

An elderly woman with short white hair is shown from the chest up, wearing a grey long-sleeved shirt. She is holding a red table tennis paddle and a white ball, appearing to be in the middle of a game. The background is a blurred indoor setting with large windows and greenery.

ACTIVE NORFOLK

IMPACT REPORT

This Impact Report highlights key areas of work and development that Active Norfolk has undertaken in the year since launching its 2016 strategy.

Using case studies, project profiles, and some hard facts and figures, this document demonstrates the range of important work that we're undertaking to improve the lives of Norfolk residents through sport and physical activity.



active
norfolk

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DIRECTOR'S INTRODUCTION

Welcome to the first edition of what will be an annual Impact Report. In this report we'll be providing a high-level overview of some of Active Norfolk's key achievements over the last year as we've been delivering our strategy which launched in June 2016.

The report isn't the sum total of our work, but simply a spotlight on some interesting and significant developments and achievements that are taking shape as we move into year 2 of our 5-year Strategy.

It has been a fast-paced and exciting year in many ways, with a great deal of work being undertaken to lay the foundation for a new, strategic and partnership-focussed organisation emerging from a team which had previously been key in directly organising a great deal of activity across the county.

Our new mandate from Sport England provides a clear and compelling challenge which aligns perfectly with our own Strategy. It focuses on our role in understanding the needs and issues of the population of Norfolk, our efforts to grow our partnerships beyond the traditional, assisting Sport England to land investment successfully, as well as increasing our efforts to support local government to achieve key objectives through increasing physical activity levels.

As we work to deliver on our responsibilities to Sport England, we will be continuing to focus on our all-important local partnerships to find constructive and progressive ways of working together to improve the health and wellbeing of the people of our county.

I hope you enjoy learning more about some of the great things the team has achieved over the last 12 months. We look forward to sharing with you an increasing volume of interesting and powerful messages relating to our impact and the positive difference physical activity can and will continue to make to a growing number of people across Norfolk.

LEADERSHIP

The publication of the Government's sports strategy 'Sporting Futures' and subsequent publication of Sport England's strategy 'Towards an Active Nation' marked a significant shift in policy and necessitated a re-think for Active Norfolk, asking ourselves what we do, and why?

This reflection led to the publication of our own strategy in June 2016, setting out clearly our new path and providing clarity for our new and existing partners regarding the new role for the organisation.

Our evolution from an organisation which worked hard to increase the volume of opportunities across the county through delivery of activities, to one which now works in partnership to address health, social, environmental and economic issues through sport and physical activity, has been exciting.

Growing our role in providing leadership, building partnerships across a diverse range of stakeholders, increasing the use of insight and understanding of communities, measuring impact, and increasing investment through our partnerships to support the delivery of our shared objectives, continues to be the challenge we are rising to throughout the lifetime of our Strategy.

Here are some examples of how our leadership has played a key role in laying the foundations for the successful delivery of our Strategy...

The development of our Locality Planning for Sport and Physical Activity methodology provided a structure through which we have led multiple departments across local government and numerous traditional and non-traditional partners, building partnerships which aren't based on their interest in sport and physical activity, but on our shared ambitions to improve lives across the county.

OUR LEADERSHIP IN THIS PROCESS IS RESULTING IN:

- A growing recognition in the role that sport and physical activity can play in the delivery of a range of outcomes
- A greater understanding of the needs and barriers facing those who are inactive across our communities
- An increase in the quantity, quality and appropriateness of provision for inactive communities
- A greater focus on measuring the impact of investment/service provision
- The growth of a range of partnerships between organisations who would not have otherwise engaged with each other

ACTIVE FUTURES

This strategy brings together cross-sector partners with an interest in improving outcomes for children and young people including early years professionals and health professionals, schools, Public Health and Children's Services.

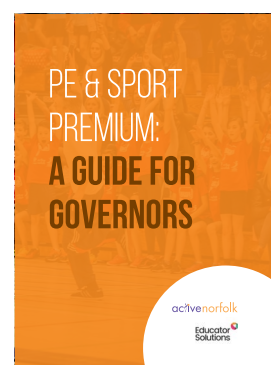
Collaborating with these partners we **outlined a collective strategic vision** for Norfolk's children and young people, and created information and resources to support all agencies that engage with children and young people to enable them to contribute to this shared vision.



SCHOOL GOVERNOR'S GUIDE TO PRIMARY PREMIUM

As part of our role to **provide guidance and resource** to schools to support them in the use of the Government's Primary Premium funding, we created an informative guide that was distributed to over 400 schools across Norfolk. Our leadership role is to provide insight and guidance into how schools can best utilise the Premium to obtain maximum impact from the funding.

This influences the experience that children and young people have with sport and physical activity at school, which evidence shows has a positive effect on academic attainment as well as physical and emotional health.



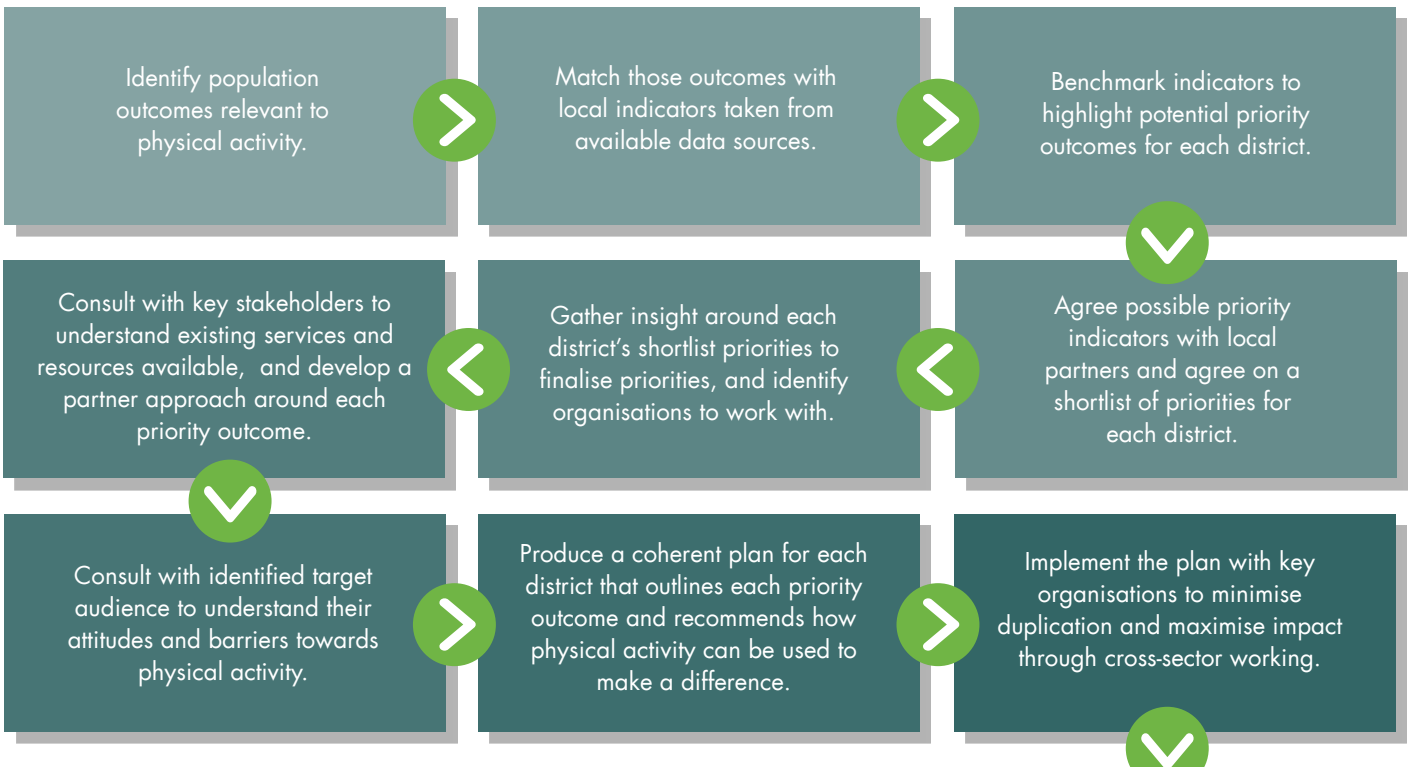
BUILDING PARTNERSHIPS

Everything we do at Active Norfolk is made possible by working closely with a wide range of partners from across sectors. Over the last **12 months** we have worked hard to understand the needs and challenges facing communities across the county, enabling us to find new synergies with existing partners, as well as developing new relationships with organisations founded on common goals.

The partnerships and ways of working we've developed help us focus our collective resource to have the biggest **impact**, something you will read that we are focussed on capturing, understanding and sharing.

Over the last year we have undertaken a locality planning process to better understand the issues in Norfolk that physical activity can potentially help improve, where they are most prominent, and identify partners who share a common interest in addressing those issues.

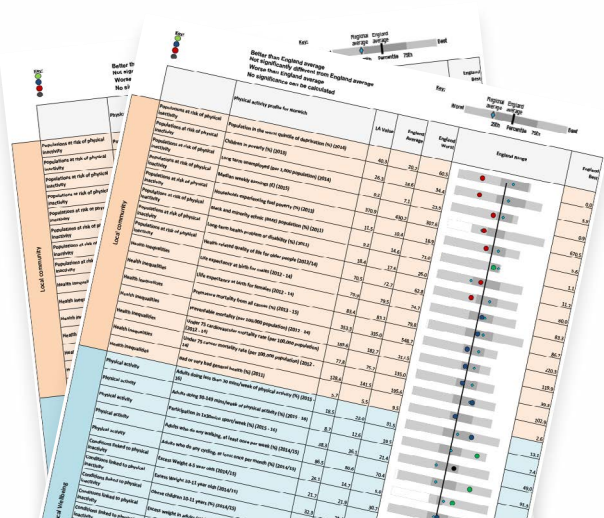
THIS PROCESS IS OUTLINED IN THE DIAGRAM BELOW



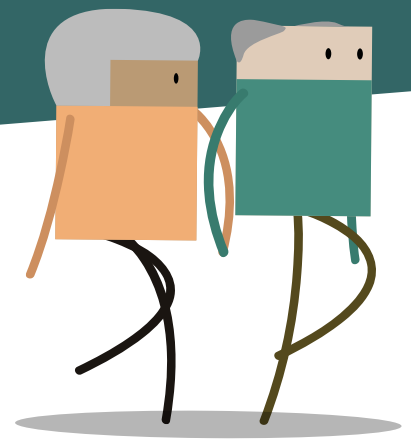
THE OUTCOME

We will begin re-directing our internal resources and commissioning services that will address the priority issues highlighted through this process, and supporting our partners to do the same.

SOME OF THE VALUABLE INSIGHT WE HAVE CREATED DURING THIS PROCESS IS SHOWN HERE AND IS AVAILABLE ON REQUEST FROM ACTIVE NORFOLK.



INSIGHT, UNDERSTANDING AND IMPACT



PARTNERSHIPS THAT HAVE GROWN AND DEVELOPED OVER THE LAST YEAR

- 3rd sector organisations supporting older people
- Disability charities
- Charities supporting refugees and migrants
- Environmental organisations
- Housing, Transport, Planning, Economic Development, Health and Wellbeing, and Environment departments within local government

WHAT WE HAVE LEARNED:

- Data can only provide part of the picture, where data is lacking it can be difficult to quantify the extent of a problem.
- Comparing against national and local benchmarks only indicates whether each indicator is better or worse than average although some issues are prevalent everywhere, obesity for example. Therefore, these issues were often considered regardless of whether or not that indicator was significantly worse than other areas.
- Mapping data at small geographies, such as ward level, can be a useful way of highlighting problem areas that may otherwise have been overlooked if only taking a whole district view.
- A number of our partners fed back that they had not seen all of this information presented in one place before, and found that it reflected the breadth of influence that physical activity can have in the area.
- There are a range of tools out there to provide useful insight generated from data. A resource pack will be put together to outline some of these and will be made available on the Active Norfolk website, so we can share our learnings with partners.

PARTNER TESTIMONIAL

Working in partnership with Active Norfolk has together enabled us to:

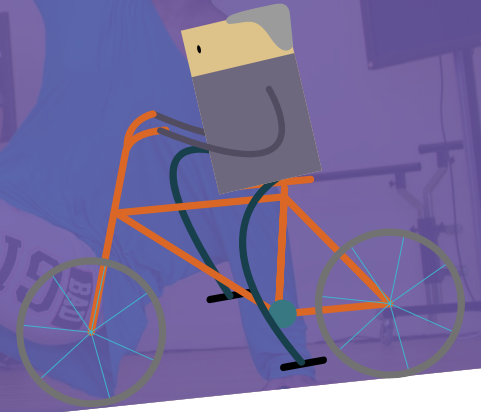
- Work in an evidence based and need driven way utilising shared expertise and resources.
- Promote healthy places, through the delivery of health improvement and prevention activities.
- Recognise, champion and establish programmes that consider the wider benefits of physical activity such as improved mental wellbeing, reduced risk of falls and reduced risk of many cancers.
- Strengthen relationships with district councils and deliver joint physical activity services that make a positive impact on health.
- Adopt a multi-agency approach in areas such as casualty reduction, wellbeing and resilience, and maintaining independence in later life.
- Complement our commissioned services such as workplace health, NHS Health Checks and Weight Management services.
- Promote and endorse national physical activity campaigns locally such as 'One You' 'Couch to 5K' and 'Active 10'.
- Remain at the forefront of service development and research, building on relationships with academia.

KERRY RUMSBY, PUBLIC HEALTH OFFICER, NORFOLK COUNTY COUNCIL

BUILDING CAPACITY

If we are to be successful in reducing inactivity, growing participation and delivering broader benefits to the county it is vital that we're able to support a growth in the volume and quality of appropriate, accessible and exciting sport and physical activity opportunities. This means helping to retain and grow the number of places people can be active, as well as increasing the number of people who have the skills, confidence and desire to help others get active.

Throughout this year we have achieved much: supporting a significant volume of facility investment, investing in the workforce, as well as providing leadership and strategic support for key local issues such as community access to school facilities. In this section you'll read more about some of the highlights.



WORKFORCE

Coaches are the lifeblood of community sport, and our system of coach education and ongoing professional development helps Norfolk coaches be the best they can be and share their passion.

Our support of the local coaching network not only provides a better qualified workforce, it also supports economic development by providing additional capacity through increased number of coaching sessions.

1,147
COACHES
on the **coaching database**

50 **new coaches**
signed up in the last year

42 **disability coaches**
3 signed up in the last year

247 **female coaches**
34 signed up in the last year



137,160+ **Number of hours** of coached activity per year

647

Coaches attended Active Norfolk supported **training** last year

3,504

Number of additional **coaching hours** provided by Active Norfolk commissioned services



25

Coaches paid for **qualifications** through receipt of bursaries



£70,080

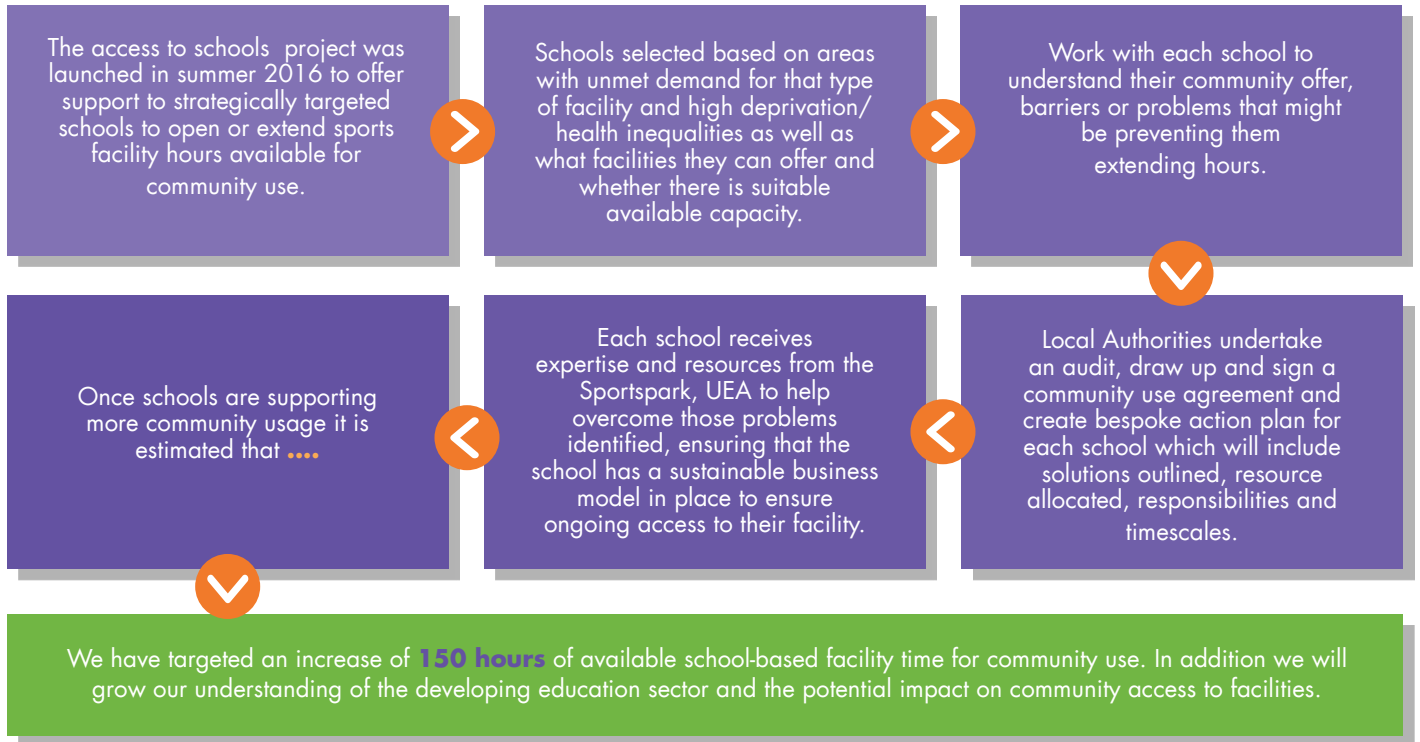
Contribution to **local economy** through these additional hours

FACILITIES

The Greater Norwich Growth Board (GNGB) Sports Facility Strategy states that "The overriding importance of school based sports facilities CANNOT BE OVERSTATED". Ten of the 17 swimming pools and 20 of the 29 four court or larger sports halls in the area are on school sites.

Pools and sports halls make up 60-70% of indoor sports participation and given the scale and location of these facilities on secondary school sites there is no alternative but to deliver the majority of the (GNGB) strategy and action plans by working with schools and increasing the quantity, quality and access to school based sports facilities on school sites for education and community use.

THE APPROACH – ACCESS TO SCHOOLS PROJECT



SUCCESS TO DATE

Since the project launched phase 1 of its delivery has been completed, engaging **10 of the 12 identified schools** across the Greater Norwich area.

Through Access to Schools, local partner South Norfolk Council has been able to support Hethersett Academy with investments to increase and improve community access. It is **estimated that an extra 100 people will use the facility each month** in the first year, providing around £18,000 of extra income per year.

KEY LEARNING TO DATE

- The shifting education landscape presents a challenge to engaging schools. We will continue to grow our understanding and keep pace with the developments to ensure Access to Schools remains relevant.
- Each school has its own priorities that can be addressed through the programme and these take time to understand, requiring a bespoke approach.
- Schools and Academy Trusts are under great pressure to deliver academic outcomes, and we need to grow the evidence linking increased community engagement/physical activity with achieving educational outcomes.
- The above challenges make enhancing community use of school facilities a complex issue that requires significant and dedicated time resource. We will continue to work with year 1 schools to ensure we maximise outcomes.
- The potential for capital investment and increased efficiencies have been noticeable drivers for schools engaging. We will continue to champion the case for capital investment into priority projects.

SPOTLIGHT ON POOLS

Through the Access to Schools project we have identified a significant issue with school-based pools in the area. Greater Norwich's stock of swimming pools on school sites is at risk; they are in poor condition and in need of maintenance. The Local Authority withdrawal of a subsidy to schools with a pool has put the onus on schools to pick up the cost of repairs which they cannot afford. As a result 2 pools have closed, and more are likely to follow. This is and will continue to cause a lack of supply for the demand from both schools and the community.

Through Access to Schools we have secured further investment from schools, Local Authorities, and Sport England to undertake condition surveys on 6 pools in greater Norwich. This puts us in a position to work with the partners to secure investment to keep the pools open and functioning. This has contributed to Drayton Junior school undertaking capital work to keep their pool open for both schools and the community.

PROMOTION

Growing the recognition of the role that sport and physical activity plays in delivering health, social, environmental and economic benefits is an important part of our strategy. This is being achieved through our commitment to, and advocacy for, evaluation. This provides us with useful local information we're able to promote through our partnerships as well as via publications such as this.

Ensuring that people who are considering a lifestyle change to become more active are able to find and access appropriate and exciting opportunities has been another key focus for the team this year. You'll read in this section the huge volume of activities we've been able to promote as well as seeing the large number of people we've reached with our efforts to do so.



227

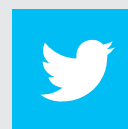
Women only sessions

17,500

Average monthly sessions on the website



6,545
Facebook Likes



7,843
Twitter followers



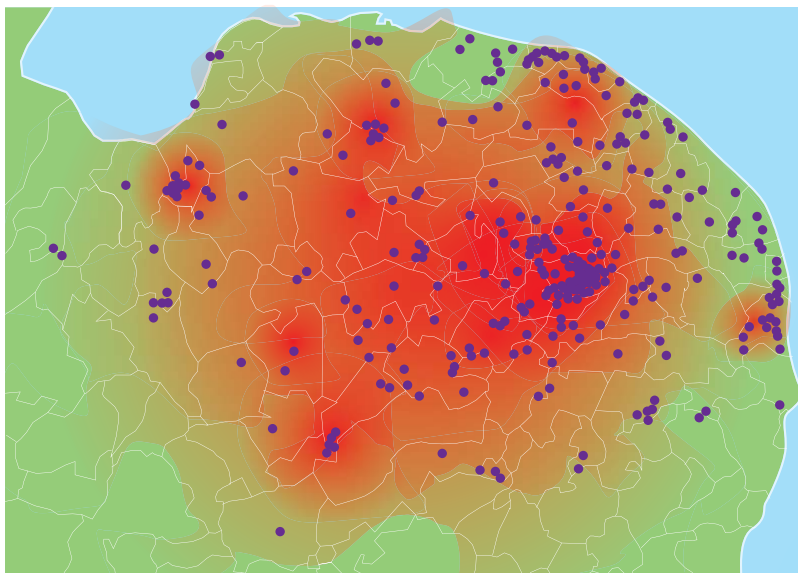
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Family friendly activities

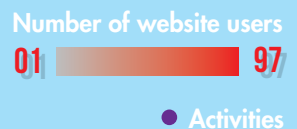


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Children & young people activities



WHERE DO OUR USERS LIVE, AND WHERE ARE THE ACTIVITIES THEY CAN ATTEND?



REDUCING INEQUALITIES

It comes as no surprise that those people dealing with the greatest health, social and economic inequalities are also the least likely to be active. For this reason, the locality plans we have been working with partners to develop have a specific focus on those communities with the greatest inequalities.

We have prioritised our resources and provided targeted approaches to grow participation in sections of the population with the greatest participation inequalities, including: women and girls, older people, people with a disability, communities with high levels of socio-economic deprivation, and some BME communities.

REACHING MORE INACTIVE PEOPLE

83% of participants last year reported doing fewer than 5 days of 30 minutes or more of moderate activity over the course of the week.

Of that number, almost half (**48%**) were doing one or fewer days of activity a week.

REACHING MORE OLDER PEOPLE

Over **500 PEOPLE** over the age of 65 took part in Active Norfolk commissioned or provided activities last year, mainly through the Mobile Me and Fun & Fit programmes.

Mobile Me activities have been delivered to more than **580** older people in 42 sheltered housing and care homes in Norwich and Broadland over the last 2 years.

REACHING MORE WOMEN & GIRLS

Women were **59%** of the participants in mixed gender programmes last year.

Over the last 2 years, more than **2,280** women have taken part in activities through our This Girl Can in Norfolk (TGCN) campaign alone.

Successful small grants bid of **£10,000** from Sport England to develop and grow TGCN.

REACHING MORE DISABLED PARTICIPANTS

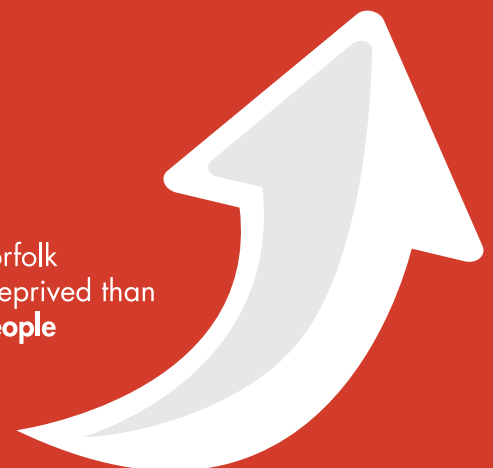
Almost **2,000** participants with a medical condition or disability took part in inclusive programmes last year.

94% of participants on the Mobile Me programme have an existing medical condition or disability.

REACHING MORE AREAS OF DEPRIVATION

40%

of participants across Active Norfolk programmes from areas more deprived than Norfolk average, over **3,400 people**



IMPACT ON LOCAL ECONOMY

There are a number of ways sport and physical activity can and does have a positive impact on the local economy. This year we have increased efforts to understand and maximise this value through various areas of work across the organisation.

This ranges from economic benefit of volunteering, to the value of increased external investment through facility development and revenue-funded projects, to an increase in the productivity and reductions in sickness and absenteeism of the county's workforce.

In this section you'll see a range of ways our team has been able to make a difference to Norfolk's economic prosperity.

We sourced **242** volunteers for events last year totalling **1,936** volunteering hours = value of **£21,740*** to local economy last year.
*(*based on median earnings per hour in the UK for 2016)*

We provided **71** coaches with bursaries totalling **£11,792.50**. This has helped fund over **25** different types of coaching qualification. These coaches delivered an additional **4,473** coaching hours last year. This created additional value of **£89,460*** additional income to local economy
ROI OF £7.50 FOR EVERY £1 OF INVESTMENT.
*(*based on median earnings per hour in the UK for 2016)*

We worked with **7** workplaces last year, reaching over **10,000** Norfolk employees. Absenteeism cost these organisations over **£5.8m** annually* Presenteeism (being at work and unwell) cost these organisations **£14.5M ANNUALLY***

A 1% reduction in absenteeism through improved mental and physical health could save these 7 employers around **726** sick days, or **£58,000** per year.

A 1% reduction in presenteeism through improved mental and physical health could mean productivity savings of **£145,000** per year.

*(*based on average national incidences of absenteeism and its associated costs)*

After five years the Fun & Fit programme is estimated to have prevented: 19 cases of hip fracture, 6 cases of depression, 4 cases of dementia, 2 cases of coronary heart disease, and 1 incidence each of diabetes, stroke and breast cancer.

THIS EQUATES TO AN ESTIMATED £280,753 IN SAVINGS TO THE NHS OVER THAT TIME.

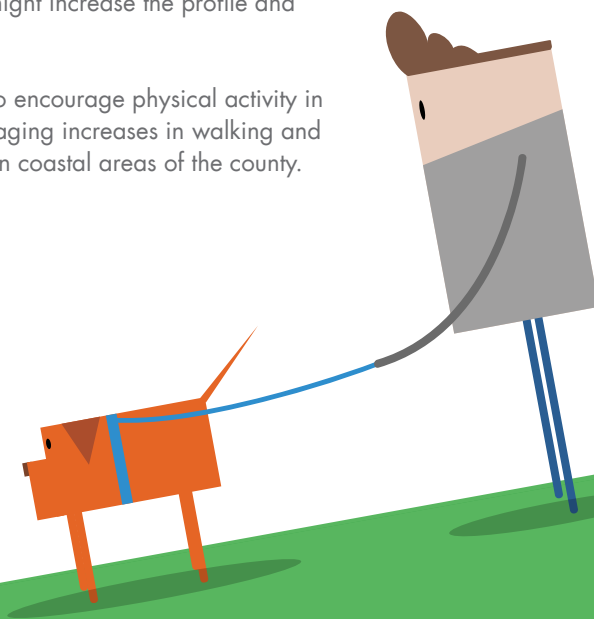
Over **£660,000** investment in commissioned services across Norfolk

ENVIRONMENT

Norfolk is blessed with a fantastic array of diverse natural environments in which people can enjoy active lifestyles. This year the team has worked to lead a group of cross-sector partners to understand more about the offer around the county, and how through collaboration we might increase the profile and engagement with our extensive natural assets.

We have worked closely with partners to attract significant investment to encourage physical activity in the outdoor environment. Examples include a significant project encouraging increases in walking and cycling, as well as a project which supports older people to get active in coastal areas of the county.

We're working closely with Local Authorities and others in the Greater Norwich area to ensure the planned housing growth encourages and accommodates the needs of the new communities to be active in their daily lives.



PROJECT PROFILE: PUSHING AHEAD

This Department for Transport funded project has brought £1.6m into the County with the ambitious aim of increasing active travel to reduce congestion and improve air quality, reducing single occupancy car trips, improving public health, supporting access to work and learning, and improving road safety in the Greater Norwich and Great Yarmouth areas.

Launched in July 2016, Pushing Ahead is a multi-faceted project which aims to ultimately deliver long-term behaviour change, increasing the number of walkers and cyclists who utilise existing outdoor cycling infrastructure and path networks into and through these urban areas.

A wide range of partners including Norfolk County Council Environment team, Active Norfolk, Norwich City Council and Great Yarmouth Borough Council, as well as a wider group of walking and cycling interest consultees have been involved in the design, management and delivery of the project.

Utilising their networks and resources, they are delivering this project into schools with Bikeability; into workplaces with Personal Journey Planning services; and into the wider communities in Norwich and Great Yarmouth with walking festivals and community cycling events, cycle maintenance and safety training, and access to a cycle loan scheme.

PROJECT PROFILE: STAYING ACTIVE AND INDEPENDENT FOR LONGER (SAIL)

This EU-funded project supports healthy ageing by using natural outdoor spaces and local community facilities to provide opportunities for older people to be physically active in their local area.

Focussing on coastal communities along the Norfolk coast, this EU-funded project is led by Norfolk County Council's Environment team and delivered in partnership with Active Norfolk and Public Health. SAIL will utilise the partners' networks to develop relationships between relevant organisations to maximise the use of resources that are available for older people to be active within their local communities.

The Environment team will be addressing issues of accessibility on local path and trail networks, which will allow for more use of the natural environment by older people for activities for Active Norfolk to support, such as health walks.

This will mean facilities such as swimming pools will become more accessible for older people, specifically in the 'out of season period' for leisure providers, which will have the added benefit of stimulating economic activity outside of peak season.

Through increased community based and outdoor physical activity the project will improve older adults' health, wellbeing and independence, ultimately reducing health and social care demands in these areas.

STRONGER COMMUNITIES

Sport and physical activity have huge power to improve lives. From reducing crime and anti-social behaviour, to improving community cohesion and supporting integration, sport is uniquely placed to do good and over the last year we have worked with local partners to harness this power and direct it towards those who would benefit the most. Two projects that we have been working on over the last year are profiled below.

PROJECT PROFILE – ENERGISE LAKENHAM AND TUCKSWOOD

In September 2016 this two year project worth £162,500 was launched. Working in partnership with Sport England and Comic Relief, Energise Lakenham aims to encourage people in the Lakenham and Tuckswood areas of Norwich to be more physically active.

Active Norfolk has commissioned Community Action Norfolk to deliver this project which uses sport and physical activity to empower a community to create social change and have a positive impact on social issues.

The project aims to achieve the following outcomes:

- Reduce social isolation
- Improve health and mental wellbeing
- Increase community cohesion
- Raise aspirations of residents
- Improve the sustainability of assets in the area
- Enable residents to engage earlier with support services available in the area
- Increase levels of physical activity

Energise Lakenham utilises the principals of Asset Based Community Development, focusing on what Lakenham has in terms of assets: organisations, people, services, facilities, and employing those assets to grow and enhance the offering of services and activities around the community. Community consultation is at the heart of this project, ensuring that the programs and activities that are designed and delivered reflect the genuine desire and interest of the community and not just perceived need.

Through the project there is also a small grants fund, where local clubs, projects and activities can apply for funding to deliver their activities in the community using local facilities and assets. To date, **over £50,000** has been awarded or committed to 22 groups to deliver activities ranging from conservation sessions and walking football, to dog walking groups and toddler dance workshops.

PROJECT PROFILE – MOBILE ME

Active Norfolk secured £273,000 of fund money from Sport England, which along with funding from Norwich CCG and Norfolk Public Health was combined to deliver Mobile Me, a project that delivers 10-week physical activity programmes in sheltered housing and care home environments. Since 2015, over 580 older people in 42 sites have taken part in adaptable physical activities in common areas of their residential settings. Mobile Me is a research project that looks at how to normalise physical activity as part of a routine for this age group, but also looks at the impact that physical activity can have on social isolation and loneliness amongst residents in these settings, and in turn the impact this has upon a person's wellbeing.

Here's what some of the workers in the care homes have observed:

"A tenant who doesn't normally join in with social groups, and is often negative in attitude and can be verbally abusive, did some bowling from her chair in the first week. Then the following week, with a little support, walked to the chair in the middle of the room, and then gradually over the weeks was getting herself out of the chair and ready, and was often smiling and laughing."

TEAM LEADER, REDMAYNE VIEW, NORSE CARE

"This tenant is in her mid-90's and has advanced Dementia, she is a quiet lady and doesn't really interact with other residents. This lady brought something special to the group; seeing the joy on her face when she took part in the Mobile Me activities lightened up her and all of the other residents' faces and spirits. Several other residents commented on how pleased they were to see her enjoying herself."

PROJECT CO-ORDINATOR, MOBILE ME, ACTIVE NORFOLK

"The session brought everyone together. At first some people didn't want to play, but when we started they were soon all laughing, joking and clapping. It was a real ice breaker. In particular there was one gentleman, who is usually very quiet and isolated, stood for the whole session and played continuously. The gentleman's wife stated that it was a long time since she had such a wonderful time, and was thrilled with the session."

ALZHEIMER'S SOCIETY DEMENTIACAFÉ CO-ORDINATOR

ORGANISATIONAL EXCELLENCE

In order to deliver the strategic aims of the Strategy, it is vital that Active Norfolk operates as the best version of itself possible. This means striving for continuous improvement, having shared values and goals throughout the team, listening to our partners, operating with absolute integrity, as well as being dynamic and creative in our approach to solving complex challenges.



THIS YEAR WE HAVE:

- Dedicated time to develop our values as a team, reflected at the start of our Strategy
- Committed to undertaking QUEST for Active Communities, Sport England's industry improvement and quality assurance model
- Supported staff with their own continuous professional development through accredited and non accredited training and mentoring, as well as promoting a culture of learning across the team
- Been awarded the 'In Good Company' Plus Mark for our work in developing physical activity opportunities that meet the needs of groups that are at risk of social isolation and loneliness



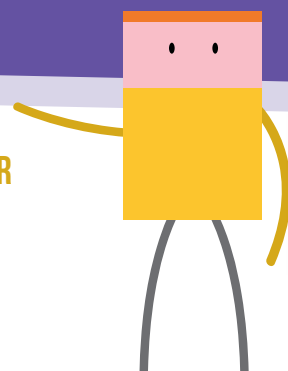
These efforts have fostered an improvement in organisational performance, reflected in Active Norfolk's best ever performance management ratings from Sport England, as well as a dramatic **15% increase** in partner satisfaction as measured through our Net Promoter Score.

PARTNER TESTIMONIAL

"Over the last few years we have worked with or alongside Active Norfolk across a number of activities linked to healthier living and supporting community events. In the last year we have worked in collaboration on the Sport for Change initiative in Lakenham and Tuckswood. Perhaps the most obvious impact has been the increased range of opportunities it has afforded us in accessing people in the community who we would not ordinarily reach. This has increased our ability to get important messages to individuals across communities and created opportunities for further conversations, broader consultations and improved opportunities for support.

In attending activities we have also made new partnerships and forged relations with groups and organisations who we would not normally come into contact with, allowing opportunities for developing ideas and potential for future working. In recent years the opportunity to work together directly on projects has provided genuine learning on both sides, combining different approaches to accessing and supporting communities, promotion, recognising benefits to individuals and developing monitoring and sharing of information. This synergy enhances both of us. Coming at a project with different skill sets and experiences has encouraged a lively and productive dialogue and I am sure that there are many more lessons to be shared."

RIK MARTIN, OPERATIONS MANAGER



MEASURING SUCCESS

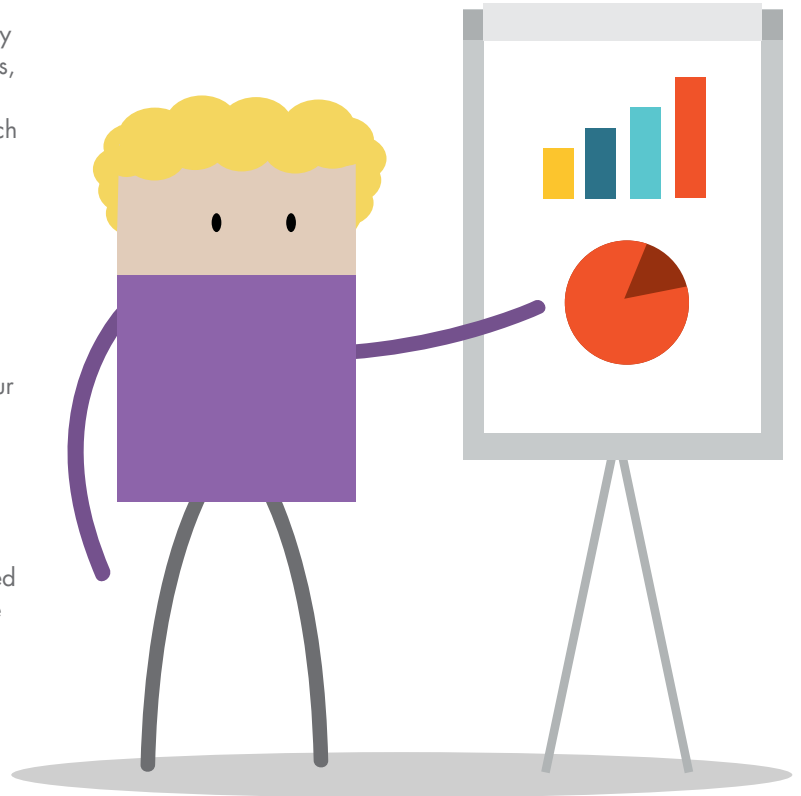
Within the last year we have increased our capacity with the recruitment of a full time staff member specifically to measure our organisational success and outcomes. Our Evaluation Officer has been working on each project to decide suitable evaluation mechanisms to understand the outcomes and impacts of that programme and how it's designed to measure and improve our performance.

In 2016 we employed an Evaluation Officer who previously worked at the UEA evaluating physical activity interventions, which has provided the skills and experience within the organisation to conduct qualitative and quantitative research and generate additional insight.

We also have a strong partnership with the UEA, which provides us with added capacity to undertake rigorous research and receive further guidance.

We are currently working to embed monitoring and evaluation processes across our work streams to monitor our impact, understand the processes that take place, and contribute new learning to facilitate ongoing programme development.

The evaluation findings of our programmes are intended to be disseminated widely and have been previously presented at local, national, and international conferences to a range of audiences. By embedding monitoring and evaluation across our work streams we aim to be continually learning and improving what we do.



LOOKING FORWARD, HERE ARE OUR PRIORITIES AND THE FOCUS OF OUR WORK PLANNED FOR 2018

LEADERSHIP

Building on 2017, we will focus on further integration of sport and physical activity into broader **public policy**. We will **lead the implementation** of the first locality plans for sport and physical activity across Norfolk. We will **champion the value** of sport and physical activity across our networks.

BUILDING PARTNERSHIPS

As the first locality plans begin implementation, we will strengthen partnerships with **Local Authorities** and the **VCSE community**. This will broaden and deepen our understanding, increasing our ability to deliver positive outcomes for communities across Norfolk.

INSIGHT, UNDERSTANDING AND IMPACT

A year into the strategy implementation we will have **new data and insight** to compare with our established baselines, significantly **growing the volume and quality** of our understanding and impact measurement. This will be applied to support future decision-making and resource allocation.

PROMOTION

We will continue to work to **build and promote strong messages** about the role that sport and physical activity contribute in delivering social, economic, health and environmental outcomes for Norfolk's residents. We will also strive to continue to be the window for physical activity opportunities through our website.

BUILDING CAPACITY

As we improve our understanding of the needs, barriers and motivations of communities through the locality planning process, so too will we further understand **workforce and facility** requirements to support participation growth. 2018 will see a response to those needs, growing the volume and quality of the workforce, as well as supporting facility development/retention/growth.

REDUCING INEQUALITIES

As locality plans move into implementation, the focus of resource and investment will flow to those communities least likely to be active. We will **work in partnership to attract further investment** to address priorities highlighted within the locality planning process, reducing inequalities across the county.

MAKING A POSITIVE IMPACT ON THE LOCAL ECONOMY

Utilising the growing volume of insight, we will focus on further understanding the positive impact sport and physical activity makes to the economy. We will seek to **attract significant sporting events**, we will grow our **workplace health** offer, we will **increase investment into sport and physical activity** across the county, we will **increase employability** through workforce development.

ENVIRONMENT

Working with key partners we will continue to support efforts to **increase cycling and walking** across the county. We will support and **promote the natural environment and outdoor spaces** as places to be active. We will work partnership in **coastal areas** to increase participation in older people.

STRONGER COMMUNITIES

Driven by the insight and consultation from the locality planning process, we will **address identified priorities** across communities. We will work in partnership to target investment and resource as part of an **integrated approach to community development in deprived areas**.

ORGANISATIONAL EXCELLENCE

In 2018 we will undertake a **nationally recognised performance improvement accreditation** to help us become better at what we do. We will attain and maintain the **tier 3 requirements of the Code of Governance for Sport**. We will continue to **develop our staff** to help us improve individually and as an organisation.

MEASURING SUCCESS

Over the next year we will **monitor organisational performance** in line with our management system. We will **track the impact** of our new ways of working and learn from the first implementation of locality plans. We will **share successes** and **respond to challenges** proactively.

CASE STUDIES AND TESTIMONIALS

POORIA VOLLEYBALL



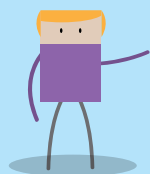
Pooria, 18, is an asylum seeker who arrived in Norwich summer 2017 with his father from Iran.

When they first arrived, Pooria and his father, Jesam, didn't know anyone, nor could they speak English. The asylum health team at City Reach were the first people to visit them. Despite his lack of English, Pooria managed to explain to the visiting nurse that his favourite sport was volleyball and to ask where he might play.

Fortunately Active Norfolk had recently started running a 10 week taster sports course for the participants of two charities which support refugees and asylum seekers in Norwich, English+ and New Routes. The aim of the course was to offer sports and exercise opportunities to refugees and asylum seekers in the city, to give opportunities for integration, and to create links with local sports clubs.

By chance, the first week that Pooria attended was a volleyball session. Emily, the volleyball coach, saw that Pooria was a good player (had 'beautiful hands' in volleyball speak) and invited him along to a free intro session with the Norwich Spiker's club. Pooria found the club to be very welcoming and friendly. He was quickly selected for the men's first team and has been asked to join the club and potentially compete in the National League this year.

"Volleyball is more important than school, learning English, even food," says Pooria. It is clear to see that Pooria is most at ease on the volleyball court and that he has found community here, something which is so important when beginning a new life in another country. The Norwich Spiker's are also thrilled to have Pooria as a member, with his drive and potential. Pooria's dream is now to play high level volleyball for a European team one day.



SHEILA THIS GIRL CAN

Sheila, 88, was one of the first winners of our This Girl Can Woman of the Month competition when it launched in March 2017. She was nominated by her Zumba Gold instructor, who had this to say about Sheila:

"Sheila is nearly 88 years old and is an inspiration to everyone in my Zumba Gold and Zumba Fitness classes. Sheila radiates positivity and always welcomes new students when they come to class, making them more relaxed and likely to return. She maintains dance and exercise is essential to survival - she has recently had cancer and was attending classes in between radiotherapy sessions. You have to meet her to know just how amazing this woman really is!"

TGCN is an inspirational campaign that welcomes and encourages physical activity for women of all ages and abilities.

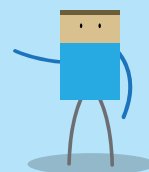
Our campaign started in 2016 with 1 week of activities, and due to demand and interest from partners and women alike, grew to a full month of activities in summer 2017.

To date our TGCN activities have engaged almost 2,300 women in activities, and the message has been spread to thousands more through social media.



CASE STUDIES AND TESTIMONIALS

BEN BARTRAM WHEELCHAIR TENNIS



Finding a sport he loves has turned Ben Bartram's life around. The 12 year old from Sprowston was recently diagnosed with metaphyseal chondrodysplasia, a rare bone condition that affects growth, as well as having epilepsy and autistic tendencies. Ben was frustrated and angry, feeling left out of the sports and activities that his friends were doing. Then last year he took up wheelchair tennis and he hasn't looked back.

Having identified a lack of inclusive opportunities, Active Norfolk worked with the Norfolk LTA's Disability Lead to coordinate a number of free sessions at various locations, which is where Ben got his first taste of wheelchair tennis. Active Norfolk then worked to identify a tennis facility with the interest and appropriate provision to support a sustainable inclusive tennis club.

Ben has now been training at East Anglia Tennis and Squash Centre on Lime Tree Road in Norwich for over a year. He has since been picked for the development squad, and now actively tours in tennis competitions around the country.

In August he played his first competitive match at the British Open in Birmingham, where he came away with the Runner Up spot in Junior Singles, narrowly missing the top spot by 2 points.

Not only does Ben love playing the game, but the family have found that spending time with other players and getting to know their families has introduced them to a whole new group of peers, and the social side of the sport and the tournament schedule has brought Ben and his family a lot of enjoyment.

His mum, Samantha, says his whole outlook on his life and future has changed. "The difference between a year ago and now is just unbelievable," she said. "He was low, feeling that he was rubbish at everything. Now he's found something that he enjoys, and win or lose he just genuinely loves playing. He's proud of himself, and he can see that other people are proud of him, and now he can't wait for the future and to play more tennis."

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