainable legacy that will change sport and physical activity in Greater Essex forever.

Active Essex is committed to creating a more physically active and sporting environment for all people in Greater Essex. We know that this vision is shared by our partners. We also know that we cannot achieve it alone.

This plan is a call to action for all those with an interest in sport and physical activity in Greater Essex. The Active Essex Team will take a leading role in supporting and strengthening the sector. We will also act as advocates to secure a wider appreciation of sport and physical activity and champion greater investment into the sector. By enabling our partners to work together and share insight and resources we will help them to apply their expertise and enthusiasm to best meet the needs of our expanding population. We are confident that a concerted and coordinated effort will bolster the sector and result in more people in Greater Essex choosing to adopt regular participation in sport and physical activity as a habit for life.

Our Vision is:
“To create a more physically active and sporting environment for all people in Greater Essex to enable everyone to participate in the activity of their choice at their chosen level”

Join us and be part of the legacy....
Active Essex recognises that there are inequalities in participation and opportunity which affect specific sections of our communities. We strongly value diversity and strive to ensure that opportunities are available to all. Equality and the needs of our population are given full regard in all aspects of our work. Active Essex will embed equalities into the development of the annual Delivery Plan that accompanies this Strategic Plan. We will work with our key partners to ensure that actions are in line with good practice so that equity is and remains an integral part of all aspects of our work.

For further information please contact a member of our team:

Active Essex
County Hall
Chelmsford
Essex
CM1 1QH

Email: administration@activeessex.org

Telephone: 01245 438614

Or visit our website: www.activeessex.org

**SAFEGUARDING STATEMENT**
Active Essex believes that all people have the right to take part in sport and related physical activities free from harm and abuse. Active Essex recognises that children and vulnerable adults are at increased risk of harm and that their protection is of paramount importance.

**EQUALITIES STATEMENT**

Active Essex recognises that there are inequalities in participation and opportunity which affect specific sections of our communities. We strongly value diversity and strive to ensure that opportunities are available to all.

Equality and the needs of our population are given full regard in all aspects of our work. Active Essex will embed equalities into the development of the annual Delivery Plan that accompanies this Strategic Plan. We will work with our key partners to ensure that actions are in line with good practice so that equity is and remains an integral part of all aspects of our work.

**ALTERNATIVE FORMATS**

The information contained in this document can be translated, and/or made available in alternative formats, on request.

**FURTHER INFORMATION**

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**Essex sporting star Chloe Rogers Olympic bronze medallist GB Hockey team London 2012**

Essex provides the perfect environment in which to live, train and develop as an athlete. I am so grateful that I was given opportunities to spend time in Essex as an athlete. I truly believe that the support from Essex has helped me towards gaining my Bronze medal which all the Hockey girls are extremely pleased to have and very proud of. It has been an incredible journey since the Beijing Olympics and we have made massive strides over that time to keep improving up the World rankings and hopefully we can keep doing this in the future. It’s encouraging to see that Active Essex are branching out to ensure that opportunities for myself and other athletes will be available through one single agency which connects us to whatever support we might need in the County. A service like this will enable us to focus on our sporting endeavours and will surely retain existing and attract new elite athletes, promoting Essex as a destination of thriving sporting excellence.