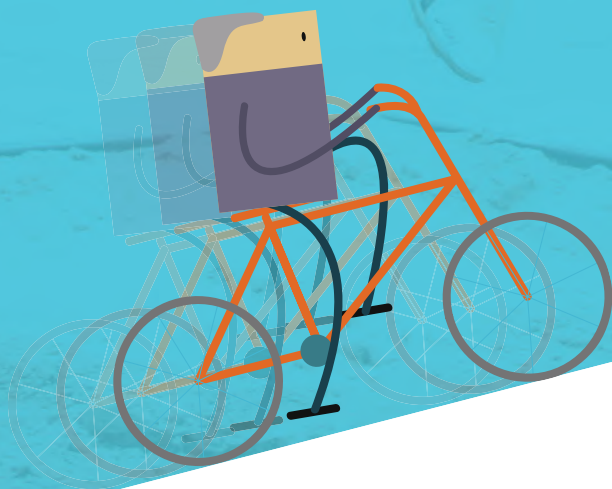


# ACTIVE NORFOLK 2016 - 2021 STRATEGY

This document summarises an exciting, innovative and ambitious strategy for sport and physical activity in Norfolk over the next 5 years. It identifies how Active Norfolk will lead a collaborative approach to broadening and deepening the impact that sport and physical activity has on the lives of people in Norfolk. The challenge is a great one, but a long-term, prioritised commitment to addressing the issues identified within the strategy will make a real difference to individuals and communities across the county.



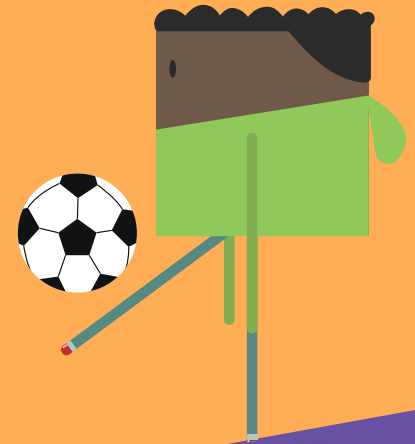
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# MISSION STATEMENT

Working in partnership to harness the power of sport & physical activity to improve lives in Norfolk.

## STRATEGIC OBJECTIVES

- ✓ **To increase** participation in sport and physical activity
- ✓ **To improve** health and well-being by reducing physical inactivity
- ✓ **To improve** lives by establishing and increasing sport and physical activity's contribution in creating stronger, more sustainable and prosperous communities



## CORE VALUES

**Integrity** – Being professional, dependable and honest. Doing what we say we're going to do, for the right reasons

**Collaboration** – Utilising our collective expertise, resource and assets with partners to achieve shared goals

**Leadership** – Leading a strong partnership to achieve big things. Taking responsibility, personally and collectively

**Excellence** – Striving to do the best job we can do, not settling for 'good enough'

**Innovation** – Challenging convention, being prepared to fail, approaching problems from a different angle

**Making a difference** – Being motivated by a desire to make a positive difference to people's lives



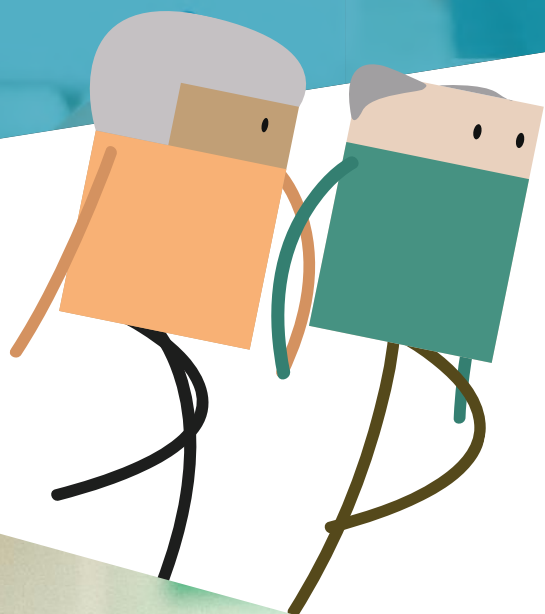
## LEADERSHIP

**WE WILL** continue to establish, maintain and grow the role as strategic lead for sport and physical activity within and across sectors.

**WE WILL** grow the understanding of sport and physical activity as a vehicle to deliver social, environmental and economic outcomes, working with key organisations from within and outside of the sport and physical activity sector.

**WE WILL** bring together partners from across sectors where there is strategic synergy, maximising resources available to achieve shared goals through sport and physical activity.

**WE WILL** influence local, regional and national decision-making in relation to sport and physical activity development.



## BUILDING PARTNERSHIPS

**WE WILL** seek to improve our understanding of all stakeholders' objectives, motivations, barriers & constraints.

**WE WILL** grow our existing reciprocal relationships with Local Authorities and other key stakeholders, ensuring we add value to every partnership.

**WE WILL** increase our breadth of stakeholder relationships reflecting our broader objectives.



## INSIGHT, UNDERSTANDING & IMPACT

**WE WILL** continuously seek to grow our understanding of communities through data collection, insight, and consultation, ensuring this knowledge informs the sector in the design, delivery and evaluation of services.

**WE WILL** improve evaluation and impact assessment of sport and physical activity, helping us learn more about what works/doesn't work and the processes that influence outcomes.

**WE AIM** to be the local experts on customer insight and behaviour change in relation to sport and physical activity.

## PROMOTION

**WE WILL** raise the profile of sport and physical activity opportunities across the county through effective marketing and communication, making it easier for everyone to find and access a sport or activity that interests them.

**WE WILL** promote the impact of the organisation to stakeholders and customers, growing the credibility of sport and physical activity as a cost-effective means of delivering health, social, environmental and economic outcomes.

**WE WILL** support, recognise and reward volunteers who make sport and physical activity happen in Norfolk.

## BUILDING CAPACITY

**WE WILL** stimulate and grow the delivery of sport and physical activity across the county by:

- Seeking investment to increase delivery of sport and physical activity in the county.
- Supporting communities to build capacity (individuals and/or organisations) to deliver sport and physical activity in sustainable ways.
- Seeking investment to maintain, improve and increase the number and quality of places people can be active.
- Growing and developing the workforce that can make sport and physical activity happen in Norfolk.
- Increasing access to community assets (e.g. schools) through advocacy and strategic support.



## REDUCING INEQUALITIES

We will maximise the health benefits of physical activity by directing resources to communities with the greatest health inequalities.

We will dedicate specified resources to grow participation in under-represented groups including:

- Women & girls
- Older people
- People with a disability
- BME communities
- Low socio-economic status



## MAKE A POSITIVE IMPACT ON THE LOCAL ECONOMY

**WE WILL** seek to attract, support and/or deliver large-scale sport and physical activity events across the county.

**WE WILL** increase inward investment into sport and physical activity.

**WE WILL** seek to reduce absenteeism and increase productivity in Norfolk workplaces through engaging employers and employees in workplace health/physical activity initiatives.

**WE WILL** support the growth of the sport and physical activity employment sector through workforce development and attracting investment for increasing local delivery opportunities.

## ENVIRONMENT

**WE WILL** support new communities to enjoy active lifestyles through positively influencing new residential developments to consider how the infrastructure can best support and promote physical activity.

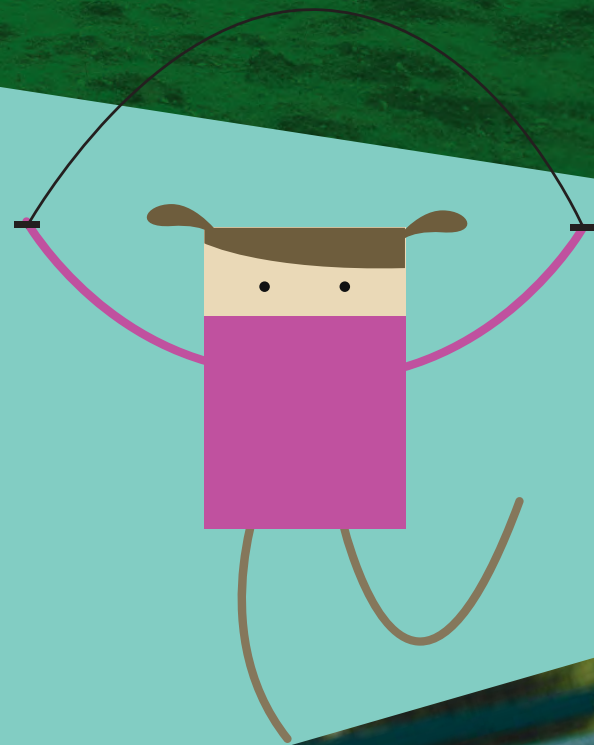
**WE WILL** seek to minimise environmental impact through the promotion of active travel.

**WE WILL** support a growth in participation focusing on outdoor spaces and the natural environment.

## STRONGER COMMUNITIES

Driven by insight and consultation, we will seek to impact positively on communities by using sport and physical activity as a tool to:

- Promote social integration
- Improve community cohesion
- Reduce social isolation
- Reduce anti-social behaviour





## ORGANISATIONAL EXCELLENCE

**WE WILL** have the needs of the customer at the heart of every decision made.

**WE WILL** function as a lean and efficient organisation.

**WE WILL** implement robust performance management for our investment with high standards of financial accountability and value for money.

**WE WILL** strive for excellence in governance and operation.

**WE WILL** plan for sustainability in everything we do.

**WE WILL** work in partnership.

**WE WILL** ensure quality is the cornerstone of our commissioning linked to value for resources.

**WE WILL** seek investment to sustain and grow the role of the organisation, diversifying sources of income which support the strategic objectives and reducing reliance on any single source.

**WE WILL**, wherever possible, commission sport and physical activity by ethical providers with acknowledged social direction.

## MEASURING SUCCESS

**WE WILL** embed a comprehensive and robust performance management system, with relevant metrics identified for all organisational objectives, as well as monitoring performance of all national key performance indicators.

**WE WILL** supplement this with qualitative data derived from community consultation and participant engagement, giving us a more holistic picture of performance.

**WE WILL** manage organisational performance through our Board, with regular reporting to stakeholders.

**WE WILL** evaluate Board performance through the achievement of key performance indicators, with Sport England retaining oversight.



# active norfolk

