

# Greater Norwich Physical Activity & Sport Strategy (PASS) Action Plan

## Key Objectives:

- A. Reducing inequities in our communities;
- B. Supporting and encouraging people to lead healthy and active lives;
- C. Enhancing our residents mental and physical wellbeing;
- D. Reducing our impact on the environment;
- E. Tackling social isolation;
- F. Supporting a strong and sustainable sector;
- G. Supporting the recovery from Covid-19.

## Lead Organisations:

NCC = Norwich City Council;

BDC = Broadland District Council;

SNC = South Norfolk Council.

**Table 1 – Active Environments Action Plan**

The provision of spaces and places which promote physical activity

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
1.1	Develop and maintain a sustainable physical activity and sport asset base, through the implementation of the recommendations from the Built Facilities Strategy (BFS) (see separate document).	A - G	Delivery of the BFS action plan Increase in unique visitors to facilities	1 - 5	NCC, BDC, SNC
1.2	Protect and enhance playing pitches across Greater Norwich (GN), by working to ensure that the recommendations from the Playing Pitch Strategy (PPS) are implemented (see separate document).	A - C	Delivery of the PPS action plan Increase in playing pitch bookings	1 - 5	NCC, BDC, SNC
1.3	Maximise the potential of Greater Norwich's green and blue infrastructure in supporting people to become active, including utilising this approach as a health improvement tool through green social prescribing and ensuring that the recommendations from the Greater Norwich Green Infrastructure Strategy and the River Wensum Strategy are delivered (whilst also ensuring that our important wildlife areas are protected from negative impacts of this increased usage).	A – E, G	Delivery of the GN Green Infrastructure Strategy action plan More people exercising outside without the need for facilities	1 - 5	NCC, BDC, SNC
1.4	Work with Visit the Broads to ensure that opportunities for and awareness of ways to be physically active within the Broads National Park are maximised.	A – E, G	Increased visits to the Broads National Park	1 - 5	BDC
1.5	Work to ensure that our green infrastructure is as clean, safe and welcoming as possible, in order to provide a welcoming environment for residents. To include clear signage, appropriately-lit car parks, walkways and facilities for people with disabilities.	A – E, G	Increase in people using green infrastructure	1 - 5	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
1.6	Work with the Greater Norwich Growth Board to identify the most strategically important areas for increasing physical activity levels, to which officer time and funding should be targeted. This should include but is not limited to, the allocation of Community Infrastructure Levy (CIL) funding.	A – E, G	Successful allocation of CIL to strategic priority projects Success in securing external match funding	1 - 5	NCC, BDC, SNC
1.7	Work with key partners (e.g. Age UK, Our Parks, parkrun, Norwich City Community Sports Foundation, Places Leisure, GoodGym etc.) to identify opportunities to introduce more innovative / non-traditional approaches, enhancing the provision of places where physical activity can be undertaken. To have a particular focus on areas of deprivation and the highest concentration of inactive people e.g. schools, youth centres, care homes, housing estates, community halls, health care settings, workplaces, parks etc. To provide a taster programme of community-based exercise activities.	A – E, G	Roll-out of taster sessions Increase in number / percentage of people taking part in physical activity outside of traditional leisure facilities	1 - 5	NCC, BDC, SNC
1.8	Expand the School Streets & Play Streets initiatives across Greater Norwich to encourage physical activity and wellbeing in local communities, closing roads on a trial basis to promote active travel and physical activity opportunities in these areas. Target areas with most inactive people e.g. the Reducing Inequalities Target Areas (RITAs) in Norwich.	A – E, G	Increase in number of physically active young people in targeted areas	1 - 3	NCC, BDC, SNC
1.9	Where the development of new facilities is proposed (for any related public sector services), ensure the potential for co-locating community & physical activity facilities is considered, in order to provide opportunities for physical activity and support linked trips, avoiding unnecessary car journeys.	A - E	Increase in number of co-located services provided Reduction in trip rates	1 - 5	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
1.10	Work with Places Leisure and South Norfolk Council's in-house leisure team and wider partners to ensure that an affordable 'at home' virtual physical activity offer is available (e.g. online exercise classes) by utilising existing content and creating appropriate new content if required. Ensure there are outreach taster sessions delivered in communities across Greater Norwich, focusing on Covid-19 recovery, deprived areas, rural areas and those working from home following the pandemic.	A – E, G	Rollout and take up of service Reduction in trip rates	1	NCC, SNC
1.11	Work with Places Leisure and South Norfolk Council's in-house leisure team to consider ways to encourage leisure centre visits from target groups (focussing on the inactive, those living in our most deprived areas, over 50s, those with a disability and ethnic minorities). Ensure that concessionary schemes (e.g. Go for Less and the South Norfolk Leisure Passport) are targeted to this aim e.g. free access for carers, discounts for people with disabilities etc.	A – E, G	Increase in leisure centre visits from target groups and those living in deprived areas	2	NCC, SNC
1.12	Consider options for joining up green infrastructure with footpaths and cycleways e.g. the riverside walk from Norwich to Whitlingham Country Park as part of the East Norwich Masterplan.	A – E, G	Increased access to green infrastructure via walking and cycling routes More people exercising outside without the need for facilities	1 - 5	SNC, NCC
1.13	Ensure any new facilities are designed with people with mental and physical disabilities in mind, by using design input from these target groups.	A - C	More accessible facilities developed More people with mental and physical disabilities using these facilities	1 - 5	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
1.14	Ensure existing facilities are appropriately reviewed and improvements are designed for people with mental and physical disabilities in mind, by using design input from these target groups.	A - C	More accessible facilities developed More people with mental and physical disabilities using these facilities	1 - 5	NCC, BDC, SNC
1.15	Seek to minimise energy consumption through invest to save energy schemes across all sport and leisure assets, contributing to the Councils' ambitions for net zero carbon emissions by 2030.	D	Reduction in energy consumption at leisure facilities which in turn contributes towards reducing regional carbon emissions and increasing financial sustainability of the facilities	1 – 5	NCC, BDC, SNC
1.16	Work with key partners to identify replacements for / sustainable extensions of funded programmes e.g. the Make Your Move project which expires in August 2023.	A – C, E, G	Continuation of programmes or similar offer beyond expiry	1 – 5	NCC, BDC, SNC
1.17	Work with social housing providers to encourage physical activity in people who live in social housing.	A – C, E, G	Increased physical activity levels of people who live in social housing	1 – 5	NCC, BDC, SNC
1.18	Consider linking schools with partner sports clubs, to work together on funding bids for equipment and to maximise use of school sports facilities outside of school hours.	A – C, E, G	Increased use of school sports facilities by the community Increased funding for these facilities which will keep them in use for longer and make them more financially sustainable	1 - 5	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
1.19	Work with partners to create a programme of free taster activities targeted at our most inactive areas and rural areas, including pop-up events, guided walks and activities within community centres and village halls.	A – C, E, G	Programme of pop-up activities delivered	2	NCC, BDC, SNC

## Table 2 – Active Systems Action Plan

Developing fit for purpose systems which have physical activity at their core

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
2.1	Continue to support the GNGB partnership governance structure, with the continuation of the Sport and Physical Activity Working Group to oversee delivery of the Action Plan	A - G	Establishment of project board and sub-working-groups	1	NCC, BDC, SNC
2.2	Ensure that National Governing Bodies (NGBs) are actively engaged in Greater Norwich to encourage them to embed their 'entry level' participation programmes, support the growth of clubs, development of coaches and volunteers, and deliver facility aspirations.	F	Engagement with key NGBs	2	NCC, BDC, SNC
2.3	Incorporate physical activity into relevant Council policies and strategies and influence new and existing partners, to ensure that strategic plans and policy reflect the positive role that physical activity can play to improve health and wellbeing and strengthen our communities.	A - G	Increase in visibility and prominence of physical activity in Council and partner strategies	1 - 5	NCC, BDC, SNC
2.4	Ensure that commissioners have a long-term plan for addressing physical inactivity, including building it into existing commissions and contracts. Include a requirement for physical activity outcomes to be included in relevant specifications for contracts, along with appropriate reporting / sharing of data to help build the evidence base.	A - G	Increase in physical activity requirements being built into commissioned services	1 - 5	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
2.5	Ensure physical activity and sport retains its place as a priority within the planning system. Utilise the Active Design principles for new developments, championing Community Infrastructure Levy contributions for physical activity and sport, tested and evidenced through up-to-date strategic planning frameworks, including the Norfolk Strategic Planning Framework, the Norfolk Planning in Health Protocol, future updated Development Management Policies and Health Impact Assessments for major housing developments.	A - G	Increased evidence of active design principles being built into new developments / planning permissions	1 - 5	NCC, BDC, SNC
2.6	Encourage adoption of the code of governance for clubs / partners / funded deliverers, in line with sector development	F	Increased number of clubs adopting the code of governance	2	NCC, BDC, SNC
2.7	Work with Town and Parish Councils and local neighbourhoods to ensure that Neighbourhood Plans maximise the potential for physical activity opportunities.	A - G	Maximised physical opportunities within Neighbourhood Plans	1 – 5	NCC, BDC, SNC
2.8	Seek to influence health and social care policy to ensure resources are allocated to place-based commissioning of physical activity-based interventions.	A – C, E, G	Increase in place-based commissioning and physical activity interventions	1 - 5	NCC, BDC, SNC
2.9	Work with cross-sector partners to ensure that physical activity and sport is enshrined at the centre of any Levelling Up Fund bids for Greater Norwich.	A - G	Successful Levelling Up Fund bid	1	NCC, BDC, SNC



**Table 3 – Active Health Action Plan**

Working in partnership with the health system to tackle physical and mental health conditions through physical activity

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
3.1	Collaborate with the Norfolk and Waveney Integrated Care System and other partners in the design and delivery of all health programmes and initiatives. Supporting them to build physical activity into health and social care pathway design, specifically developing the Active NoW model.	A – C, E, G	Increased joint working	1 - 5	NCC, BDC, SNC
3.2	<p>Work in partnership (with Public Health, Community Connectors, Housing Associations, Community and Faith Groups, Workplaces, Places Leisure, South Norfolk in-house leisure team, Monument Project etc.) to develop effective approaches to intelligently signpost people towards physical activity opportunities. This includes:</p> <ul style="list-style-type: none"> <li>• Developing a plan for engaging with the ‘touch points’ around an individual’s life to support in changing attitudes and behaviours, raising awareness of the benefits of physical activity and signposting people to relevant opportunities;</li> <li>• GP Referral;</li> <li>• Health checks;</li> <li>• Social prescribing;</li> <li>• Targeted behaviour change interventions for overweight/obese children and adults including building physical activity into healthy weight programmes;</li> <li>• Helping those with long-term health conditions to understand how they can exercise and the benefits of it;</li> <li>• Supporting those with disabilities to take part in physical activity and sport;</li> <li>• Using physical activity to support those with mental health issues.</li> </ul>	A – C, E, G	Establishment of coordinated social prescribing approach	1	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
3.3	Work with various partners across the health and social care systems and VCSE partners such as the High Intensity User Services at Norfolk Community Health and Care NHS Trust, the Community Matrons Service, Community Connectors and Interact Living Well Workers (Norfolk Citizens Advice) to ensure that signposting of opportunities for physical activity is clear and well understood by the health improvement professionals.	B, C, G	Increase social prescribing of physical activity by key partners	1	NCC, BDC, SNC
3.4	Include specific health-related outcomes and KPI's within Norwich's next Leisure Management Agreement Services Specification to demonstrate the impact upon social value outcomes.	B, C, G	Increased delivery and monitoring of health-related outcomes by leisure provider	1	NCC
3.5	Work with our leisure services team to improve the opportunities for partnership working with health partners at our leisure centres.	B, C, G	Increased number of health-related initiatives delivered from leisure centres	2	BDC, SNC
3.6	Work with partners (e.g. Active Norfolk, University of East Anglia) to develop a common approach to developing the business case for and evaluating the health impact of physical activity and sport interventions, to help ensure a robust approach to understanding what works and why.	A, C, E, G	Development of monitoring and evaluation approach	3	NCC, BDC, SNC
3.7	Develop a follow-up survey to the adult and children and young people surveys delivered as part of this strategy, in order to monitor if behaviours and feelings are permanently altered as we emerge from the Covid-19 pandemic and then to monitor progress on an on-going basis.	A - G	Delivery of survey on an on-going basis	2 - 5	NCC, BDC, SNC
3.8	Work with key partners to consider a potential programme of rewards for organising and taking part in exercise to be targeted at our least active residents, focussing on those living in our most deprived areas, over 50s, those with a disability and ethnic minorities (could be non-monetary rewards similar to Norwich Notes).	A - C, E, G	Establishment of targeted rewards scheme	3	NCC, BDC, SNC

**Table 4 – Active Travel Action Plan**

Promoting opportunities for physically active means of travelling

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
4.1	Work with planning and highways teams and other partners (e.g. Sustrans) to help facilitate the growth of Active Travel, including the provision of safe, connected and accessible, well sign-posted and affordable walking and cycling routes to workplaces, schools and community facilities and services (through the delivery of the Local Cycling and Walking Infrastructure Plans, the Transforming Cities Fund and Healthy Streets and similar future initiatives).	B, C, D	Increase in number of people using active travel methods	1 - 5	NCC, BDC, SNC
4.2	Deliver a public awareness campaign (with appropriate partners) to increase the levels of cycling and walking for travel purposes (to work, school, socially), with a focus on targeting those who do not do enough activity for good health.	B, C, D	Increase in number of people using green travel methods	2	NCC, BDC, SNC
4.3	Champion investment in appropriate infrastructure, with the priority being on cycling and walking routes that provide safe opportunities for active travel. This includes continuing to invest in the bike share scheme and e-scooters and identifying any opportunities to provide / enhance cycling routes in traffic free areas e.g. parks.	B, C, D	Increase in number of people using green travel methods	1 - 5	NCC, BDC, SNC
4.4	Improve cycle storage facilities (including Sheffield bike stands and cycling hangers) across Greater Norwich, including at Council Leisure Centres, residential dwellings and places of work to encourage active travel to and from the venues.	B, C, D	Increase in secure cycle facilities at leisure centres	2	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
4.5	Ensure the principles of active travel are embedded in all housing developments and future highways improvement schemes, with a particular focus on safety and segregation of vehicles from pedestrians and cyclists e.g. contraflow cycling paths.	B, C, D	Increase in active design measures in new developments	1 - 5	NCC, BDC, SNC
4.6	Work with local businesses to develop a Greater Norwich wide workplace based active travel intervention e.g. "Walk in to Work Out".	B, C, D	Increase in residents walking to work	3	NCC, BDC, SNC
4.7	<p>Work with local schools and institutions to develop a Greater Norwich wide education based active travel intervention. Examples of initiatives include:</p> <ul style="list-style-type: none"> <li>• Safe Routes to Schools - including changes to the environment (such as new crossings and road closures around School Streets) combined with educational and motivational activities;</li> <li>• Walking school buses - where children are walked to school in groups accompanied by a teacher, parent or volunteer;</li> <li>• School Streets - temporary restrictions on motorised traffic at school drop-off and pick-up times;</li> <li>• General active travel promotion - including resources for students, teachers and parents, combined with promotional activities;</li> <li>• Beat the Street - technology-based promotion in which people are encouraged to log their walks to school by swiping a post near the school and collecting points to enter a competition;</li> <li>• Cycle training - where students are taught to ride a bike safely;</li> <li>• Active travel days - where promotional activity is focused on a single day.</li> <li>• Creating personalised travel planning interventions for Greater Norwich residents e.g. TravelSmart.</li> </ul>	B, C, D	Launch and delivery of active travel intervention	3	NCC, BDC, SNC

**Table 5 – Active Workplaces Action Plan**

Local businesses helping their workforces to be physically active

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
5.1	Seek to improve the physical activity levels of the Councils' workforces (and influence other public sector employers to follow with their own workforces).	B, C	Increase in physical activity levels in Council workforce	2	NCC, BDC, SNC
5.2	Develop a Green Transport Travel Plan for the Councils' workforces, utilising the Mobilityways platform.	B, C	Increase in number of Council employees using sustainable forms of transport	3	NCC, BDC, SNC
5.3	Achieve healthy workplace accreditation (or appropriate equivalent) for the Councils.	B, C	Achievement of accreditation	3	NCC, BDC, SNC
5.4	Promote healthy workplace accreditation through Thriving Workplaces to local businesses with the intention of increasing the number of organisations signed-up across Greater Norwich.	B, C	Increase in number of workplaces achieving accreditation	3	NCC, BDC, SNC
5.5	Work with the New Anglia Local Enterprise Partnership to encourage local workplaces to incorporate physical activity into daily tasks e.g. through the use of stand-up desks, walking meetings, meetings in parks etc.	B, C	Increase in number of workplace partners	3	NCC, BDC, SNC

**Table 6 – Active Education Action Plan**

The education sector supporting all pupils to form active habits for life

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
6.1	Work with primary schools to ensure that the PE and Sport Premium for Primary Schools improves the quality of the PE and sport and wellbeing activities they offer their pupils.	B, C	Increase in young people's physical activity levels	2	NCC, BDC, SNC
6.2	Support primary schools to deliver their national curriculum Key Stage 2 (KS2) Physical Education requirements.	B, C	Increase in primary schools successfully delivering KS2 requirements	3	NCC, BDC, SNC
6.3	Ensure that Schools across Greater Norwich are actively engaged in participation opportunities, via the Norfolk School Games.	B, C	Increase in number of schools taking part	2	NCC, BDC, SNC
6.4	Work with schools to ensure that their physical activity and sport provision helps to engage inactive children, and those with excess weight.	B, C	Increase in young people's physical activity levels	2	NCC, BDC, SNC
6.5	Work with colleges to ensure that every college student across Greater Norwich is encouraged, supported and has the opportunity to participate in physical activity and sport, as an integrated part of their college experience.	B, C	Increase in young people's physical activity levels	2	NCC, BDC, SNC
6.6	Work with partners to ensure there are effective transitions and pathways in place (and awareness of these pathways) for people to continue an active lifestyle through education settings and community settings.	B, C	Increase in young people's physical activity levels	2	NCC, BDC, SNC
6.7	Work with primary schools to help extend the reach and impact of the Daily Mile and other similar initiatives.	B, C	Increase in young people's physical activity levels	2	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
6.8	Work with the Youth Sport Trust to roll out the Active in Mind initiative across all schools.	B, C	Delivery of programme	1	NCC, BDC, SNC
6.9	Work with schools, youth service providers and other partners to create opportunities and partnerships to promote physical activity as a prevention and early help tool as a way to improve the mental wellbeing of young people, improving outcomes for individuals and easing the current strain on the system.	B, C	Increase in young people's physical activity levels	2	NCC, BDC, SNC

**Table 7 – Workforce Development Action Plan**

Developing a fit for purpose physical activity workforce that delivers a great customer experience

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
7.1	Hold a series of workshop sessions for all Council officers to ensure full understanding and awareness of this strategy and increase potential for cross-directorate working.	A - G	Active buy-in and participation from all Council directorates	1	NCC, BDC, SNC
7.2	Proactively engage with workforces within advocacy and signposting services (e.g. health and social care and the voluntary sector) to improve information and knowledge sharing.	A – C, E, G	Increased partnership working and knowledge sharing	1 – 5	NCC, BDC, SNC
7.3	<p>Develop a coordinated approach to coaching and volunteering, embracing the principles within the UK Coaching Framework and the Volunteering in an Active Nation strategy, in order to increase and retain the numbers actively engaged in the sector, and ensure the workforce is more diverse and representative of society. For example:</p> <ul style="list-style-type: none"> <li>• Supporting young people who live in more disadvantaged communities to volunteer, helping to improve their confidence, skills and life chances;</li> <li>• Targeting older people to become volunteers, including those who are soon to or recently retired, helping their transition to the ‘third age’ and reducing the risk of social isolation;</li> <li>• Supporting local colleges and the University of East Anglia to align the deployment of student volunteers and coaches in the community to best support the aims of this strategy, alongside their personal development and employability skills;</li> <li>• Engagement with employers and schools who are training young leaders.</li> </ul>	B, C, F, G	Increase in number of registered volunteers and coaches	3	NCC, BDC, SNC



No.	Action	Key Objectives	Desired Outcomes	Year	Lead
7.4	Influence skills and training provision related to physical activity and sport across local providers (e.g. leisure service providers) and other sectors to champion the principle of 'making every contact count'.	A – C, E, G	Adoption of 'making every contact count' by leisure service providers and other sector stakeholders	2	NCC, BDC, SNC
7.5	<p>Work with Places Leisure, South Norfolk's in-house leisure team and other local leisure operators and related community organisations to:</p> <ul style="list-style-type: none"> <li>develop a robust Continuing Professional Development (CPD) programme for the physical activity workforce, to develop their skills base, understand their target market and provide a high quality, customer focussed experience;</li> <li>develop a coordinated approach to Traineeships, Apprenticeships, and Graduate Placements for the sector. This includes maximising the positive impact of the apprenticeship levy on developing the sector workforce.</li> </ul>	F	<p>Development of CPD programme</p> <p>Increase in number of local Traineeships, Apprenticeships, and Graduate Placements for the sector</p>	3	NCC, BDC, SNC
7.6	Identify and support local 'Community Champions' to publicise, organise and inspire physical activity and healthy wellbeing in their local communities, workplaces, schools and facilities.	A - G	Roll out of 'community champions' scheme	2	NCC, BDC, SNC

**Table 8 – Raising Awareness Action Plan**

Raising the profile of physical activity and awareness of opportunities to be active

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
8.1	Ensure people can find out how and where they can get active through the promotion and continued development of the 'Every Move' activity finder (in partnership with Active Norfolk).	A – C, E, G	Increase in use of the activity finder	1 - 5	NCC, BDC, SNC
8.2	Work with the Councils' communications teams to develop a consistent narrative for the Strategy and physical activity that helps our workforce and the general public to be clear about what is meant by 'physical activity', the core messages of how much people need to do and the wide-ranging benefits of being active. Key focus should be on raising awareness that being active can take many forms and does not have to involve paying to take part in an activity or travelling to a formal facility.	A - G	Development of clear and consistent narrative	1	NCC, BDC, SNC
8.3	Align to national and local physical activity and wellbeing campaigns to maximise their impact across Greater Norwich e.g. This Girl Can.	A - G	Increased prominence of physical activity campaigns locally	1 - 5	NCC, BDC, SNC
8.4	Ensure all language and imagery used in Council's and partners' marketing and communication is customer-focused and representative and is tailored to the target audience, taking account of digital exclusion / isolation, particularly amongst older people.	A - G	Improved engagement in campaigns from target groups	1	NCC, BDC, SNC
8.5	Prepare a marketing and comms plan including a media campaign and series of events to launch the Strategy. Present the strategy as part of a brand / strapline launch which can be used moving forward for campaigns and awareness raising (e.g. Get Greater Norwich Moving or similar)	A - G	Launch of marketing campaign	1	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
8.6	Rebuild post-Covid-19. Work with partners to develop a campaign to promote opportunities to get out of the house, socialise, be active and try new things. Key focus should be on raising awareness that being active can take many forms and does not have to involve paying to take part in an activity or travelling to a formal facility.	G	Increased physical activity levels	1	NCC, BDC, SNC
8.7	Work with partners to develop an evidence base and position statement regarding the social and economic value of physical activity to Greater Norwich.	F	Development of social and economic value of physical activity in Greater Norwich document	2	NCC, BDC, SNC
8.8	Work with relevant organisations (e.g. Norwich City Football Club, NGBs, local brands/organisations) to harness the power of brands and role models to support the Councils' aspirations for participation and engagement through physical activity and sport.	A – C, E, G	Utilise key role models to promote major campaigns and initiatives	2	NCC, BDC, SNC
8.9	Share, highlight and promote best practice across the sector (e.g. the Norwich Parks Tennis Programme, Healthy Norwich, the Nest, GoodGym, On the Move, All to Play For, Men's Sheds etc.) via a variety of mechanisms e.g.: <ul style="list-style-type: none"> <li>• Annual publication showcasing progress against this strategy;</li> <li>• An Annual Greater Norwich Physical Activity Awards;</li> <li>• Establishing a formal reporting process into relevant strategic forums.</li> </ul> Celebrating and raising awareness of the collective success of organisations and individuals that deliver positive outcomes through physical activity.	A - G	Increased prominence for physical activity brought about by publicity from promotion of best practice	1 - 5	NCC, BDC, SNC
8.10	Focus on identification and support of key community advocates / mentors, such as GP's, health visitors, faith leaders, community group leaders. This should particularly focus on mentors / advocates who live and work in our most deprived and inactive areas.	A - G	Identification of agreed number of community advocates to help promote the benefits of being physically active	1	NCC, BDC, SNC

No.	Action	Key Objectives	Desired Outcomes	Year	Lead
8.11	Work to ensure that any communications about events, programmes or facilities put out by the Councils or their partners clearly identify arrangements for people with additional needs and who to contact for further information about accessibility.	A - G	Increase in people with disabilities being physically active	1 - 5	NCC, BDC, SNC
8.12	Work to ensure that all locations for physical activity have special education needs (SEN) information sheets on their websites, including use of pictures and social stories rather than words where possible.	A – C, E, G	Increase in people with disabilities being physically active	1 - 5	NCC, BDC, SNC
8.13	Investigate use of 'Protect NoW' text messaging service to disseminate physical activity messages to those most in need.	A – C, E, G	Increase in physical activity messages from text service	1 - 5	NCC, BDC, SNC
8.14	Promote the use of open spaces and walking routes (e.g. Marriott's Way, Broads National Park, Boudicca Way) for physical activity, therefore addressing barriers to physical activity around cost, image, access etc.	A – C, E, G	Increase in people being active in open spaces	1 - 5	NCC, BDC, SNC