

Foreword

This Strategy sets out a long-term vision for Sport and Recreation¹ in the High Peak, and establishes a framework and planning process by which this vision can be achieved.

The Strategy will enable High Peak Borough Council to achieve Best Value through the strategic allocation of resources and targeted development work. It will also ensure that Sport and Recreation Development in the High Peak works in partnership with others to develop a sustainable future for lifelong participation in sport and recreation for all High Peak residents.

Through the annual action plans, partner organisations are encouraged to contribute to the future of sport in the High Peak, by committing to the vision and aims of this strategy, and working with us to drive the process forward over the next five years.

Most of us will never turn out to be champions. But we know sport offers friendship, rivalry, challenge and enjoyment. And we know, most of all, that sport isn't just about being healthy. Sport is fun - one of the good things in life"

(Rt Hon Tony Blair, *A Sporting Future for All*, April 2000)

¹Our strategy uses the Council of Europe Definition of Sport 1993, throughout; "Sport means all forms of physical activity, which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels."

If you require a copy of this publication in an alternative format such as large print, audio tape, or braille please telephone: 0845 129 7777.





Contents

Page No.

Foreward1

Chapter 1: The Vision for High Peak Sport4

- 1.1 Vision
- 1.2 Rationale
- 1.3 The Need for a Strategy

Chapter 2: The Bigger Picture8

- 2.1 The National Picture
- 2.2 The Regional Picture
- 2.3 The County Picture

Chapter 3 : The Local Picture11

- 3.1 Sport and Recreation in the High Peak - A Profile
- 3.2 Strategies for the Development of the High Peak
- 3.3 A framework for Sport and Recreation Development in High Peak.
- 3.4 Sport and Recreation Development in High Peak?

Chapter 4: The Strategy Process17

- 4.1 Method and process of writing the Strategy and implementing it.

Chapter 5: High Peak Sport, The Next 5 Years.....19





Chapter 1: Vision and Rationale

1.1 Vision

The High Peak will be a place where all residents have the opportunity to participate in sport¹ and active recreation, as often as they wish, to a level that suits their personal goals and aspirations. There will be opportunities for people to participate in a wide range of activities, both formal and informal. Sport and recreation will be provided by coaches and leaders who are appropriately qualified, licensed, experienced and deliver high quality equitable opportunities.

Active lifestyles will mean that residents of the High Peak will be at lower risk of ill health

connected with sedentary lifestyles, and the involvement of people in sport and recreation will contribute to an increased sense of well being for individuals and communities.

1.2 Rationale

Sport and active recreation form an important part of life for many people in the High Peak. By increasing and improving opportunities and through active marketing, participation will be greatly increased.

Sport and recreation development can contribute towards the achievement of High Peak Borough Council's Aims, as illustrated below:

Council Aim	Role of Sport and Recreation
<p>Keeping everyone Safe and Healthy A clean and healthy High Peak, where people feel safe in their neighbourhood.</p>	<p>The development of sport and active recreation opportunities are vital in the creation of a healthy community, where people are physically active and benefit from health improvements associated with exercise.</p> <p>The engagement of people in community based activities such as sport have been shown to act as diversions from anti social behaviour and contribute to community safety and neighbourhood renewal.</p>
<p>Protecting the Environment A better environment both locally and globally through sustainable policies and development.</p>	<p>Sport and recreation development enables people to participate in activities within their community, thus reducing the need to travel. It also empowers people to work as part of their community to improve the quality of their environment and the opportunities for residents to participate. Sports provision can also contribute to regeneration of areas such as brownfield sites.</p>
<p>Promoting Well Being Economic, recreational and cultural well being of the High Peak residents and businesses.</p>	<p>Sustainable access to the natural environment is a key issue for sport and recreation development in the High Peak.</p> <p>Sport and recreation is firmly placed as part of the culture of the High Peak, in education; in sports clubs and community groups, and individuals who enjoy the opportunities available through organised activities, lone pursuits or recreational activities in the Peak Park and other areas of natural beauty.</p>

¹Our strategy uses the Council of Europe Definition of Sport 1993, throughout; "Sport means all forms of physical activity, which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels."

Chapter 1:

Vision and Rationale

Council Aim	Role of Sport and Recreation
<p>Quality Services Quality Services for the benefit of all our residents, businesses and visitors through: Working in partnership Providing value for money Working for equal opportunities Putting our customers first Encouraging community participation</p>	<p>Sport and recreation provides employment for High Peak residents in coaching and leadership, development and administration, private and public sector facility provision. It also contributes to economic development directly and indirectly through events and service provision, tourism, training and education, outdoor pursuits, retail and hospitality industries.</p> <p>We are striving for equity of opportunity not only in the services that the Borough Council directly provides, but in encouraging other organisations to develop equitable practices and target those who are currently under represented in sport and recreation.</p>
<p>Pride in the High Peak A sense of belonging and pride in our community.</p>	<p>Community events and the success of individuals, whether winning at sports day, or walking the Pennine way to raise money for charity all develop a sense of pride, both in people and in the place that we live. Participation in sport and recreation can give people a sense of self esteem, and develop pride in their school, their team, or their community.</p> <p>Volunteers make a huge contribution to sport and recreation and to their communities in the High Peak. Sport and recreation helps us to develop volunteers, provide them with skills and training, and much deserved recognition for their efforts.</p>
<p>Effective Leadership Effective leadership of the High Peak and our community</p>	<p>Our effective leadership will help to guide the development of sport and recreation development in the High Peak. The leadership skills we develop in others-coaches, teachers, youth workers and volunteers will help to provide effective leadership for all within the community regardless of age, gender, ability or background.</p>





High Peak Sport and Recreation Development

Aims

Although Sport and Recreation contributes to the achievement of the Council's overall aims, there are also aims specific to this service, which will enable us to achieve our long term vision for Sport and Recreation in the High Peak.

Equity Statement

The overriding principle of sport and recreation development in the High Peak is one of equal access to sport for all members of the community. We will achieve this by identifying gaps in provision and working with our partners to increase and improve opportunities for under represented groups. Our Sports Equity Plan will be a key part of our annual planning cycle, and a commitment to Sports Equity will underpin all the projects that we support.

1) MORE PEOPLE PARTICIPATING IN SPORT AND RECREATION

To increase participation in, and develop equitable access to sport and recreation, particularly for groups currently under represented.

To support and empower High Peak residents and communities to develop quality sport and recreation opportunities at a local level.

2) ENHANCED COMMUNITIES THROUGH SPORT AND RECREATION

To use sport and recreation as a tool to develop personal skills, wellbeing for individuals and to enhance communities.

3) MORE AND BETTER PLACES TO TAKE PART IN SPORT AND RECREATION

To improve access to quality facilities for sport and recreation, and to develop sustainable access to the natural environment of the High Peak.

4) PRIDE IN HIGH PEAK SPORT AND RECREATION

To promote the sporting achievements of High Peak residents, both within the local area and externally.

5) QUALITY SERVICE FOR SPORT AND RECREATION

To strive to provide a sport and recreation development service for the High Peak which offers the public Best Value in terms of resource allocation and quality of provision.

1.3 The Need for a Strategy

The vision and aims identified above are ambitious and exciting, and require a strategic approach to ensure that we achieve our long term vision.

High Peak Borough Council has limited access

to resources, both in terms of finance, personnel and facilities to deliver the vision for sport and recreation. As a result, it is important, to have a clear strategy with aims and objectives that are realistic, given these limitations. A key priority is to use our resources to lever in funding from external sources. We must also ensure optimisation of existing facilities. Good leadership will be essential.

High Peak Sport and Recreation Development

Aims

It is important that the Borough Council continues to develop strong partnerships with the community it serves, and the organisations that share a common vision and hence can offer support and share resources. Working together, we will achieve our vision more quickly and more effectively.

What are the benefits of this strategy for High Peak Borough Council?

In short, the **benefits to High Peak Borough Council** of working to a strategic vision are as follows:

- ◆ Contributes to the achievement of our overall Council aims and provides an input to long term plans.
- ◆ Provides us with a policy framework from which to set annual objectives and targets which can be measured and improved on, year on year.
- ◆ Provides us with a basis for the most effective use of resources.
- ◆ Provides us with the opportunity to access greater resources for the community from other funding organisations, by setting clear priorities.
- ◆ Provides clear guidance to others about 'where we are going' and enables them to express opinions, and support and develop partnerships with us, towards the achievement of common goals.

What are the benefits of this strategy to the residents of the High Peak?

- ◆ Improves and increases opportunities to participate in sport and recreation
- ◆ Establishes mechanisms through which High Peak residents can get information, support and become involved in the development of sport and recreation in their area.

- ◆ Achieves Best Value in the use of Council Tax and in attracting external funding.

What are the benefits to the voluntary and commercial sectors?

- ◆ Helps them to influence where we are going, and gives direction on how they can gain support for their plans.
- ◆ Establishes clear communication routes between the Council and interest groups, offering opportunities for them to contribute to the annual action plans, and the future direction of development.
- ◆ The prioritisation of projects will mean increased access for voluntary groups to funding support.
- ◆ Promotion of sport should lead to increased club membership, and greater support for sports clubs from High Peak Borough Council

What are the benefits of this strategy to the sporting organisations at a County, Regional and National level.

- ◆ It sets out our plans on a local level, identifying priorities and needs, and enabling other organisations to support projects to fill in the gaps in provision and funding.
- ◆ Alerts other organisations to the issues in our community, and demonstrates the good practice that is being used to overcome these issues.



Chapter 2:

The Bigger Picture

2.1 The National Picture

The aim of sports development is to provide a pathway on which individuals can progress in their chosen sport or recreational activity, to their chosen level.

The sports development continuum (below) is a model which sports development professionals use to illustrate the way that people progress.



Fig 1. The Sports Development Continuum, (Eady, 1993)

Sports Development agencies at all levels use the sports development continuum model to plan their work and devise their strategies.

At a National level, the Government, through the Department for Culture, Media and Sport (DCMS) published its strategy for the development of sport over the next decade in April 2000. This document was called 'A Sporting Future for All'.

In March 2001, through an implementation group and with endorsement from other Government Departments, DCMS published the Plan for Sport that outlines how the strategy is going to be implemented.

A Sporting Future for All outlines the role that the Government wish sport and recreation to play in British society, recognising the value of both sport for sports' sake, and the important role that sport and recreation can play as a tool for social, educational and physical wellbeing.

The aims of the Government Strategy are divided into three key areas:

- ◆ Sport in Education
- ◆ Sport in the Community
- ◆ National Governing Bodies and World Class Programmes

The High Peak Sport and Recreation Strategy is moulded and influenced by the Government Strategy as is outlined below.

Government Strategy	High Peak Strategy
Sport in Education	Sport in Education
Sport in the Community	Sport in the Community
National Governing Bodies and World Class Programmes	Sport Specific Development

The targets set in High Peak's five year strategy are the product of both 'top down' and 'bottom up' directives. A strategic overview from the top down ensures that High Peak residents will gain the best value for their investment in sport and recreation, and that we learn from best practice elsewhere and are contributing to the national ambition to:

"ensure that every member of our society is offered opportunities and encouragement to play, lead and manage sport" (DCMS, 2000).

The bottom up approach ensures that the aims of High Peak Borough Council reflect the needs and desires of the communities that we serve, and that we develop opportunities in a way that reflect the unique nature of the High Peak.

The way in which our local communities inform our work is shown in the diagram on page 8.

Sport England's mission statement is to provide opportunities for more people to take part in sport and recreation, and to provide more places for people to play sport and take part in active recreation in their communities. The third aim, to improve standards of performance to help players win more medals also depends on the successful development of sport in education and in the community. Sport England have an overall aim of creating the most comprehensive sports development programme in the world.

Chapter 2:

The Bigger Picture

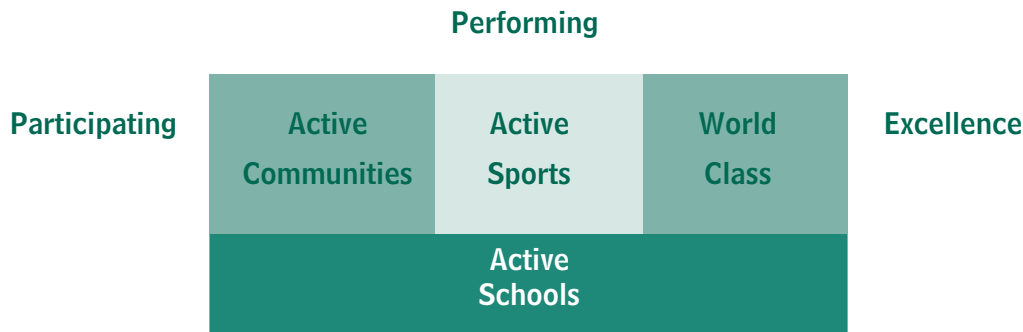


Fig 2. The Big Picture¹

The 'Big Picture' is a further development of the sports development continuum with the aims of learning (foundation) participation, performing and excellence being delivered through four areas of work - Active Schools, Active Communities, Active Sports and World Class. As a local authority, High Peak Borough Council are mainly involved in the Active Communities part of the Big Picture. We also have a key role in Active Schools and Active Sports - which is about giving participants the opportunity to move into the performance level, and in supporting opportunities that link to World Class.

2.2 The Regional Picture

In 1994 the strategy for sport and recreation in the East Midlands Beyond the Barriers identified six broad principles underpinning sports development work in the region. These are:

- ◆ Starting Young
- ◆ Planning ahead for long term development
- ◆ Working together to generate effective support structures
- ◆ Filling gaps
- ◆ Increasing overall opportunities
- ◆ Approaching equal opportunities

Learning

Another important regional strategy is the Integrated Regional Strategy, developed by the East Midlands Regional Assembly; Progress Through Partnership (2000). The key themes of this strategy are social inclusion, the environment, the economy and spatial issues. Sport can contribute to all of these areas, as was shown on pages 4 and 5.

The Government is supporting the strengthening of Regional Sports Agencies across the country, in order to devolve decision making power and funding to the regional level. The East Midlands Sports Agency is working with the Minister of Sport to develop ideas about how this can be done, and how further devolution to sub regional partnerships can be effectively achieved.

The strengthening of East Midlands Sport represents both an opportunity and a challenge for sport in the High Peak. Although devolution from the national to regional level is welcome. High Peak's position in the extreme north west of the East Midlands Region means that we need to work hard to ensure our voice is heard. We should be able to do this through the Sub Regional Partnership, and through active engagement in the process of decision making.

High Peak's links with the cultural identity of the North West of England, Yorkshire and the West Midlands are important. The natural sporting and social links for many High Peak residents are in Stockport, Greater Manchester, Sheffield and the Staffordshire Moorlands area. We need to make sure that we have strong links with

¹ The Big Picture; Sport Active, England Communities 2000.





Chapter 2:

The Bigger Picture

clubs, leagues, sports development professionals and other organisations in these areas, to ensure that administrative boundaries do not obstruct the development of sport and recreation for our residents.

2.3 The County Picture

At the County Level, High Peak Borough Council is a member of the Derbyshire and Peak Park Sport and Recreation Forum (The Forum). We contribute financially to the process of implementing the Forum strategy, which was published in 1998 and are committed as a partner to the organisation. Partners in the Forum include the other seven districts of Derbyshire, Derby City Council, the Peak District National Park Authority, the two Education Authorities in Derbyshire, the Governing Bodies of sport and the voluntary sector across the county.

The mission statement of the Forum is:

“To work in partnership with key agencies to increase and improve Sport and Recreation opportunities for all people in Derbyshire and the Peak District National Park.”

The Forum strategy is accompanied by action plans, written by each of the Forum partners. These are reviewed both individually and collectively each year, to assess how far we have moved towards the achievement of the aims of the strategy. At this time we also set targets for the forthcoming year. For High Peak Borough Council, this review process will serve both the High Peak Strategy and our contribution to the aims of the Forum Strategy.

Chapter 3:

The Local Picture

3.1 Sport and Recreation in the High Peak - A Profile

High Peak Borough Council is situated in the northern tip of Derbyshire, with approximately 80% of the Borough falling within the Peak District National Park, which attracts an estimated 28 million visitors per year. The Borough is largely rural extending over 54,000

hectares, with the majority of its population living in the industrial, old mill and market towns. Glossop is the most northerly town with New Mills, Whaley Bridge and Chapel-en-le-Frith following the A6 corridor and Buxton in the South. The Borough borders the major conurbations of Manchester and Sheffield with about one third of the Country's population less than 90 minutes drive away.

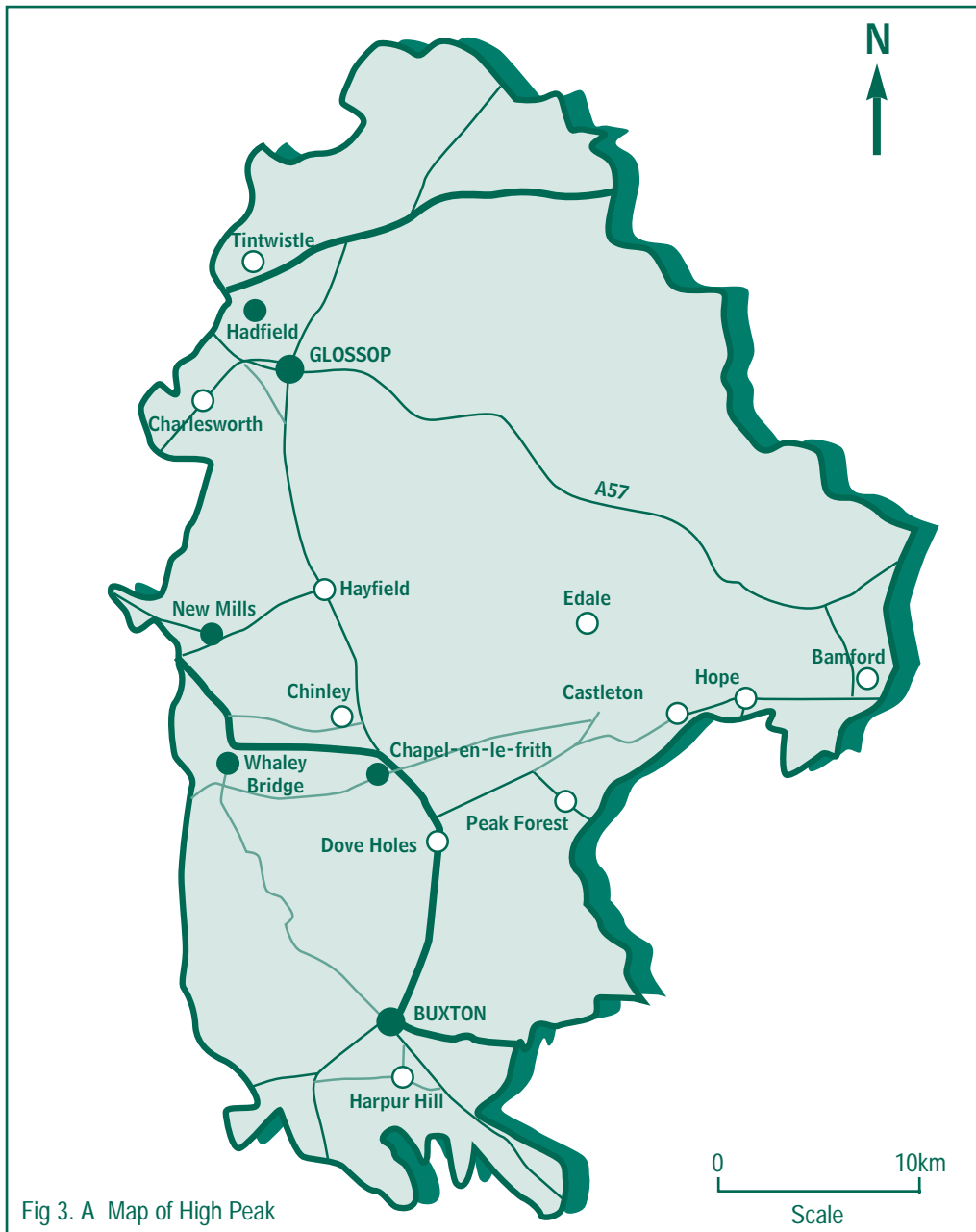


Fig 3. A Map of High Peak



Chapter 3:

The Local Picture

Geologically the High Peak is characterised by its moorland and grit stone edges with natural and man made reservoirs. Further to the south the landscape changes to limestone dales. The abundance of accessible natural resources provides an ideal environment for many outdoors recreational and leisure activities, which are popular with tourists and residents.

The population of the High Peak is currently 91,600 and is distributed across the principal settlements as follows:

Town	Population
Glossop	28,600
Buxton	21,300
New Mills	9,500
Chapel-en-le-Frith	8,600
Whaley Bridge	6,200
Hayfield	2,700

The rest of the population is distributed around smaller towns and villages.

The population of the High Peak is steadily growing and has seen an increase of 3.5% since 1981. It is projected to continue to increase at a faster rate than that of Derbyshire as a whole. The proportion of elderly people is expected to decline over the next decade with a corresponding increase in younger age bands. Current estimates show that over 40% of the population are aged between 16-44 years.

The High Peak has a diverse economic base with a mixture of agriculture, predominantly in the rural areas and manufacturing in Glossop, New Mills and Chapel-en-le Frith. Buxton however, relies heavily on tourism and limestone quarries. Unemployment runs at 1.3% below the national average although youth unemployment accounts for 25% of the total. There are number of specific pockets of high unemployment, particularly Gamesley near Glossop which stood at 4.8% in 1997.

The High Peak ward of Gamesley has been designated as a priority area by Sport England. Gamesley and Stone Bench Ward (which includes Fairfield housing estate in Buxton), rank in the top 10% of all wards nationally on levels of Multiple Deprivation. Their health

statistics are also among the worst 10% in the country. Levels of people on low incomes and out of employment due to long term sickness in this area are particularly high.

High Peak Sport and Recreation

Sports facilities within the High Peak are provided by the Local Authorities, voluntary sports clubs, and a small number of private health club operators. High Peak Borough Council is the main provider and operator of publicly available facilities.

Sports Halls and Swimming Pools are located in Glossop and New Mills with a Spa and Teaching Pool in Buxton. A wide range of activities are available at the centres, and the Borough Council is committed to a programme of continuous improvement in its leisure facilities. Open access policies also apply to all the Councils sport and leisure activities, which receive over 650,000 visitors each year.

There are more than 48 sports pitches within the High Peak, amounting to 89.2 hectares. These are predominantly managed by private sports clubs and schools although High Peak Borough Council, and local town/parish councils also provide sports pitches.

3.2 Strategies for the Development of the High Peak Community

The development of sport and recreation in the High Peak is an integral part of the development of the local community as a whole. The formulation of a Community Strategy will be an important document and it will be important to ensure that all other strategies compliment each other. This will be achieved through working in partnership with Policy, Regeneration, and other internaand external partners.

Other strategies which have an important relationship with this one are the Community Safety Strategy the Health Improvement Plans and Physical Activity Strategies and other local

Chapter 3:

The Local Picture

strategies for neighbourhood renewal, economic development, tourism and other local development plans.

3.3 A Framework for Sports Development in High Peak

Figure 4 illustrates the framework for communication and consultation, which drives the development of sport and recreation in the High Peak. This will enable us to be informed by, and work with organisations and agencies at county, regional and national levels, as well as those organisations and individuals in our own community.

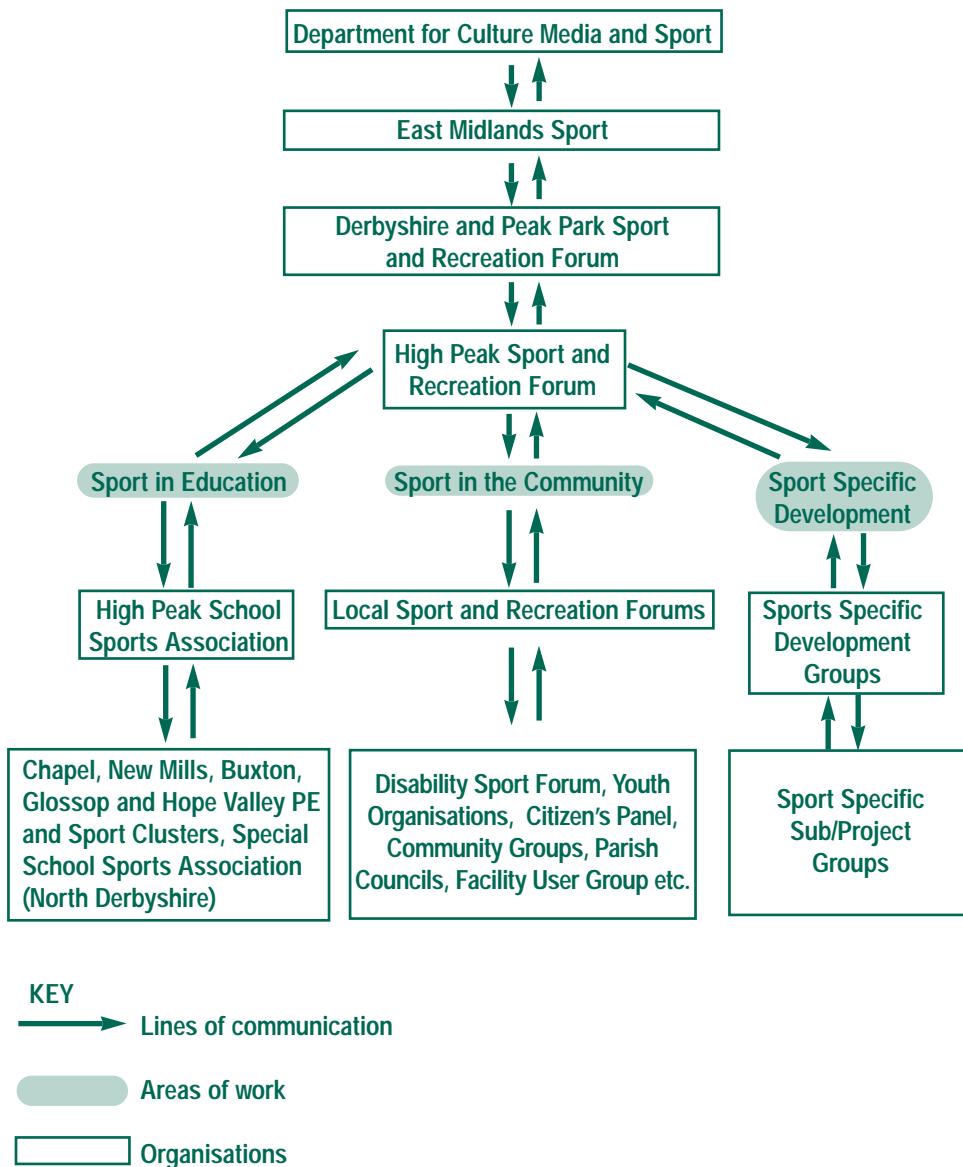


Fig 4: Framework for Communication and Consultation



Chapter 3:

The Local Picture

3.4 Sport and Recreation Development in High Peak

High Peak Borough Council aims to make access to sport and recreation opportunities equally available to all members of our community. There are a number of groups who are under represented in sport and recreation participation at all levels. This includes organising, leading and playing sport and recreation. Groups for whom there are low levels of opportunity in the High Peak tend to mirror under representation nationally.

The following priority groups have been identified as being under represented and will therefore be prioritised in sport and recreation development work:

- ◆ Disabled People
- ◆ Women and Girls
- ◆ Older People
- ◆ People from Black and Ethnic Minorities
- ◆ Young People
- ◆ People living in isolated rural areas
- ◆ People on low incomes

In all development plans and funding allocations, we will ensure that projects and opportunities are contributing towards more equal access to sport and recreation. A disproportionate level of effort and resources will be targeted at these groups, since equal access to opportunities will require unequal effort.

The work in sport and recreation development in the High Peak can be divided into three themes; Sport in Education, Sport in the Community and Sport Specific Development.

Sport in Education

The development of sport in education is a key area for High Peak Borough Council, working with our partners to ensure that children gain access to quality foundation level opportunities in a wide range of sports.

Quality physical education and sport opportunities in Education will give children

both sporting and valuable life skills including communication and team work. Their confidence and self-esteem will be improved, and long term participation in physical activity will improve health and sense of well being.

Our aim for sport in education is that all children have the opportunity to participate in sport and physical activity to the levels that meets their aspirations and abilities. This participation may be in sport, recreational activity, or as a leader in sport. These opportunities will be developed both through curricular and extra curricular activities.

Schools within the High Peak are divided into five cluster areas, which link infant, primary and junior schools with their feeder secondary schools. These are based around Buxton, Chapel en le Frith, New Mills, Glossop and the Hope Valley.

They are already operational, and are working on the development of both curricular physical education and extra curricular sport and physical activity. Each cluster involves a representative from the Secondary School PE Department, and the PE Co-ordinators from the Primary Schools. Clusters deal with the implementation of national programmes such as Sport England's Active Schools Programme, as well as locally specific development such as area Primary School competitions. Special schools also are included in these clusters. The Local Education Authority is currently developing communication networks for secondary school PE departments across Derbyshire.

The High Peak School Sports Association (HPSSA) was formed in 2000 as part of the re organisation of the Derbyshire Schools Sports Association. The High Peak Association (HPA) is made up of Area Sports Associations of which infant, junior and primary schools are members and a number of sections servicing secondary schools activity. High Peak Borough Council are committed to working with the new High Peak Schools Sports Association to develop and strengthen education based sports structures.

Chapter 3:

The Local Picture

The Government has stressed that sport in education plays a crucial role in the development of sport in the community.¹

The development of sport in education is broader than schools focused work. We are also working closely with Further Education and Higher Education through the University of Derby at Buxton, and contribute to lifelong Learning Development plans for the Borough. Our work with the 16 plus age group is mainly focussed in the areas of leadership, training courses and encouraging people become actively involved in organising events, coaching and other projects.

Sport in the Community

As a Local Authority our services for sport and recreation are in the provision of opportunities to participate through our facilities and outreach work, and through our development role, enabling others to increase and improve sporting provision. These three strands are all serving the Sport in the Community element of the Government's Strategy. As the central strand of the sports framework in fig 4 shows, a large part of the consultation and development takes place in this area. The Sport in the Community work links directly with Sport England's "Active Communities" theme.

The Active Communities process brings together Sport England's aims of 'More People' and 'More Places'. The aim of 'More Medals' is dependent on the successful development of sport in our communities. The aim of Active Communities is:

"To increase and sustain lifelong participation in sport and recreation, and to promote continuous improvement in the delivery of sporting opportunities and services at the local level for all the community" (Sport England, 2000).

An Active Community as defined by Sport England has the following characteristics:

- ◆ High levels of community awareness of the sport and recreation opportunities available and of the benefits of an active lifestyle
- ◆ A variety of good quality sport, recreation and physical activities and programmes that cater for different abilities and that evolve and improve over time
- ◆ Inclusive sporting opportunities that respect diversity
- ◆ Opportunities for regular participation by everyone who wants to take part in sport or recreation
- ◆ Pathways in place for those who want to and have the ability to progress in their chosen activity
- ◆ Sport and recreation opportunities that link with other appropriate programmes, initiatives and providers
- ◆ A strong local sporting identity and sense of belonging
- ◆ Local community involvement with decision making about sport and recreation and local community representation among sports leaders and coaches
- ◆ A strong voluntary sports sector working in a co ordinated way with both the public and private sectors
- ◆ A good standard and range of sport and recreation facility provision appropriate to community need
- ◆ An agreed forward plan for sport and recreation developed by the community or through close consultation with the community
- ◆ Sporting opportunities that are stable and sustainable for the future
- ◆ Sufficient human and financial resources, along with the relevant tools, to achieve the desired local sport and recreation provision.

(Sport England Active Communities 2000)

¹DCMS, 2001, P11.





Chapter 3: The Local Picture

The qualities of an Active Community, outlined by Sport England are qualities which we aspire to develop in the High Peak over the next five years. The sporting framework for consultation, the support we can offer, and the pro active way that we work will help our communities to develop better sport and recreation opportunities for all.

Sport Specific Development

As a local authority, we are not directly involved with the aim of 'More Medals', but the work we are doing is vital to the achievement of this aim. Without a strong community sports development structure across the country, 'More Medals' will be difficult to achieve. We have a role in supporting local people who have the potential to achieve representation at higher levels in their chosen sport. We will also celebrate the success of local athletes, who achieve sporting honours at all levels both in order to congratulate them on their achievement, and to contribute to High Peak Borough Council's aim of Pride in the High Peak.

Once a participant has made the decision to play a particular sport, we need to have structures in place to enable that participant to progress up the sports development continuum. The development of sport pathways will provide a seamless transition for participants from foundation to excellence as illustrated on the Sports Development continuum (Fig 1). Through Derbyshire and the Peak Park Sport and Recreation Forum, we undertake an annual review of priority sports, and identify priorities for the year to come.

At the local level, sports specific development groups are crucial to the successful development of a priority sport. The groups role is to identify local issues and contribute to sports development plans. Various initiatives and mechanisms will be used to implement these plans. Guidance from the National Governing Body and more direct involvement from county and regional governing bodies and development officers is crucial in steering these local development groups.

The groups also identify and address local needs and are a vital tool in ensuring that national initiatives are able to address local circumstances. The tools we will use to support these groups are club and coach development mechanisms, facility planning and development and establishing links with school sports associations.

The High Peak and Recreation Forum

The groups working under the Sport in Education, Sport in the Community and Sport Specific Development Groups all come together under the High Peak Sport and Recreation Forum. This body will have representation from all sectors of the community and will develop a collective voice which will influence decision-making and plans for the future.

Chapter 4:

The Strategy Process

4.1 Method and Process of Writing and Implementing the Strategy

The Sport and Recreation Strategy for the High Peak is the culmination of consultation and work with the High Peak community, voluntary and statutory organisations, individuals and interest groups.

Consultation

On page 13 the communications and consultation diagram shows the mechanism by which the strategy is informed.

Since 1999, an extensive consultation process has been taking place and will continue to take place over the years to come. This consultation has taken various forms:

Groups/Individuals		Consultation Mechanism	How do they contribute to the ongoing debate?
Primary Schools	OPPORTUNITY TO COMMENT ON DRAFTS, AIMS AND FULL STRATEGY	Audit, cluster meetings, one to one support	Through Schools PE and Sport Cluster Meetings
Secondary Schools		Audit, cluster meetings, one to one support,	Through School Sports Association and schools PE and Sport Cluster Meetings
Sports Clubs		Audit, sports specific focus groups, strategy comments	Through High Peak Community Sport Forum and Sports Specific Development Groups
Leisure Facility Managers		Leisure Services meetings, Customer Comments Forms Staff briefings/consultations	Through Facilities managers meetings
Youth Clubs		Audit, Youth Service Sports Theme Team	Through Youth Action Groups
Voluntary Groups		Comment on drafts, executive summary and full document	Through High Peak Community Sports Forum
Disability Groups		Comment on drafts, executive summary, aims & full document	Through High Peak Disability Sport Forum
Individuals -		Participation Survey - Young People in Derbyshire, school based work, community based consultation and Citizen Panel questionnaire press coverage and comment in person.	Through High Peak Borough Council Communications Strategy - focus groups consultation mechanisms.



Chapter 4:

The Strategy Process

As a result of this continuous consultation, this strategy is based on the needs of the local community, we are committed to ensuring that their needs are integral.

The easiest part of the consultation process is talking with people who are already involved in and committed to sport. Our bigger challenge is to consult with people who are not active, people who don't engage in sport and recreation activities. This has been partly achieved through the participation survey, but it is important that we utilise the general consultation structures within the Borough Council to ensure that our work is informed by non participants as well as participants.

Implementation of the Strategy

Now that we have consulted and worked with the community to identify our needs and the direction in which we need to move, we are able to produce a strategy that will inform the next five years for High Peak Sport and Recreation.

This will be implemented as follows:

The High Peak Sport and Recreation Strategy is launched April 2002



Annual Action Plans will be produced each year, based on further consultation and prioritisation of actions within the strategy.



The Annual Action Plan will inform the work programmes of Leisure Services Officers and staff and at times other individuals both within High Peak Borough Council and outside.



After three years, we will undertake a more fundamental review of the Strategy, to re-assess our aims and ensure that we are using resources in the most effective way to make sure we meet our 5 year targets.

How do we implement the Strategy?

The methods that we use to implement the Sports and Recreation Strategy are as follows:

- ◆ Sports Club Development
- ◆ Coach Development
- ◆ Officials Development
- ◆ Facility Development
- ◆ Facility Management
- ◆ Development of education based sport and recreation provision
- ◆ Funding provision and support
- ◆ Promotion and marketing of sports opportunities
- ◆ Advice and information provision on development planning
- ◆ Child/Coach Welfare Support
- ◆ Equity planning support
- ◆ Volunteer Development

These generic services are available to all residents, sports and organisations in the High Peak, regardless of whether they have been identified in our strategy as priority groups. Projects that have been identified as a priority however, will attract additional support in terms of officer time and funding from High Peak Borough Council.

How do we evaluate our progress?

Annual action plans will inform the work programmes of individual officers. They will be reviewed at six monthly intervals and new goals established each April for the year to come. After three years a more fundamental review will be undertaken, to establish whether we are on track to achieve our five year aims. By 2007, a new strategy will have been written to take as forward into the next five year period.

Chapter 5:

High Peak Sport: The next 5 years

This part of the strategy outlines exactly what we intend to do over the next five years in order to move towards the vision for High Peak sport and recreation. The actions are set against each of the objectives of our strategy, which also serves as our contribution to the work of the Derbyshire and Peak Park Sport and Recreation Forum. Each annual action plan which follows will set out our plans for the year to come which will take us the next step towards the achievement of our five year objectives.

Objectives for Sports Equity

Sports Equity Objectives 2002-2007	5 Year Objective
To ensure equal opportunities people from under represented groups, both as participants and as leaders of sport and recreation.	
We will write an annual Sports Equity Plan, in consultation with the DPPSRF Sports Equity Officer, Womens Sports Foundation, English Federation for Disability Sport, and Sporting Equals.	<p>E1: We will work towards nationally recognised equity standards for sport, in partnership with the Derbyshire and Peak Park Sport and Recreation Forum.</p> <p>E2: We will continually remove barriers to participation for people from under represented groups, and to challenge instances of inequality.</p> <p>E3: We will support people from under represented groups into leadership at all levels</p> <p>E4: We will support people from under represented groups to develop new opportunities where opportunities do not exist</p> <p>E5: We will support schools and sports clubs in developing opportunities for people from under represented groups</p> <p>E6: We will support the delivery of sports development programmes to enhance opportunities for people from under represented groups and to ensure the progression routes are there to district and county representation.</p> <p>E7: We will use examples of best practice elsewhere to improve opportunities for people from under represented groups</p>



Chapter 5:

High Peak Sport: The next 5 years



1.0	Improve the quality of sporting opportunity delivered particularly for young people, by:	High Peak 5 year objective
1.1	Maintaining and developing existing structures and support mechanisms to develop out of hours programmes in Primary and Secondary schools across the High Peak.	We will focus on developing out of hours sports programmes with individual schools, clusters of schools and the High Peak Schools Sports Association through the production of development plans which build on curriculum PE. The aim, in five years time, is to have established development plans with all school clusters and at each level of the High Peak School Sports Association.
1.2	Establishing and encouraging stronger curricular and general sporting links between primary and secondary schools and between schools and the voluntary sports sector.	We will ensure the inclusion of community sports providers in cluster meetings and communications, in order to promote links between clubs, other providers and schools.
1.3	Continuing and extending the existing programme of support for teachers in programme delivery.	<p>We will work with the LEA to identify training, education and development support needs for all schools through cluster development plans and meetings. We will secure all schools involvement in this process by 2003.</p> <p>We will support our educational establishments in their plans for the improvement of PE and sports opportunities through a needs led approach, in partnership with the LEA.</p>
1.4	Increasing levels of political commitment and financial support for work undertaken by sport, recreation and the leisure services department, in particular that undertaken by sports development officers.	We will annually review the sports and recreation service using recognised industry standard processes, and secure political commitment and financial support for continuous improvement through Service Improvement Plans.
1.5	Continued involvement in Sport England programmes and initiatives.	We will meet and work in partnership with Sport England Officers for general updates and on specific projects. We will use Sport England and other initiatives where they help us to meet local needs.

Chapter 5:

High Peak Sport: The next 5 years

		We will identify long and short term funding priorities for capital projects for High Peak facilities - and develop external & internal funding strategies to meet project targets, as part of the facilities strategy implementation process.
1.6	Maximising funding opportunities.	We will identify annual priorities for revenue funding and seek to maximise external funding both for High Peak Borough Council driven projects, and for those led by partner agencies and voluntary groups.
1.7	Working towards sustainable structures, throughout the sports continuum, for the full involvement of disabled young people.	<p>We will establish and support a forum of disabled people and agencies representing the needs of disabled people to develop plans for disability sport and recreation in the High Peak. The disability sport forum will be established by April 2003.</p> <p>We will publish an annual sports equity plan as part of our action plan for sport and recreation development.</p> <p>We will support sports clubs and organisations in delivering High Peak sports opportunities to produce development plans for the inclusion of disabled people.</p>
1.8	Identifying a rolling programme of focus sports taking into account the needs of all people, in particular people with disabilities.	We will work with disabled people and disability organisations to develop focus sports in line with annual priorities.
1.9	Supporting the development of focus sports within the County.	<p>We will adopt focus sports on a rolling programme which mirror those agreed by the Forum, to ensure maximum support for sport specific development plans.</p> <p>We will establish development groups in these sports to ensure community involvement.</p>



Chapter 5:

High Peak Sport: The next 5 years

2.0	Raise the profile of sport and recreation in High Peak	
2.1	Developing common strategic objectives for marketing and promotion of sport and recreation.	We will develop an integrated marketing strategy for Leisure Services by 2004.
2.2	Improving the co-ordination of county-wide and local marketing and promotion.	We will develop opportunities for mutual marketing links with the Derbyshire and Peak Park Sport and Recreation Forum.
2.3	Improving specific target marketing and promotion activity.	We will review our marketing as part of the integrated marketing strategy to ensure that our approach is targeting under represented groups and reaching current non-participants.
3.0	Prioritise support for and the development of specific sport and recreational activities, by:	
3.1	Identifying/agreeing 'priority' sports.	We will adopt focus sports as agreed at Forum level, and will support our local community to establish development groups and structures that ensure best use of the momentum at County level.
3.2	Establishing sport specific consultative groups in the priority sports.	We will establish sport specific development groups which have been determined by both the County sport prioritisation process and recognising local need.
3.3	Establishing a representative body for Derbyshire voluntary sports and recreation sector.	

Chapter 5:

High Peak Sport: The next 5 years

4.0	Encourage the development and use of appropriate facilities by:	
4.1	Developing criteria against which to assess the priority which should be accorded to potential capital projects.	<p>We will develop a High Peak Community Sports Forum to support the voluntary sector at all levels and gain representation for the High Peak on the Forum</p> <p>We will develop a facilities strategy and playing pitch assessment by 2002, to incorporate the development and refurbishment of existing facilities as well as the need for new ones.</p> <p>We will develop a criteria system for identifying local facility priorities that link with the wider geographical area, and National Governing Body priorities by 2003.</p>
4.2	Identifying funding mechanisms to support new capital projects.	Having identified local facility priorities, we will work with the community to identify external sources of funding for these projects.
4.3	Pursuing sustainable opportunities for continued participation in sport and recreation at all levels by improving the quality of, access to, and programming of, sport and recreation facilities.	We will conduct an annual review of access, management and programme planning of facilities, which will include both the Councils' own facilities and where possible, those owned by other providers.
4.4	Improving the monitoring of natural resources to identify when, and, where more proactive management practices are required to safeguard the natural environment.	We will work with the relevant agencies to promote good practice and best use of the natural environment within the High Peak and act as advocates in the promotion of the recreational use of the natural resources in the area.
<p>Section 5.0 and 6.0 of the Derbyshire and Peak Park Sport and Recreation Strategy do not include actions which relate to local authority provision.</p>		



Chapter 5:

High Peak Sport: The next 5 years



7.0	Improve access to sporting and recreational opportunity for other targeted groups, by:	High Peak 5 Year Objective
7.1	Seeking to increase and improve integration between anti-poverty, regeneration and sports development strategies.	We will ensure that the content of the Sport and Recreation Strategy is recognised in the Council's Community Strategy and other strategies, and will work in partnership with High Peak Borough Councils' Policy Unit on the role of sport in achieving wider policy aims.
7.2	Producing effective marketing and promotional material distributed via the appropriate media.	We will develop a marketing and promotions strategy by 2004, that ensures appropriate format and distribution mechanisms to serve all members of the community, and will review it annually.
7.3	Establishing equitable representation on county-wide sport and recreation bodies.	We will ensure equitable representation from officers, members and the voluntary sector from the High Peak on County and Regional Forums.
7.4	Pursuing locally orientated pricing and programming policies.	We will undertake an annual review of the pricing structure of all Borough Council sport and recreation activities in relation to equity targets established in the annual equity plan.

Chapter 5:

High Peak Sport: The next 5 years

8.0	Provide opportunities for other aspects of sport and recreation which can be accommodated in addition to borough-wide priorities, by:	
8.1	Identifying the sport and recreation needs of the High Peak community through consultation and development planning.	<p>We will develop a consultation network within the High Peak for sport and recreation and develop a High Peak Community Sports Forum by 2002.</p> <p>We will document and formalise existing internal procedures for support, advice and funding to local voluntary organisations, schools and community groups by 2002.</p>
8.2	Supporting and empowering High Peak residents and communities to develop opportunities within sport and recreation.	We will identify the training and development needs of sport and recreation providers within the High Peak and create a structured training programme, to be reviewed annually, for all aspects of delivery by 2003.
8.3	Promoting good practice and high quality 'products' in sport and recreation provision within the Borough.	We will work through a recognised industry standard process, to ensure continuous improvement in the provision of support and initiatives in sport and recreation for the local community.
8.4	Working to attract outside resources and funding to enhance sporting and recreational opportunities within the community.	We will establish funding priorities using the consultation process, participation surveys and the High Peak facilities strategy to ensure that internal resources are used efficiently to attract maximum external funding to local projects.



Chapter 5:

High Peak Sport: The next 5 years



9.0	Promote the wider social, health and educational benefits of sport and recreation by:	
9.1	Identifying and prioritising the social needs of the community in relation to sport and recreation.	We will be proactive in our approach and will work with partners to ensure that sport and recreation development meets the social, health and educational needs of our communities.
9.2	Identifying and prioritising the health needs of the community in relation to sport and recreation.	<p>We will ensure that sport and recreation is an integral part of the Community Strategy, and will work with policy officers to address social needs identified through the Local Strategic Partnership.</p> <p>We will secure involvement in the planning and implementation of Health Improvement Plans and Physical Activity Strategies for the High Peak.</p>
9.3	Identifying and prioritising the educational needs of the community in relation to sport and recreation.	We will support education and lifelong learning through sport, through support for schools on curricular and extra curricular developments, promotion of the cross curricular contribution of sport and recreation to educational attainment, and the provision of leadership training opportunities for the local community.
10	Offer programmes designed to improve overall levels of health and fitness in the communities, by:	
10.1	Actively promoting the wider benefits to health and well being of sport and recreation within the community.	We will form strong links with health development agencies and develop plans to promote the health benefits of mainstream sport and recreation provision by 2002.

Chapter 5:

High Peak Sport: The next 5 years

10.2	Developing high quality and accessible programmes aimed at improving the health and well being of the community.	We will work with partners to identify community needs and develop appropriate provision to improve the health and well being of the whole community through sport and recreation.
10.3	Developing appropriate high quality health related provision/ facilities within the community to deliver health related programmes.	We will identify areas of high priority for health improvement with our partners in the health development profession, and develop accessible health related programmes both within our facilities and through outreach work which are accessible for the whole community.
11.0	Seek to gear provision made at local level to provide a good foundation for the 'products' of the County sports development structures, by:	
11.1	Developing strong community sport infrastructures to ensure that individuals can access each level of the Sport Development Continuum to suit their abilities and desires.	We will develop a strong sporting infrastructure at the community level by establishing the High Peak Community Sports Forum. This will ensure a broad base of participation accessible by the whole community, so that the individual participant can progress, if they choose, to each level of the Sports Development Continuum.



Information

Glossary of Terms

The Forum:	Derbyshire and the Peak Park Sport and Recreation Forum
SE:	Sport England
LEA:	Local Education Authority
WSF:	Womens Sports Foundation
EFDS:	English Federation of Disability Sport
SEq:	Sporting Equals
DCMS:	Department of Culture Media and Sport
SDO	Sports Development Officer

Reference List

- Eady, J. (1993)
Practical Sports Development,
Longman, London.
- DCMS/DFEE (2001)
A Sporting Future for All, The
Governments Plan for Sport, London.
- Sport England (2000)
Active Communities, An Introduction
- Derbyshire and Peak Park Sport and
Recreation Forum (1999)
Derbyshire and Peak Park Sport and
Recreation Strategy

Useful Contact Numbers/Websites

High Peak Borough Council
Tel: 0845 129 7777
www.highpeak.gov.uk

**Derbyshire and the Peak Park
Sport and Recreation Forum**
Tel: 01629 580000
www.dpsprf.org

Sport England East Midland
Tel: 0115 9821887
www.sportengland.org

Sports Coach UK East Midlands
Tel: 01509 223493
www.sportscoachuk.org

**English Federation of
Disability Sport - East Midlands**
Tel: 01509 228031
www.efds.co.uk

Womens Sports Foundation
Tel: 02086 75370
www.wsf.org.uk

Sporting Equals
Tel: 0113 3893636
www.cre.gov.uk/speqs

Awards for all funding
Tel: 0845 600 2040
www.awardsforall.org.uk

Acknowledgements

High Peak Borough Council would like to thank all of the organisations and individuals who have taken time out to contribute to this strategy and the sport and recreation development that has taken place in the High Peak until now. We look forward to working with you all on the implementation of this strategy over the next five years.

We would also like to thank Deborah McCart Photography for the images of the Derbyshire Youth Games 2000, and the White Hall Centre for allowing us to use their own images.

Publishing date: April 2002