



APPENDIX 1

A Sport and Physical Activity Strategy 2022 - 2027

Ipswich Borough Council

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A Sport and Physical Activity Strategy for Ipswich

1.1 Approach and development of the Strategy

- 1.1.1 The new Sport and Physical Activity Strategy for Ipswich is the result of examining the national and local context and evidence of need, alongside the outputs of comprehensive engagement and a series of workshops with Council Officers, Councillors and wider stakeholder partners from a range of organisations and agencies across the borough. These stakeholders all share common, core beliefs about the value of sport and physical activity in improving the health and wellbeing of people living and working in Ipswich.
- 1.1.2 Full details on the national and local context for the new Strategy and the outputs from the stakeholder and resident engagement are provided in the accompanying Strategy Report.
- 1.1.3 The results of the stakeholder engagement and workshops led to the identification of four key themes to help develop and categorise the Council's Strategic Priorities and Objectives for the new Strategy. These themes are:
- Active People
 - Active Environments
 - Active Partnerships
 - Active Places.
- 1.1.4 For each of these themes, a Strategic Priority has been developed which are supported by a series of Strategic Objectives. The actions and interventions designed to deliver these are then set out within the resulting Action Plan. This approach is illustrated in Figure 1 and the Strategic Priorities and Objectives are presented in 1.2.

Figure 1: A framework for the new Sport & Physical Activity Strategy



1.2 Strategic Priorities and Objectives

Strategic Priority 1 (SP1): Enable Ipswich residents to be more active, more often (Active People)

Strategic Objectives designed to support SP1:

- Gather further national and local insight to identify the most common barriers to physical activity, the least active wards in Ipswich and where health outcomes are poorest
- Ensure physical activity is included and supports the wider health and wellbeing agenda, with a particular focus in improving health and social outcomes in groups that are most disadvantaged and inactive
- Identify and prioritise target audiences for Ipswich based on insight and design bespoke interventions using behaviour change principles
- Utilise public facing campaigns to activate audiences using key messages and using channels such as social media, print media and other advertising
- Explore greater use of technology to activate target audiences
- Maximise the impact of events in Ipswich on increasing participation.

Strategic Priority 2 (SP2): Encourage physical activity in public spaces and enable community engagement and enjoyment of the outdoors (Active Environments)

Strategic Objectives designed to support SP2:

- Support and promote opportunities for active play across Ipswich that has multi-generational appeal
- Encourage activation of play areas and public spaces
- Seek to provide safe spaces where people can be confidently active
- Improve opportunities for town centre-based activity
- Promote and encourage active design through planning policy.

Strategic Priority 3 (SP3) – Work with other organisations committed to an active Ipswich (Active Partnerships)

Strategic Objectives designed to support SP3:

- Map out the key partners using insight gathered through Strategic Priority 1, categorise them based on which audience they will have the greatest impact on and prioritise them based on the likelihood of impact
- Identify existing partnerships already in place and evaluate their effectiveness to gather insight on lessons learned
- Set up partnerships to work directly in target wards and directly for target audiences and ensure activity is joined up across relevant sectors
- Strengthen the capacity of the voluntary sector to lead partnerships in key wards and with key audiences – linking with the County Workforce Strategy
- Create an apprenticeship programme to boost workforce and make it more diverse.

Strategic Priority 4 (SP4) – Provide facilities that encourage people in Ipswich to be more active (Active Places)

Strategic Objectives designed to support SP4:

- Explore opportunities to improve community use of schools and club-based facilities
- Improve signposting to increase walking and cycling
- Provide affordable and sustainable leisure facilities that meet local need
- Develop Ipswich’s regional role as a leading provider of sport and recreation facilities
- Encourage provision and greater use of locally based facilities for physical activity.

1.3 Action Plan 2022-2027

1.3.1 A draft action plan designed to support achievement of the Strategic Objectives is provided in Table 1. It is recommended that a new Strategy Steering Group is created that is accountable for finalising and agreeing the action plan and will subsequently own and oversee the ongoing implementation of actions and delivery of the Strategy. The proposed partners of this Strategy Steering Group include:

- Ipswich Borough Council
- Suffolk County Council
- Active Suffolk
- ActivLives
- Community Action Suffolk
- Inspire Suffolk
- Sport England
- Suffolk Positive Futures
- Ipswich and East Suffolk Clinical Commissioning Group.

1.3.2 The draft action plan includes an allocation of key partners to specific actions that are relevant to their anticipated role in supporting delivery of the Strategy. The role of each partner and the associated resource commitments will need to be clarified and agreed.

1.3.3 The identified actions have been given a suggested year for delivery based on the following:

- Year 1 – 2022 - 2023
- Year 2 – 2023 - 2024
- Year 3 – 2024 - 2025
- Year 4 – 2025 - 2026
- Year 5 – 2026 - 2027

Table 1 – Draft Action Plan for the Sport and Physical Activity Strategy

Active People - Strategic Priority 1 (SP1): Enable Ipswich residents to be more active, more often			
Objectives	Actions	Timeframe	Partners
1. Gather further national and local insight to identify the most common barriers to physical activity, the least active wards in Ipswich and where health outcomes are poorest.	<ul style="list-style-type: none"> • Work with a range of public sector and voluntary sector partners in collaboration to provide insight, statistics and evidence on common barriers • Focus this insight-gathering on the wider determinants of poor health and inactivity • Identify where the least active people live across Ipswich • Adopt an approach using the principles of Asset-Based Community Development (ABCD), where insight can be gathered at a granular level by working closely with target communities • Create an improved process to share and jointly use insight across all partners • Ensure that data and insight being gathered by the Sport England funded Local Delivery Pilots are shared and articulated into approaches to test in Ipswich. 	Year 1	AS, SCC
2. Ensure physical activity is included and supports the wider health and wellbeing agenda, with a particular focus on improving health and social outcomes in groups that are most disadvantaged and inactive	<ul style="list-style-type: none"> • Develop a delivery programme that has been co-produced with user groups to improve health outcomes in people with physical and learning disabilities and those with long term health conditions. • Work closely with the INTs and Connect programme locally to ensure physical activity is a key thread in their delivery plans • Ensure the aims and objectives of Ipswich’s Health and Wellbeing programme support and compliment those of the Sport and Physical Activity Strategy • Support Public Health Suffolk’s drive to improve health outcomes across Suffolk 	Year 1-2	ICS, SCC, AS
3. Identify and prioritise target audiences for Ipswich based on insight and design bespoke interventions to tackle inactivity	<ul style="list-style-type: none"> • Based on robust insight and other evidence, seek to identify the wards in most need according to health and inactivity information and work with those communities. • Set up working groups that represent the target areas and target groups. • Create the right environment for community-led initiatives to emerge and thrive. • Examine the current use of social prescribing and exercise referrals by health partners and identify opportunities for this to develop. 	Year 1-2	AS, SCC, SE

Active People - Strategic Priority 1 (SP1): Enable Ipswich residents to be more active, more often

<p>4. Utilise public-facing campaigns to activate audiences using key messages and using channels such as social media, print media and other advertising.</p>	<ul style="list-style-type: none"> • Ensure that national campaigns are given the best chance of landing well locally by forward planning where possible and working across partnerships to jointly deliver the agreed messages. • Prioritise which campaigns are in alignment with target audiences and localities. 	<p>Year 2-5</p>	<p>AS, SCC, CAS, SE</p>
<p>5. Explore greater use of technology to activate target audiences.</p>	<ul style="list-style-type: none"> • Identify the best ways to use technology for the most impactful communications about activities in target areas • Use technology to find better methods of engaging and nudging target audiences • Research what is happening elsewhere and use learning from any pilots to inform how to use technology successfully in Ipswich 	<p>Year 2</p>	<p>SE, AS</p>
<p>6. Maximise the impact of events in Ipswich on increasing participation.</p>	<ul style="list-style-type: none"> • Create new bespoke events to activate audiences where the evidence suggests it will nudge the most inactive into regular activity • Better understand the range of events already delivered and produce an annual calendar of events that should be targeted for activation initiatives 	<p>Year 1</p>	<p>AS, SCC</p>

Active Environments - Strategic Priority 2 (SP2): Encourage physical activity in public spaces and enable community engagement and enjoyment of the outdoors

Objectives	Example actions	Timeframe	Partners
1. Support and promote opportunities for active play across Ipswich that has multi-generational appeal.	<ul style="list-style-type: none"> Using an insight-led approach, design and deliver an Active Parks programme taking advantage of Ipswich's strong parks offer. Build on the learning gathered through the new Park Gym project (instructors in place in parks) and use to inform similar initiatives in target areas. Ensure activities delivered in parks are affordable and inclusive. Gather insight on the types of physical activity that families would like to undertake during their weekend leisure time and build into the Active Parks programme. 	Year 2	AS, CAS
2. Encourage activation of play areas and public spaces.	<ul style="list-style-type: none"> Undertake a mapping exercise to identify what is already taking place, where there are gaps in activity and where the best located outdoor spaces are (i.e. closest proximity to target audiences in target wards). Support the priorities and objectives highlighted in the Play Area Strategy to contribute towards improving physical activity levels in the town. Identify opportunities for more family-based activities like Intelligent Health's 'Beat the Street' or trails involving finding sculptures/exhibitions from children's books (e.g. Elmer the Elephant, The Gruffalo, Gromit-unleashed). 	Year 3	AS, SCC
3. Seek to provide safe spaces where people can be confidently active.	<ul style="list-style-type: none"> Create an 'improve your neighbourhood space' campaign which identifies potential multi-partner funding streams to enable activity outdoors. Encourage local communities to work together and be empowered to stimulate and organise regular activity in outdoor spaces and discourage anti-social behaviour. 	Year 1/2	CAS

Active Environments - Strategic Priority 2 (SP2): Encourage physical activity in public spaces and enable community engagement and enjoyment of the outdoors

<p>4. Improve opportunities for town centre-based activity.</p>	<ul style="list-style-type: none"> • Explore the opportunities to develop town centre-based culture and heritage trails to encourage more walking – using best practice examples from elsewhere. • Research how the town centre could be better used to stimulate more lunchtime physical activity for people working and shopping. • Identify a good location for a town-centre trim trail or outdoor gym. 	<p>Year 2-3</p>	
<p>5. Promote and encourage active design through planning policy.</p>	<ul style="list-style-type: none"> • Liaise with Sport England to identify best practice design principles for confident, active travel and communicate this to strategic leaders, planners and developers. • Organise opportunities for more in-depth guidance and training regarding the application of active design principles in the planning process. 	<p>Year 1</p>	<p>SE</p>

Active Partnerships - Strategic Priority 3 (SP3) – Work with other organisations committed to an active Ipswich

Objectives	Example actions	Timeframe	Partners
<p>1. Map out the key priority partners using insight gathered through Strategic Priority 1 and categorise the partners based on which audience they will have the greatest impact and prioritise them based on the likelihood of impact</p>	<ul style="list-style-type: none"> • Utilise the existing Most Active County Strategic Group to establish a list of priority partners that should lead on the joint delivery of the S&PA Strategy. • Ensure that there is a collaborative multi-agency approach to the delivery of the S&PA Strategy. • Undertake research to identify other community-led groups and networks that are in alignment with target wards and audiences (e.g. faith groups). • Create a categorised/prioritised approach to ensure partnerships contain the right stakeholders and are likely to have the greatest impact. 	<p>Year 1</p>	<p>SCC, AS</p>
<p>2. Identify existing partnerships already in place and evaluate their effectiveness to gather insight on lessons learned</p>	<ul style="list-style-type: none"> • Through the mapping process, look at where partnerships have shown successes and failures to achieve their objectives and how lessons can be learned. 	<p>Year 1</p>	<p>SCC, AS</p>
<p>3. Set up partnerships to work directly in target wards and directly for target audiences and ensure activity is joined up across relevant sectors</p>	<ul style="list-style-type: none"> • Identify who are the partners and groups that already exist within Ipswich and create a delivery framework in which they can work directly in target communities. • Where there are gaps, help set up new partnerships and networks. • Establish a Disability Working Group to help support and inform the development of inclusive opportunities and to improve existing services and activities to make them more inclusive. 	<p>Year 2</p>	<p>CAS, SCC, ICS/IESCCG</p>

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<p>4. Strengthen the capacity of the voluntary sector to lead partnerships in key wards and with key audiences – linking with the County Workforce Strategy.</p>	<ul style="list-style-type: none"> • Set up an Ipswich workforce group to work closely with Active Suffolk who will continue to lead on workforce development in the County through the County Workforce Strategy. • Identify a realistic training programme to support the existing S&PA workforce to ensure they are knowledgeable and confident working with inactive people or those in poor health. • Identify ways to work within the ICS to support the improved knowledge and confidence of the non-sport workforce – e.g. GP surgery staff, community nurses. 	<p>Year 1</p>	<p>AS, CAS, ICS/IESCCG</p>
<p>5. Create an apprenticeship programme to boost workforce and make it more diverse.</p>	<ul style="list-style-type: none"> • Create a new apprenticeship programme within the sport and leisure team at IBC. • Create links with Ipswich colleges and universities to recruit apprentices in roles where there are gaps in workforce capacity. 	<p>Year 1</p>	

Active Places - Strategic Priority 4 (SP4) – Provide facilities to encourage people in Ipswich to be more active

Objectives	Example actions	Timeframe	Partners
1. Explore opportunities to improve community use of schools and club-based facilities.	<ul style="list-style-type: none"> Undertake an audit of facilities provided by schools, colleges and clubs and map and assess these to identify priority facilities by geographical locations, by audiences and by potential to provide improved access. Invite a priority list of schools, colleges and sports clubs to a workshop promoting the benefits of community use of facilities, utilising Sport England guidance, tools and resources. 	Years 2-3	AS, SE
2. Improve signposting to increase walking and cycling.	<ul style="list-style-type: none"> Identify common car and taxi trips across key destinations in the town centre that could be changed to on foot or by bike. Improve awareness of the walking and cycling routes in Ipswich to improve the frequency by which these methods of travelling around the borough are used daily. Improve the quality and accessibility of walking and cycling routes to make it easier and more accessible for more people to use. 	Years 1-2	SCC
3. Provide affordable and sustainable leisure facilities that meet local need.	<ul style="list-style-type: none"> Implement a review of Council-owned sports facilities and assess the future need for the town. Consider ways to diversify the programme of activities and facilities to help facilitate the delivery of the Strategic Priorities and Objectives of the Strategy. At all leisure centre sites, investigate how outdoor spaces (including grass areas, hard courts, outdoor gym equipment, walls etc) could be used for a diverse range of physical activities. 	Years 1-2	SE
4. Develop Ipswich’s regional role as a leading provider of sport and recreation facilities.	<ul style="list-style-type: none"> Work with relevant stakeholders to identify how Ipswich’s facilities can support the regional need for quality facilities in the county. Ensure strong engagement with Active Suffolk, National Governing Bodies of Sport (NGBs) and major sports clubs on any future development of Council facilities. 	Year 1	AS, NGBs, Clubs

Active Places - Strategic Priority 4 (SP4) – Provide facilities to encourage people in Ipswich to be more active

<p>5. Encourage provision and greater use of locally based facilities for physical activity.</p>	<ul style="list-style-type: none"> • Identify how best the Council can play a role in protecting and enhancing community facilities that can be used for physical activity opportunities, particularly where these facilities are already successfully attracting target audiences in target locations. • Work in partnership with partners to ensure that physical activity is prescribed more effectively across sports, community and outdoor facilities. 	<p>Years 1-2</p>	<p>CAS, SCC, AS</p>
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