

Greater Norwich - Review of Strategies and Plans

Table 1.1 - National Strategies and Plans

Strategy / Plan	National Strategies and Plans
No data	Sport England 10-Year Vision 2021-2031 “Uniting the Movement”
Context	Strategy document launched in 2021, in the context of the ongoing Covid-19 pandemic and established as a 10-year vision to transform lives and communities through sport and physical activity.
Key Elements	<p>Mission:</p> <ul style="list-style-type: none"> • For sport and physical activity to be recognised as essential. • Promoting movement in general as the means to unlock sport and activity for some people. • Tackling Inequalities (including in respect of disabled people and people with a long-term health condition, people in a lower socio-economic group (NS-SEC 6-8), women and girls, people from Asian and Black backgrounds) <p>Key objectives:</p> <p><u>1. Advocating for movement, sport and physical activity</u></p> <p>Shaping the conversation and the evidence on the value of movement, sport and physical activity</p> <ul style="list-style-type: none"> • Continue to build, establish and grow partnerships and a common purpose across both the government and sector to join up policies, strategies and approaches;

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	<ul style="list-style-type: none"> • Continue to develop and deliver behavioural change campaigns, building on the success of This Girl Can, We Are Undefeatable and Join the Movement, to put movement, sport and physical activity at the forefront of national conversations; • Keep building evidence that shows the links between the issues cared about as a nation and the value of movement, sport and physical activity as part of the solution; • Grow communication, both to people and organisations, about the power of getting active to help strengthen public consensus around the importance of being physically active. <p><u>2. Joining forces on five big issues:</u></p> <p>Big Issue 1: Recover and Reinvent</p> <ul style="list-style-type: none"> • Recovering and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people. <p>Big Issue 2: Connecting Communities</p> <ul style="list-style-type: none"> • Focusing on sport and physical activity’s ability to make better places to live and bring people together, including expanding place-based working by collaborating with more places and their decision-makers on their local priorities and partnership opportunities, helping them use sport and physical activity to deliver the outcomes they want, and their communities need. <p>Big Issue 3: Positive experiences for children and young people</p> <ul style="list-style-type: none"> • Unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life. <p>Big Issue 4: Connecting with health and wellbeing</p> <ul style="list-style-type: none"> • Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life, including working collaboratively to continuously improve sport and physical activity messaging, experiences and opportunities

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	<ul style="list-style-type: none"> • Working with partners who want to improve people’s health to use sport and physical activity • Sharing the evidence that physical activity can have a profound benefit on people’s health • Supporting meaningful links between the sport and physical activity sector and health systems at every level. <p>Big Issue 5: Active Environments:</p> <ul style="list-style-type: none"> • Creating and protecting the places and spaces that make it easier for people to be active, including protecting and improving the nation’s sport and leisure facilities. • Creating opportunities around community spaces by inspiring local communities to influence owners or increase their own capability to use and sustain these spaces themselves, through advice, training and resources • Helping to create better places to live by influencing those who develop and manage local environments / the implications of climate change. <p><u>3. Creating the catalysts for change</u></p> <ul style="list-style-type: none"> • Effective investment models – to stimulate demand, provide opportunities to get active, enable innovation, encourage collaboration, reduce inequalities and enable greater sustainability. • Realising the power of people and leadership • Applying innovation and digital • High-quality data, insight and learning • Good governance a commitment to positive, effective, safe delivery of opportunities at every level

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	<p><u>Guiding Principles:</u></p> <ol style="list-style-type: none"> 1. Investing most in those that need it most <ul style="list-style-type: none"> – Following the established concept of “proportionate universalism” in the work that is done, balancing targeted and universal provision in a way that’s proportionate to the level of need. 2. The right blend of national and local action <ul style="list-style-type: none"> – Stewardship of sport and physical activity is a shared responsibility across both local and national systems and, by prioritising the right blend of local and national collaboration, the experiences and knowledge of people in places and communities closest to the issues can be drawn on, alongside the influence, views and understanding of national partners. 3. Simple as standard <ul style="list-style-type: none"> – Invest so the basic information, guidance and support feels brilliantly simple to give and receive.
No data	DCMS Outcome Delivery Plan: 2021 to 2022
Context	<p>Context:</p> <p>As we aim to build back better from the pandemic, the DCMS will play a leading role in ensuring a stronger and more united country, levelling up opportunities right across the United Kingdom. The role of the Outcome Delivery Plan is to help DCMS deliver objectives and deliver tangible change.</p> <p>Not all of the department’s work is included in the plan and this plan does not encompass all of DCMS’s COVID-19 recovery programmes but this plan is an illustration of key areas of focus in the coming year and of the ambition to help the nation bounce back strongly.</p>

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Key Elements	<p>Our Priority Outcomes</p> <p>Our priority outcomes are:</p> <ol style="list-style-type: none"> 1. Increase economic growth and productivity through improved digital connectivity (Supporting departments: Department for Transport and Ministry of Housing, Communities & Local Government). 2. Grow and evolve our sectors domestically and globally, in particular those sectors most affected by COVID-19, including culture, sport, civil society, and the creative industries. 3. Increase growth through expanding the use of data and digital technology and increasing innovation, while minimising digital harms to the UK’s economy, security and society. 4. Enhance the cohesiveness of our communities and nations including through major events and ceremonial occasions, and reduce inequalities of participation in society, particularly among young people. <p>Strategic enablers</p> <p>To deliver our priority outcomes — and reinforce the ambitions of the Declaration on Government Reform — we will focus on four key enablers:</p> <ol style="list-style-type: none"> 1. Workforce, Skills and Location 2. Innovation, Technology and Data 3. Delivery, Evaluation and Collaboration 4. Sustainability
No data	Public Health England Strategy 2020- 2025
Context	<p>Context:</p> <p>The PHE Strategy 2020 to 2025 sets out how Public Health England will work to protect and improve the public’s health and reduce health inequalities over the next 5 years.</p>

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	It outlines PHE's role within the public health system, 10 priorities where PHE will focus particular effort and the areas where PHE will build capability within the organisation to support delivery of its strategic objectives and wider activities.
Key Elements	<p>There are 10 priorities in total outlined by PHE, and we have identified below the relevant priorities to the project for the five-year period.</p> <ol style="list-style-type: none"> 1. <u>Healthier diets, healthier weight</u> - Help make the healthy choice the easy choice to improve diets and reduce rates of childhood obesity. 2. <u>Creating cleaner air</u> - Develop and share advice on how best to reduce air pollution levels and people's exposure to polluted air 3. <u>Better mental health</u> - Promote good mental health and contribute to the prevention of mental illness 4. <u>Best start in life</u> - Work to improve the health of babies, children and their families to enable a happy healthy childhood and provide the foundations of good health into adult life. <ul style="list-style-type: none"> – Collaborate with local authorities and other key partners within communities to develop healthy places for families that help to reduce inequalities, vulnerability and adversity experienced by children and parents. <p>Advise and influence national, regional and local government partners and service commissioners and providers on a range of programmes to improve maternal and children's health.</p>
No data	PHE Everybody Active, Every Day: Framework for physical activity (October 2014)
Context	<p>In October 2014, Public Health England (PHE) published "Everybody Active, Every Day" ("EAED"), an evidence-based, national physical activity framework for England. The framework was designed to support all sectors to embed physical activity into everyday life, thereby making it a cost effective, 'normal' choice.</p> <p>PHE co-produced the framework with over 1,000 national and local leaders in physical activity, with a rallying cry to providers and commissioners across the nation that now was the time to act.</p>

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Key Elements	<p>The framework called for action across 4 specific domains:</p> <ul style="list-style-type: none"> • Active society – change the social ‘norm’ to make physical activity the expectation; <ul style="list-style-type: none"> – Attitudes need to change; – Key message: activity is fun, fulfilling and can be an easy choice; – Physical activity needs to be a main component of policies and planning; – People in communities will be agents of change; – Good marketing can help, but more is needed; – PHE can help lead change, but all sectors need to commit over the long term; • Moving professionals – develop expertise and leadership within professionals and volunteers; <ul style="list-style-type: none"> – The thousands of public-facing professionals and volunteers are a ready-made network; – The push needs to involve all sectors, not just health; – Those sectors in a good position to lead and influence include education, sport and leisure, health and social care, and planning, design, development and transport • Active environments – create environments to support active lives; <ul style="list-style-type: none"> – Healthy environments support health recreation and wellbeing; – Land use has a big impact on health – green spaces, playgrounds, cycle lanes, age-friendly high streets all encourage people to be active every day; – Physical activity needs to be built into daily routines; – Re-shaping existing places can make the difference;

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	<ul style="list-style-type: none"> – Local authorities can work across policy areas and bring together experts to deliver real change that has an impact for generations; • Moving at scale – identify and up-scale successful programmes nationwide; – Positive change needs to be long term and large-scale; – Interventions must be based on community needs; – Research and co-design will mean initiatives are workable and effective; – It is not about new investment – it is more about maximising existing assets.
No data	NHS long-term plan
Context	As medicine advances, health needs change and society develops, the NHS has to continually move forward so that in 10 years' time we have a service fit for the future. The NHS Long Term Plan is drawn up by frontline staff, patients groups, and national experts to be ambitious but realistic.
Key Elements	<p>Key Objectives</p> <p><u>Making sure everyone gets the best start in life:</u></p> <ul style="list-style-type: none"> • reducing stillbirths and mother and child deaths during birth by 50% • expanding support for perinatal mental health conditions • taking further action on childhood obesity • increasing funding for children and young people's mental health <p><u>Delivering world-class care for major health problems</u></p> <ul style="list-style-type: none"> • preventing 150,000 heart attacks, strokes and dementia cases

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	<ul style="list-style-type: none"> • providing education and exercise programmes to tens of thousands more patients with heart problems, preventing up to 14,000 premature deaths • spending at least £2.3bn more a year on mental health care • helping 380,000 more people get therapy for depression and anxiety by 2023/24 • delivering community-based physical and mental care for 370,000 people with severe mental illness a year by 2023/24 <p><u>Supporting people to age well</u></p> <ul style="list-style-type: none"> • increasing funding for primary and community care by at least £4.5bn <p>Delivering the objectives</p> <ol style="list-style-type: none"> 1. <u>Doing things differently</u>: give people more control over their own health and the care they receive, encourage more collaboration between GPs, their teams and community services, as ‘primary care networks’, to increase the services they can provide jointly, and increase the focus on NHS organisations working with their local partners, as ‘Integrated Care Systems’, to plan and deliver services which meet the needs of their communities. 2. <u>Preventing illness and tackling health inequalities</u>: the NHS will increase its contribution to tackling some of the most significant causes of ill health, including new action to help people 3. <u>Stop smoking, overcome drinking problems and avoid Type 2 diabetes</u>: with a particular focus on the communities and groups of people most affected by these problems.

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No data	Everybody Active, Every Day: 5 years On (August 2021)
Context	<p>Context:</p> <p>Since the release of EAED in 2014, the physical activity message has maintained a national profile, with policy and strategy increasingly including mention and reference of the need to incorporate physical activity. Steps have been taken to progress the agenda at population level including:</p> <ul style="list-style-type: none"> • A revised release of the Physical activity guidelines: UK Chief Medical Officers' report in late 2019. These include physical activity recommendations for children under 5 years, children and young people aged 5 to 18, adults aged 19 to 64, older adults aged 65 plus and disabled adults; • Monitoring, surveillance, and funding of physical activity across several sectors, including health, education, sport, transport, environment, and urban planning; <p>Key target groups emphasised within national policies including those from lower socioeconomic groups, pregnant women, breastfeeding women, minority ethnic groups, older people, people with disabilities and people with chronic diseases.</p>
Key Elements	<p>Progress to date:</p> <ul style="list-style-type: none"> • Active society - increased prominence of physical activity in national strategies and plans, with stakeholders recognising the importance of embedding the message into agendas across several sectors (e.g. 'This Girl Can', '10-minute Shake Up', 'Daily Mile'). Plus transition away from promoting sport and intensive exercise, with greater focus on small behavioural changes and tailored messaging to address inequalities; • Active environments - Professionals within transport and planning have greater awareness of physical activity benefits, with increased investment in campaigns advocating for environments conducive to active living. Local level activation of national initiatives is evidenced, with general initiatives encouraging active travel also gaining prominence;

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	<ul style="list-style-type: none"> • Moving professionals - National and local policy documents have begun identifying the need to create physical activity advocates across sectors as a catalyst for improved promotion (e.g. Moving Healthcare Professionals programme). Specific reference is made to increased upskilling of the non-medical workforce, in a responsive attempt to improve engagement and confidence with people who are inactive or have long term conditions; • Moving at scale - Stakeholders agreed that this domain sits as a cross cutting theme across other EAED domains. Positive examples were provided of improved physical activity monitoring and data collection across sectors, with Sport England’s physical activity evaluation framework identified as a useful toolkit. Also, Sport England’s local delivery pilots programme has provided valuable insight. <p>Challenges:</p> <p>The review also highlighted a number of challenges including:</p> <ul style="list-style-type: none"> • the limited and uneven resource dedicated to increasing physical activity; • the lack of time required to develop strong partnerships, that are pivotal to joint commissioning. <p>Opportunities:</p> <p>The review concluded with the categorisation of 22 points of opportunity across the next 5 years. These opportunities feature all 4 domain areas in EAED. Summarised into key themes these are:</p> <p><u>Integration of physical activity in strategies and policies:</u></p> <ul style="list-style-type: none"> • progressing the physical activity agenda and addressing inequalities in relation to physical activity by advocating for greater prominence of physical activity within government policies and strategies; • supporting local policy makers by developing guidance on national policy requirements and the implications for local level policy and strategies;

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	<ul style="list-style-type: none"> • supporting new health structures, such as integrated care systems, so they can effectively ensure that updated plans and strategies give prominence to physical activity and underrepresented groups within the prevention agenda. <p><u>Guidance on collaboration and partnership working:</u></p> <ul style="list-style-type: none"> • conducting mapping of all national and local partners who should be engaged to get physical activity on the agenda, followed by the creation of guidance material on how to develop effective physical activity focused partnerships; • developing physical activity professional networks at local level to work towards a shared vision for increasing physical activity across sectors, with community representation to assist with understanding inactivity and enablers and barriers to physical activity. <p><u>Understanding available resources for the scale of the challenge:</u></p> <ul style="list-style-type: none"> • consider local physical activity needs assessments in collaboration with local sector physical activity leaders to identify key target groups, pockets of deprivation and local area needs. <p><u>Achieving an active society:</u></p> <ul style="list-style-type: none"> • build on the work undertaken by active partnerships in collaboration with large corporations and employers to develop targeted interventions and schemes, such as ‘active workplaces’ • capitalise on the benefits of technology and use it to connect people with opportunities to be physically active, including by targeting inactive groups • taking a targeted approach to future campaigns to focus on those who are most inactive, with cross-cutting action across domain areas to understand the needs of inactive groups and barriers and enablers to physical activity.

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	<p data-bbox="445 344 904 373"><u>Developing active environments:</u></p> <ul data-bbox="450 395 2011 616" style="list-style-type: none"> <li data-bbox="450 395 1935 469">• continue promoting active design principles to professional bodies, ensuring it remains on the radar of planners, designers and developers <li data-bbox="450 491 1989 564">• work with planners and developers to collate and share case studies regarding the practical application of active design principles <li data-bbox="450 587 2011 616">• produce active spaces guidance designed to improve physical activity rates and address health inequalities <p data-bbox="445 635 792 663"><u>Mobilising professionals:</u></p> <ul data-bbox="450 686 2042 1315" style="list-style-type: none"> <li data-bbox="450 686 2042 759">• build on the success of the Moving Healthcare Professionals programme by creating sector specific guidance on developing physical activity champions in the planning, design and transport sectors. <li data-bbox="450 782 2033 855">• produce sector-specific guidance on how physical activity is relevant to the agendas of professionals working in transport, planning, design, schools and workplaces <li data-bbox="450 877 2002 951">• collaboration between integrated care systems and new health structures to jointly deliver on local physical activity strategies and plans <li data-bbox="450 973 2024 1046">• commission exploratory research to further understand the links between the physical activity workforce and interventions in primary and secondary care <li data-bbox="450 1069 1993 1142">• encourage further collaboration between social prescribing link workers, sport and leisure transport, public health, and communities <li data-bbox="450 1165 2033 1238">• explore the work of clinical senates to gain an understanding of how they operate and what opportunities are available for collaboration <li data-bbox="450 1260 2033 1315">• undertake research to map the professional workforce across the health, social care, sport, planning, design, transport, education and environment sectors, to identify how key stakeholders need to be engaged.

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	<p><u>Moving at scale:</u></p> <ul style="list-style-type: none"> • continue to build a protocol with the involvement of local partners for understanding and sharing what works in a local context (such as Sport England’s local delivery pilots) to get inactive people active • promote and encourage more evaluation among professionals from sport and leisure, schools, health, transport and planning to ensure consistency and standardisation • consider further research into the development of the ‘right systems’ to facilitate an increase in physical activity levels and narrow the inequalities gap.
No data	NHS - 2021/22 priorities and operational planning guidance: Implementation guidance
Context	<p>With every part of England now covered by an Integrated Care System, this guidance is aimed at supporting ICSs in delivering their four core purposes of:</p> <ul style="list-style-type: none"> • Improving outcomes in population health and healthcare • Tackling inequalities in outcomes, experience and access • Enhancing productivity and value for money; and • Helping the NHS to support broader social and economic development. <p>This implementation guidance sets out how ICSs can support that mission through their continued development during 2021/22.</p>

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Key Elements	<p>Health Inequalities</p> <p>Priority 1: Restore NHS services inclusively</p> <p>At national level, the decline in access amongst some groups during the first wave of the pandemic broadly recovered in later months. Insight work has, however, highlighted that in some cases pre-existing disparities in access, experience, and outcomes, have been exacerbated by the pandemic. It is therefore critical that systems use their data to plan the inclusive restoration of services, guided by local evidence. This approach should be informed by NHS performance reports that are delineated by ethnicity and deprivation, as evidence suggests these are the areas where health inequalities have widened during the pandemic.</p> <p><u>Priority 2: Mitigate against digital exclusion</u></p> <p>Systems are asked to ensure that:</p> <ul style="list-style-type: none"> • providers offer face-to-face care to patients who cannot use remote services • more complete data collection is carried out, to identify who is accessing face-to-face, telephone, or video consultations, broken down by relevant protected characteristic and health inclusion groups • they take account of their assessment of the impact of digital consultation channels on patient access. <p><u>Priority 3: Ensure datasets are complete and timely</u></p> <p>Systems are asked to continue to improve the collection and recording of ethnicity data across primary care, outpatients, A&E, mental health, community services, and specialised commissioning.</p> <p>NHS England and NHS Improvement will support the improvement of data collection across all settings, including through the development of the Health Inequalities Improvement Dashboard, which will contain expanded datasets where there is currently a relative scarcity of intelligence. Systems should also implement mandatory ethnicity data reporting in primary care, to enable demographic data to be linked with other datasets and support an integrated approach to performance monitoring for improvement.</p>

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	<p><u>Priority 4: Accelerate preventative programmes that proactively engage those at greatest risk of poor health outcomes</u></p> <p>Preventative programmes and proactive health management for groups at greatest risk of poor health outcomes should be accelerated, as set out in the main 2021/22 planning guidance, including:</p> <ul style="list-style-type: none"> • Ongoing management of long-term conditions • Annual health checks for people with a learning disability • Annual health checks for people with serious mental illness. • In maternity care, implementing continuity of carer for at least 35% of women, with the proportion of Black and Asian women and those from the most deprived neighbourhoods meeting and preferably exceeding the proportion in the population as a whole. <p><u>Priority 5: Strengthen leadership and accountability</u></p> <p>Systems and providers should have a named executive board-level lead for tackling health inequalities. and should access training made available by the Health Equity Partnership Programme.</p>
No data	NHS - Integrating care: Next steps to building strong and effective integrated care systems across England (2020)
Context	<p>Proposals are designed to serve four fundamental purposes:</p> <ul style="list-style-type: none"> • improving population health and healthcare; • tackling unequal outcomes and access; • enhancing productivity and value for money; and • helping the NHS to support broader social and economic development.

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Key Elements	<p>Devolution of functions and resources</p> <p>Work together across partners to determine:</p> <ul style="list-style-type: none"> • distribution of financial resources to places and sectors that is targeted at areas of greatest need and tackling inequalities; • improvement and transformation resource that can be used flexibly to address system priorities; • operational delivery arrangements that are based on collective accountability between partners; • workforce planning, commissioning and development to ensure that our people and teams are supported and able to lead fulfilling and balanced lives; • emergency planning and response to join up action at times of greatest need; and • the use of digital and data to drive system working and improved outcomes. <p><u>“Place”: an important building block for health and care integration</u></p> <p>An important building block for the future health and care system is a ‘place’ to support day-to-day healthcare needs. For most areas, this will mean long-established local authority boundaries (at which joint strategic needs assessments and health and wellbeing strategies are made). But the right size may vary for different areas, for example reflecting where meaningful local communities exist and what makes sense to all partners.</p> <p>The ambition is to create an offer to the local population of each place, to ensure that in that place everyone is able to:</p> <ul style="list-style-type: none"> • access clear advice on staying well; • access a range of preventative services; • access simple, joined-up care and treatment when they need it; • access digital services (with non-digital alternatives) that put the citizen at the heart of their own care;

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	<ul style="list-style-type: none"> • access proactive support to keep as well as possible, where they are vulnerable or at high risk; and to • expect the NHS, through its employment, training, procurement and volunteering activities, and as a major estate owner to play a full part in social and economic development and environmental sustainability. <p><u>Developing provider collaboration at scale</u></p> <p>To create an offer that all people served by an ICS are able to:</p> <ul style="list-style-type: none"> • access a full range of high-quality acute hospital, mental health and ambulance services; and • experience fair access to these services, based on need and not factors such as geography, race or socio-economic background. <p>Harness the involvement, ownership and innovation of clinicians, working together to design more integrated patient pathways horizontally across providers and vertically within local place-based partnerships.</p>
No data	Building healthier communities: the role of the NHS as an anchor institution (2019)
Context	<p>This report explores how NHS organisations act as anchor institutions, providing examples of what anchor practices look like in the context of health care and how these anchor institutions can maximum their on influence on the wider detriments of health.</p> <p>The report identified 5 ways in which the NHS organisations act as anchor institutions:</p> <ol style="list-style-type: none"> 1. employment 2. procurement and commissioning for social value 3. use of capital and estates 4. environmental sustainability 5. as a partner in a place.

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Key Elements	<p><u>The central argument of this report</u></p> <p>The size, scale and reach of the NHS means that it has a significant influence on the health and wellbeing of local populations. More can be done to support and challenge the NHS to embrace its role as an anchor institution and maximise the social and economic value it brings to local communities. Considerations for practice and policy and taking it forward Supporting NHS organisations to embrace their anchor mission is key to harnessing the NHS’s powerful influence on community health and wellbeing.</p> <p>While NHS organisations face many immediate pressures that can make it difficult to adopt anchor strategies, the examples in this report show how parts of the NHS are taking a pragmatic approach and aligning anchor practices with other strategic objectives.</p> <p>While most change will be delivered at the organisational level, there is a key role for local system, regional and national leaders to help scale approaches, cultivate an anchor mission and support an environment where these practices become an embedded part of how the NHS operates.</p> <p>This report draws on examples of promising practice and identifies key opportunities to help NHS organisations meet their potential as anchor institutions, regardless of the area of anchor activity being pursued. The report proposes key actions for national and regional policymakers, local system leaders, and NHS providers and networks to help the NHS advance its role as an anchor institution.</p> <p>Steps towards realising the NHS’s potential as an anchor institution:</p> <ol style="list-style-type: none"> 1. Build a baseline understanding of current practice to know where to prioritise action and establish informed goals. 2. Develop metrics and evaluate the impact of interventions. 3. Establish clear and visible leadership to embed anchor practices within organisational and system strategies. 4. Enable staff to act on a collective vision for enhancing community health and wellbeing. 5. Support the sharing and spread of ideas through networks.

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	Engage proactively with communities to ensure that anchor strategies meet the needs of local people and to maximise impact on narrowing inequalities

Table 1.2 - National Governing Bodies Strategies and Plans

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No data	'Time for Change' The FA Strategy (2020-2024)
Context	A new strategic plan through to 2024 which aims to take The FA and English football forward with bold leadership and ambitious targets to build on the progress of the past four years. The vision remains to bring all parts of the game even closer together and leave a nation inspired.
Key Elements	<p>We have set out our six Game Changer objectives and eight Serve the Game objectives. These demonstrate our determination to substantially change the fabric of the game and address key societal issues. In England, football must be a game where the opportunities for every girl to play are the same as for every boy.</p> <p>Vision</p> <p>Unite the Game, Inspire the Nation</p> <p>Mission</p> <p>Change the game to maximise its impact. Serve the game to deliver football for all.</p> <p>Game Changer Objectives</p> <p>Our new strategy and its six Game Changer objectives reflect our purpose. We believe we can change the fabric of the game and tackle long-term issues, to make the largest possible impact in the years ahead. These issues are unlikely to be solved within four years, but working collaboratively with clarity and conviction we can make a material step in the right direction.</p> <p>1. Win a major tournament:</p> <ul style="list-style-type: none"> - International tournament success will be transformational for English football and inspirational for millions of boys and girls.

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	<ul style="list-style-type: none"> - 35 million people watched England Men play Croatia in 2018 and 12 million saw England Women take on USA in 2019. - To achieve our ambition by 2024, we'll strive to deliver the best possible international team operations, coaching and development environment at St. George's Park; continue to work with our partners in the game to enhance a talent pathway that gives players the best development opportunities; and foster an inclusive and empowering culture among winning England teams. <p>2. Serve 2m+ through a transformed digital platform;</p> <ul style="list-style-type: none"> - To achieve this ambition by 2024, we will ensure over two million individuals benefit from a transformed and easy-to-use digital platform to help them participate in and run the game. <p>3. Ensure equal opportunities for every girl;</p> <ul style="list-style-type: none"> - To achieve this ambition by 2024, we will work in partnership with schools and teachers to provide tailored programmes and training; we will ensure all girls (5-16 years of age) have easy access to an inclusive club with an appropriate competitive pathway; <p>4. Delivery of 5,000 quality pitches;</p> <ul style="list-style-type: none"> - Without a good quality pitch to play on there can be no game. The poor quality and availability of our pitches remains the number one frustration in grassroots football and an embarrassment for our country. Significantly improving the quality and durability of our grass pitches and building more artificial pitches is a necessity. - To achieve this ambition by 2024, we will work with the Premier League and Government, and through our delivery partner the Football Foundation, to build and improve 5000 pitches across England, including using new digital methods to support ground staff up and down the country. <p>5. A game free from discrimination;</p>

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	<ul style="list-style-type: none"> - To achieve this ambition by 2024 we will ensure everyone in the game can be confident of reporting abuse irrespective of where it takes place (on or off the pitch) while our updated sanctions framework will give us the ability to accurately reflect the severity of each incident. - We will continue to build a diverse workforce from the inside out and work with partners to promote positive behaviours and empower visible diverse role models across the game. For example, we will continue to develop our industry leading Elite Coach Placement Programme in collaboration with the Professional Footballers' Association (PFA) to continue to grow the talent pipeline of historically underrepresented coaches working at the top level of the game. <p>6. Maximise the appeal and revenue of the FA Cups and BFAWSL.</p> <ul style="list-style-type: none"> - To achieve this ambition by 2024, we will work collaboratively with clubs, broadcasters and commercial partners to ensure that the reach both domestically and internationally of each competition is maximised, in turn driving revenue that can help to deliver our game-changing investments. <p>Serve Objectives</p> <p>These Game Changers are underpinned by our eight Serve objectives, ensuring we maintain brilliant business-as-usual services to support the growing and evolving needs of the game. These objectives are at the heart of any progressive national governing body.</p> <p>7. Trusted, progressive regulation and administration:</p> <ul style="list-style-type: none"> - We will continue to serve the game, by ensuring that the rules, regulations and disciplinary processes continue to meet the highest standards. - Through our new refereeing strategy, we will continue the development of our world class refereeing workforce. - We will progress with the introduction of dedicated anti-discrimination officers at grassroots level to ensure that cases are thoroughly investigated and prosecuted at the same level as they are in the professional game.

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	<ul style="list-style-type: none"> - We will maintain a focus on fostering the sustainability of clubs and leagues across the men's and women's game. <p>8. Safe and inclusive football pathways and environment:</p> <ul style="list-style-type: none"> - By 2024 we will support every County FA, club, league and programme to ensure they offer participation and opportunities with the highest standards of inclusivity, safeguarding and respect. <p>9. Personalised and connected learning experiences:</p> <ul style="list-style-type: none"> - By 2024, we will deliver a personalised digitally inclusive learning pathway and platform to ensure every participant has the opportunity to maximise their potential and enhance the experience of others. <p>10. Maximum investment into the game:</p> <ul style="list-style-type: none"> - We are a not-for-profit organisation that is fortunate to operate from a strong financial and commercial base, affording us the opportunity to invest in the game where it needs it most. - We can best serve the game by maximising our partnerships, identifying new and protecting existing revenue streams, and delivering sound management to ensure we can continue to invest strategically back into the game. <p>11. Diverse, high-performing workforce and inclusive culture:</p> <ul style="list-style-type: none"> - We need to invest in these brilliant individuals to continue to build our positive, inclusive culture, that develops leaders and supports the County FAs and our growing women's game. <p>1. World class venues and events:</p> <ul style="list-style-type: none"> - By 2024, we will continue to ensure Wembley and St. George's Park serve the game by investing to optimise their facilities and service, to ensure every experience for fans and players is special, and by bidding for and hosting some of the most iconic events in world football. <p>2. Strong reputation and clear brand identity:</p>

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	<ul style="list-style-type: none"> - By 2024, underpinned by a clear brand structure, we will have improved the reputation of the organisation and increased direct engagement with fans and participants. <p>3. Technology enabled and insight driven:</p> <ul style="list-style-type: none"> - By 2024, we will upgrade and simplify our core football administration system (moving from Whole Game System to Platform for Football) and provide enhanced capability to England teams.
No data	Survive, Revive, Thrive – The FA Grassroots Football Strategy (2020-24)
Context	The strategy is to provide a clear direction for the next four seasons and addressing the short, medium and long-term challenges to serve and lead the game for the many millions that play nationwide.
Key Elements	<p>The FA strategy 2020-24 is based on six ‘game-changer’ objectives and eight ‘serve’ objectives, as shown in the chart below.</p> <p>The highlighted objectives are those where The FA Grassroots Division takes the lead. The ones with dotted lines around them indicate where the Division can positively influence and support these areas, even though not taking the lead role.</p> <p>Our Purpose</p> <p>To harness the power of football to unite communities and improve the health of the nation.</p> <p>The Social and Economic Value of Grassroots Football in England</p> <p>The FA’s latest commissioned report on the social, health and economic value of grassroots football in England provides the evidence that this is the case, with the grassroots game contributing more than £10bn to our society per annum.</p> <p>Our 2024 Goals</p> <p>Delivering this strategy requires the seamless collaboration of one team, comprising The FA and the County FAs. Together, our role is to lead and serve the game nationally, regionally and locally.</p>

Focus Area 1 – Male Participation

Our 2024 goal: Modernised opportunities to retain and re-engage millions of male participants in the game.

Strategic Objectives:

- To ensure an inclusive, quality introduction to the game, maintaining the popularity of football amongst 5-11-year-old boys;
- To diversify the 12-18 male player pathway to meet modern player needs;
- To launch relevant opportunities to halt the decline in participation for men over 35;
- To increase the number of men over 50 participating in the game;
- To improve the player experience of competitive recreational football.

Key success measure:

- By 2024 we want to improve male player retention, with 25% fewer leaving football at specific life stages when they have traditionally stopped playing.

Focus Area 2 – Female Participation

Our 2024 goal: A sustainable model based on a world-class, modernised offer.

Strategic Objectives:

- Build a national network of school football partnerships to cover the majority of primary, secondary and special schools in England;
- Establish a national network of community organisations to deliver Football for Fun offers to key audiences;
- Deliver girls football programmes and competitions in schools across England, focusing on football in PE lessons;
- Develop the women's football workforce by creating a rich pipeline of diverse leaders;

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	<ul style="list-style-type: none"> • Ensure 5-16-year-old girls have easy access to an inclusive club with a pathway to develop. <p>Key success measure:</p> <ul style="list-style-type: none"> • By 2024 we want to see equal access to football for girls in 90% of primary and secondary schools, and in 75% of clubs. <p>Focus Area 3 – Club Network</p> <p>Our 2024 goal: A vibrant national club network that delivers inclusive, safe local grassroots football and meets community needs.</p> <p>Strategic Objectives:</p> <ul style="list-style-type: none"> • To establish a club network which supports the future needs of the game and harnesses the reach of the National League System; • To embed a broader set of playing opportunities at clubs to meet the needs of male, female and disability pathways; • To support and guide clubs in operating as effective and efficient organisations; • To support the recruitment and development of the club workforce, recognising and rewarding every individual's importance; • To support leagues to deliver modern, safe and inclusive competitions to meet the needs of the game and maximise playing opportunities. <p>Key success measure:</p> <ul style="list-style-type: none"> • By 2024 we want to see an increase in the proportion of affiliated teams playing within FA Accredited clubs. In adult clubs, we are targeting an increase from the current 49.7% to 70% and in youth clubs from the current 87.6% to 90%.

Focus Area 4 – Facilities

Our 2024 goal: Enhanced access to good quality pitches across grassroots football.

Strategic Objectives:

- To deliver the right pitch mix (grass and artificial) to meet the most pressing needs of the game in England – as set out in the Local Football Facility Plans drawn up for every local authority;
- To optimise our Football Foundation investment to provide efficient capital distribution and maximise return on investment;
- To secure new investment to leverage existing commitments to accelerate the availability and improvement of playing facilities;
- To provide first-class development and operational support to the grassroots facilities' workforce, especially in County FAs;
- To provide digital tools and services that support a modern capital distribution framework and allow facility owners to improve and sustain the quality of grass and 3G pitches.

Key success measure:

- By 2024 we want to see 5,000 good-quality pitches added to the current number. With the Football Foundation, we will prioritise the areas and communities where these new pitches are most needed.

Focus Area 5 – Grassroots Workforce

Our 2024 goal: A transformation in community football by inspiring, supporting and retaining volunteers in the game.




Key Objectives:

- To help retain the existing football workforce by providing support tools and services, offering reward and recognition, and reducing administration requirements;

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	<ul style="list-style-type: none"> • To support the identification and recruitment of the next generation of a diverse and representative football workforce; • To enable the continuous development of all those involved in delivering football via central, local and peer-to-peer learning. <p>Focus Area 6 – Digital Products and Services</p> <p>Our 2024 goal: An efficient grassroots digital ecosystem to serve the administrative and development needs of players, parents and the workforce.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • To launch an improved digital administration system to support simple, safe and efficient grassroots football administration; • To offer a suite of market-leading digital products and services for clubs and community groups, working with relevant technology partners; • To enhance the existing FA Matchday app to make organising and playing football ever more easy, accessible and engaging; • To launch a digital search tool to make it as easy as possible for everyone to find the information they need to participate and engage; • To launch a grassroots football membership proposition that engages, rewards and supports the retention of players and the workforce. <p>Key success measure:</p> <ul style="list-style-type: none"> • By 2024 we want to see 2m people involved in grassroots football engaged² and benefiting from our digital products and services.

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	<p>Focus Area 7 – Positive Environment</p> <p>Our 2024 goal: A game that’s representative of our diverse footballing communities, played in a safe and inclusive environment.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Ensure inclusion is at the heart of our grassroots football programmes and at other echelons of the game; • Maintain and enhance robust safeguarding standards and drive child-centred culture and practice across the grassroots landscape; • Sustain and grow opportunities for disabled people to participate and excel through football; • Use our influence and launch initiatives to promote positive behaviours that deliver a game free from discrimination in youth and adult grassroots football. <p>Key success measure:</p> <p>By 2024 we want to see a six-percentage point increase in those involved in grassroots football experiencing a positive environment, meaning that it is safe, inclusive and enjoyable.</p>
No data	‘Inspiring Generations’ England and Wales Cricket Board Strategy
Context	Inspiring Generations builds on the strong foundations laid by Cricket Unleashed and will be the key strategic document once Cricket Unleashed finishes at the end of 2019. The five-year plan will see the whole game united behind a clear purpose: to connect communities and to inspire current and future generations through cricket.
Key Elements	<p>The purpose is to ‘connect communities and improve lives by inspiring people to discover and share their passion for cricket. The ambition by 2024 is to have a generation inspired to say that ‘cricket is a game for me’.</p> <p>The ECB will deliver this through six priorities:</p> <ul style="list-style-type: none"> • Grow and nurture the core – Ensure that there is a thriving county network at the heart of the domestic game.

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	<ul style="list-style-type: none"> • Inspire through elite teams – Create and celebrate the heroes at the pinnacle of the elite game; • Make cricket accessible – Give more people the opportunity to engage with cricket more often; • Engage children and young people – Inspire a new generation of players and fans to develop a love for cricket. • Transform women’s and girls’ cricket – Drive cricket’s progress to becoming a truly gender-neutral sport; and, • Support our communities – Use our purpose to connect communities and improve lives more broadly across society. <p>Underpinning the six priorities will be measures taken to secure long-term sustainability of the game.</p> <p>The 2020-2024 priorities and activities are outlined below:</p>

Strategy / Plan	National Governing Bodies Strategies and Plans		
	<div data-bbox="456 368 927 501">  <p>GROW AND NURTURE THE CORE</p> </div> <ul data-bbox="488 549 896 1086" style="list-style-type: none"> • Create an Infrastructure Investment Fund for FCCs • Introduce a new Community Investment Fund for FCCs and CCBs • Invest in club facilities • Develop the role of National Counties Cricket (formerly Minor Counties) • Further invest in county competitions • Drive governance reform across the whole game 	<div data-bbox="976 368 1449 501">  <p>INSPIRE THROUGH ELITE TEAMS</p> </div> <ul data-bbox="1008 549 1411 948" style="list-style-type: none"> • Increase investment in the county talent pathway • Incentivise the counties to develop England players • Drive the performance system through technology and innovation • Create heroes and connect them with a new generation of fans 	<div data-bbox="1498 368 1971 501">  <p>MAKE CRICKET ACCESSIBLE</p> </div> <ul data-bbox="1529 549 1933 1070" style="list-style-type: none"> • Broaden cricket's appeal through the The Hundred • Create a new digital community for cricket • Install non-traditional playing facilities in urban areas • Continue to deliver the South Asian Action Plan • Launch a new participation product, linked to the The Hundred

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+ **ENGAGE CHILDREN AND YOUNG PEOPLE**

- Double cricket participation in primary schools
- Deliver a compelling and coordinated recreational playing offer from age five upwards
- Develop our safeguarding to promote safe spaces for children and young people

↗ **TRANSFORM WOMEN'S AND GIRLS' CRICKET**

- Grow the base through participation and facilities investment
- Launch centres of excellence and a new elite domestic structure
- Invest in girls' county age group cricket
- Deliver a girls' secondary school programme

••••• **SUPPORT OUR COMMUNITIES**

- Double the number of volunteers in the game
- Create a game-wide approach to Trusts and Foundations through the cricket network
- Develop a new wave of officials and community coaches
- Increase participation in disability cricket

Strategy / Plan	National Governing Bodies Strategies and Plans
No data	England Netball 'Adventure' Strategy (2021 – 2031)
Context	The 'Adventure Strategy' outlines the intention to accelerate the development and growth of the game at every level, from grassroots to the elite, elevating the visibility of the sport and leading a movement to impact lives on and beyond the court.
Key Elements	<p>Our Purpose</p> <p>Ours is a purposeful adventure. The journey over the next 10 years will be defined by a sense of duty and aspiration.</p> <p>To lead a movement, on and beyond the court. To uphold an unapologetic focus on women and girls whilst opening the game for new audiences to belong flourish and soar.</p> <p>Our Moral Compass</p> <p>Our framework of beliefs, values and ideas we hold fast, that help us stay true to our purpose.</p> <ul style="list-style-type: none"> • Guardians of the Game <ul style="list-style-type: none"> - Guide, safeguard and influence netball across the country, moving our game into the future and preserving it for generations to come. • Proudly Female <ul style="list-style-type: none"> - Uphold our focus on women and girls, recognising that our female sensibility is a mark of distinction, a sign of strength, and a vital force in the effort to address the gender participation gap across sport. • Dedicated to Difference <ul style="list-style-type: none"> - Pledge to promote and celebrate difference, embracing the opportunity to make our sport a possibility within everyone's reach, ensuring netball is open to new audiences, beyond our current following, to discover the joy of belonging in netball.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> • Driven by Insight <ul style="list-style-type: none"> - Fuel innovation with insight and intelligence, grounding all decisions, plans, and actions in a deep knowledge of our sport, our audiences, and the wider landscape. • People Centred <ul style="list-style-type: none"> - Unlock personalised experiences by placing the participant at the heart of the design and delivery of our sport. • Consciously Sustainable <ul style="list-style-type: none"> - Empower our people and partners to prioritise sustainability and nurture a healthy planet, maintaining mindfulness about the footprints we leave on every step of our adventure. • Endlessly Innovating <ul style="list-style-type: none"> - Enshrine a restless commitment to innovation and new ideas, inspiring each other to forever reimagine and lead the way.

Strategy / Plan	National Governing Bodies Strategies and Plans
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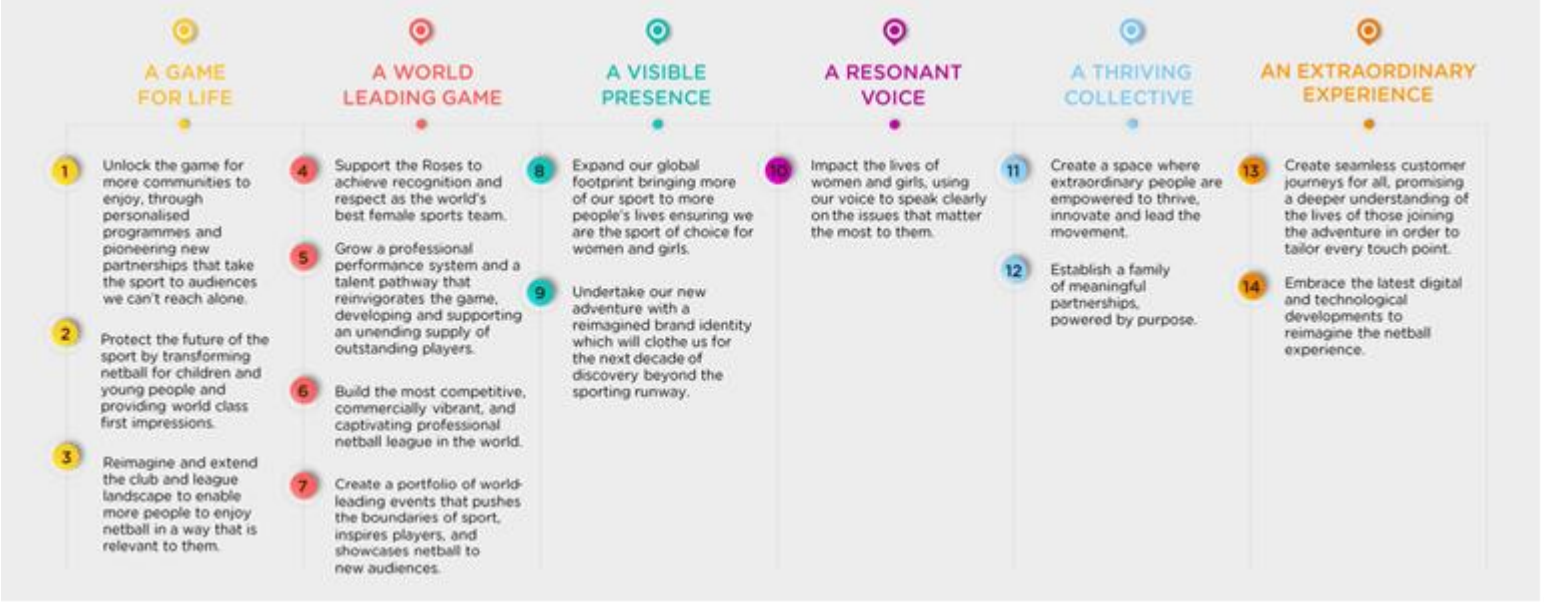
Our Destinations



These are our 6 destinations; the stations we will reach, the goals we will meet, to realise our purpose in the decade to come.

Our Game Changers

To guarantee the success of our adventure, we must be considered and surefooted in our actions. These are steps we will take to change our game.

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	 <p>The infographic details the following strategic pillars and their associated actions:</p> <ul style="list-style-type: none"> A GAME FOR LIFE: <ul style="list-style-type: none"> 1. Unlock the game for more communities to enjoy, through personalised programmes and pioneering new partnerships that take the sport to audiences we can't reach alone. 2. Protect the future of the sport by transforming netball for children and young people and providing world class first impressions. 3. Reimagine and extend the club and league landscape to enable more people to enjoy netball in a way that is relevant to them. A WORLD LEADING GAME: <ul style="list-style-type: none"> 4. Support the Roses to achieve recognition and respect as the world's best female sports team. 5. Grow a professional performance system and a talent pathway that reinvigorates the game, developing and supporting an unending supply of outstanding players. 6. Build the most competitive, commercially vibrant, and captivating professional netball league in the world. 7. Create a portfolio of world-leading events that pushes the boundaries of sport, inspires players, and showcases netball to new audiences. A VISIBLE PRESENCE: <ul style="list-style-type: none"> 8. Expand our global footprint bringing more of our sport to more people's lives ensuring we are the sport of choice for women and girls. 9. Undertake our new adventure with a reimagined brand identity which will clothe us for the next decade of discovery beyond the sporting runway. A RESONANT VOICE: <ul style="list-style-type: none"> 10. Impact the lives of women and girls, using our voice to speak clearly on the issues that matter the most to them. A THRIVING COLLECTIVE: <ul style="list-style-type: none"> 11. Create a space where extraordinary people are empowered to thrive, innovate and lead the movement. 12. Establish a family of meaningful partnerships, powered by purpose. AN EXTRAORDINARY EXPERIENCE: <ul style="list-style-type: none"> 13. Create seamless customer journeys for all, promising a deeper understanding of the lives of those joining the adventure in order to tailor every touch point. 14. Embrace the latest digital and technological developments to reimagine the netball experience.
No data	British Gymnastics Strategic Framework (2017 – 2021)
Context	British Gymnastics' strategy is delivered through their strategic framework for 2017-2021.
Key Elements	<p>Vision Gymnastics is a passion shared by millions</p> <p>Mission To create and inspire lasting success for gymnastics</p>

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	<p>Principles</p> <p>We will:</p> <ol style="list-style-type: none"> 1) Promote a culture of integrity and equality: striving for the highest ethical and professional standards in all our endeavours. 2) Be thoughtful and deliberate in our choices, seeking the evidence to inform decision making, to better meet the needs of our customers and stakeholders. 3) Be innovative, breaking new ground to improve the quality of our products and services, whilst protecting our proud heritage. <p>Strategic Priorities</p> <p>We will:</p> <ul style="list-style-type: none"> • Identify and then remove bottlenecks so that demand can be met, starting with addressing coaches and space limitations. • Reduce dependency on government funding by maximising current revenue streams. • Advance, connect and effectively communicate the pathways to provide opportunities for talent to develop consistently. <p>Articulate and deliver a clear brand proposition</p>
No data	‘Lead our Sport, Inspire our Communities’ – British Cycling Strategy (2021-2024)
Context	Following the lockdown of 2020, British Cycling membership increased tenfold to 150,000 in 2020. This strategy sets out the path to Paris 2024 and beyond. The Strategy will strive to build on the success of the past, capitalise on the new and exciting opportunities British Cycling see in the changing cycling landscape today and ensure that our organisation is enabled to work more effectively in the future - bringing about a virtuous circle of inspiration, investment and evolution.

Strategy / Plan	National Governing Bodies Strategies and Plans
Key Elements	<p>Our Principles</p> <p>Our strategy and all of the work which follows it will be underpinned by five guiding principles:</p> <ul style="list-style-type: none"> • Communities first; • Governing with integrity; • Building for the future; • Always inclusive; • Lead, champion, cheer. <p>Our purpose is...</p> <ul style="list-style-type: none"> • Lead our sport <ul style="list-style-type: none"> - We at British Cycling know we exist to govern the sport of cycling – we are responsible for bringing together riders, clubs and competitions. But we also know that we stand for much more than that. • Inspire our communities <ul style="list-style-type: none"> - Through leading our sport, we will be able to reach and inspire all of our cycling communities: riders, families, volunteers, fans, officials, as well as grow our communities, thus bringing the benefits of cycling to more in society. <p>Our Strategy</p> <p>To fulfil our purpose we have identified Seven priorities to Paris between now and the Paris Olympic and Paralympic Games. We believe putting our focus here between now and the end of 2024 will benefit everyone in cycling, not just over the next three years, but also will put our sport on a firm footing for the longer term.</p>

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>The seven priorities are not everything that British Cycling will do but show where we believe we can have the greatest impact over the next 36 months. Our priorities are all interconnected, and indeed in many cases there are cross interdependencies – we won't be able to achieve one strategic priority without achieving the other.</p> <p>Inspiring Performances</p> <ul style="list-style-type: none"> • Continue and diversify international medal success. • Develop an inclusive pathway of talented riders achieving the standards for the Great Britain Cycling Team. • Heighten rider experience, welfare and performance through winning in the right way. • Ensure access to world class coaching, facilities and athlete support. • Use data and technology to unlock performance intelligence to support British medal success. <p>Grow Communities</p> <ul style="list-style-type: none"> • Embrace our disciplines and provide accessible participation programmes, clubs, competitions, events and racing to grow our sport. • Build and invest in an evolved and inclusive British Cycling membership offer, journey and experience. • Build our brand, supported by best in class digital platforms, to talk and serve our communities • Represent our communities by campaigning for their big issues. • Encourage and support more clubs and groups to have an affiliation or association with us. <p>Engage the Next Generation</p> <ul style="list-style-type: none"> • Create engaging and relevant cycling activities, to reach the next generation of young cyclists. • Create a coordinated learning and development offer for coaches and leaders delivering to children and young people.

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	<ul style="list-style-type: none"> • Ensure all children and young people can join in cycling through sustained organised opportunities such as clubs or events. • Maximise engagement and relevancy on British Cycling social media channels with a young audience through experimentation and content. • Collaborate with partners to ensure children and young people have access to inspiring facilities. <p>Flagship Events</p> <ul style="list-style-type: none"> • Build a world class portfolio of flagship major events in multiple disciplines. • Host major events that impact positively on British performance success. • Strengthen the commerciality of major events. • Foster positive partnerships with key event stakeholders and rights holders. • Maximise event legacy through linking major events to our community programmes, racing and volunteering opportunities, thereby inspiring more people to ride and race. <p>Cycling for Everyone</p> <ul style="list-style-type: none"> • Create an inclusive culture in our sport and organisation. • Ensure our coaches, officials and volunteers are more reflective of society. • Improve representation across our governance structures. • Reach and engage new and more diverse audiences. • Keep listening – ensure #OurRide, our equality, diversity and inclusion strategy, is responsive and adaptive going forward.

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	<p>Work Together</p> <ul style="list-style-type: none"> • Implement a new innovative volunteer plan to ensure that we grow, retain, diversify, empower and value our facilitators. • Work closely with those who facilitate our sport – event organisers, coaches and officials. • Work with other organisations to deliver programmes and products created using British Cycling experience and insight. • Collaborate with public partners, land owners and others in the cycling landscape to enable more people to cycle. • Develop and maintain purposeful partnerships with national Government, Sport England, UK Sport and local authorities. <p>Equipped for Success</p> <ul style="list-style-type: none"> • Support and develop our people, making British Cycling a great place to work. • Ensure both the organisation and sport have excellent governance and accountability in place with appropriate delegation of decision making. • Set the highest standards for safeguarding, regulation of the sport, and anti-doping and seek to be a leading governing body in sports ethics. • Grow our commercial revenues for the benefit of cycling. • Invest in technology, systems and people capability to deliver for our communities.
No data	Swim England Strategy (2017-2021)
Context	Swim England’s four-year strategy was launched in 2017 ‘Towards a Nation Swimming’ dovetailing to the Governments strategy of ‘Towards an Active Nation’.

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Key Elements	<p>The strategy attempts to reinforce Swim England’s commitment to supporting everyone involved in swimming including:</p> <ul style="list-style-type: none"> • members; • partners; • swimming workforce; • those learning to swim; and • those who already swim regularly. <p>Swim England have set the following strategic objectives:</p> <ol style="list-style-type: none"> 1. Provide strong leadership and be the recognised authority for swimming; 2. Substantially increase the number of people able to swim; 3. Significantly grow the number and diversity of people enjoying and benefitting from regular swimming; 4. Create a world leading talent system for all our disciplines; 5. Deliver a high quality, diverse and motivated workforce within swimming; 6. Strengthening our organisational sustainability for future generations.
No data	Skateboard GB 2021-2023 Strategy
Context	A twelve year strategy which outlines the role they want to play to support the growth of skateboarding across all levels, from skateboarding in local communities up to the Olympics.
Key Elements	SBGB sees its role as adding value to the skateboarding community. It is working towards becoming an organisation that can achieve this.

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	<p>Purpose</p> <p>SBGB exists to give skateboarders the opportunity to “Skate More, Skate Better” ensuring we are skater-focused in everything that we do; as we aim to lead, support, empower and facilitate.</p> <p>2023 Vision</p> <p>We will celebrate and champion everything that is positive about Skateboarding’s heritage and culture and work with the Skateboarding community to develop more opportunities and better environments to skate. We will inspire future generations of skateboarders as a result of success on the world stage.</p> <p>Mission</p> <p>To be the UK’s go-to organisation for skateboarding, providing the very best services, support, advice and advocacy that encourages growth & sustainability for the sport.</p> <p>To help us achieve our goal we have devised four main guiding principles.</p> <ol style="list-style-type: none"> 1) Skateboarders will be at the heart of everything we do, influencing every decision we make and the way in which we conduct ourselves. 2) We will act decisively and transparently - we will talk with and listen to the Skateboarding community & stakeholders and be insight driven. 3) As a modern and progressive organisation, we will look to incorporate innovation and technology into everything we do. 4) We will aim to operate on a commercially sustainable basis, delivering financially viable products and services. <p>The SBGB 12-Year Strategic Plan to realise the vision is based on four key pillars (Skate More, Skate Better, Skateable Spaces, Connect) which focus on three distinct phases - Building, Refining and Transforming.</p>

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>The Building Phase (2021-2025) will allow SBGB to create the appropriate system, programmes, people and culture in order to transform skateboarding through grassroots to world class performance. In this period we will build purpose & capacity which adds value, supports growth & creates digital community so that skateboarding continues to grow & thrive. The four key pillars are the essential building blocks of skateboarding. Skating as much as you can whilst getting better, using amazing physical spaces and building community.</p> <p><u>Skate More</u></p> <p>2033 Transformation - Skateboarding is the UK’s highest participation culturally- sensitive lifestyle sport; led by a well governed, world-class, financially sustainable NGB.</p> <p>2025 Vision - We will have good governance, strategic plans, structure & capacity and insight & understanding to facilitate best practise, skateboarding growth and support programmes for the whole community, including people from Black, Asian and other Minority Ethnic groups, women and girls, people from Lower Socio-Economic Groups (LSEG), people from the LGBTQ+ community and the differently-abled.</p> <p>2025 Objectives:</p> <ul style="list-style-type: none"> • Work with the community to provide opportunities to increase participation in skateboarding, including in schools. • Work to understand equality and diversity within skateboarding, so that both SBGB and the wider skate community can become a leading force in tackling inequality and promoting inclusion nationwide. • Create programmes to grow skateboarding within under- represented communities, including LSEG. • Be a well-run NGB delivering clear strategic aims and generating self-supporting revenue. • Support the delivery of best-practise within the provision of skateboarding to support growth and sustainability.

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	<p><u>Skate Better</u></p> <p>2023 Transformation - World-leading innovation is supporting talented & elite skateboarders. There is an established people pathway, providing world-class coaches & judges at all levels.</p> <p>2025 Vision - We will have an accessible, skater-focused UK talent & performance pathway, including a regional hub and national competition structure. We will have defined what coaching looks like, and built a clear coaching framework, as well as delivering a judging pathway.</p> <p>2025 Objectives</p> <ul style="list-style-type: none"> • Create a talent & performance pathway. • Provide competitive opportunities for skaters within the talent & performance pathway. • Create a workforce strategy including a training and education programme for the skateboarding workforce in order create the conditions to enable the support of skateboarders at all levels. <p><u>Skateable Spaces</u></p> <p>2033 Transformation - There are sufficient accessible indoor & outdoor safe skateable spaces to meet the needs of the whole skateboarding community and allow for its growth.</p> <p>2025 Vision - We will have a clear and ambitious Skateable Spaces Strategy that meets the needs of both high-potential and grassroots skaters, as well as existing community spaces and the local groups that build, manage and develop them. This Strategy will account for the growing participation in skateboarding, including the under-represented groups.</p> <p>2025 Objectives:</p> <ul style="list-style-type: none"> • Support the provision of skateable spaces. • Build insight and a strategic plan that reflects current skateboarding spaces, need and gaps, and that supports the provision of inclusive shareable skateable spaces in urban areas.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> • Develop and build a National Centre to support grassroots and elite skateboarding, and which delivers national & international events. • Contribute to the funding of skateable spaces. <p><u>Connect</u></p> <p>2033 Transformation - There is an engaged and supported community through a world-class digital hub for skateboarding.</p> <p>2025 Vision - We will create an innovative digital hub to engage with and support a digitally integrated skateboarding community.</p> <p>2025 Objectives:</p> <ul style="list-style-type: none"> • Create an agile and responsive Digital Strategy. • Grow Skateboard GB’s social media presence. • Increase the awareness, functionality and usage of MySkate App and improve users’ experience. • Build a Digital Hub for Skateboarding – a source of useful, educational and inspiring information for the skaters and the industry. • Build an effective database/CRM/e-commerce ecosystem (with single customer view) that enables SBGB to engage with all stakeholders.
No data	Lawn Tennis Association ‘Tennis for Britain’ Vision (2019-2023)
Context	A five year plan has been developed with the help of a wide range of people representing all aspects of the game. It sets out a new vision and mission to guide our future, as well as the strategies and actions needed to turn our new vision into reality.

Strategy / Plan	National Governing Bodies Strategies and Plans
Key Elements	<p>'Tennis Opened Up' - These three words are now central to the LTA's planning and decision-making processes.</p> <p>Mission</p> <p>The mission is 'to grow tennis by making it more relevant, accessible, welcoming and enjoyable'.</p> <p>Our Pillars</p> <p>Three LTA have developed four pillars to deliver their vision:</p> <ul style="list-style-type: none"> • Relevant - The sports and activity market is being disrupted. New activities, classes and different formats of existing sports are constantly entering the market and making a big noise. Tennis is seen as traditional, old fashioned and reserved. To succeed it needs to be seen as modern, fresh and exciting. • Accessible - All sports need to be accessible. If there are barriers to involvement people will go elsewhere. People have little knowledge of how to get involved with tennis and the barriers, both real and imagined, are high. Tennis needs to be seen as an easy sport for people to engage with. The process must be frictionless and available when you want it. • Welcoming - 'Will I belong?' is a big question that everyone asks. Tennis is perceived as inward looking, elitist, and socially and technically intimidating. This image must be broken down; everyone is welcome in the tennis family whatever their age, ability or social background. • Enjoyable - Sport and exercise should be uplifting, positive and exciting. People have many options that attract attention and promise enjoyment. Tennis is viewed as a tough sport requiring commitment, dedication and a lot of hard work but it doesn't have to be this way. The social side, the different formats and the exhilaration of playing are richly rewarding and hugely positive. <p>There are seven core strategies to deliver the strategy:</p> <ol style="list-style-type: none"> 1. Visibility - Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players. 2. Innovation - Innovate in the delivery of tennis to widen its appeal.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> - Most people only know the traditional full-size court, yellow ball game which is believed to be difficult to play. Other forms such as padel tennis and soft ball tennis, as well as fun competition formats, offer the opportunity to bring people into the game. - Identify, engage with, and promote formats of the game that make tennis more fun, flexible and easier to play. - Create occasions and programmes to stimulate and engage new audiences in tennis. - Deliver more relevant and enjoyable competition formats at a grassroots level for all abilities, genders and ages. <p>3. Investment - Support community facilities and schools to increase the opportunities to play.</p> <ul style="list-style-type: none"> - Starting early is the key to increasing participation in any sport, as well as providing facilities that are readily accessible – whether at clubs or community centres. - Evolve our facility investment strategy to deliver the right tennis facility and operating models. - Increase opportunities for children to play tennis when they are at school. - Support clubs to grow and retain membership, increase participation and be financially sustainable. <p>4. Accessibility - Make the customer journey to playing tennis easier and more accessible for anyone.</p> <ul style="list-style-type: none"> - There are so many people in Britain who we know would love to play tennis and would gain a lot from it but don't play at the moment - we need to ensure it is easy and affordable for them, whoever they are. - Improve the awareness of the affordability of tennis. - Make it easy for people to find and access tennis facilities. - Make it easy for people to find someone to play with and competitions to compete in. - Develop and implement a joined up junior pathway to get more kids playing and staying in tennis.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> - Engage with underrepresented audiences to inspire them into tennis. <p>5. Engagement - Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers, to attract and maintain more people in the game.</p> <ul style="list-style-type: none"> - Attract a diverse and inclusive workforce that is aligned to our culture and vision. - Develop a leading qualification and relevant support that attracts, develops and engages coaches to achieve their goals and deliver our vision. - Motivate and support volunteers in helping them to deliver tennis. <p>6. Performance - Create a pathway for British champions that nurtures a diverse team of players, people and leaders.</p> <p>7. Leadership - Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.</p> <ul style="list-style-type: none"> - Develop and implement the highest safeguarding standards across tennis. - Grow our revenues and enhance our long-term investment making capabilities to protect the sport. - Develop, invest and maintain the technology, data strategy, infrastructure and capability to enable the delivery of our strategic plan.
No data	England Hockey Ambitions
Context	The NGB is currently developing a new facilities strategy.
Key Elements	<p>Our Ambitions</p> <p>England Hockey aspires to deepen the passion of those who play, deliver and follow our great sport by providing the best possible environments and experiences.</p> <ul style="list-style-type: none"> • International Success - Our ambition is for both the men and the women to be consistently in the top three in the world to achieve this we will:

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> - Maximise the central programme - Deliver the talent strategy - Ensure our teams and athletes inspire the future through their performance and behaviour • Increase Visibility - Our ambition is to triple hockey's fan base and broadcast 180 hours of live hockey in the UK each year. To achieve this we will: <ul style="list-style-type: none"> - Present and promote our values to change mainstream public perceptions - Provide opportunities to watch live elite hockey, growing hockey's fan base - Generate regular, engaging content for current and potential fans to consume hockey across all media • Growth in Participation - Our ambition is to double the number of hockey players from 140,000 to 280,000. To achieve this we will: <ul style="list-style-type: none"> - Support our clubs to grow participation year on year - Encourage a wide participation base of hockey in schools • Develop Hockey's Participation - Our ambition is to ensure our infrastructure is fit for the purpose of driving our objectives. To achieve this we will: <ul style="list-style-type: none"> - Introduce and develop a programme to empower a cohort of clubs to develop a model that could support a domestic product that provides frequent player contact, financial viability and scalability - Regularly review strategies for coaching, officials and clubs to ensure they are fit for purpose - Implement the facilities strategy to secure better long-term arrangements for clubs • Be Proud and Respected Custodians of Hockey - Our ambition is to enhance the reputation of hockey while becoming financially independent. We will achieve this by: <ul style="list-style-type: none"> - Diversifying our income to become less reliant on government grants

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> - Having governance and capability that protect the reputation of hockey and enable effective delivery of the strategy
No data	Badminton England 'Discover Badminton' (2017 – 2025)
Context	<p>Badminton England released its current strategy, 'Discover Badminton' in 2017, aimed at driving the direction of the game through to 2025. With the backdrop of a global pandemic affecting all parts of the game, and new 10-year strategies released by Sport England and UK Sport, the Board of Directors commissioned a strategy review in 2021 to ensure that the strategy was fit for purpose.</p> <p>Badminton England is starting consultation with the badminton community on a number of proposed strategy revisions with the aim of relaunching the strategy later in 2022. The revised strategy will form the basis of the organisation's and sport's plan for the next 10 years. This strategy and plan will be built by Badminton England and the badminton community and aims to return English and Great British badminton to the place it deserves.</p> <p>This review is based on the current strategy.</p>
Key Elements	<p>Our Purpose</p> <p>To lead the growth and success of badminton in England.</p> <p>Our Values</p> <ul style="list-style-type: none"> • Focus - Pursuing goals with clarity, drive and determination. • Ambition - Striving to attain excellent with motivation and passion. • Courage - Having the confidence to evolve by making the right decisions for the right reasons. • Teamwork - Understanding and respecting each other's roles and being a supportive unified team.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>Our Vision</p> <p>To be one of the nation's most popular sports and consistently win medals at World, Olympic and Paralympic level.</p> <p><u>Our Objectives & Strategy</u></p> <p>More people taking part in badminton</p> <ul style="list-style-type: none"> • Grow grass roots badminton. <ul style="list-style-type: none"> - More young people playing Badminton - Increase the number of players competing - Increase the number of people joining clubs - Build capacity and capability - volunteers, clubs, officials, coaches and facilities. <p>Win World, Olympic & Paralympic Medals</p> <ul style="list-style-type: none"> • A system that identifies and develops player potential <ul style="list-style-type: none"> - Identify players from within the England Performance pathway who will receive increased support in line with the process of staged integration to the NBC - Invest in coaches with the capability to develop medal winning players - Introduce the performance profiling tool - Sign MoU's with Universities who can support innovation and research • A system that delivers consistent World Class performances <ul style="list-style-type: none"> - Achieve performance success at European Individual Championships, World Individual Championships, Commonwealth Games, Olympic Games, World Para-badminton Championships and Paralympic Games.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>Build financial resilience and be a well governed organisation</p> <ul style="list-style-type: none"> • Greater financial independence & sustainability <ul style="list-style-type: none"> - Implement an overarching commercial strategy to generate increased revenue to confidently plan and invest in strategic priorities - Implement a programme of digital transformation to grow an engaged, personalised and increasingly satisfied customer base - Use robust data and insight to assess value and impact and to support investment decisions - Increase the number of people joining clubs - Increase the number of people attending major events - Reduce the churn of members and ticket purchasers • Demonstrate compliance with the UK Governance Code <ul style="list-style-type: none"> - Demonstrate compliance with the UK Governance Code - Reform relevant Articles - Deliver an action plan focused on achieving a diverse and representative governance structure - Deliver an action plan demonstrating Badminton England is a fit for purpose organisation.
No data	England Boxing 2022 – 2027 Strategic Plan
Context	<p>Our Purpose To lead the growth and success of badminton in England.</p> <p>Our Values</p> <ul style="list-style-type: none"> • Focus - Pursuing goals with clarity, drive and determination.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> • Ambition - Striving to attain excellent with motivation and passion. • Courage - Having the confidence to evolve by making the right decisions for the right reasons. • Teamwork - Understanding and respecting each other's roles and being a supportive unified team. <p>Our Vision</p> <p>To be one of the nation's most popular sports and consistently win medals at World, Olympic and Paralympic level.</p> <p><u>Our Objectives & Strategy</u></p> <p>More people taking part in badminton</p> <ul style="list-style-type: none"> • Grow grass roots badminton. <ul style="list-style-type: none"> - More young people playing Badminton - Increase the number of players competing - Increase the number of people joining clubs - Build capacity and capability - volunteers, clubs, officials, coaches and facilities <p>Win World, Olympic & Paralympic Medals</p> <ul style="list-style-type: none"> • A system that identifies and develops player potential <ul style="list-style-type: none"> - Identify players from within the England Performance pathway who will receive increased support in line with the process of staged integration to the NBC - Invest in coaches with the capability to develop medal winning players - Introduce the performance profiling tool - Sign MoU's with Universities who can support innovation and research

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> • A system that delivers consistent World Class performances <ul style="list-style-type: none"> - Achieve performance success at European Individual Championships, World Individual Championships, Commonwealth Games, Olympic Games, World Para-badminton Championships and Paralympic Games. <p>Build financial resilience and be a well governed organisation</p> <ul style="list-style-type: none"> • Greater financial independence & sustainability <ul style="list-style-type: none"> - Implement an overarching commercial strategy to generate increased revenue to confidently plan and invest in strategic priorities - Implement a programme of digital transformation to grow an engaged, personalised and increasingly satisfied customer base - Use robust data and insight to assess value and impact and to support investment decisions - Increase the number of people joining clubs - Increase the number of people attending major events - Reduce the churn of members and ticket purchasers • Demonstrate compliance with the UK Governance Code <ul style="list-style-type: none"> - Demonstrate compliance with the UK Governance Code - Reform relevant Articles - Deliver an action plan focused on achieving a diverse and representative governance structure - Deliver an action plan demonstrating Badminton England is a fit for purpose organisation.
Key Elements	<p>Vision</p> <p>Inspiring and Transforming Lives Through Boxing</p>

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>Mission</p> <p>To support and collaborate with our network of clubs and partners to enhance amateur boxing at all levels and in all communities throughout the country.</p> <p>Objectives</p> <p><i>A Thriving Boxing Community</i></p> <ul style="list-style-type: none"> • Strong resilient clubs • An enhanced and diverse workforce • Engaged, support and valued Volunteers • Accessible environments and facilities <p><u>What does success look like?</u></p> <ul style="list-style-type: none"> • Sustainable and self-sufficient clubs that are built on solid standards and who understand and are working towards achieving their potential • A workforce that is representative of the sport and that has equal opportunities for development and progression • A sport that is attractive to new volunteers and who are recognised and rewarded for their efforts • Proving safe spaces and environments within communities that can be accessed by anyone. <p><i>An Inclusive, Diverse and Accessible Sport</i></p> <ul style="list-style-type: none"> • Inclusive Boxing Opportunities • Increased Membership and servicing • Non-contact/Recreational opportunities

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p data-bbox="450 344 869 373"><u>What does success look like?</u></p> <ul data-bbox="450 395 1995 576" style="list-style-type: none"> <li data-bbox="450 395 1541 424">• A sport that is accessible to all regardless of gender, ethnicity or capability <li data-bbox="450 448 1659 478">• Clear and enticing benefits for being a member of or connected to England Boxing <li data-bbox="450 502 1995 576">• An optimised approach through clubs and partners to engage and retain participants who enjoy the health, wellbeing and social benefits of boxing <p data-bbox="450 598 1458 628"><i>An Inspirational and Aspirational Competition and Talent Pathway</i></p> <ul data-bbox="450 651 1093 794" style="list-style-type: none"> <li data-bbox="450 651 1016 681">• An enhanced competition framework <li data-bbox="450 705 1016 735">• An inclusive and accessible pathway <li data-bbox="450 759 1093 790">• An enhanced and diverse talent workforce <p data-bbox="450 817 869 845"><u>What does success look like?</u></p> <ul data-bbox="450 868 2011 1086" style="list-style-type: none"> <li data-bbox="450 868 2011 941">• Providing appropriate opportunities for boxers, coaches and officials to showcase and develop their abilities in a competitive setting <li data-bbox="450 965 1637 995">• Providing opportunities and supporting boxers to realise and reach their potential <li data-bbox="450 1019 1995 1086">• A talent workforce that is representative of the sport and that has equal opportunities for development and progression <p data-bbox="450 1109 904 1139"><i>A Respected and Valued NGB</i></p> <ul data-bbox="450 1161 1016 1362" style="list-style-type: none"> <li data-bbox="450 1161 1016 1192">• Governance, leadership and Integrity <li data-bbox="450 1216 936 1246">• Partnerships and Collaboration <li data-bbox="450 1270 949 1300">• Insight, research and Innovation <li data-bbox="450 1324 869 1355">• Driving profile and Income

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p><u>What does success look like?</u></p> <ul style="list-style-type: none"> • Embedding our principles of ethical behaviour and meeting our duty of care with clubs and members • Supporting and engaging stakeholders who share our ambitions and who want to work together to share learnings, drive innovation and achieve results • A sport that is consciously learning, adapting and making positive changes to stay ahead of the game • Realising the sports true value and potential by bringing the sport, its role models and success stories to life.
No data	England Athletics Strategy for Athletics and Running 2021-2032 – Athletes and Runners at the Heart
Context	This strategic plan has been produced with a longer-term vision on the key challenges and opportunities ahead, rather than the traditional four-year perspective. This new England Athletics Strategic Plan 2021-2032 has been developed and delivered following extensive consultation with a multitude of stakeholders from across athletics and running at every level of the sport.
Key Elements	<p><u>Purpose</u> - “To inspire more athletes and runners of all abilities and backgrounds to fulfil their potential and to have a lifelong love for the sport.”</p> <p><u>Vision</u> - “For athletics to become an inclusive sport where everyone belongs and can flourish.”</p> <p>There are four guiding principles to:</p> <ul style="list-style-type: none"> • Put the athlete first. • Encourage high standards and ethical success across all aspects of space. • Enhance experiences. • Work together in partnership not in isolation.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>At the heart of this plan, and the focal point for everything we do, are the people and communities involved in our sport across the following five key areas:</p> <ol style="list-style-type: none"> 1. Clubs, Club Leaders and facilities - Sustainable clubs with every club growing membership levels year-on-year. 2. Competition - More competing athletes at all levels and all event disciplines each year 3. Coaches and Officials - More active coaches, leaders and officials at every level and every discipline. 4. Participation: young people and running - Recruitment and retention of athletes to maintain participation levels in athletics and running each year. 5. Talented athletes - More high-performing athletes achieving performance benchmarks in all event groups and disciplines at all levels. <p>There are four key supporting activities that will be essential in enabling us to deliver the strategic priorities and ultimately achieve our goals:</p> <ul style="list-style-type: none"> • provide strong leadership that builds trust and respect by creating an open and positive culture • embrace technology by putting digital first and encouraging innovation and creativity • ensure greater engagement through sharing of high-quality insight, information and content • develop commercial minds to maximise funding opportunities and diversify income.

Strategy / Plan	National Governing Bodies Strategies and Plans
No data	Basketball England – Growing Basketball Together Strategic Plan (2018-2024)
Context	The purpose of this plan is to set out our vision, mission, major goals and objectives that will directly inform the future of basketball and what we should focus on to achieve our shared goals for the sport. It will also help people at all levels see how they fit into the bigger picture for the development and growth of basketball in England. Through a new communications and reporting structure for Basketball England members, everyone involved will be able to see how they can capitalise on the opportunities going forward and what impact we are having on our sport.
Key Elements	<p>Vision</p> <p>To be an inspirational sport that is accessible to everyone</p> <p>Mission</p> <p>To govern and grow our sport in the most efficient, effective way, thereby providing a great experience for everyone involved in basketball</p> <p>Priorities</p> <ol style="list-style-type: none"> 1. Grow Participation: Grow the grassroots participation at a younger age. We will be building on the success of numerous clubs in this area as well as launching a new school community programme at the primary school level 2. Build and facility and people infrastructure: Tackle the gap between male and female participation in playing, competing, coaching and officiating with the introduction of a campaign to attract more women and girls at all levels of the sport. 3. Develop the Talent: Address the number of quality coaches to support the game – from quality playing experiences at local level to developing players to participate at the highest level.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>4. Be and effective governing body in supporting members and profiling joint successes: Similarly for officiating, we know that a game experience is so much better when we have sufficient officials supported and trained at the right level, so a recruitment and training drive will be key to our growth plans.</p> <p>Strategic Ambition</p> <p><u>Retain and grow participation – increase participation and grow the community game through a ‘retain and grow’ strategy.</u></p> <p>Aspirational target – 500,000 more people experiencing the sport with accessible opportunities to play.</p> <ul style="list-style-type: none"> • Mass engagement of young people through delivery of high-quality basketball experiences in schools and clubs across the country, in particular BAME and female participation • Appropriate and accessible competitive opportunities across the sport, retaining and growing the number of people playing competitive basketball across every community via a league and competition frame working providing ‘next step’ quality experience of regular playing opportunities for all ages, abilities and demographics, especially in areas of deprivation. • Appropriate and accessible informal opportunities across the sport, including significant growth in the 3x3 game and a series of innovative approaches to facilitating multiple playing opportunities. • Enhancing the profile of the sport, using marketing campaigns, intelligence and insight to increase awareness of the sport as inspiring with accessible opportunities to start, stay and continue to play the game at all levels. <p><u>Enhance our infrastructure – to develop, support and sustain a high-quality infrastructure network that inspires the next generation and meets the needs and demands of the game for the future.</u></p> <p>Aspirational target – 20,000 coaches, officials and volunteers trained and engaged in the game.</p>

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> • More and better skilled coaches to significantly increase the coaching network to serve all areas of the country at all levels of the game. A network that is recognised as being one of the most highly supported and advanced in terms of development, quality and success in addressing gender and equality imbalances. • More and better skilled officials to develop and support the basketball officiating network in all areas of the country at all levels of the game to inspire players through high-quality experiences. • Supported, engaged and sustainable network of clubs and volunteers across all areas of the country, providing a consistent high-quality basketball experience for all ages and abilities in a welcoming environment. • Accessible playing environments and facilities that enhance the playing experience through an appropriate network of innovative and inspirational facilities and environments that meet the needs and demands of the game and inspires growth within the sport. <p><u>World-class talent system – develop a world class talent system for player, volunteers and professionals to develop in an inclusive and progressive way and fulfil the sports potential.</u></p> <p>Aspirational target – 10 thriving Talent Hubs, delivering a unified National Talent System and Pathway creating a pool of players who can win on the international stage</p> <ul style="list-style-type: none"> • An improved talent system, including a accessible pathway for all players with well-established and resourced ‘Regional Talent Hubs’ supported by leading sports coaches, sports science practitioners and team managers to deliver a world-class service. • Significantly increase the number of players accessing and progressing through the Talent System with a high-quality experience.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none"> • Continually innovate within the talent support services to remain the system remains at the forefront of performance sport-thinking, being recognised by FIBA and other European countries as a leader for basketball research and innovation. • Leverage effective strategic partnerships to support a clear and transparent pathway with less players migrating to the US college system or Europe. <p><u>Be a high-performing national governing body (NGB) – govern, shape and service basketball in an efficient and effective way, so it is safe, fun, engaging, inspiring and attractive to investment as a recognised high-performing and fully sustainable sport.</u></p> <p>Aspirational target – achieving High Performing National Governing Body status by 2024</p> <ul style="list-style-type: none"> • Outstanding governance and operational standards that enables Basketball England to be recognised as one of the leading NGBs across all areas of governance and operational standards, winning awards and having exceeded all criteria and independent assessments with regards to governance, including the ‘High-Performing NGB’ assessment. • Becoming financially self-sustainable with the ability to continually grow and enhance services for the sport. Becoming less than 30% reliant upon Lottery grant funding. • Providing a world-class service to basketball community, including high levels of customer service to members, partners and sponsors with year-on-year growth in customer satisfaction ratings and increasing numbers of partners investing in and contributing to the growth of the sport • A significantly enhanced reputation and favourability of the organisation through the delivery of strategic objectives following the successful delivery of world-class marketing and communications strategy, awareness campaigns to engage with existing and new audiences.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>Sport England Targets for the 2017 to 2021 Funding Cycle</p> <ol style="list-style-type: none"> 1. Increase participation in the core playing market – weekly participation (i.e. membership) from 30,791 to 39,000 by March 2021 (8,209 or 26% increase) 2. Increase participation in the core playing market (12x per year participation – i.e. programme participation) from 85,505 to 87,604 by March 2021 (2.5% increase) 3. Increase the diversity of our membership: <ul style="list-style-type: none"> – Increase the percentage of the membership that is in the 20% most deprived areas measured by IMD from 17% to 20% by March 2021 – Increase the percentage of the membership that female membership by 3% by March 2021 4. Grow the number of clubs in the Satellite Club Programme from 150 to 210 and attract 2,500 new participants, taking into account indicators that we increase the percentage of males taking part in the scheme to 35%, increase the number of player with a disability taking part in the scheme to 20% , maintain the number of participants who are BAME at 58% and maintain the number of participants from lower-socio economic at 40%. 5. Reduce back-office costs 6. Implement a financial sustainability plan 7. Implement agree change programme for talent – 2,000 players in talent system, 10 regional hubs <p>In addition to these targets, Basketball England has made a commitment to increasing the diversity of our voluntary and paid workforce to ensure that our workforce is more reflective of the demographics of our playing base.</p>

Strategy / Plan	National Governing Bodies Strategies and Plans
No data	Squash in a Changing World – England Squash Strategy 2021-2025
Context	<p>Squash in a Changing World is England Squash’s strategy to grow the game in England from 2021 onwards. At the heart of the strategy lie three key strategic priorities; to increase participation, enhance diversity and nurture talent.</p> <p>Values:</p> <p>1. Connective Supporting and growing the game to engage with everyone; irrespective of social background, ethnicity, ability or gender. Focusing in the understanding of players, partners and everyone associated with squash by communicating effectively.</p> <p>2. Driving Seek to inspire and to be inspired by the game whilst focusing efforts on delivering the strategy. Championing squash for the organisation whilst maintaining self-awareness.</p> <p>3. Adventurous Provide create solutions to challenges. Celebrating the game’s rich heritage but not allowing it to compromise the delivery of the game in new ways and to new audiences and players.</p> <p>4. Together Uniting the squash community, bringing together partners from across the game to sustain a vibrant squash community, to embrace equality, diversity and inclusion and to respond to the Climate and Ecological Crisis.</p>
Key Elements	Vision: Vision for the future of squash in England is a thriving, diverse and growing community.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p><u>Objectives:</u></p> <p>1. Drive increased and more diverse participation:</p> <p>Drive increased participation in the game with a radical advance in equality, diversity and inclusion</p> <ol style="list-style-type: none"> 1. Enhance diversity and inclusion <ul style="list-style-type: none"> - Address the barriers to entry among under-represented groups, including women and girls, BAME communities and people with disabilities. And to make the squash community more reflective of society as a whole 2. Broaden engagement <ul style="list-style-type: none"> - Develop more sociable and group-oriented ways for people to engage with the game, and promote alternative formats that appeal to a broader range of players. 3. Improve accessibility <ul style="list-style-type: none"> - Identify and encourage opportunities to ensure that squash is accessible and affordable to all those who wish to engage with the game. 4. Develop junior players <ul style="list-style-type: none"> - Promote the range of development opportunities available for junior players, both to attract them to the game and sustain their engagement. 5. Increase playing opportunities <ul style="list-style-type: none"> - Develop and introduce a broader range of playing opportunities that attract and retain players of all backgrounds, aspirations and skill levels. 6. Develop County Associations and clubs <ul style="list-style-type: none"> - Create development opportunities for County Associations and clubs, including ways for them to share their experiences and to learn from each other.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>2. Upskill a world-class workforce</p> <p>Inspire and train a community of world-class coaches, referees and volunteers at every level, who drive participate and increase engagement in the game.</p> <ol style="list-style-type: none"> 1. Create Workforce Pathways <ul style="list-style-type: none"> - Better understand the motivations of coaches, referees and volunteers and create pathways that retain them within the squash community and help them to flourish. 2. Enhance Training Methods <ul style="list-style-type: none"> - Enhance the way we train coaches and referees, including through increased digital delivery, so that more people can benefit from the training opportunities that are available to them. 3. Increase Diversity in Coaches & Referees <ul style="list-style-type: none"> - Train more coaches, young leaders and referees from a more diverse range of backgrounds, so that more potential players see 'someone like me' in the squash community. 4. Modernised Coaching Qualifications <ul style="list-style-type: none"> - Continuously enhance our coaching qualifications and courses to meet the needs of the modern coach and to maintain their reputation on the world stage. 5. Develop the Workforce Community <ul style="list-style-type: none"> - Create and manage a thriving professional community for coaches, referees and volunteers, including an outstanding continuing professional development scheme. <p>3. Sustain world-leading pathways and programmes</p> <p>Sustain world-leading talent pathways and programmes for high-performing players who achieve success on the global stage and inspire others to realise their potential.</p>

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>1. An Effective Talent Pathway</p> <ul style="list-style-type: none"> - Operate a clear, transparent and inclusive pathway for the development of talented players at junior and senior levels. <p>2. Develop & Promote Competition</p> <ul style="list-style-type: none"> - Organise, facilitate and promote a range of competitive opportunities and events. <p>3. World-Class Coaching and Support</p> <ul style="list-style-type: none"> - Provide world-class coaching and support to players and teams with the potential for high performance. <p>4. Support Player Welfare & Wellbeing</p> <ul style="list-style-type: none"> - Maintain effective processes to secure the welfare and wellbeing of players at all levels of the game. <p>5. Celebrate Success to Inspire</p> <ul style="list-style-type: none"> - Celebrate the success of England squads and programme players to inspire the next generation of world-class players. <p>6. More Inclusive competitions</p> <ul style="list-style-type: none"> - Develop and introduce more inclusive formats for tournaments and competitions that allow players from across the squash community to participate in a competitive environment. <p>4. Empower creativity and innovation</p> <p>Empower creativity and innovation in the game and in the organisations culture, using ideas and technology to support the squash community and to engage with new audiences.</p> <p>1. A Digital First Approach</p> <ul style="list-style-type: none"> - Adopt a 'digital first' approach that allows us to enhance the way we work, to make better decisions and to create value for ourselves and our partners.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>2. Digitally-enabled Experiences</p> <ul style="list-style-type: none"> - Explore opportunities for digitally-enabled experiencing of and engagement with the game and facilitate their adoption across the squash community. <p>3. Embrace New & Exciting Platforms</p> <ul style="list-style-type: none"> - Continue to challenge the way we engage with our audiences and stakeholders by embracing new and exciting platforms that help us to connect more deeply with our audiences and to create lasting relationships. <p>4. Generate Increase & Sustainable Income</p> <ul style="list-style-type: none"> - Embed a commercial mindset and strategy that allows us to embrace new opportunities and to generate increased and sustainable income. <p>5. Create Lasting Value for Members</p> <ul style="list-style-type: none"> - Establish a compelling value proposition and membership scheme for clubs, coaches and players that inspires a lifelong relationship with England Squash, creates lasting value for our members and generates a sustainable income stream for England Squash. <p>5. Enhance the visibility and appeal of squash</p> <p>Spearhead new and creative ways to enhance the visibility and appeal of squash at local, national and international levels, including the pursuit of Olympic inclusion.</p> <p>1. Deliver Targeted Campaigns</p> <ul style="list-style-type: none"> - Design and work with relevant partners to deliver targeted campaigns to promote squash to new and existing audiences.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>2. Highlight the Benefits of Squash</p> <ul style="list-style-type: none"> - Emphasise in our communications and campaigns the role of squash as a fun, sociable and accessible way to improve physical and mental health and wellbeing. <p>3. Insight-Driven Engagement & Communications</p> <ul style="list-style-type: none"> - Use insight to inform our engagement and communications, especially how we can make squash relevant to new audiences. <p>4. Engage Audiences through Digital Tools</p> <ul style="list-style-type: none"> - Develop and provide digital tools to enable more effective communication with and within the squash community and to engage effectively with new audiences. <p>5. Elite Inspiration</p> <ul style="list-style-type: none"> - Draw on the profile of elite-level players and tournaments to enhance the visibility of squash and to inspire others to engage with the game. <p>6. Pursue Olympic Inclusion</p> <ul style="list-style-type: none"> - Work with national and international squash bodies and federations to pursue the inclusion of squash as an Olympic sport. <p>6. Provide Leadership for the game</p> <p>Provide leadership for the game nationally and internationally, including addressing the Climate and Ecological Crisis.</p> <p>1. Carbon-Neutral Status</p> <ul style="list-style-type: none"> - Be a carbon-neutral organisation and embed carbon awareness across activities and ways of working

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>2. Challenge and lead on climate issues</p> <ul style="list-style-type: none"> - Challenge the domestic and international sports community to reduce its environmental impact and to respond proactively to the Climate and Ecological Crisis. <p>3. The highest standards of governance</p> <ul style="list-style-type: none"> - Demonstrate the highest standards of governance and management and challenge partners to do the same. <p>4. Protect the integrity of the game</p> <ul style="list-style-type: none"> - Establish and enforce standards that protect the way in which it is played. <p>5. Maintain safe environments</p> <ul style="list-style-type: none"> - Maintain an environment in which those who engage with the game of squash are able to do so safely, with a particular focus on safeguarding young people and vulnerable adults. <p>6. Develop strong partnerships</p> <ul style="list-style-type: none"> - Develop strong partnerships with County Associations, clubs and other organisations to leverage the power of the squash community and to achieve a shared ambition for the game. <p>7. Champion England as a Squash Nation</p> <ul style="list-style-type: none"> - Champion England squash, promote England as a venue for international tournaments and be a visible advocate for County Associations, clubs, coaches, referees and players. <p>8. Collaborate for Positive Change</p> <p>Collaborate with national and international squash bodies and federations and use our influence in the international squash community to advocate for positive change and to further the interest of the game.</p>
No data	Indoor Bowls – EIBA Plan 2017 - 2021

Strategy / Plan	National Governing Bodies Strategies and Plans
Context	<p>The EIBA plan covers the following areas:</p> <p>Recruit and Retain 45+; Recruit and Retain 70+. Two different markets which requires us to find a way to grow both specific groups. The 45+ requiring new versions/formats – the 70+ wishing to keep the current formats.</p> <ul style="list-style-type: none"> • Facilities – Build, Improve, Retain • Youth and the Family • Women – increased participation and retention • Disability • Competitions • Internationals • Promotion of our Sport • Commercial partnerships
Key Elements	<p>EIBA Objectives</p> <ol style="list-style-type: none"> 1. A growth in participation across the adult population in local Communities. Targeted work to increase Female participation 2. A growth in participation in the 12-18 age range as part of the “EIBA Development Pathway” 3. The provision of an excellent sporting experience for new and existing participants 4. A growth in Indoor Bowls participation by people who have disabilities.

Strategy / Plan	National Governing Bodies Strategies and Plans
	<p>EIBA is keen to work with:</p> <ul style="list-style-type: none"> • Affiliated Clubs, Affiliated County Associations and Affiliated Bodies who are established for the promotion of the sport of Indoor Bowls • County Sports Partnerships • Local Authorities/Leisure Operators <p>EIBA Priorities:</p> <ol style="list-style-type: none"> 1. Recruitment of Participants 2. Retention of Participants 3. Clubs obtaining “Clubmark Accreditation” 4. Retention and Improvement of Facilities. 5. New Indoor facilities in areas of Low-Supply and High-Demand <p><u>EIBA “Recruit and Retain Strategy”</u></p> <p>The EIBA “Recruit and Retain Strategy” is to concentrate on the family aspect of the Sport. This means that they are keen for all of our Clubs to avail themselves of opportunities for “increasing participation” and “improving the experience” of all able-bodied or disabled participants in Bowls – Young, Middle Aged or the Over 50’s.</p> <p><u>Clubs owned by the Club/Local Authority-Leisure Operator managed Indoor Bowls Sites</u></p> <p>Keen to work with the Club and the Centre staff to develop their Plans for:</p> <ul style="list-style-type: none"> • Creating a robust and thriving Bowling Club on their site, which operates for 12 months a year. • Ongoing relationships between an Indoor Club and Leisure Operator

Strategy / Plan	National Governing Bodies Strategies and Plans
No data	Bowls England – Fit for the Future: Strategy 2021-2026
Context	<p>The five-year plan has been designed with the ultimate goal of getting more people playing & enjoying bowls. It sets out the vision for the sport, how the NGB plans to achieve its objectives and what success looks like in 2026.</p> <p>Target: 1 million bowls experiences per year by 2026.</p> <p>Vision: For everybody to realise the joy and benefit of playing sport.</p> <p>Mission: To promote and develop the sport of bowls across England so it enriches the lives of its participants, connects communities and is in good health for future generations.</p> <p>Values:</p> <ol style="list-style-type: none"> 1. Collaborative 2. Adaptable 3. Responsible 4. Encouraging <p>The strategy is informed by a large scale consultation process:</p> <ul style="list-style-type: none"> • 3,420 participant survey responses • 1,175 non-participant survey responses • 974 club survey responses • 300 'Our Future' emails received • 83 player, club and county meetings • 4 Bowls England Board Meetings

Strategy / Plan	National Governing Bodies Strategies and Plans
Key Elements	<p>Strategy Priorities:</p> <ol style="list-style-type: none"> 1. Building the brand of bowls by increasing focus on international & top domestic bowls, and utilizing opportunities such as Birmingham 2022 to achieve larger media coverage; 2. Ensuring the sport is truly accessible to all by offering different formats of the game which suit all time constraints, as well as driving more people to clubs in new ways; 3. Creating positive playing experiences for everyone who steps on the green, both for casual and competitive players, as well as growing our events calendar and introducing a Performance Pathway 4. Putting volunteers first, as the lifeblood of our sport, by increasing our support for clubs in order to empower them to thrive; 5. Leading the sport with purpose by developing our Governance structures, diversifying our revenue streams, and work collaboratively with all the sport's key stakeholders. <p><u>Commitment to the strategy</u></p> <ul style="list-style-type: none"> • 5 year budget of £500k investment of reserves to build firmer strategic foundations. <p>Measures of success</p> <ul style="list-style-type: none"> • More positive media coverage for bowls • Consistent medal success at world-level events • Growth in club membership • More advocacy for bowls from existing participants • More commercial income • More new players from a more diverse background

Strategy / Plan	National Governing Bodies Strategies and Plans
	<ul style="list-style-type: none">• A growth in cross-organisational collaboration

Table 1.3 - Greater Norwich Strategies and Plans

Strategy / Plan	Greater Norwich Strategies and Plans
No data	Joint Core Strategy for Broadland, Norwich and South Norfolk (2008-2026)
Context	<p>Housing development to be distributed across the following locations:</p> <ul style="list-style-type: none"> • Norwich City Council area (3,000) • Old Catton, Sprowston, Rackheath and Thorpe St Andrew growth triangle (7,000 dwellings by 2026 continuing to grow to around 10,000) • Easton/Costessey (1,000) • Cringleford (1,200) • Hethersett: (1,000) • Long Stratton (1,800) • Wymondham (2,200) • Broadland smaller sites in the NPA (2,000) • South Norfolk smaller sites in the NPA and possible additions to named growth locations (1,800).
Key Elements	<p>Key Policies:</p> <p><u>Policy 4: Housing delivery</u></p> <ul style="list-style-type: none"> • Allocations will be made to ensure at least 36,820 new homes can be delivered between 2008 and 2026, of which approximately 33,000 will be within the Norwich Policy Area, distributed in accordance with the Policies for places.

Strategy / Plan	Greater Norwich Strategies and Plans
	<p><u>Policy 5: The economy</u></p> <ul style="list-style-type: none"> • facilitate its job growth potential with a target of at least 27, 000 additional jobs in the period 2008-2026 • Policy 6: Access and transportation • significant improvement to the bus, cycling and walking network, including Bus Rapid Transit on key routes in the Norwich area • concentration of development close to essential services and facilities to encourage walking and cycling as the primary means of travel with public transport for wider access <p><u>Policy 7: Supporting communities</u></p> <ul style="list-style-type: none"> • Healthier lifestyles will be promoted by maximising access by walking and cycling and providing opportunities for social interaction and greater access to green space and the countryside. <p><u>Policy 8: Culture, leisure and entertainment</u></p> <ul style="list-style-type: none"> • Development will be expected to provide for local cultural and leisure activities, including new or improved built facilities, provide for a range of activities including performance space, and/or access to green space, including formal recreation, country parks and the wider countryside. <p><u>Policy 9: Strategy for growth in the Norwich Policy Area</u></p> <ul style="list-style-type: none"> • Housing need will be addressed by the identification of new allocations to deliver a minimum of 21,000 dwellings.
No data	Greater Norwich Indoor Sports Facilities Strategy for Broadland District, City of Norwich Council and South Norfolk District (2014)
Context	This indoor strategy links closely with a separate Playing Pitch Strategy, which assesses current and future needs for playing pitches in the same three Greater Norwich local authorities and which will underpin the future needs for the provision on and protection of existing sports pitches for specific sports.

Strategy / Plan	Greater Norwich Strategies and Plans
	<p>This indoor strategy is based upon a comprehensive needs assessment report for each of the facility types. The needs assessment reports are undertaken at four levels, identifying the current and future needs for each facility type now and up to 2026 at the Greater Norwich area level. This includes all the three Greater Norwich authorities and the local authorities which border these authorities. It then develops the needs assessment for each of the three Greater Norwich local authorities individually.</p>
Key Elements	<p><u>General Priorities</u></p> <ul style="list-style-type: none"> • G1 - Resist the loss of any existing sports facilities • G2 - Resist the loss of existing sites allocated within the adopted/to be adopted Local Plans for indoor sport and recreation unless replaced by an alternative allocation • G3 - Protect and enhance community use of sports facilities on educational sites • G4 - Develop a joint sport and healthy/active lifestyle rationale for investment in sports facilities. • G5 - Focus on improving the collective co-ordination of the facility planning, delivery and management of community based sports facilities across local authorities, so as to make it cohesive and cost and sports effective. • G6 - To provide new sports facilities where there is an identified gap in existing provision OR the projected population growth has identified a need for new facilities <p>The priorities of the strategy are a combination of the strategic general Greater Norwich wide priorities and about delivery and management followed by site specific priorities. They are:</p> <p>Priority 1: Focus on improving the collective co-ordination of the facility planning, delivery and management of community based sports facilities across local authorities, so as to make it cohesive and cost and sports effective.</p> <p>Priority 2: Develop a joint sport and healthy/active lifestyle rationale for investment in sports facilities.</p>

Strategy / Plan	Greater Norwich Strategies and Plans
	<p>Priority 3: the creation of a dedicated CIL fund for the modernisation and provision of community based sports facilities</p> <p>Priority 4: to protect and enhance community use of sports facilities on educational sites as a POLICY.</p> <p>Priority 5: modernisation of Hewitt School swimming pool</p> <p>Priority 6: to modernise Thorpe St Andrew School swimming pool</p> <p>Priority 7: to modernise Hellesdon High School and Sprowston School sports halls to a purpose built fit for purpose 4 badminton court size sports hall based on the Sport England/National Governing Bodies of Hall Sports specification</p> <p>Priorities 8 and 9: to provide new sports facilities in areas of either strategic gaps in provision, OR, in areas of new housing development where there is no existing Greater Norwich Indoor Sports Facilities Strategy 65provision of indoor sports facilities whose catchment area extends into these growth areas.</p> <ul style="list-style-type: none"> • The priorities being provision of a new swimming pool and sports hall in Diss in a strategic gap location. The new provision to be developed for integrated school and community use and project specifications to the Sport England and National Governing Bodies guidance. • A new sports hall in the Rackheath area co-located with the proposed new secondary school and developed again for integrated school and community use and based on Sport England project specifications and guidance. <p>Priority 10: the needs assessment and development of the evidence base is a quantified, qualitative and spatial assessment. Such an assessment develops relative priorities.</p>
No data	Greater Norwich Infrastructure Delivery Plan 2021
Context	<p>The GNIP concentrates on the funding and delivery for the key infrastructure requirements that support:</p> <ul style="list-style-type: none"> • the Joint Core Strategy for Broadland, Norwich and South Norfolk.

Strategy / Plan	Greater Norwich Strategies and Plans
	<ul style="list-style-type: none"> • Local economic strategies • Greater Norwich City Deal • The Norfolk and Suffolk Economic Strategy (produced by the New Anglia Local Economic Partnership) <p>It has been prepared to help co-ordinate and manage the delivery of strategic infrastructure to support growth, a high quality of life and enhanced natural environment.</p> <p>The GNIP informs the Joint Five Year Infrastructure Investment Plan, and the Greater Norwich Annual Growth Programme.</p>
Key Elements	<p><u>Strategic Priorities - Sports and Recreation</u></p> <ul style="list-style-type: none"> • Projects that improve the quality and capacity of sports facilities. • Projects that encourage adoption of healthier lifestyles through individual and community participation in sport and physical activity. • Projects that protect, enhance or provide swimming facilities within the GN area. • Projects that support the delivery of the playing pitch and built facilities strategies. • Projects that have an identified management strategy which provides financial sustainability in the long term
No data	Greater Norwich Green Infrastructure Delivery Plan 2009
Context	<p>The Green Infrastructure Strategy was prepared on behalf of the Greater Norwich Development Partnership. The Strategy brings together the various strands of existing work being progressed at all scales across the Greater Norwich Area that contribute towards green infrastructure provision and management into a single proposed vision, and makes recommendations for investing in the provision of multi-functional green infrastructure.</p> <p>The aim of the project is to create a bold vision for the Greater Norwich Area and to establish a strategy for green infrastructure that will complement and support good quality housing and substantial economic growth by:</p>

Strategy / Plan	Greater Norwich Strategies and Plans
	<ul style="list-style-type: none"> • Providing high quality, accessible green infrastructure within a comprehensive landscape structure; • Promoting ecological networks and continuity and links between habitats; • Improving quality of life; • Helping to address climate change; • Improving access to habitats and greenspace; and • Encouraging community wellbeing.
Key Elements	<p>Key Principles</p> <p>The plan recommends that the following core principles for green infrastructure planning and management should underpin relevant policies, plans and decisions throughout the Greater Norwich Area:</p> <ol style="list-style-type: none"> 1. Safeguard and protect valuable green infrastructure resources; 2. Integrate green infrastructure into development schemes and existing developments; 3. Secure new and enhanced green infrastructure before development proceeds where there is a clear need for provision; 4. Enhance green infrastructure where of low quality, in decline or requiring investment to realise its potential to meet future demands; 5. Mitigate potential adverse effects of development, new land uses and climate change; 6. Create new green infrastructure where there is an identified deficit, or growth is planned and additional provision or compensatory measures are needed. <p>The above principles are supported by the following key themes throughout the Plan</p> <ul style="list-style-type: none"> • Sense of Place – protect and reinforce the distinctive historic and natural qualities that make the Greater Norwich Area special, and manage the effects of development to sustain the character of the Area;

Strategy / Plan	Greater Norwich Strategies and Plans
	<ul style="list-style-type: none"> • Sustainable Access and Movement – facilitate walking and cycling through the green infrastructure network, and improve public transport links to green infrastructure; • Making Space for Wildlife – improve the condition, extent and connectivity of wildlife habitats to reverse the effects of habitat fragmentation and create conditions to allow habitats and species to adapt to the effects of climate change; • Heritage Enhancement – enhance the management, presentation, accessibility and interpretation of the historic environment and the cultural heritage as an integral part of green infrastructure provision; • Sub-Regional Connectivity – connect the green infrastructure network in the Greater Norwich Area with networks in neighbouring areas at the sub-regional scale; • Respecting Environmental Capacities – take into account the capacity of natural processes, systems and resources in responding to the challenges of adapting to and mitigating the effects of climate change; • Healthy Lifestyles – provide accessible green infrastructure in and around areas close to where people live and work to promote healthy lifestyles and opportunities for active and passive recreation; • Employment Benefits – create new employment opportunities through the production of goods and provision of services related to green infrastructure (such as maintenance of green infrastructure resources and sustainable low-carbon energy generation using biofuels); • Social and Community Benefits – provide a strong focus for community engagement in green infrastructure provision to facilitate social inclusion and lifelong learning opportunities, leading to greater public awareness of and respect for the environment.

Table 1.4 - Norfolk County Council Strategies and Plans

Strategy / Plan	Norfolk County Council Strategies and Plans
No data	Together for Norfolk (2019-2025)
Context	<ul style="list-style-type: none"> • By 2040, about 40% of Norfolk residents are predicted to be of typically dependent age rather than of working age. • Norfolk County has a 6.2 years life expectancy gap between men living in the most and least deprived areas, and a 3.2 years gap for women.
Key Elements	<p>Actions:</p> <p><u>Community</u></p> <ul style="list-style-type: none"> • Reduce loneliness and social isolation by growing volunteer network and developing initiatives (such as Life Connectors) and targeted campaigns with partners. • Provide a stable, reliable transport network allowing communities to access essential services. • In partnership with the NHS, join together health and social care services • Work with Norfolk’s parish, district, borough, and city councils, the NHS, local universities and other organisations to deliver joint programmes that impact positively on health, especially for those most at risk of developing a long term condition. • Collaborate with partners to tackle crime and the causes of crime like alcohol and substance misuse, county lines and domestic abuse. • Work with our partners to reduce homelessness • Work with partners to improve mental health and build resilience in neighbourhoods and within communities.

Strategy / Plan	Norfolk County Council Strategies and Plans
	<p data-bbox="450 344 748 373"><u>Culture and Heritage</u></p> <ul data-bbox="450 395 2033 560" style="list-style-type: none"> <li data-bbox="450 395 1966 467">• Continue to develop Norfolk as a high-quality cultural visitor destination, investing in the arts and cultural sector and delivering significant projects. <li data-bbox="450 488 2033 560">• Work with our key partners including Arts Council England ensuring Norfolk’s heritage and arts organisations play a central role in the County’s ambitious work around Health & Wellbeing. <p data-bbox="450 580 629 609"><u>Environment</u></p> <ul data-bbox="450 632 2007 943" style="list-style-type: none"> <li data-bbox="450 632 2007 703">• Support the delivery of the Government’s, ‘A Green Future: Our 25 Year plan to improve the Environment’, with local priorities for safeguarding Norfolk for future generations. <li data-bbox="450 724 1451 753">• Provide quality, accessible, natural spaces close to home and work. <li data-bbox="450 774 1989 845">• Grow the Norfolk Trails network to encourage everyone to explore and benefit from their local countryside and biodiversity. <li data-bbox="450 866 2007 938">• Promote the design of where people live, work, shop, and enjoy hobbies having healthy, active residents in mind. <p data-bbox="450 959 719 987"><u>Success Measures</u></p> <ul data-bbox="450 1010 1921 1273" style="list-style-type: none"> <li data-bbox="450 1010 1921 1038">• Reduce the life expectancy gap between people living in the most deprived and least deprived areas. <li data-bbox="450 1059 1025 1088">• Fewer deaths by preventable causes. <li data-bbox="450 1109 1115 1137">• More people volunteer in their communities. <li data-bbox="450 1158 1776 1187">• Increased use of public transport, ensuring the continued provision of sustainable services. <li data-bbox="450 1208 1738 1236">• Increase in the Council’s reputation and standing as measured by a reputational survey.

Strategy / Plan	Norfolk County Council Strategies and Plans
No data	Norfolk Strategic Infrastructure Delivery Plan 2021
Context	The NSIDP sets out the Norfolk wide high-level strategic infrastructure priorities for the next 10 years. This list has been compiled in collaboration with stakeholders including internal county council departments, district councils, utility companies and government agencies. These projects align with the County Council's priority for improved infrastructure, the ambitions of the Norfolk and Suffolk Economic Strategy (NSES), Local Industrial Strategy, District Council Local Plans, the County Council's plan "Together for Norfolk – an ambitious plan for our County 2019-2025" priorities, Children's Services Local Growth and Investment Plan and the Norfolk Strategic Planning Framework agreed by all Norfolk planning authorities.
Key Elements	<p>The 2021 version of the NSIDP reflects the latest update on all the collectively agreed strategic infrastructure projects (both newly added and existing projects) across the County.</p> <p><u>Examples of projects included in the NSIDP that may influence physical activity and active participation in Norfolk.</u></p> <p>East Norwich Regeneration scheme</p> <p>Comprehensive development of a new high quality, sustainable urban quarter of East Norwich, linking the city centre with the Broads, delivering exemplar design, and creating a highly attractive location for living and working.</p> <p>The riverside regeneration potential of the sites could be maximised to create a distinct sense of place and provide enhanced connectivity with high quality 3 pedestrian and cycle links.</p> <p>The scheme has the potential to deliver significant new housing and employment development, and act as a catalyst for regeneration of both East Norwich and wider city. This could realise the long-held vision of East Norwich as a productive quarter for the future growth of the city, that could generate up to 4,000 homes, 100,000 square metres of employment space and up to 6,000 jobs.</p>

Strategy / Plan	Norfolk County Council Strategies and Plans
	<p>A149 King's Lynn bypass.</p> <p>Some pre-feasibility work has been carried out into more extensive local widening improvements on the southern section of the route between the hospital and the Hardwick junction with the A47. Any scheme devised would need to include measures to facilitate improvements to public transport and the Active Travel modes of walking and cycling. Improvements to the road could also provide an opportunity to bring forward a complementary package of active travel and public transport measures across the town.</p>
No data	Norfolk County Council's Environmental Policy
Context	<p>This policy is influenced by the Government's own 25-year Plan published in 2018 and is structured to reflect the key environmental concerns embodied in that plan. In addition, it is framed to reflect the increasing importance that climate change has on all aspects of the environment, whether the landscape itself, the species within it, or the rich cultural heritage that occupies it.</p> <p>This policy reflects the areas that the Council sees as key to protecting and maintaining the health of Norfolk's distinctive environment and its occupants. The Policy itself signposts to overarching activity that spans a range of environmental interactions that the Council is involved with, including those where it already has its own statutory environmental responsibilities.</p>
Key Elements	<p>Key Policy Aims</p> <ol style="list-style-type: none"> 1. Using and managing land sustainably <ul style="list-style-type: none"> • Creating and embedding in our strategic planning a more holistic approach to address climate change, particularly within the local planning frameworks • Embedding an 'environmental net gain' principle for development, including housing and infrastructure • Improving soil health • Focusing on woodland to maximise its many benefits for the environment and our communities

Strategy / Plan	Norfolk County Council Strategies and Plans
	<ul style="list-style-type: none"> • Working with key partners to ensure an adequate water supply, including exploring water harvesting initiatives • Reducing risks from flooding and coastal erosion where possible <ul style="list-style-type: none"> - Expanding the use of natural flood management solutions - Putting in place more sustainable drainage systems - Working to make 'at-risk' properties more resilient to flooding 2. Recovering nature and enhancing the beauty of landscapes <ul style="list-style-type: none"> • Protecting and recovering nature • Conserving and enhancing natural beauty • Respecting nature in how we use water o Working to incentivise greater water efficiency, with users, and supporting water companies 3. Connecting people with the environment to improve health and wellbeing <ul style="list-style-type: none"> • Helping people improve their health and wellbeing by using green spaces <ul style="list-style-type: none"> - Promoting the opportunities to enhance health and wellbeing that are available through exposure to the natural environment • Encouraging children to be close to nature, in and out of school <ul style="list-style-type: none"> - Working with schools to make the most of their green spaces • Greening our towns and cities o Supporting the creation of green infrastructure in our key urban areas • Planting more trees to improve biodiversity • Working with County Farms tenants to move to higher level stewardship and greater biodiversity

Strategy / Plan	Norfolk County Council Strategies and Plans
	<ul style="list-style-type: none"> • Supporting the community to make sustainable travel choices <ul style="list-style-type: none"> - Working to support alternatives to car travel including promoting sustainable public transport and initiatives that utilise the growing cycling and pedestrian improvements within the County - Encouraging sustainable travel on all new developments within the County, through the appropriate planning agreements - Helping to develop integrated transport hubs across the County and maximising the opportunities presented through schemes such as Transforming Cities 4. Increasing resource efficiency, and reducing pollution and waste <ul style="list-style-type: none"> • Maximising resource efficiency and minimising environmental impacts at end of life • Reducing pollution • Working with key agencies to ensure that our offshore areas and coastline contributes to the network of well-managed Marine Protected Areas (MPAs) • Ensuring that each project the Council undertakes is assessed for the contribution it will make towards achieving our environmental targets
No data	Norfolk Joint Strategic Needs Assessment
Context	The JSNA provides an overview of the health and wellbeing of the people living in Norfolk and the issues which affect their needs, inequalities and services.
Key Elements	Places <ul style="list-style-type: none"> • Currently more than 140,000 people in Norfolk live in areas categorised as the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth and King's Lynn. • Over 50% of Norfolk population living in areas with the lowest (20%) crime incident rate in England.

Strategy / Plan	Norfolk County Council Strategies and Plans
	<ul style="list-style-type: none"> • On average Norwich has the largest combined size of ‘Parks, Public Gardens, or Playing Fields within 1,000 m radius’ and Great Yarmouth has the lowest amount. • Housing continues to provide challenges as rent and prices rise as well as the demand for specialist housing to cater for an aging population. • Homelessness in Norfolk is much better than the national rate, with 70 persons per capita compared to England at 380.[7] This varies across the county with a higher rate in Great Yarmouth (190) and lower in South Norfolk (20). • Employment within Norfolk is slightly higher than that of England,[9] although the average earnings are slightly lower with a median salary for 2020 being around £28,000 for full time workers. <p>People</p> <ul style="list-style-type: none"> • Norfolk’s population is projected to increase by approximately 13% over the next 10 years, it is projected to be the 9th largest local authority in England, a position it currently holds. This is a projected population increase of over 56,000 spread over the next ten years, 44,000 of this increase is in the population over 65. • Norfolk has an older population with a proportion of residents 65 years or older rising from 25% to 28% over the next 10 years. • Norfolk has the 15th most elderly population in England but is projected to drop to the 17th largest in 2040. • Across Norfolk the average life expectancy is approximately 80 years for men and around 84 years for women. The average number of years a man or a woman can expect to live in good health is about 63.1 for men and 62.6 for women. • Deprivation and poverty influence the health and wellbeing of the population. The life expectancy gap between the most deprived areas of Norfolk and the least deprived areas is 7.4 years for men and 4.4 years for women.

Strategy / Plan	Norfolk County Council Strategies and Plans
	<p data-bbox="450 344 943 376">Childhood Health and Wellbeing</p> <ul data-bbox="450 400 2011 600" style="list-style-type: none"> <li data-bbox="450 400 2011 504">• Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years) has decreased in Norfolk over the last 5 years and in 2019/20 stood at 92.0 per 10,000, slightly higher than the average in England at 90.6 in the same time period. <li data-bbox="450 528 2011 600">• Under 18's admitted due to alcohol specific conditions was 28.3 per 100,000 in the Norfolk area in 2019/20, this was lower than England in the same time period at 30.7 admissions per 100,000. <p data-bbox="450 616 864 647">Adult Health and Wellbeing</p> <ul data-bbox="450 671 2029 1110" style="list-style-type: none"> <li data-bbox="450 671 2029 743">• In Norfolk it is estimated that smoking, alcohol and obesity contribute about 23,000 hospital admissions per year. <li data-bbox="450 767 2029 839">• Although smoking prevalence is declining, smoking is still the biggest driver of avoidable poor health. The area with the highest smoking prevalence is Breckland <li data-bbox="450 863 2029 935">• In Norfolk there are over 81,000 people who have a common mental health disorder and that is expected to increase by 1,400 between now and 2025. <li data-bbox="450 959 2029 1031">• The ultimate expression of poor mental health is suicide and this occurs across all age bands, not just young people. <li data-bbox="450 1054 2029 1110">• In Norfolk suicide is similar to England, the number of emergency hospital stays for self-harm is better than England. <p data-bbox="450 1126 999 1158">Older Peoples Health and Wellbeing</p> <ul data-bbox="450 1182 1973 1318" style="list-style-type: none"> <li data-bbox="450 1182 1973 1254">• Over the next ten years the total population is expected to increase by 50,700 with most of the increase expected in the 65 and over age bands. By 2041, the population aged 85+ is estimated to double in size. <li data-bbox="450 1278 1973 1318">• Those living in deprived areas are more often lonely compared to people living in non-deprived areas.

Strategy / Plan	Norfolk County Council Strategies and Plans
No data	The Joint Health and Wellbeing Strategy (2018-22)
Context	<p>Joint strategy between Norfolk and Waveney.</p> <ul style="list-style-type: none"> • In Norfolk, it is estimated that 68,700 people live in the most deprived areas of England. • The difference in life expectancy gap between those living in the most deprived and the least deprived areas is about 7 years for men and 4.5 years for women. • Preventable illness, violence, drug overdose, suicide and accidents outcomes do correlate with deprivation. For example, if the most deprived experienced the same rates as the least deprived there will be 3,301 fewer violent events per year. • People living in deprivation on are more likely to experience violence, crime and accidents despite Norfolk having a low overall crime rate. • People living in the 20% most deprived areas are more likely to smoke, have an unhealthy diet and be less active.
Key Elements	<p>Relevant Priorities</p> <p><u>2. Prioritising Prevention:</u></p> <ul style="list-style-type: none"> • Creating healthy environments for children and young people to thrive in resilient, safe families • Delivering appropriate early help services before crises occur • Helping people to look after themselves and make healthier lifestyle changes <p><u>3 - Tackling Inequalities in Communities:</u></p> <ul style="list-style-type: none"> • Identifying and ensuring access to services for those most vulnerable. • Promoting healthy relationships in families and communities.

Strategy / Plan	Norfolk County Council Strategies and Plans
	<ul style="list-style-type: none"> • Helping people out of poverty, particularly hidden rural poverty.
No data	Norfolk Adult Social Care Workforce Strategy - Living a Good Life (2021 – 2026)
Context	<p>This strategy focuses exclusively on those providing adult social care across Norfolk and Waveney. It gives an overview of the diverse nature and needs of our dispersed workforce and places centre stage the 30,000 social care workers, the 114,000 unpaid carers and the thousands of volunteers that deliver social care across Norfolk and Waveney.</p> <p>The strategy sets out the context and challenges facing the Adult Social Care workforce across Norfolk and Waveney, identifying strategic priorities to overcome these challenges and ensure continued high quality and person-centred care and support to local people and families</p>
Key Elements	<p>Key Priorities</p> <p><u>1. Staff Wellbeing</u></p> <ul style="list-style-type: none"> • Access to health and wellbeing initiatives that support physical, emotional and mental wellbeing that meet work-life balance needs. • Promoting positive life choices • Promoting the health and wellbeing of our workforce including widening access to existing, effective health and wellbeing initiatives
No data	Norfolk's Transport Plan 2021 - 2036
Context	<p>The Local Transport Plan sets out Norfolk County Council's plans, policies and programmes on transport and transport infrastructure. The plan details how the Council will deliver a transport network in Norfolk through identifying the projects and programmes important to us, and in their design and direct delivery. The plan also shows how we will seek to influence key partners in government, communities, the commercial sector and the third sector.</p>

Strategy / Plan	Norfolk County Council Strategies and Plans
Key Elements	<p>Strategy Objectives</p> <ol style="list-style-type: none"> 1. Embracing the future 2. Delivering a sustainable Norfolk 3. Enhancing Connectivity 4. Enhancing Norfolk’s quality of life 5. Increasing accessibility 6. Improving transport safety 7. A well managed and maintained transport network <p>Policy 5: New development should be well located and connected to maximise use of sustainable and active transport options, making them more attractive places to live, thus supporting a strong sense of public realm.</p> <ul style="list-style-type: none"> • New developments should be located in suitable areas with access to services and leisure facilities via sustainable and active transport and not in areas that would be reliant on the private car <p>Policy 15: Priority on some routes should be given to sustainable and active modes of travel</p> <ul style="list-style-type: none"> • People would feel safer and more encouraged to uptake healthier modes of transport if they are given priority and not sharing space. <p>Policy 19: Access to Town and Urban Centres</p> <ul style="list-style-type: none"> • In market towns and urban areas, focus will be on the maintenance of corridors for sustainable transport used by walkers and cyclists

Strategy / Plan	Norfolk County Council Strategies and Plans
No data	Norfolk Public Health Strategy 2016 - 2020
Context	<p>Public Health vision for Norfolk:</p> <p>“Help the people of Norfolk live in healthy places, promote healthy lifestyles, prevent ill-health and reduce health inequalities”</p> <p>Priorities:</p> <ul style="list-style-type: none"> • Promote healthy living and healthy places. • Protect communities and individuals from harm. • Provide services that meet community needs. • Work in partnership to transform the way we deliver services. <p>The aim of this strategy is to bring significant benefits to Norfolk people in terms of increased quality of life and better health. The strategy implementation will also support the council’s priorities, achieving the best outcomes for children and young people, protecting and supporting vulnerable people and helping Norfolk to be economically prosperous.</p>
Key Elements	<p>Delivering joint programmes and policies that will make a positive impact on health. This will include:</p> <ul style="list-style-type: none"> • Considering health in planning decisions and associated policies. • Developing a Healthy Homes strategy and action plan. • Addressing fuel poverty and excess winter deaths. • Increasing physical activity and the use of local leisure facilities and other assets. • Promoting open spaces, active travel and collaborative approaches to improve air quality.

Strategy / Plan	Norfolk County Council Strategies and Plans
	<ul style="list-style-type: none"> • Working with local employers and business groups to promote workplace health, and employment for people with long term health conditions. • Ensuring our health data is analysed at a local level wherever possible. • Building community resilience (where communities and individuals use local resources and expertise to keep themselves healthy and safe) and reducing social isolation through partnership working. <p><u>2.. What we will do</u> - Develop and commission a ‘workplace health offer’ to reduce sickness absence and improve productivity in Norfolk by:</p> <ul style="list-style-type: none"> • Raising awareness of the benefits of a healthy workplace and supporting local employers to take action to improve the health and wellbeing of their workforce. • Targeting occupations and areas most in need (for example, target people working as carers and routine manual workers). • Supporting Norfolk County Council to lead by example by implementing a workplace health program. <p><u>3. Deliver health improvement and prevention services and campaigns as part of a healthy living pathway, including:</u></p> <ul style="list-style-type: none"> • The NHS Health Checks program, targeting areas at highest risk. • Supporting the Norfolk Health and Wellbeing Board priorities of prevention, integration & addressing health inequalities. • Supporting council members to understand the health of their electoral division and work with them to create community-led action plans. • Rolling out the principles of the Making Every Contact Count (MECC) project to support the wider workforce.

Strategy / Plan	Norfolk County Council Strategies and Plans
	<p><u>4. Public health campaigns for Norfolk</u></p> <ul style="list-style-type: none"> • Support localized campaigns based on national campaigns such as ‘Change 4 Life’, ‘One You’ and ‘Stay Well this Winter’.
No data	Norfolk Strategic Planning Framework
Context	<p>The aim of producing the framework is to:</p> <ul style="list-style-type: none"> • Agree shared objectives and strategic priorities to improve outcomes for Norfolk and inform the preparation of future Local Plans; • Demonstrate compliance with the duty to co-operate and consistency with the National Planning Policy Framework; • Find efficiencies in the planning system through working towards the establishment of a shared evidence base; • Influence subsequent high level plans (such as the Strategic Economic Plan); and • Maximise the opportunities to secure external funding to deliver against agreed objectives.
Key Elements	<p>Shared Objectives</p> <ol style="list-style-type: none"> 1. To realise the economic potential of Norfolk and its people by: <ul style="list-style-type: none"> • Revitalise the role of town centres as a focus for investment and enhancing the quality of life for residents; • Ensuring a healthy workforce through well planned sustainable communities where people can walk and cycle to work or use public transport or work effectively from home; 2. To reduce Norfolk’s greenhouse gas emissions and improving air quality as well as reducing the impact from, exposure to, and effects of climate change by:

Strategy / Plan	Norfolk County Council Strategies and Plans
	<ul style="list-style-type: none"> • Locating development so as to reduce the need to travel; • Reducing unnecessary car use and supporting the roll out of new technologies and alternative methods of transport including public transport, walking and cycling; <p>3. To improve the quality of life and health for all the population of Norfolk by:</p> <ul style="list-style-type: none"> • Promoting development and design which seeks to actively improve health, prevent ill health and tackle widespread health inequalities • Ensuring new development fulfils the principles of sustainable communities, providing a well-designed and locally distinctive living environment adequately supported by social and green infrastructure; • Promoting social cohesion by significantly improving the educational performance of our schools, enhancing the skills of the workforce and improving access to work, services and other facilities, especially for those who are disadvantaged; • Maintaining cultural diversity while addressing the distinctive needs of each part of the county; • Ensuring all our communities are able to access excellent sporting facilities, health services and opportunities for informal recreation • Promoting regeneration and renewal of disadvantaged areas; and • Increasing community involvement in the development process at local level. <p>4. To improve and conserve Norfolk’s rich and biodiverse environment by:</p> <ul style="list-style-type: none"> • Maximising the use of previously developed land within our urban areas to minimise the need to develop previously undeveloped land; • Minimising, where possible, development on the best and most versatile agricultural land; • Providing a coherent connected network of accessible multi-functional greenspaces;

Strategy / Plan	Norfolk County Council Strategies and Plans
	<p>New developments present an opportunity to build homes, streets and neighbourhoods that support and enable healthy lifestyles through high quality provision of walking, cycling and accessible public transport. Both new and redesign of existing developments should consider a variety of needs of the Norfolk population. These could include:</p> <ul style="list-style-type: none"> • Recognising that greatest health benefits across the population are to be had by encouraging the inactive to be moderately active so build short active journeys in everyday life such as shopping, schooling, catching a bus and work • Considering the particular needs of an ageing population when designing open space, access to public transport and physically active means of getting about. For example, siting of benches and shelters, availability of toilets, safety when sharing pathways, level terrain and the provision of adult outdoor exercise equipment. • A number of these considerations may also support their use by, for example, adults with younger children, the less mobile across all age groups and those with a sensory disability • Location of housing, employment, education and retail facilities to minimise journeys by non-private vehicle methods

Table 1.5 - Norwich City Council Strategies and Plans

Strategy / Plan	Norwich City Council Strategies and Plans
No data	Norwich City Council - Corporate Plan (2019-2022) (updated 2021-22)
Context	<p>The Corporate Plan described the medium-term objectives of the Council.</p> <ul style="list-style-type: none"> • Norwich has an employment rate of 78.2%, bettering the national average rate of 74.7% • Some 40% of the LSOAs in Norwich are among the most deprived 20% of LSOAs in England. • Men living in the least deprived areas of Norwich are expected to live 10.5 years longer and women seven years longer than residents living in the most deprived areas. • 56% of Norwich’s Covid-19 deaths occurring in the city’s most deprived areas. • During the pandemic, claimant rates (a proxy for unemployment) essentially doubled, and rates are still considerably higher than pre-pandemic levels. • Rent arrears in both public and private housing have increased significantly since the start of the pandemic. <p>Against the pre-existing backdrop of deprivation, these changes will have significant and long lasting effects on Norwich’s socio-economic outcomes</p>
Key Elements	<p>Priorities</p> <ul style="list-style-type: none"> • People living well healthy lives reduced inequalities enhanced wellbeing feeling safe reduced housing need. <p>Performance indicators (targets)</p> <ul style="list-style-type: none"> • Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement = 21 days • Number of households living in temporary accommodation = less than 22

Strategy / Plan	Norwich City Council Strategies and Plans
	<ul style="list-style-type: none"> • % of households who asked for help who were prevented from homelessness = 66% • % of people feeling safe = 60% • % of food premises moving from non-compliant to compliant = 80% • Total number of private sector insulation measures completed = 50 (quarterly)"
No data	Norwich 2040 City Vision
Context	Commitment to carbon neutral by 2050
Key Elements	<p>Priorities</p> <p><u>A 'Connected City'</u> This priority places focus on a modern transport system with priorities of improving walking and cycling links.</p> <p><u>Priority - A 'Fair City'</u> Improving citizens mental and physical health.</p> <ul style="list-style-type: none"> • Adopting innovative approaches to bring about individual and community physical and mental wellbeing • Making the best of public spaces for physical activity
No data	Norwich Site Allocations and Site Specific Policies Plan
Context	<p>The Site Allocations Plan sets out detailed policies and proposals for 73 sites in Norwich where new development and change is expected between now and 2026.</p> <p>The Joint Core Strategy for greater Norwich requires enough land to be identified in Norwich to deliver a minimum of 8,592 new dwellings between 2008 and 2026. Some of this housing has already been built and many housing sites already have planning permission. This plan allocates sites for 3,000 of these homes.</p>

Strategy / Plan	Norwich City Council Strategies and Plans
	The plan also provides for employment and mixed use development on key sites to support growth and regeneration.
Key Elements	<p><u>Overview of city centre site allocations</u></p> <ul style="list-style-type: none"> • This plan allocates 31 sites in the city centre as defined in the DM policies plan, these sites will help to deliver the policies of the JCS by promoting a vibrant city centre, which will continue to function as the main focus in the sub-region for retail, leisure and office development. • Housing is a key element in many of these allocations, along with office and commercial uses, and retailing and other uses as appropriate. • The allocated sites will deliver in the region of 927 additional dwellings to 2026. <p>The majority of proposed mixed use allocations are focused in the south and south-east of the city centre. These include major allocations to achieve comprehensive regeneration in the Rose Lane area including the Rose Lane / Mountergate site (CC4) and St Anne’s Wharf (CC6). The Rose Lane area is identified in the JCS as being a major focus for commercial-led mixed use development, with major improvements to the public realm.</p> <p>Other comprehensive regeneration areas identified in the JCS include the St Stephen’s area and the northern city centre. The latter is covered by the adopted NCCAAP which contains a number of allocations including the redevelopment of Anglia Square; some further allocations are proposed in this Site allocations plan in the northern city centre area which are additional to those in the area action plan.</p> <p>The city centre area also includes some allocations which are solely for housing. These are located mainly towards the edge of the centre, in the Oak street area and in the Ber Street / King Street area and, along with the mixed use sites referred to above, will help to deliver the JCS housing requirement for the city centre (2,750 units 2008 - 2026, which takes account of committed development as well as new allocations). Undeveloped sites allocated in the NCCAAP, committed sites with consent and additional windfall sites emerging over the plan period will also contribute to achieving the overall target. Between 2008 and March 2013, 482 new dwellings were completed in the city centre.</p>

Strategy / Plan	Norwich City Council Strategies and Plans
	<p>Overview of proposed site allocations in the remainder of the city</p> <ul style="list-style-type: none"> • The Site allocations plan allocates 42 sites in the remainder of the city (in the region of 2215 new dwellings to 2026) • The sites proposed for allocation in this plan include the strategically important east Norwich sites, including the Deal Ground and Utilities sites. These sites present major physical regeneration opportunities for mixed use development and enhanced green linkages from the city centre to the Broads.

Table 1.6 - Broadlands District Council Strategies and Plans

Strategy / Plan	Broadlands District Council Strategies and Plans
No data	Broadland DC - Site Allocations DPD 2016
Context	The Site Allocations Development Plan Document (DPD) is a Local Plan in accordance with the Town and Country Planning (local planning) (England) Regulations 2012 (section 6). It forms part of the Broadland Development Plan. It sets out those sites across the district that are suitable for certain forms of development such as housing, employment, community facilities etc. It is in conformity with the National Planning Policy Framework (NPPF) and the Joint Core Strategy (JCS) for Broadland, Norwich and South Norfolk adopted in March 2011 with amendments adopted in January 2014.
Key Elements	<p>Norwich Policy Area: major mixed use developments in specified location (7,000 Dwellings by 2026)</p> <ul style="list-style-type: none"> • Old Catton, Sprowston-Rackheath, Thorpe St. Andrew Growth Triangle <p>Main Towns Policy (300 dwellings)</p> <ul style="list-style-type: none"> • Alysham <p>Key Service Centres (50-200 dwellings)</p> <ul style="list-style-type: none"> • Acle, Blofield, Brundall, Reepham Wroxham <p>Service Villages - (10-20 dwellings)</p> <ul style="list-style-type: none"> • Blofield Heath, Buxton, Cawston, Coltishal and Horstead, Foulsham, Freethorpe, Gerat Plumstead and Little Plumstead, Horseford, Horsham St Faith and Newton St Faith, Lenwade, Lingwood, Reedham, Salhouse, South Walsham, Spixworth.

Strategy / Plan	Broadlands District Council Strategies and Plans
No data	Growth Triangle Area Action Plan 2016
Context	The Growth Triangle Area Action Plan (GT AAP), adopted July 2016, specifically applies to the areas of Rackheath, Old Catton, Sprowston, Thorpe St Andrew and other parishes which are not covered by the Site Allocations DPD.
Key Elements	<p>The Joint Core Strategy identified these areas for major urban development concentrating on growth that can support local services such as transport links, secondary education, healthcare, and green infrastructure.</p> <p>A large amount of the development planned for the Growth Triangle is already approved with planning permissions. This includes:</p> <ul style="list-style-type: none"> • 600 homes, local shops, a community building and open space at Brook Farm (north of Dussindale), • 21 hectares of employment space north of the developed part of the Broadland Business Park • 64,000 square metres of employment space east of the Broadland Business Park. • a new urban extension of 3,520 homes, 18,800 square metres of employment space and a wide range of services/facilities and open space in North Sprowston and Old Catton.

Table 1.7 - South Norfolk District Council Strategies and Plans

Strategy / Plan	South Norfolk District Council Strategies and Plans
No data	Strategic Plan (Business plan for South Norfolk Council and Broadland District Council) (2020-24)
Context	<ul style="list-style-type: none"> • 260,000 people live in the area • Number of residents physically active is higher than the national average • % of the population over the age of 85 is higher than the national average • The population is projected to grow by an average of 13% in South Norfolk and Broadland by 2040 • There is a lower than average crime rate • General health is better than the Norfolk average
Key Elements	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • By 2036, an average of 6.2% of the population will be 85 or over • 10% of children live in low income families • 9% of households experience fuel poverty • An average of 60% of adults are classed as overweight or obese <p>Work with partners to drive the best health and wellbeing outcomes for residents through ensuring a suitable and safe home, a meaningful occupation and a supportive and safe community, by:</p> <ul style="list-style-type: none"> • Working with the NHS and communities to improve mental wellbeing and resilience. • Encouraging active and healthy lifestyles through leisure and healthy lifestyle offer and by working with partners such as Public Health and Active Norfolk to deliver key projects collaboratively.

Strategy / Plan	South Norfolk District Council Strategies and Plans
	<ul style="list-style-type: none"> • Working with the health and social care system to support those who are frail by keeping people independent in their home for longer. <p><u>Success Indicators</u></p> <ul style="list-style-type: none"> • The health and wellbeing of residents is maintained and improved • Improved social mobility outcomes achieved for our residents • Increase in the successful interventions to prevent or relieve homelessness • More residents are supported to be independent for longer • Maintain low levels of crime • Decrease in the level of deprivation
No data	South Norfolk Local Plan - Site Specific Allocations and Policies Document (2015)
Context	<p>The Site Allocations and Policies Document is part of the south Norfolk Local Plan. It designates areas of land for particular uses, most notably land to deliver housing, but also for other forms of developments such as employment, recreation, open space and community uses to;</p> <ul style="list-style-type: none"> • attract new businesses and enable existing businesses to expand and prosper; • provide high quality new homes for now and future generations, expanding and enhancing the towns and villages in South Norfolk and; • promote the aspiration for South Norfolk to be one of the best places to live, work and visit <p>The Site Allocations Document also sets out important policies for the development and delivery of the allocated sites.</p>

Strategy / Plan	South Norfolk District Council Strategies and Plans
Key Elements	<p>Major Growth Locations</p> <p>Easton - Policy 10 of the Joint Core Strategy (JCS) sets a target of at least 1,000 new homes for the Easton/Costessey area between 1 April 2008 and 31 March 2026. 52.6 hectares of land is allocated for housing and associated infrastructure. This allocation will accommodate approximately 900 dwellings and supporting facilities, including a new village centre. The developer(s) of the sites will be required to ensure the following:</p> <ul style="list-style-type: none"> • Provision of a new village centre in the vicinity of the indicative site to include a new village hall, village green/focal recreation space, • post office/small scale convenience goods retail opportunity (approx. 250m² net), shared parking provision with primary school; • Safe and convenient pedestrian and cycle links to key locations, including Longwater employment and retail, Costessey Medical Centre, Ormiston Victory Academy, Costessey Park and Ride site and Easton College. <p>Easton Gymnastics Club Facility - A site has been proposed as a location for a dedicated facility for the Easton Gymnastics Club, which has outgrown the facilities it currently uses at Easton College. 1.4 hectares of land is allocated for a new gymnastics centre.</p> <p>Costessey - Policy 10 of the Joint Core Strategy (JCS) sets a target of at least another 1,000 homes for the Easton/Costessey area between 1 April 2008 and 31 March 2026. The Easton/Costessey area is also a prime location to accommodate part of the 1,800 units in the Norwich Policy Area that are currently not attributed to a particular settlement.</p> <p>Hethersett - Policy 10 of the Joint Core Strategy (JCS) sets a target of at least 1,000 dwellings in Hethersett between 1 April 2008 and 31 March 2026. The village is also a prime location to accommodate part of the 1,800 units in the Norwich Policy Area that the JCS does not attribute to a particular settlement. As a location for major growth, policy 10 of the JCS identifies the need in Hethersett for expansion of village services, potential relocation of the junior/high school and additional primary provision, enhanced bus services and cycle and pedestrian routes and green infrastructure providing enhanced public access to the countryside.</p>

Strategy / Plan	South Norfolk District Council Strategies and Plans
	Hethel (Strategic Employment Location) - Policy 9 of the Joint Core Strategy (JCS) identifies Hethel as a strategic employment location and states that there should be expansion of activity there, including a new technology park of around 20 hectares managed to focus on advanced engineering and the growth of technology capabilities.
No data	South Norfolk Local Plan - Wymondham Area Action Plan (2015)
Context	<p>Area Action Plans (AAP's) provide the planning framework for places where significant change or conservation is needed. South Norfolk Council has prepared an AAP for Wymondham because of the amount of new development that will take place in the town between 2008 and 2026, as noted in Policy 10 of the adopted Joint Core Strategy (JCS) (2011).</p> <p>The JCS identifies Wymondham for growth of at least 2,200 new houses, up to 20 hectares of employment land and improved services and facilities including expansion of the town centre, enhanced public transport and new education provision.</p> <p>The JCS also refers to retaining the open land to the north and north-east of the town towards Hethersett, protecting the historic setting of the town and abbey and providing extensive levels of green infrastructure to create a 'Kett's Country' pastoral landscape.</p> <p>The Wymondham AAP designates areas of land for particular uses, most notably housing but also other uses such as employment, recreation and open space in line with the objectives of South Norfolk Council to:</p> <ul style="list-style-type: none"> • Attract new businesses and enable existing businesses to expand and prosper; • Provide high quality new homes for current and future generations, expanding and enhancing the towns and villages in South Norfolk and; • Promote the aspiration for South Norfolk to be one of the best places in the country to live, work and visit. <p>The adopted Wymondham AAP will form part of the Local Plan for South Norfolk and its policies will be used in the determination of planning applications in the town.</p>

Strategy / Plan	South Norfolk District Council Strategies and Plans
Key Elements	<p>Vision</p> <p><u>Wymondham</u> - a forward-looking market town which embraces sustainable growth to enhance its unique identity and sense of community, whilst ensuring that its historic character and natural environment are preserved and enhanced for future generations to enjoy.</p> <p>Housing Objective</p> <p>A minimum of 2,200 new houses will be built on a number of sites around the town, meeting the highest standards of design, energy efficiency and affordability whilst recognising the need to sustain and improve the historic character and natural environment of Wymondham and provide the necessary infrastructure and public open space to support new development.</p> <p>Employment Objective</p> <p>20 hectares of land will be developed for a range of employment uses to support local employment opportunities and economic growth in and around Wymondham, building on the historically strong take-up of employment land in the town and Wymondham's prominent position on the A11 corridor. Links with, and accessibility to, strategic employment growth at Hethel Technology Park will be improved.</p> <p>Environment Objective</p> <p>A 'Kett's Country' pastoral landscape of grassland, woodland, farmland, hedgerow and wetland habitats will be protected and enhanced with the aim of strengthening the role of the Tiffey valley, maintaining the open land between Wymondham and Hethersett, conserving the historic landscape setting of the town and abbey and creating connections and linkages between green infrastructure.</p> <p>Recreation Objective</p> <p>Existing public open space in the town will be protected and enhanced and additional public open space and formal recreation will be provided to support new development with the aim of encouraging healthy and active lifestyles, improving the quality of life of local residents and alleviating visitor pressure on environmentally sensitive areas.</p>

Strategy / Plan	South Norfolk District Council Strategies and Plans
	<p>Informal recreation and public access to the countryside will be improved through the extension of existing non-vehicular access to provide a network of circular walks and links to long distance footpaths which could be enhanced to provide improved ecological networks.</p> <p>Accessibility and Transport Objective</p> <p>The use of public transport (both bus and rail) will be maximised and safe and direct pedestrian and cycle routes will be provided to link key locations in and around Wymondham and to enhance longer distance access to Hethersett, the Norwich Research Park and employment expansion at Hethel.</p>
No data	Long Stratton Area Action Plan (May 2016) - Shaping the future of Long Stratton to 2026
Context	<p>Area Action Plans (AAPs) provide the planning framework for places where significant development is planned and/or conservation needed. South Norfolk Council has prepared an AAP for Long Stratton due to the amount of growth required between 2008 and 2026 in Policy 10 of the Joint Core Strategy (JCS).</p> <p>The JCS identifies Long Stratton for growth of at least 1,800 new dwellings and employment opportunities, and importantly states that the development in Long Stratton is required to deliver a new bypass for the village, alongside other infrastructure.</p> <p>The JCS also refers to the need to enhance the centre of the village, with environmental improvements, traffic management and expanded services, in order to raise the perception of Long Stratton from a large village to a small town. Additionally, the JCS identifies the importance of conserving the ancient landscape to the east of the village within a wider green infrastructure corridor.</p> <p>The Long Stratton AAP designates areas land for housing, employment and green infrastructure in line with the priorities of South Norfolk Council to:</p> <ul style="list-style-type: none"> • Improve our quality of life and the environment in which we live in; • Promote a thriving local economy.

Strategy / Plan	South Norfolk District Council Strategies and Plans
	<p>The Council has defined a boundary for the Long Stratton AAP which extends in to the adjoining parish of Tharston and Hapton. The settlements of Tharston and Hapton are classified as smaller rural communities in the JCS and not considered suitable for new housing. Consequently, only the parts of Tharston that are closer to Long Stratton are included in the AAP.</p> <p>The adopted Long Stratton AAP will form part of the Local Plan for South Norfolk and will be used by the Council when making planning decisions about future development in the area covered.</p>
Key Elements	<p><u>Vision</u></p> <p>Long Stratton - a revitalised large village based around its historic linear street pattern and Conservation Area, growing and building on its existing broad range of jobs and services into a thriving small town. The delivery of a bypass will enable a safer and more inviting town centre with increased shops and services and an enhanced Conservation Area.</p> <p><u>Housing Objective</u></p> <p>A minimum of 1,800 new houses will be built in locations which support the form and function of the village and deliver a bypass. The bypass will be completed before 250 of the new homes are occupied. The new housing will meet the highest standards of design, energy and water efficiency and affordability whilst recognising the need to sustain and improve the distinctive character of Long Stratton and its surroundings. The necessary infrastructure, including social and community facilities, and public open space will be provided to support new development. Good walking and cycling routes will link the new housing to the town centre.</p> <p><u>Employment Objective</u></p> <p>Provision will be made to support a mix of local job opportunities and economic growth in Long Stratton including further opportunities for small businesses, and new commercial development relating to the enhanced town centre.</p>

Strategy / Plan	South Norfolk District Council Strategies and Plans
	<p><u>Town Centre Objective</u></p> <p>The town centre will be revitalised following the removal of heavy lorries and other traffic through the delivery of a new bypass. The historic streetscape of the Conservation Area will be enhanced and a safer and more attractive environment will be created with potential to provide a new 'market place' to act as a focal point. The improved centre will enable the reuse of vacant buildings be brought back into use and additional retail provision will be made which is well related to the existing centre.</p> <p><u>Recreation Objective</u></p> <p>The health, wellbeing and quality of life of local residents will be improved and the sense of community that already exists within the village will be maintained and enhanced by protecting existing public open space and providing new recreation and community facilities to support existing and new development. Walking and cycling routes within the new developments will link with existing networks and provide access to both the town centre and surrounding countryside.</p> <p><u>Accessibility Objective</u></p> <p>Transport improvements including bus priority routes at the A140/A47 junction and an enhanced route to the city centre will be provided. The use of public transport will be maximised and safe and direct pedestrian and cycle routes will be provided to link existing and new development to town centre and local employment locations in Long Stratton. Bus waiting facilities will be improved.</p>