

DRAFT

Denbighshire Leisure Strategy

opportunities for all
improving lives





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To be completed: Written by JG or lead Councillor – to provide an overview of key successes on which the strategy builds and give a flavour of the overall aims and desired outcomes. To include political confirmation of the high regard in which the service is held, and its importance in terms of contributing to Denbighshire priorities.

The Current Position

Opportunities on offer

Leisure opportunities in Denbighshire are already diverse and plentiful. They include a significant range of facilities, programmes or services provided directly by the council through the Leisure Libraries and Community Development Service.

Opportunities are also provided through working with other council departments and via partnerships with a range of external organisations across the private and voluntary sectors.

Leisure Centres

The council's Leisure Service currently provides seven leisure centres, six in partnership with schools in towns across the county. Four of the leisure centres have swimming pools and all have a mixture of indoor and outdoor facilities including artificial grass pitches and fitness centres. In addition we run a community leisure centre, and five community town and village halls.

Sport and Physical Activity Development

The council delivers a range of community programmes focussed on various target groups, which includes a disability sport programme. A range of national initiatives, including the WAG funded Free Swimming Programme, Dragon Sport initiative targeted at primary school children and the '5x60' programme to drive up participation among secondary school pupils outside of curriculum time are also provided. Partnerships with several National Governing Bodies (NGB's) of Sport to deliver sports specific programmes are also in place.

Arts and Entertainment

Denbighshire Arts Service runs a community arts programme in conjunction with a number of Denbighshire community groups, agencies and associations. This programme encompasses all art disciplines from drama to dance to music and much more, reaching all parts of the county. A number of formal arts and entertainment facilities are also provided. The Rhyl Pavilion for example presents a wide variety of musical, drama, dance, comedy, community and children's theatre and the Llangollen Pavilion offers a year round arts programme, including opera and world music performances. The recently developed Ruthin Craft Centre has three galleries, six artist studios, retail gallery, education and residency workshops, tourist information gateway and café with courtyard terrace. The council also funds a number of other specialist facilities providing a range of leisure facilities, including the Scala Cinema and Arts Centre in Prestatyn, offering Wales' first fully digital cinema.

Supporting the Voluntary Sector

The council also works in partnership with Denbighshire Voluntary Sector Council (DVSC), 37 Town and Community Councils, and other key agencies to support the development and delivery of the emerging BIG Plan. Support is also given to voluntary sector sports clubs and societies through Community Chest grant funding and the Rhyl Physical Activity Programme.

Health Improvement

Health focussed programmes are also delivered, including the National Exercise on Referral Service. The council also delivers successful externally funded programmes including the 'F Factor' programme, piloting family based approaches to getting more people active. These all contribute to what is a significant leisure offer.

The Current Position (cont)

Outdoor Leisure

The council facilitates access to a number of playing pitch facilities, formal parks and a vast wealth of 'natural' resources for leisure. Denbighshire Countryside Service manages over 30 sites including Loggerheads and Moel Famau Country Parks which attract over 500,000 visitors each year. The Clwydian Range Area of Outstanding Natural Beauty provides numerous leisure opportunities. Over 30 walking routes are promoted in this area and across the rest of the county. The service also manages the Offa's Dyke National Trail that runs the length of Denbighshire and other regional routes in the Dee Valley and along the coast. An active health walks programme is in place delivering weekly walking opportunities and in excess of 50 events every year. The county has become a destination for mountain biking and the service promotes routes for all abilities, especially in the Clwydian Range and Dee Valley. Llandegla is also a nationally recognised centre for the sport.

Leisure and Tourism

The council, through funding and in partnership with a range of operators, provide a number of major tourist attractions. These include the leisure pool facilities at the Rhyl Sun Centre and the Prestatyn Nova Centre which is operated by Clwyd Leisure Ltd.



Building on Solid Foundations

The council and its partners have a successful track record of delivering high quality services which are well used and highly rated by local residents. The strategy therefore builds on a position of strength and a set of solid foundations, and some of these are highlighted here. The Leisure Service also has a high profile within the council already, and is well positioned to deliver a contribution to many of the objectives of other services, and there is a good understanding of how leisure can improve people's lives.

A Model of Efficiency

Denbighshire's Leisure Centres are efficiently run, in partnership with schools, and in most cases are available for community use at peak times. The cost to the tax payer of running the facilities has been reduced significantly in recent years. They are officially the most efficient in Wales and attract over 800,000 visits per annum. There are plans for further investment to upgrade fitness facilities, which is important in continuing to ensure they appeal to a wide audience.

Carefully Planned and Delivered Services

The council currently works to a carefully planned Local Authority Partnership Agreement (LAPA) to ensure all the community have greater access to a broad range of opportunities. The LAPA outlines how leisure contributes to the Improvement Themes highlighted in the Corporate Plan 2009 – 2010 and the emerging Big Plan. Successful delivery of locally developed and delivered projects, such as producing a map of routes for cyclists and pedestrians, increasing participation among disabled people and co-ordinating a Dragon Sport programme involving 100% of the county's primary schools indicates a solid base on which to build further. Denbighshire is recognised as a model of good practice in developing and managing delivery through its LAPA. The Denbighshire Dragon Sport and '5x60' programmes were highlighted as exemplar projects in March 2010. The council also develops a working

and learning community through the management of the Intergrated Children's Centres which provide affordable, high quality child centered services.

High Levels of Participation

In sport and physical recreation, nearly two thirds of adults already participate at least once every month, making Denbighshire the third most active county in Wales. Furthermore, weekly participation rates (56% of adults) are the second highest in the country. However, there is a need to encourage more people to participate if leisure is to continue to play a greater role in people's lives, and improve health and wellbeing.

A Vibrant and Diverse Voluntary Sector

There are already a significant number of successful clubs and societies across the county providing an extensive choice of leisure opportunities from angling to taekwondo. A vibrant arts offer across the county is also available. Llangollen Pavilion for example, is home to the International Music Eisteddfod.

Successfully Securing External Funding

The council and its partners have a successful track record in securing external funding for leisure. Some £5m has been secured in recent years, with another £2m pending to improve local facilities and services. As part of the Big Lottery Fund Way of Life programme the council is piloting new approaches to tackling inactivity among children under 12 and their families. Funding is also received from a number of NGB's of sport to fund local programmes and regeneration funding has already contributed to projects such as the Marsh Tracks cycling project in Rhyl.

Delivering Wider Social, Education and Economic objectives

The importance of leisure to meeting the wider objectives of the council should not be underestimated. A vibrant leisure offer is important in meeting wider health, social, wellbeing, economic and educational priorities. This is reflected in the recent broadening of the scope and remit of the Leisure Libraries and Community Development Service to ensure that planning and delivery contributes to wider council targets. The re-shaped service includes overseeing the management of the Youth Service, comprising of a range of outreach work programmes. These include the use of leisure to support young people's personal and social development, their empowerment and their access to information and resources that will enable them to move from dependence to independence.





There are many strategies, policies and existing initiatives that impact on leisure. Ensuring that the leisure strategy acknowledges these, and maps out leisure's contribution to delivering these is crucial to ensuring it can make a meaningful impact.

The Local Context - Denbighshire Facts and Figures and Key Considerations for Leisure

The demographic profile, employment status, health, income levels and current participation rates all provide opportunities and challenges for engagement in leisure opportunities. Some of the key facts to be considered in future planning and delivery of leisure opportunities are summarised below:

- Denbighshire has a high proportion of older adults and the population is growing and ageing generally - a key challenge moving forward revolves around how to provide tailored and accessible opportunities for this section of the population

- 26% of adults in Denbighshire report a long term limiting illness, health problem or disability – this is likely to limit opportunities that will appeal or be accessible to some people
- Obesity levels are increasing in Wales and in Denbighshire - leisure has an important role to play in combating this, but services and programmes will need to link with a range of health led initiatives and be targeted appropriately
- Unemployment rates are broadly in line with the average for Wales, but there are pockets of higher levels in some areas of the county – those who are unemployed generally do not participate as much as those in regular employment
- There are pockets of severe deprivation in the county with six Lower Super Output Areas (LSOAs) in Rhyl among the 10% most deprived in Wales – National research indicates those living in deprived communities often experience poorer levels of health and are less likely to participate in leisure opportunities
- Denbighshire has Tier One 'Assisted Area' status, which provides access to the highest rates of financial support for industry available in the UK. Denbighshire also qualifies for Convergence Structural Funds from the European Union. Regeneration, (physical, social and economic) is a key priority. It is important that leisure also features in these programmes
- The urban and rural make up of the county presents a challenge to the service in providing a holistic approach across the county - this does not necessarily require key facilities to be located in rural areas, but does require maximising the opportunities available within these communities, whatever they may be.

Local Strategies and Plans

The long term vision for the council, that Denbighshire in 2025 will be the ideal place to live, work, visit, conduct business and pursue a wide range of activities, also has implications for leisure. Providing a network of high quality, accessible opportunities will help to deliver this. The Corporate Plan (2009-2012) sets out four priorities which provide focal areas to ensure the council and its partners deliver this. These are:

- 1. Demographic Change** – This includes developing independence and choice for older people and re-designing services to take account of the increasing numbers of older and disabled people. Provision that helps older people remain active and healthy is a key priority and the leisure strategy needs to reflect this.
- 2. Regenerating Our Communities** which recognises that there are pockets of deprivation that are masked by a relatively prosperous county overall. Leisure has a role to play in delivering this priority which includes the promotion of 'Turning the Tide - Visitor Economy Strategy', improving local environments, addressing inequalities and promoting business development.
- 3. Modernising Education** – improving standards and facilities across the portfolio of more than 50 schools in the county is a key priority. Improving facilities, particularly at secondary schools where the council's dual use leisure centres are located, is also key to improving the leisure opportunities for both those attending school, and the wider community. Engaging young people in a diverse range of meaningful leisure activities will also help to develop regular participation habits.
- 4. Roads and Flood Defence** – ensuring roads are repaired and communities are protected from the dangers of flooding are key priorities. They are also relevant for leisure. Roads are a key resource for a range of leisure pursuits, including walking, cycling and jogging in addition to providing key access routes for residents to the range of formal and informal settings for leisure across the county.

A number of local strategies and plans identify the importance of leisure – for example the emerging Denbighshire Big Plan outcomes of 'Be healthy' and 'have a sense of well-being' and 'A great place to live, work and learn' have clear implications for leisure. The Big Plan combines the council's four key strategic plans, specifically the Community Strategy, Health, Social Care and Well-Being Strategy, Children and Young People's Plan and the Community Safety Plan. The Big Plan's focus is around the

The Strategy Context (cont)

council recognising and acting on the needs of communities (via feedback), allocating resources and continually re-evaluating what it is delivering. It focuses on a small number of priority outcomes and delivering frontline services. Of particular relevance for leisure is the focus on ensuring older people lead independent and fulfilled lives; that communities in Rhyl benefit from regeneration activity; that young people achieve and have skills for life; and that people in rural areas have access to services which meet their needs.

A range of other strategies including the Healthy Denbighshire Strategy and Denbighshire Play Strategy have been reviewed as part of the process of developing the leisure strategy. There are also potential contributions leisure can make to a range of wider plans, including local delivery of the National Plan for Social Care Services across Wales in respect of intervention, prevention and promoting independence. Other locally focussed strategies, such as the Clwydian Range AONB and Turning the Tide Tourism Strategy, include leisure.

The National and Regional Context

Nationally there is increasing recognition that leisure has a key role to play in delivering a range of social, education, and health objectives, reflected in a number of national and regional strategies. This emphasises the importance of leisure and the need to plan services so they can make the greatest impact. Some of the key areas where leisure can make a positive contribution are summarised below.

- **Health and Wellbeing** is a key focal area for current leisure services. Sport, physical activity and other forms of leisure clearly have a role to play in improving the health and wellbeing of Denbighshire residents. The Active Wales' Physical Activity Action Plan identifies the need to develop strong local, formal and informal partnerships, target young people, focus on reducing the number of sedentary adults and increase the frequency of participation as key areas for local action. These priorities are reflected in our actions.
- **The National Vision for Sport** highlights the importance of 'hooking' children on sport. It also identifies the need for strengthening partnership working and developing sustainable opportunities within the community. These objectives are reflected in our action plan.

- **Economic Development and Tourism** – developing and sustaining tourism is critical for the region and leisure makes a significant contribution. It is estimated that tourism generates £1.8bn for the North Wales economy and supports an estimated 37,500 jobs in the region. Ensuring the leisure offer remains 'fresh' and appealing is a key priority. 'Turning the Tide - Visitor Economy Strategy', recognises the need to review the leisure offer across the coastal strip. This in turn will contribute towards a more sustainable economy.
- **Educational Attainment and Employment** – the latest figures from Sport Wales show that sport alone provides more than 23,000 jobs in Wales (an increase of almost 20% from the previous survey). Sport and leisure can provide opportunities to acquire key life skills, which can contribute to increased educational attainment or develop the softer skills, such as confidence which can be key to enhancing employment prospects.

- **Physical Regeneration** – leisure can make a positive contribution to environmental improvements, in addition to social and economic regeneration. Many settings for leisure are outdoor and support the retention of greenspace or the enhancement of natural countryside and coastal areas. Much of the WAG regeneration investment in the Rhos on Sea to Prestatyn coastal belt is related to leisure and Denbighshire is also in receipt of funding through the EU Convergence Programme which includes investment in a number of cycling projects. The Rural Development Plan for Wales includes plans for investment in walking routes and a number of local leisure facilities.
- **Social and Community Development and Cohesion** – Sport Wales acknowledge the potential of sport to enhance social capital – 23% of all voluntary, community and not-for-profit organisations are sport and recreation bodies. Involvement in leisure can also provide a 'feel good' factor, civic pride and for many can represent the only form of 'community engagement' that they experience.



The Future Challenges for Leisure

There are clearly a number of challenges which need to be tackled as part of a leisure strategy for the future. We have summarised these below, and the priority themes and key action identified later seek to address these.

- **Providing equitable opportunities across diverse communities** – Denbighshire is home to almost 100,000 people, residing in a variety of distinctly different urban and rural communities, each with their own discrete characteristics and challenges. As is acknowledged in the Corporate Plan, the demography of the county is changing and in particular there is a significant growth in the proportion of older people. Young people are also a focus, both in reflecting national priorities and in engaging young people in meaningful activities at an early age. The county is also a key destination for those living in neighbouring areas, as a place of work, retail and day trips for leisure and recreation. There is therefore a key challenge in providing ‘something for everyone’ and designing and delivering services that are going to appeal and be accessible for all.
- **Increasing role for leisure in delivering across different agendas** – Contribution to the delivery of the council’s wider corporate objectives is a priority for leisure. But it is increasingly important as part of wider strategies and plans and the fast-changing evolution of the strategic landscape in Denbighshire. A key challenge is therefore in ensuring leisure can make a difference and ‘play its part’. This will involve effective co-ordination of resources across a number of agencies.
- **Meeting growing customer expectations** – As the leisure opportunities on offer across the county are improved, customer tastes and preferences continue to change. Better quality facilities and more choice inevitably lead to higher customer expectations. There is therefore a challenge moving forward in ensuring that the opportunities in Denbighshire

remain attractive and appealing to residents and visitors. Ensuring that residents are involved in helping to plan service improvements is important.

- **Increasing participation rates** – Despite comparatively high participation levels in many forms of leisure it is estimated that only one in three adults across the county are active enough in physical activity to enjoy the health benefits associated with regular participation. In addition sports club membership is lower than in other areas, particularly among adults (only 17% are club members). Supporting clubs and societies to attract and accommodate more active members is a key priority, as is ensuring that marketing and promotion of opportunities is co-ordinated, appropriate and effective. A key challenge is to increase the number engaged and also the frequency of participation. It’s not just about getting more people to participate, it’s about getting those that are active doing more. It’s also about targeting low participating groups such as older people.
- **Maintaining current levels of delivery in the challenging economic climate** – Many of the challenges identified above involve increasing participation in leisure, creating more targeted opportunities and increasing the impact of leisure. Although this would suggest a need for significant increases in investment, there are challenges relating to the current economic climate, and the impact of spending cuts and reduction in availability of external funding. A key challenge is to maintain and improve services in ways that do not involve significant financial investment. Equally, opportunities that are less resource reliant are available. For instance, a key priority for ‘Turning the Tide - Visitor Economy Strategy’, is to develop the coastal path to its full potential. The gains from relatively small investment could be substantial. Moving forward this will also include building on the work already underway to continue to support the voluntary sector to help us deliver.

Our Vision and Priorities

The purpose of this strategy is to set out the council and its partners’ aspirations, general direction and priorities for leisure over the next nine years.

This builds on a significant leisure offer already available to residents and visitors across the county.

The vision guiding our delivery is that:

‘By 2020 Denbighshire will be renowned for high quality, accessible leisure opportunities attracting high levels of participation and improving the well-being of its residents and visitors.’

To deliver this vision we aspire to:

- Increase the number of people participating in a range of leisure opportunities
- Increase the number of people involved in helping to deliver leisure opportunities
- Increase the profile and importance of leisure for all

Underpinning this is an aspiration to ensure the promotion of the right facilities, in the right location, providing the right programmes.

Our Vision and Priorities (cont)

Our Desired Outcomes

To work towards delivering our vision and realising our aspirations we have agreed four key outcomes with our partners.

The four key outcomes summarise what we want to achieve in striving to deliver our vision and aspirations. Delivery of the strategy will ensure:

1. Organisations involved in delivering leisure opportunities work in partnership to make best use of resources to design, deliver and promote leisure.
2. People in Denbighshire have access to a choice of high quality settings in which to enjoy their leisure activities.
3. The skills, resources and availability of all community organisers, leaders, coaches and volunteers involved in providing leisure across all sectors is improved.
4. Participation in leisure opportunities among our key target groups is increased.

An overview of the key actions to deliver these outcomes is provided later in this document. The relevant service business plans will provide more detail on these and how they will be delivered.

The strategy has been developed on the basis of significant research and consultation with a range of stakeholders. Surveys, interviews and workshops involving more than 600 stakeholders provides a robust evidence base on which the key outcomes and priorities have been based.

The strategy itself will be supported by appropriate service business plans containing specific actions with a programme of regular reviews. This will include setting specific targets for the key outcomes and specific areas of focus. Denbighshire County Council and its partners are committed to equality and will

ensure that 'access for all' remains a core principle that is implicit in delivering the strategy.

The Leisure Strategy in Context

Our Vision for Leisure in Denbighshire provides a clear statement of where we want to be by 2020. This is informed by the national and local context, and in consideration to the Corporate Plan Objectives and the key outcomes of the emerging BIG plan - specifically the leisure strategy will aim to contribute to the 'Be healthy and have a sense of well-being' and 'A great place to live, work and learn' outcomes. Our strategy comprises three main aspirations which we will deliver by focussing on four priority areas of work (outcomes). A number of key action areas are identified to deliver these priorities. These are provided in more detail in the pages that follow.

'By 2020 Denbighshire will be renowned for high quality, accessible leisure opportunities attracting high levels of participation and improving the well-being of its residents and visitors.'



Our Aspirations	Increase number of people participating	Increase the number of people delivering	Increase the profile of leisure
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Our Desired Outcomes	OUTCOME 1: Working in Partnership to plan and deliver	OUTCOME 2: Access to high quality settings for leisure	OUTCOME 3: Increased skills and resources to deliver	OUTCOME 4: Additional focus on key target groups
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Key Action Areas	Co-ordinating body	Promoting countryside and coastal leisure	Targeted investment in coaching and volunteers	Programmes for older people
	Audit and mapping	Co-ordinated programme	Accreditation scheme for clubs and organisations	Programmes for younger people
	Exit Strategies	Invest in Health and Fitness facilities	Develop a network of 'Community Champions'	Work with specialist National Partners
	Marketing Strategy	Using non-leisure facilities		Focus on areas of deprivation
	Evaluation Plan	Work with Transport & Planning		

Underpinning Principles we will work to

- Equality
- Maximising benefits
- Ambition & Aspiration
- Appropriate language
- Inclusion
- Outcome focussed



Underpinning Principles

Our strategy sets out a number of clear aspirations and desired outcomes. Priority areas of work will need to be guided by underpinning principles:

- **Equality and access for all** – the strategy aims to tackle inequalities by addressing barriers to participation and attracting new participants.
- **Maximising the benefits of leisure participation** – it is recognised that regular participation in a range of leisure pursuits contributes positively, not only to health, but to general well being, education and personal and community development.
- **Maximising investment opportunities** – external funding will continue to be sought for the benefit of leisure, but within the framework of this strategy.
- **Ambition and aspiration** – the outcomes are ambitious and in some cases aspirational. Setting out an ambitious plan of action sets the tone for improving the leisure opportunities available and supporting people to access these.
- **Appropriate language and cultural considerations** – participants and those accessing information about leisure opportunities in the county will be able to access this in the Welsh language. Marketing and promotional activity will make use of appropriate methods.
- **Inclusion** – a key principle for ensuring access for all, but also in terms of involving and engaging partners to deliver collectively.
- **Outcome focussed** – the strategy will focus on the delivery of the stated outcomes.

Delivering Our Key Outcomes

Outcome 1: Working in partnership to plan and deliver Organisations involved in delivering leisure opportunities work in partnership to make best use of resources to design, deliver and promote leisure opportunities

We will do this by improving communication between partners and through co-ordinating research, consultation and funding programmes. We recognise the diverse nature of the current offer and the challenges in ensuring this is provided and promoted consistently. The changing political and economic climate also makes it critical that we make the most of available resources.

Key Actions will include:

- Development of a formal leisure co-ordinating body to improve co-ordination – this will focus on developing the role of the strategy steering group so that it is collectively responsible for delivering the key actions identified and improving communication between partners.
- Undertaking a programme of auditing and capacity mapping to improve our evidence about who is delivering and who is participating in leisure.
- Maintaining current services through developing sustainability plans and exit strategies for those leisure services delivered through short term external funding.
- Developing an agreed monitoring and evaluation plan focussed on impact and outcome measures and supported by a set of appropriate key performance indicators.
- Developing a marketing strategy to increase awareness of the benefits of participation and what's on offer. A 'brand' for leisure will be developed to be used as a 'kite mark' of quality.
- Developing a regular programme of market research to gather views and opinions and to be used in evaluating delivery of the strategy.



Delivering Our Key Outcomes (cont)

Outcome 2: Access to high quality settings for leisure **People in Denbighshire will have access to a choice of high quality settings in which to enjoy their leisure activities**

We will do this by working effectively with a range of partners, responding to customer feedback, using the intelligence we have gathered through the leisure sufficiency reviews and continuing to invest in quality improvements.

Key Actions will include:

- Improving the marketing and promotion of what is on offer across countryside and coastal leisure.
- Co-ordinating programming at outdoor recreation facilities to complement our leisure centres and other projects and programmes.
- Continuing to invest in the health and fitness facilities at our leisure centres to improve the quality of these, to serve both PE and school sport and community opportunities.
- Working with partners to improve and extend leisure opportunities available in non-leisure facilities where appropriate and affordable.
- Working with planning and transport related services to ensure that the built environment and local infrastructure is as leisure friendly as possible.

Outcome 3: Increased skills and resources to deliver **The skills, resources and availability of all community organisers, leaders, coaches and volunteers involved in providing leisure across all sectors is improved**

We recognise the importance of the voluntary sector in particular. Voluntary sector sports clubs and local arts organisations are the lifeblood of leisure. Supporting clubs and organisations to continue to develop the opportunities to take part in a diverse choice of leisure is fundamental to our aspirations.

We will build capacity by continuing to invest in coaching and volunteering, and by using improved information and through improved joint working with the DVSC. This will involve looking at the skills, resources and availability of organisers, leaders, coaches and volunteers and identify gaps to be addressed.

Key Actions will include:

- Continuing to invest in coaches and volunteers and target this through using the information gathered via auditing and mapping.
- Investigating the development of a basic quality accreditation scheme for clubs and organisations to ensure a minimum quality of offer for residents.
- Developing and supporting a network of community 'champions' to promote and deliver a range of opportunities. This could focus on enabling greater use of the county's natural environment for leisure and in areas where large sections of the population do not currently participate.

Outcome 4: Additional focus on target groups

Participation in leisure opportunities among key target groups is increased (specifically those not traditionally engaged and those where there is greatest benefit from involvement)

We will do this through targeting additional resources at those areas and population groups where there is most need. We recognise that for some groups additional support is required to help increase levels of participation. Other groups, most notably young people, are a target group because developing sustainable active involvement in leisure is key to developing participation habits for life. This outcome recognises both the changing nature and age profile of our population, but also logic in providing more targeted support and resources to those facing the greatest barriers to participation.

Key Actions will include:

- Developing more programmes for older people at our leisure centres and other venues. The marketing strategy will also include key messages and appropriate methods to engage more older people in participation, and in providing opportunities.
- Continuing to focus programmes on young people, but seeking to extend these to offer more for the 16-21 age group.
- Working with national and local partners (e.g. Federation of Disability Sport Wales) to develop a range of opportunities for those with specific barriers and needs. Where practical we will do this through maximising the appeal and access of mainstream programmes.
- Focussing on areas of deprivation and poor health (e.g. high obesity) where increasing leisure participation will make a significant impact. A key target area is Rhyl.

We recognise that to maintain and improve opportunities for local residents it is important to monitor our performance and manage the overall delivery of the strategy key actions. In order to monitor performance a set of specific indicators will be developed. The indicators and targets will need to be agreed with key partners and set in accordance with some of the additional research planned (mapping and auditing), ensuring targets take account of baseline (current position) and ensuring they can be realistically achieved.

The monitoring of the strategy will take place using the council's corporate performance management framework. Once developed, the indicators and actions will be included in the Leisure, Libraries and Community Development business plan.

The overall monitoring of the strategy delivery, and agreed indicators will take account of inputs (resources being invested in the service), activities (the services being provided with this resource), outputs (including numbers of users) and outcomes (what is being achieved).

To align with the council's corporate performance management framework the strategy will be monitored quarterly, reporting

as appropriate. Monitoring and review is very much an ongoing process to inform decisions and shape changes to delivery, as opposed to a reflection at the end of delivery. Regular reporting will include a report on progress overall, with a designation of 'red', 'amber' or 'green' status, and a review of reasons for divergence from agreed targets.

The monitoring and reviewing process will involve collecting and collating data from the following areas:

- Strategy review meetings
- Residents opinions from corporate consultation exercises and leisure related surveys
- Financial and attendance management data relating to formal facilities and programmes
- National data (such as the Sport Wales Active Wales Survey)
- Consultation with delivery staff
- Relevant evidence and data from key partners
- Monitoring returns submitted to external funders

An annual strategy review report will be produced to outline overall progress and key changes to agreed actions



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