

Be Moved

A Strategy for the future of Sports and
Arts in the heart of Essex

Chelmsford 2012 - 2016





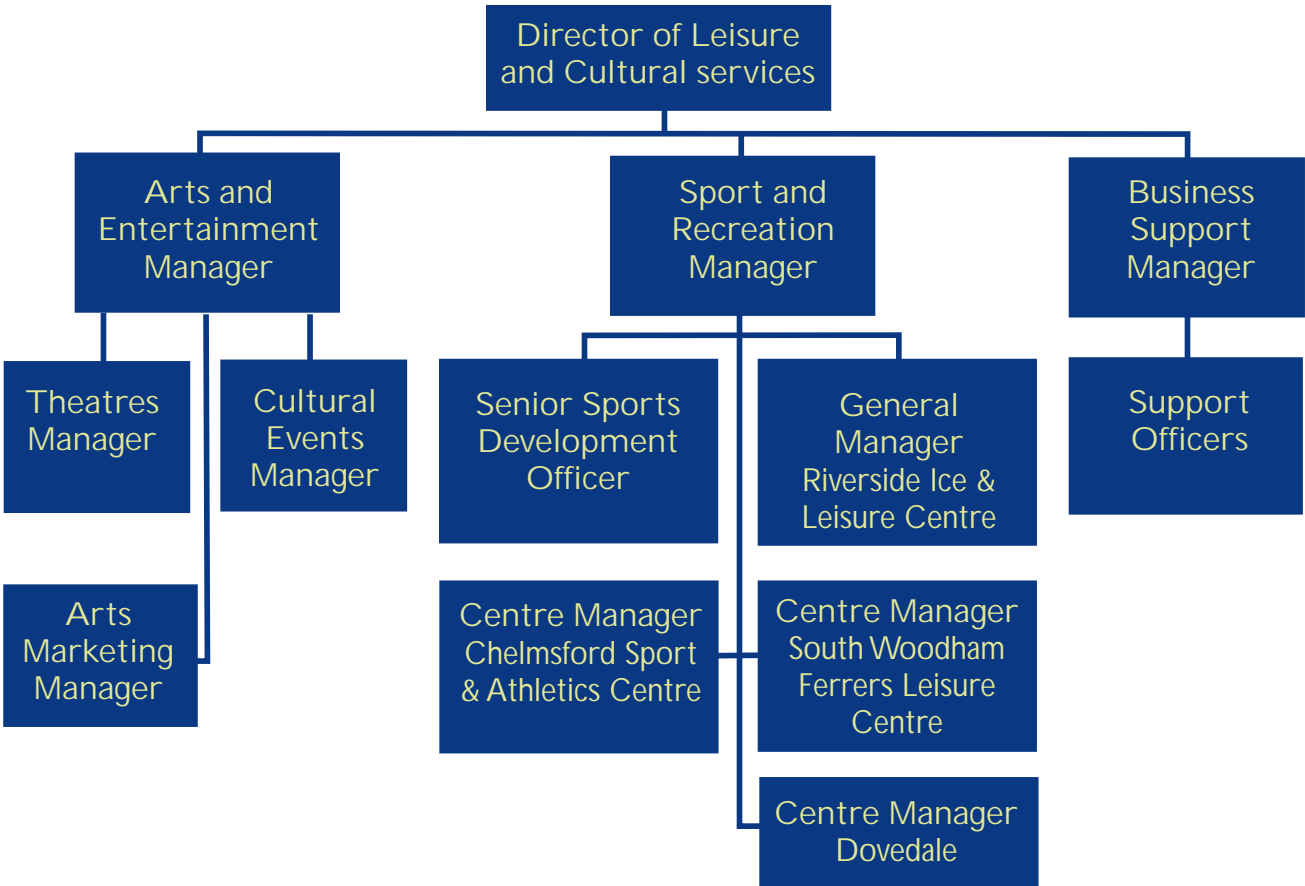
Elementree, The 3Foot People Festival 2010

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Organisational Chart

Leisure and Cultural Services believe in having an open and transparent management structure.
Please see the various roles that exist within the Directorate for your information





Foreword



Councillor Ride
Cabinet Member for
Leisure & Culture

"The variety of sports and arts activities and facilities that the City of Chelmsford offers makes me proud to live and work in the borough. 2012 will see some major achievements - the Civic Theatre and Melbourne Athletics Track both celebrate 50 years; we mark 10 years of the Chelmsford Sport & Athletics Centre and ESSEXstreetdiversions – Chelmsford's very own International Street Theatre Festival; and the London 2012 Olympic Torch Relay comes to town.

One of Chelmsford City Council's prime assets is its Leisure and Cultural Service, which provides a wide and dynamic range of opportunities to access sport, the arts and entertainment for local people. We recognise that both sport and art have a key role to play in keeping citizens both physically and mentally healthy, reducing levels of social exclusion and shaping the identity and feel of a place. A flourishing sports and arts community is good for people – giving us access to creative experiences and stretching our imaginations – and good for local economies.

A strategy helps to set us on a path to achieve great things. Over the course of the last sports and arts strategies the borough has witnessed the largest increase in sports participation in Essex and currently has the highest overall satisfaction level for local sports provision. Council managed Cultural Events, such as 'The 3foot People Festival' and 'The Fling,' have experienced record attendances, again with outstanding levels of customer satisfaction.

Our Sports Centres have built up a well deserved reputation among local people, sustained by recent successful improvement programmes. Riverside Ice and Leisure has a refurbished ice rink, café, gym and changing facilities, the swimming pool at South Woodham Ferrers makes a major contribution to life in the south of the borough and Chelmsford Sport and Athletics Centre has recently resurfaced its running track. Chelmsford Theatres provide a broad range of high quality, entertaining and engaging shows and the borough has one of the most unique and successful Cultural Events programmes in the country. Not only that, in 2011 we launched the Leisure Plus card which offers discounts, loyalty points and advanced booking privileges to all our customers.

In developing this new strategy we wanted to capture the views of local people on what the future of arts and sports in the borough should be and how the Council can help to make it happen. We had an overwhelming response from the public as hundreds of engaged citizens gave their views via surveys and the Council's own Citizens Panel. In addition, we separately consulted a range of key stakeholders from sports clubs, amateur dramatic groups, national governing bodies and more. The opinions and key themes to come out of these consultations have been worked into this document to make this strategy what you think it should be, not what we think it should be.

We have also included in this document inspiring stories from achievers of all ages in both the sports and arts fields. From Olympic Torchbearers to Storytelling Laureates we hear how the Council has supported them in their own development and how they in turn have been able to put something back into the local community.

Of course we recognise the current difficult economic circumstances, but we believe that planning ahead will help to achieve the best outcome for Chelmsford and for local people. There are a number of opportunities that the Council aims to take going forward – we want to use the Olympics as a springboard to increase participation in sport and art, help people to enjoy healthy and active lives and enhance participation in cultural activities. We also plan to facilitate community initiatives, making use of Big Society funding streams where possible, and achieve important capital improvements. This new strategy will help us to deliver these objectives and contribute towards ensuring Chelmsford is a fantastic place to live, work and visit".

Setting the Scene

The City of Chelmsford has been the home of many successful sporting professionals and creative thinkers. 1966 England World Cup final goal scorer Geoff Hurst grew up in Chelmsford, as did Grayson Perry, Turner-Prize winning artist, some of whose work is on display in Chelmsford Museum. Oliver Goldsmith, the famous 18th Century playwright and creative genius, Guglielmo Marconi, pioneer of wireless, both lived in Chelmsford. Chelmsford is still making waves today and is home to a number of Olympic and Paralympic hopefuls.

Impressive variety

Chelmsford borough has hundreds of drama groups, choirs, orchestras, dance companies and musical societies. These currently include Dance Digital – a social enterprise and registered charity, which provides innovative experiences integrating technology with dance, local amateur dramatic societies such as Chelmsford Amateur Operatic and Dramatic Society, Chelmsford Young Generation and Chelmsford Theatre Workshop, who run a fully independent amateur theatre venue - the Old Court Theatre. In addition, approximately 400 professional and semi-professional artists and craftspeople are known to live and/or work in the Borough.

Chelmsford has an active live music scene, recent Arts Trails showcasing local artists and two centrally located professional theatres, the Civic and the Cramphorn. In addition to high quality theatre programmes, the latter also offers arthouse film screenings. The Council has continued to deliver and enable a wide range of exciting arts, culture and entertainment for its residents and visitors at events including ESSEXstreetdiversions, The Fling and the 3Foot People Festival. For 16 years, the Council has played host to the V Festival at Hylands Park, now one of Europe's biggest music festivals.

The results of the Sport England Active Peoples Survey determined that Chelmsford had the highest levels of regular sport participation in Essex (25.5% of adults) and the highest overall satisfaction level for local sports provision (77.5%). This is significantly above both the average for the East of England and the national average. Moreover, Chelmsford has witnessed the largest increase in sport participation in Essex of 4.6% between October 2006 and October 2010. This is reinforced by Chelmsford's proud sporting heritage – the Chelmsford Chieftains Ice Hockey Team play on the only ice rink in Essex at Riverside Ice & Leisure, Essex County Cricket Club has its HQ here with agreed development plans ready to go and Chelmsford Athletics Club is nationally renowned. Well established large community clubs such as Chelmsford City Football Club (CCFC), Chelmsford Hockey Club, Swimming Club and Rugby Club all use Chelmsford City Council's facilities as their base.

A number of key capital improvements have been made to Council facilities over the course of the last strategy including refurbishment of our leisure facilities at Riverside and Chelmsford Sports and Athletics Centre, and heating and cooling improvements in Chelmsford Theatres.

Changing Times

Economic circumstances have changed since 2006 when the last sports and arts strategies were written. As the UK attempts to weather the effects of recession and the global economic downturn, the government focus is on reducing the country's deficit, with the main burden borne by reduced spending. This is putting considerable pressure on the resources of local authorities.

In Chelmsford, the population is projected to grow by more than 35,000 over the next 20 years. As a Council we must make decisions to ensure there is provision for leisure and cultural activities built into new communities to support this growth.



The current legislative programme heralds progressive change in communities. Localism proposals aim to shift power from central government into the hands of individuals, communities and councils and usher in the Big Society. Also in prospect are significant changes to the benefit system and the complete restructuring of the public health system. From 2013, a new statutory responsibility will be placed on local authorities to take steps to improve the health of their local population. At the centre of this new local approach to public health will be Health and Well-Being Boards, which will bring together district and borough councils, health care professionals and community stakeholders to commission public health services.

The Council will rise to the challenge of changing systems and reduced public spending, while finding new ways of working to deliver a range of well regarded services to those that live in the area. We could provide limited services, become inward looking and risk losing confidence in our ideals in the hope that things 'return to normal' again. Or, we could try to do things differently; bring new thinking and sources of funding to the city as we look to work more closely with our communities and the individuals living within them.

Related Strategies

This strategy outlines our new vision for arts and sports for the period 2012 to 2016 and builds on the two predecessor strategies that have now served their purpose:

“Don't just sit on your arts”: Chelmsford Arts Strategy 2006 – 2010
Chelmsford Sport & Recreation Strategy 2006 – 2010

It is aligned to the Council's overall vision and sets out how our Leisure and Cultural Services will contribute to achieving the following key objectives outlined in the new Corporate Plan 2012 – 2016:

Attracting
investment and
delivering
infrastructure

Providing high
quality public
spaces

Enhancing
participation
in cultural
activities

Promoting
healthier and
more active
lives

The Council will continue to work with key partners, such as Sport England, Active Essex and the Arts Council, to achieve these objectives.

This strategy will also form part of the evidence base that supports the Local Development Framework (LDF). The LDF is a collection of formal planning policy documents setting out the Council's policies for development and land use in the borough up to 2021. The Local Development Scheme, Core Strategy, Site Specific Allocations and Area Action Plans, all feed into the LDF.

This strategy has been structured to align closely with a number of the priorities and actions outlined in the Council's emerging Public Health Strategy, which aims to utilise our existing services, public assets and partnerships to tackle the root causes of ill health and improve the health of the whole population.

This document will be reviewed and the actions contained within it will be updated on an annual basis to ensure they remain fresh and relevant.



Chelmsford City Council's Cultural and Sporting Offer

Get to know the Council's facilities, schemes and teams that help make Chelmsford a great place to live, work and visit.

Riverside Ice and Leisure

The home of the only ice rink in Essex, Riverside also houses a large main indoor and outdoor pool, learner pool, 2 squash courts, 6 court sports hall and an Excel Fitness Suite, together with a children's soft play centre. The recent £3.5million investment programme has substantially improved facilities including, ice rink, changing, WCs and catering.



Chelmsford Sports and Athletics Centre

One of the few facilities of its type in the country, offering a freshly laid 8-lane floodlit outdoor track & field facilities, 60m indoor sprint straight with long, triple & high jump, pole vault facilities & throws area, 4-court sports hall, free weights area and an Excel Fitness Suite. The centre offers a wide range of other sports for the local community and is the home of Chelmsford City FC and Chelmsford Athletics Club.



Dovedale Sports Centre

This shared use community facility offers users a 5-court multi-purpose Sports Hall, 3 squash courts, activity room and an Excel Fitness Suite.



South Woodham Ferrers Leisure Centre

This well equipped centre boasts a 25m pool (6-lane) with part moveable floor and submersible boom, 4-court Sports Hall, 2 Gymnasiums, an Excel Fitness Suite and indoor climbing wall. Outside is a floodlit astroturf pitch and a 4-court floodlit multi-use games area. Use of the centre is shared with William de Ferrers School.



Chelmsford Theatres

The Council operate two professional theatres, the Civic and the Cramphorn. The Civic Theatre is a 505 seat auditorium which offers a varied programme of large scale professional, touring and amateur events throughout the year. The Cramphorn Theatre is an intimate studio theatre seating up to 177 and presents a programme of smaller scale professional touring theatre, music productions, dance and lunchtime concerts, as well as being renowned for its innovative mixture of art house, world and mainstream film screenings. The theatres are regularly hired by local amateur companies.

The Cultural Events Team

This small team devises, promotes, develops and facilitates quality outdoor arts and entertainments activities to contribute towards establishing Chelmsford as a vibrant cultural destination. Examples of some of their events include the 3foot People festival, the only event of its kind for 0-5 year olds, ESSEXsteetdiversions, a showcase of international street theatre, and The Fling – a festival of assorted amusements for adults.

Sports Development

Our award-winning Sports Development team advises & supports local sports clubs, runs a variety of sessions to encourage adults and older people to get back into sport, works with schools, develops coaches, set up the Chelmsford Sports Ambassadors Scheme to nurture local talent and runs Bodycare and other health promotion initiatives. The team also organises school holiday sports activities for children aged 4 to 18, many of which are run in partnership with local sports clubs.

Play in the Park

Play in the Park Sport & Play Schemes are a series of multi activity sessions for children up to 16 years old. Our Play Workers work during the Easter and summer holidays offering sports, arts, crafts, games, and free-play across the borough, many in partnership with Parish Councils.



One of the Chelmsford's major events is the V Festival where the Council has developed 16 years of expertise in hosting the event at Hylands Park. Now one of Europe's biggest music festivals, it attracts 180,000 visitors over 2 days (doubling the borough population in the process), brings £9m into the local economy every year and provides significant income to the Council.

Outside of the scope of this strategy are other community services operated by the Council, including Hylands House and Estate, Chelmsford Museum and parks and green spaces. The Council believes in making the most of its facilities, as well as the public realm - those urban and green open spaces in which we congregate, relax and pass through.

The Vision

“ To encourage people who live, work & visit Chelmsford to get actively involved in sport & arts, to support local organisations and to develop the City's high quality of life & reputation in the East of England”

This strategy will identify how the above vision can be achieved, where resources will be allocated and how new and existing funding streams can be utilised. We have asked local people for their views and responded to the needs of our communities.

Our mission is to act as an advocate for Leisure and Culture in Chelmsford, to foster key strategic partnerships and to demonstrate leadership that will encourage greater participation.

Analysis of consultation undertaken with the public and our stakeholders, which includes sports clubs, arts organisations, private businesses, governing sports bodies, charities and schools, has led to development of a 'Triple A' approach to our services and 5 goals for our Leisure and Cultural Services to work towards.

Active	Our services will deliver an active leisure and cultural programme promoting the importance of maintaining both a healthy body and healthy mind
Affordable	Our services will ensure that the use of sports centres, theatres, events and the cost of the activities we deliver remain affordable
Accessible	Our services will be accessible to all and emphasis will be placed on communicating effectively with our customers

The 5 goals for our Leisure and Cultural Services to work towards are as follows:

- 1 To promote health and wellbeing
- 2 To build an Olympic and Paralympic legacy
- 3 To facilitate community initiatives to enrich society
- 4 To deliver a high quality and varied programme of sport and arts
- 5 To ensure our services are right for you

This document will take each goal in turn and describe why the goal has been developed, what we propose to do about it and how we will recognise success.

Goal 1

To promote Health and Wellbeing



Why this goal?

- Participation in sports and the arts is seen as an essential part of what makes Chelmsford a great place
- Studies show that living a healthy lifestyle by participating in regular exercise and maintaining a healthy weight can reduce the risk of developing chronic diseases
- Research has shown that engagement in both sport and art has a positive and quantifiable effect on a person's perceived wellbeing and mental health
- Sport generates substantial long-term economic value in terms of avoided health costs. Excess weight costs the NHS more than £5bn per year, with 61% of adults and 33% of 10-11 year olds overweight or obese
- The health costs of sporting inactivity in Chelmsford are £2.327,327 (Sport England 2012)
- Chelmsford is a largely affluent borough but there is a difference in life expectancy of up to 5.7 years between the least and most deprived wards
- Young people's participation in organised sport improves their numeracy scores, on average, by 8% above that of non-participants
- Our services are intrinsically valuable for social cohesion, our mental health, our sense of identity and our happiness

What will we do?

- Encourage use of our Leisure and Cultural facilities by maintaining the current level of sport and arts services offered, whilst also introducing positive new initiatives
- Focus on improving the physical and mental health of older people
- Devise and develop specific health related programmes and events
- Reduce obesity levels throughout the Borough by enhancing the exercise and fitness offer available at Council owned facilities
- Promote greater use of the public realm through developing and encouraging outdoor events, festivals and open-air sporting activities
- To work within the planning system to create a healthier built environment by ensuring that buildings and spaces are designed in a way that make it easy for people to be active and encourages community use
- Seize opportunities presented by the new localised public health system to help make sustainable improvements to the health of local residents

What will success look like?

- Citizens lead healthier lifestyles as a result of increased participation in sport and the arts
- Improved quality of life for residents of the Borough
- Residents choose to use more environmentally sustainable travel options such as walking and cycling
- Engaging annual Theatres and Cultural Events Programmes that inspire and stimulate the mind
- Joined up services amongst local agencies to arrest the increase in excess weight and obesity and active lifestyles are promoted in our junior schools
- The public realm is regularly animated, encouraging greater use of both urban and green spaces

To promote Health and Wellbeing

Obesity and lack of activity leads on to other medical conditions such as diabetes, high blood pressure and heart disease. The government document 'Healthy Lives, Healthy People: A call to action on obesity' states that local government is uniquely placed to lead efforts to support individuals in achieving and maintaining a healthy weight through use of green spaces and other opportunities for physical activity and sport. The problem of excess weight has been increasing for the past 30 years and Department of Health statistics shows that Chelmsford currently has an adult obesity rate of 24% and a childhood obesity rate of 6.4%. At reception age, the prevalence of overweight children is the second lowest in the county; however we witness the largest percentage increase in overweight children between the two primary school stages.

Staying Healthy and Keeping Active

As the authority responsible for sports and leisure provision in the area, we aim to make participation in sport and recreation accessible and appealing to all residents in order to improve their health and well-being. To help residents become more active, many physical activity initiatives are operated by the Council aimed at all parts of the community. These include holiday sports and play activities for children, health walks for adults, fitness programmes and classes, cycling initiatives, dance festivals and athletics coaching in schools. Regular sports taster sessions are run to encourage attendance at ongoing sessions in leisure centres and sports clubs. At present our sports facilities receive 1.3m customer visits per annum.

Not just the usual - At our various leisure centres you can try climbing, flamenco and even scuba diving

Over the next four years the Council will seek to sustain this variety and to offer new affordable initiatives to encourage citizens to get active. We will tie in with national initiatives, such as the Big Splash, Race for Life and Sportivate. We will also help showcase the range of sports clubs available to join in the borough. Our staff are proactive and run a number of outreach programmes in the community targeting older people and children in schools to adopt a healthier lifestyle. Bodycare, for example, is a health promotion scheme run in primary schools for children at Key stage 1 and 2.

Due to funding pressures across all public frontline services there is a need to work efficiently with key partners, such as the Chelmsford Schools Sports Partnership, UK Athletics, Active Chelmsford, Active Essex and educational institutions, such as Anglia Ruskin University. We will also work with other organisations in the borough to reduce health inequalities, and give all residents the opportunity to enjoy long, healthy and active lives. One example of this already in action is the 'Live Life GP Referral Scheme' which runs at three of our centres, offering a personalised exercise programme at a reduced price overseen by qualified professionals for people referred to us by their GP. We will further strengthen this scheme by establishing closer links between our Leisure facilities and local health centres. We will also consider accommodating health care into future redevelopment of facilities to create stronger links and improved access to services.

From 2013, it is proposed that a new statutory responsibility will be placed on local authorities to take steps to improve the health of their local population. At the centre of this new local approach to public health will be Health and Wellbeing Boards. These boards will bring together district and borough councils, health care professionals and community stakeholders to commission services for public health. The Council will play an active role in the emergence of these boards in view of the major contribution to public health our Leisure and Cultural Services provide.

The Council will focus on improving the mental and physical health of Older People, one of the most vulnerable groups and an increasing proportion of the local population. The existing programme of activities for this age group will be expanded. Activities currently include the Heart and Sole Health Walks programme, exercise class taster sessions in community venues, such as residential care homes, and specific activity sessions for older people in leisure centre gyms. Running these activities has demonstrated that investing time on an individual basis, secures real changes to lifestyle and wellbeing.

Gaining access to health related funding is essential, as it will help us continue to tackle local public health issues even more effectively, including reducing health inequalities and problems associated with social deprivation.

Culture makes us healthier and happier, increasing our personal, physical and mental wellbeing. A recent Manchester Metropolitan University research study found that painting, dance, music and storytelling can measurably increase our psychological well-being, lowering levels of anxiety and depression. Over the next 4 years the Cultural Events Team will explore promoting greater health awareness through their events programme.

Since my retirement in 2009, the Council has provided me with many opportunities to get involved in sport. First there was an introduction to table tennis day - from this I've started to play on a regular basis. I may be the eldest there, but it's great to play with so many young people. Then came the Council's drive to encourage tennis playing. So, after a 35-year break from the sport, I now play against other clubs as a member of a Ladies Five Team. Retirement can be rewarding as long as you maintain a 'young' outlook on life"

Fay Hepworth, aged 69



Promoting use of outdoor space

Communities thrive in well designed environments that incorporate accessible green space and a distinctive public realm. There is strong evidence to suggest that there is a positive relationship between green space and the general health of the population. Chelmsford is a scenic borough with many award-winning parks and open spaces, receiving over three million visitors in the last year alone. We will promote use of the public realm through developing and encouraging outdoor events, festivals and open-air sporting activity.

From 2012 to 2014 it is planned that Chelmsford city centre's urban public space will be redeveloped through a programme of works that will result in new shopping spaces and an opening up of the waterfront. We will work to create a healthier built environment by ensuring that buildings and spaces are designed in a way that makes it easy for people to be active and encourages community use.

Community Safety

People's perception of community safety has been included in the Government's outcomes framework as a wider determinant to good health. Culture and sports can contribute significantly to crime reduction by keeping people positively active and engaged in their communities and bringing people together. We will continue to deliver a number of local initiatives to tackle social exclusion, such as the 'Sport on Sunday' programme held at CSAC, which targets young people at risk of being involved in crime.

Goal 2

To build an Olympic and Paralympic Legacy



Why this goal?

- Chelmsford is a host community for the London 2012 Olympic Torch Relay and the site of the only Olympic Torch Relay Evening Celebration in Essex
- The finale of Sparks Will Fly, a unique event held at the Olympic Torch Relay Evening Celebration, is part of the London 2012 Festival events programme
- 78% of Chelmsford citizens believe it is important/very important to build on the success of the Olympic and Paralympic Games to stimulate future growth in arts and sports
- Hadleigh Farm in Essex is host of the London 2012 Olympic mountain biking
- Chelmsford is a major gateway location for travel to the London 2012 Olympics/Paralympics
- Chelmsford is providing approved training facilities which are available for Olympic and Paralympic teams in the run up to the Games
- Joseph Strutt, born in Chelmsford, and his well known book 'Sports and Pastimes of the People of England' (1801) is credited with inspiring the creation of the Much Wenlock games, which later formed the basis of the modern Olympics

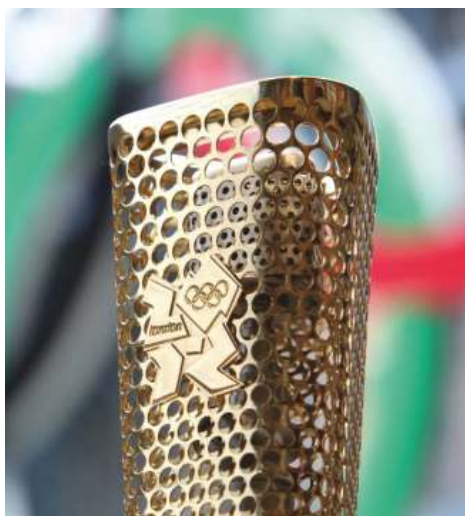
What will we do?

- As Host Community for the London 2012 Olympic Torch Relay, deliver memorable once in a lifetime celebrations
- Nurture and support local Sports and Arts Talent through development programmes, such as talent identification and master classes
- Provide activities to inspire children and young people to achieve sporting and artistic success
- Maximise the benefit from national initiatives and opportunities linked to the London 2012 Olympic and Paralympic Games, including Places People Play, Sportivate, Sport England's Sportsmakers and the School Games
- Build an Olympic and Paralympic legacy by sustaining and improving upon existing Council facilities programmes and events
- Utilise the legacy of the London 2012 Games to increase opportunities to recruit and develop volunteers to support sport and art throughout the borough
- Provide pathways to elite sport and maximise the opportunities offered through the London 2012 Games for participants, coaches, referees and volunteers
- Ensure effective communication between participants, clubs and facilities on Olympic and Paralympic opportunities available

What will success look like?

- Legacy activity that inspires all generations to participate in a greater range of sports and arts activities
- By the end of 2012, 10,000 young children will have taken part in the Olympic 'Inspire Mark' Chelmsford Minigames & 1,000 young leaders will have assisted in running this unique event
- The borough will continue to see an increase in levels of sports participation particularly among the young (under 18) and older people
- New & improved facilities in place for local people, for example new Adizones in our parks
- Chelmsford Athletics achieving success in London 2012 and future international events

To build an Olympic and Paralympic Legacy



The Olympic and Paralympic Games celebrate the spirit of competition and emphasise the importance of respecting ourselves, each other and the environment around us. The Council aims to harness the power of London 2012 to achieve benefits for the local community by maximising the opportunities available and facilitate a lasting legacy for both residents and businesses. London 2012 brings with it the opportunity to gain funding for new leisure facilities, ways of inspiring a new generation of young people to get active and also acts as a catalyst for new arts and sports initiatives.

The Council launched its own five year Cultural Olympiad in 2008 when the Cultural Events Team managed 'EASTmeetsWEST' in Brentwood to a sell out audience of 4,000 people. This was a highlight of the Essex Jiangsu Festival and one of the first events nationally to be awarded the Olympic Inspire Mark. Since then, we have continued to

build anticipation for the Games by managing and promoting a range of sports and arts events and activities, including the SX Urban London Games, Chelmsford Minigames and 'Walking your Way to the Games' – a range of Olympic-themed health walks.

Chelmsford's close proximity to the Olympic Park at Stratford, the mountain biking event at Hadleigh Farm and the white water canoeing course at Broxbourne on the Essex / Hertfordshire border, make Chelmsford the ideal place to access the best of the Games.

'Host Community for the London 2012 Olympic Torch Relay'

Awarded this title by the London Organising Committee of the Olympic and Paralympic Games (LOCOG), we are extremely proud that the Olympic Torch will journey to Chelmsford on its 8,000 mile tour around the UK for the only evening celebration in Essex at Hylands Park. This also includes the finale of a county-wide celebration project, Sparks will Fly. The event on 6 July is managed by the Council's Cultural Events Team and provides an opportunity for 15,000 people to see the London 2012 Olympic Torch Relay close up. The Torch Relay will then make its way through Chelmsford city centre on 7 July 2012 giving even more residents the opportunity to see the Torch. We believe that an Olympic Legacy derives in part from a positive memory of landmark events and we are keen to create thousands of such memories in the heart of Essex.

Chelmsford Minigames – Awarded the Olympic Inspire Mark by LOCOG

The Chelmsford Minigames held at Chelmsford Sports and Athletics Centre started as an annual event in 2008 as a partnership between Chelmsford City Council & the Chelmsford Schools Sports Partnership. The aim of the Minigames is to enable generations of young children to have their own special version of the Olympics, understand and learn about other cultures and join in the fun of sport and exercise. Thousands of local young children have taken part in the event and volunteer leaders from local secondary schools, who help to run the event, have gained valuable life skills.

Chelmsford Sports Ambassadors

The Council believes in nurturing young sporting talent and investing in activities that inspire a new generation of young people. Chelmsford Sports Ambassadors is an annual scheme which identifies talented local sports people within Olympic and Paralympic Sports and provides them with discounted access to training facilities at the Council's four leisure centres to support their development. In return these talented individuals support the Council by attending and running events, projects and coaching sessions throughout the year for other young people. Many of them have their sights set on Rio in 2016.

"I train at Chelmsford Sport and Athletics Centre. I am currently Essex and Eastern indoor Champion and ranked 3rd in the UK for 60m hurdles and 7th for 60m Sprint and I am also proud to be a Torchbearer representing Chelmsford in the Olympic Torch Relay this year"

Moesha Howard, aged 15
Chelmsford Sports Ambassador



Building an Olympic Legacy - what does it mean for Chelmsford?

As part of the London 2012 Games, Chelmsford will ensure that we contribute to the Olympic Legacy through a variety of Olympic inspired activities and opportunities before, during and after the Games.

Build New Facilities - In spring/summer 2012, Chelmsford's parks will benefit from two new facilities called Adizones, high quality urban community sports areas. The Adizone scheme equates to £100,000 of Olympic Legacy benefit for the people of Chelmsford.

Increase Volunteering Opportunities - According to the most recent Active Peoples Survey 6.2% of people volunteer for at least an hour a week. More volunteering opportunities will be created by linking with national initiatives, such as Sport England's Sportsmakers. We will continue to work closely with key partners, such as Chelmsford CVS, and to develop our own training programmes for young people in areas such as event management.

Take Advantage of National Initiatives and Opportunities for Funding - The Council aims to make the most of the range of initiatives and opportunities linked to the London 2012 Olympic and Paralympic Games. These include Places People Play, Sportivate and the School Games.

Continue to Increase Participation in Sport and Art - In part, this will be achieved by promoting and supporting local sports and arts clubs by showcasing talent at Council events. Hugely successful sports programmes that originated in Chelmsford have since been rolled out nationally, such as 'Mud, Sweat and Gears,' will continue to be supported. The Council will also continue to invest in a wide range of activities for young and old alike to ensure that people continue to stay active long after London 2012 has passed.

Increase Chelmsford's Profile - 'Sparks will Fly: Essex Finale & Chelmsford Welcomes the London 2012 Olympic Torch Relay' will provide (inter)national media coverage and promote the importance of outdoor events in the borough to ensure Chelmsford City is recognised on the International stage.



Goal 3

To facilitate community initiatives to enrich society



Why this goal?

- Sport and arts help build stronger communities; they can be important factors in creating community cohesion by providing shared experiences for residents from different social and religious backgrounds
- Sport and arts make a major contribution to UK employment, especially in growing the creative industries which account for 8% of the UK's GDP
- Sport and arts help build safe communities; they offer a focus for social interaction and harness the energy of young people who might otherwise turn to anti-social behaviour
- We recognise the importance of supporting community projects under the big society agenda
- The cultural industries make an important contribution to tourism and the visitor economy in the East of England; 64,000 people in this region work in the creative industries, which equates to 9% of the total creative and cultural industries' UK workforce

What will we do?

- Utilise new funding streams and opportunities to support the modernisation of sports and arts facilities in the borough
- Implement the Community Infrastructure Levy, which will allow funding secured by new development to pay for sports and arts infrastructure that both the Council and local community require
- Provide advice to arts and sports organisations and individuals submitting applications for funding e.g. Chelmsford Grand Awards
- Encourage local groups to promote their events and achievements
- Empower communities to make sport and arts activity a part of residents lives
- Assist in the development of partnerships between schools, community sports clubs and national governing bodies
- Promote shared use facilities for both sport and arts e.g. support community access to school sports facilities and encourage use of under-utilised arts facilities
- Create, develop, manage and promote events that showcase a wide array of local community talent
- Work in partnership with local sports and arts clubs/organisations to investigate ways to meet their specific facility requirements including ways of upgrading community venues
- Encourage organisations and developers to provide short-term venues for performances and the arts, such as empty shop premises
- Support the creation of a creative industries working group
- Tackle the barriers to participation in physical activity faced by some of the most inactive groups in society
- Harness creative leadership, local leaders in sport and art can mobilise others to get involved in activities which improve their wellbeing

What will success look like?

- An ever growing active sports and arts community rich in social capital
- Local talent and creative industries become more visible in Chelmsford
- There is an increase in the number of community-led events and sporting initiatives in the borough
- Investment in new and modernised sport and arts facilities
- Successful monthly series of 'Grand Awards'

To facilitate community initiatives to enrich society

In our consultation for this strategy, 79.6% of Chelmsford citizens thought it was either very important or important to work more closely with community groups to deliver more arts and sports based projects. The Council recognises the importance of:

- Developing positive and mutually beneficial relationships with local organisations,
- Exchanging knowledge, experience and skills with sport and arts groups in the community,
- Encouraging the development of the creative industries – industries that are based on individual creativity, skill and talent, such as fashion, digital media, the performing arts, publishing, craft and design.

Signposting Local Organisations to Funding Opportunities

In these challenging times, it is even more important for the Council to recognise and provide support to community groups that promote engagement in sport and arts. The Council is assisting voluntary and community groups in the borough through the implementation of the Grand Awards; £100,000 will be available through the scheme, allowing a grant of up to £1,000 to be made every month to promote community projects and to encourage local groups to publicise their work and achievements. In addition, in Leisure and Cultural Services we will continue to signpost relevant groups to new external funding streams and offer advice and information through our existing project support scheme.

Supporting the Creative Industries

The creative industries are of major significance to both the national and local economy; they account for nearly two million jobs. Importantly, the creative industries do not operate in isolation. They sit at the centre of a web of connections with other industrial sectors, and are a source of innovation for the wider economy, particularly through design, branding and advertising. They also have an important role to play in urban regeneration and community cohesion. Listed below are some comments from those that the Council already supports:

Snapbox	Local film makers	"The Council's Cultural Events Team helps us to meet clients wanting our services and network with other artists in the area who are interested in collaboration projects"
Panic	Local events listings magazine	"The Council provide us with knowledgeable support and through their involvement we gain a more professional appearance"
Changing Chelmsford	Local think tank	"Council employees are involved in developing our creative policies and initiatives: notably the events and town centre managers"
Just Imagine	Storytelling centre/ children's bookshop	"By working with the Cultural Events Team the Council has helped us to network with other organisations and reach a wider audience"

We will continue to seek to support the local creative industries. This includes working in partnership with organisations such as Anglia Ruskin University and the Arts Council. We will support the creation of a Creative Industries Working Group comprised of partners and practitioners to identify how sectors of the industry can be developed.

"The Council's Cultural Events Team have given us confidence to adapt our business for catering at large scale outdoor events. The mentoring approach taken by the team has helped develop Acanteen to achieve things we never originally envisaged when the business first started"

Emma O'dell
Manager of Acanteen



Facilitate Community-led Sport and Arts Programmes and Events

The Council's Sports Development Team continue to link many of their programmes and events to local clubs and community groups to support their membership and encourage regular exercise. Programmes often provide community volunteering opportunities, such as the Heart and Sole Healthy Walks Scheme, which encourages local people to become volunteer walk leaders.

To support the local performing arts scene, about 50% of the Chelmsford Theatres current use is allocated to local amateur groups. The Cultural Events Team has facilitated a range of community-led events including the 2011 Arts Trail, enabling local artists to exhibit their work in over 50 shops and venues across Chelmsford city centre, and in March 2011 Jibber Jabber, Essex's first ever storytelling festival. Both these events encouraged other organisations and developers to support the local Chelmsford arts scene.

"Working with the Council on projects such as Jibber Jabber creates opportunities for individuals and communities to work in new and innovative ways, connect with a wider network of arts and cultural groups and reach wider audiences"

Mike Dodsworth
Essex Storytelling Laureate



Investment in Community Infrastructure

The Council will continue to work in partnership with local sports and arts groups and organisations to investigate ways to meet their specific facility requirements, including ways of upgrading community venues. This will include exploring increasing community access to school sports facilities and supporting Sport England's aim of creating a new partnership for every secondary school in England with their local community sports clubs and at least one National Governing Body.

"The annual Rotary Swimathon has been running from the first year that the pool at South Woodham Ferrers opened. More than 200 swimmers take part including a disabled swimmer who swam 27 lengths with just one arm. Many local charities have benefitted from the £75,000 we have raised through sponsorship. We have been greatly supported by the Leisure Centre Staff at the pool whom we cannot thank enough"

Soroush Ebrahimi,
SWF Rotary Club



Goal 4

To deliver a high quality
and varied programme
of sport and art



Lobster a la carte, ESSEXstreetdiversions Festival 2011

Why this goal?

- Sport and art enhance people's skills and help generate prosperity
- A vibrant culture is not just the result of prosperity and social cohesion, it can drive them too
- Communities thrive in well-designed environments that incorporate accessible green space and a distinctive public realm
- Sport, art and culture that is rooted in the community can build into a strong positive identity for a place at a local, national and international level
- Sport, art and culture can engage marginalised groups to take part in collective action and help them to achieve their potential

What will we do?

- Modernise refurbish and maintain Council owned leisure facilities to ensure that they continue to be of a high standard for users
- Respond to current and future needs of the borough by working with partners to improve the range and quality of sports and arts activities and facilities
- Improve overall energy efficiency of facilities; to include renewal of plant systems in leisure centres and continued installation of improved heating and cooling in both the Civic and Cramphorn Theatres
- Agree and fund a new 5 year Cultural Events Strategy 2013-18 which has a London 2012 legacy link
- Sustain a high quality and broad programme offer for Chelmsford Theatres
- Act as an advocate for continued investment in sport and arts leisure facilities
- Develop the Melbourne Park Masterplan so that improvements can be achieved to enhance sports facilities within the park and athletics centre
- Manage promotional events targeting key sports and clubs to promote awareness and participation
- Work closely with the promoters of the V Festival to ensure the event is well planned and executed each year
- Ensure agreements with developers are secured and used to meet the needs of the local community
- Ensure that New Communities created in the borough have access to quality sports and arts facilities
- Develop new facilities in line with the Local Development Framework (LDF)

What will success look like?

- Residents and visitors are given opportunities to have fulfilling cultural experiences and appreciate their local area
- There is an increased quality of cultural offer for those who live, work and visit in Chelmsford
- Residents and visitors have access to high quality modernised or new cultural facilities
- Facilities and events in Chelmsford have a capacity to engage audiences from beyond the borough
- Chelmsford is recognised nationally as a key location for unique events and excellence in sport and arts

To deliver a high quality and varied programme of sport and art

The Council is committed to ensuring Chelmsford is a great place to live, work and visit by promoting a diverse and varied programme of sport and art, by continuing to manage and run unique Cultural Events, by maintaining a 1st Class Sports Development service, by successfully operating its popular four leisure centres and by continuing to deliver a high quality theatre experience. The public consultation carried out as part of the development of this strategy found that:

91.9% of Chelmsford citizens believe it is either very important or important that the Council maintains the range of Sports Activities currently offered

84.6% of Chelmsford citizens believe it is either very important or important that the Council maintains the range of Arts Activities currently offered

92.9% of Chelmsford citizens believe it is either very important or important that the Council continues to improve or maintain current sports and arts facilities

The Council recognises the views represented above and will seek to maintain its range of arts and sports activities, make improvements to facilities, and continue to promote new ideas and innovations. A vibrant arts and sports scene is what makes Chelmsford a great place to live, work and visit. Two of Chelmsford's valued events illustrate this point.

ESSEXstreetdiversions

This international festival of street theatre has developed over ten years into a showcase of the very best of local street artists with performers from places as far afield as Mexico and Australia.



The 3foot People Festival

The only event of its kind in the country – this festival is exclusively for 0-5 year olds and regularly sells out in just 24 hours due to its popularity



The Council will agree a new 5 year Cultural Events strategy to ensure that Chelmsford's signature events can continue to be developed. The Council will also continue to work closely with the promoters of the V festival to deliver this key event, which puts Chelmsford City on the international map and contributes significantly to the local economy. The Council recognises the importance of offering variety, which is why Chelmsford Theatres are committed to promoting a broad range of shows and our leisure centres continue to offer a diverse range of classes, events and initiatives. We will continue to expand the annual 'Play in the Park' scheme – activity sessions which run in local parks for children up to the age of 16. In summer 2011, 5,000 children attended the programme which operated at 25 different venues across the borough.

The Sports Development Team and leisure centres will promote a number of key target sports. These sports include athletics, ice skating, badminton, orienteering, trampolining and cycling, with strong interest stimulated by the Olympic mountain biking event at Hadleigh Farm. These sports will just be the first to be promoted on a rolling programme, ensuring that an even greater variety of sports will be promoted over the life of this four year strategy. Sport England's 2010 Active People Survey stated that the current top 5 sports practiced in Chelmsford are cycling, swimming, football, athletics and attending the gym.

Maintaining and Improving Leisure Facilities

The Council will continue to respond to current and future needs of the borough by working with partners to improve the range and quality of sports provision via new, improved and accessible sporting facilities. These key partners include Chelmsford College and Chelmsford City Football Club and future development plans include enhancing Dovedale Sports Centre, Chelmsford Sports and Athletics Centre and Melbourne Park. The North Chelmsford Area Action Plan (NCAAP) provides a framework for new neighbourhoods in North East and North West Chelmsford, providing homes, schools, leisure and community facilities. We will ensure these are delivered, so that new communities will have access to good quality leisure facilities.

The Council has bucked economic trends by continuing to attract inward investment, with major retail developments including John Lewis and Primark both opening stores in the city. New developments in the borough will generate resources from Section 106 agreements and the Community Infrastructure Levy. The Council is committed to ensuring that these funds are used for new and improved recreational facilities, open space and landscape features for the local community. For example, there is a developing need in the borough for a number of specialist facilities, including a 3G artificial floodlit pitch and an indoor tennis centre for joint community and school use.

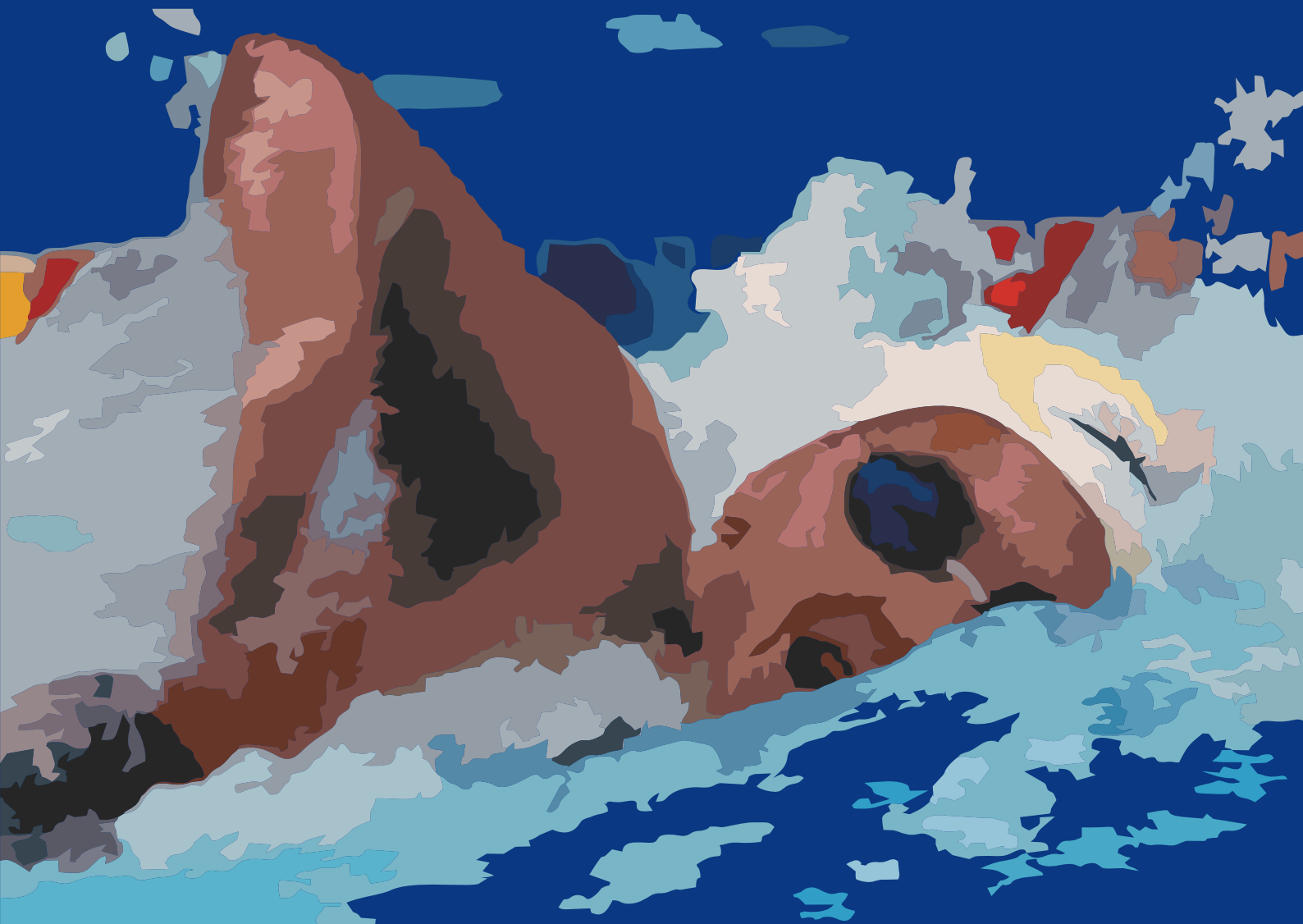
Environmentally Friendly Services

The recent £3.5m investment programme in Riverside has not only improved facilities for customers, but focussed on plant and equipment improvements which have already generated significant energy savings. We are also in the process of installing improved heating and cooling systems in both the Civic and Cramphorn Theatres. The Council will continue to take advantage of further invest to save opportunities to reduce our carbon footprint further.



Goal 5

To ensure our services
are right for you



Why this goal?

- A local authority has a duty to provide for its citizens
- The Council is committed to delivering the highest level of customer service
- One of the Council's key Corporate priorities is to offer local people the opportunity to help shape the services they receive
- To make people proud of the place in which they live, work and visit

What will we do?

- Work with partners to improve service provision and offer better value to service users
- Develop and increase use of social media and new technology as a marketing and information provision tool to customers
- Explore new, innovative and cost effective ways of delivering services
- Ensure that marketing material is available in a range of formats to ensure access for all
- Ensure information is accessible and give advice and support to clubs, organisations and individuals submitting applications for funding
- Maximise the benefits of the Leisure Plus scheme for our customers to encourage greater participation in sport and the arts
- Regularly review our sport and arts services to ensure that we receive feedback from our customers
- Use a range of consultation methods to understand the needs of the community, including Chelmsford Youth Panel, to be launched in 2012
- Utilise Sport England's 'Active Places Power' database to assist in the strategic planning of sports facilities
- Seek to develop new audiences in order to encourage increased participation in art and sport

What will success look like?

- Residents have a greater awareness of the Council's sports and arts facilities and services
- Increased benefits offered to Leisure Plus Card holders
- Services engage with the people of Chelmsford in new and exciting ways helping to widen experience and encourage personal development
- Services which meet the needs of the community and are responsive to changes in trends and services

To ensure our services are right for you

In the public consultation undertaken for this strategy, residents were given the opportunity to rank their top 5 priorities; the results are as follows:

- 1 Exercising and keeping healthy
- 2 Watching the Performing Arts
- 3 Attending Outdoor Events and Festivals
- 4 Being a member of Local Clubs and Societies
- 5 Participating in Sports

Through this strategy, the Council will ensure that these priorities are its priorities. The Council prides itself on delivering excellent customer service and services that are what our customers want. This is demonstrated in the flexibility of our gym programmes, our Theatre programmes, our Cultural Events programme and our new Leisure Plus scheme.

"Following my double lung transplant, Chelmsford Sport and Athletics Centre and Riverside have created specific gym programs for me, which have enabled me to go on to compete in the UK, European Heart & Lung Transplant Games and World Transplant Games. Between 2008 and 2011 I have won a total of 2 Gold, 10 Silver, and 7 Bronze medals"

Justine Laymond



The Council seeks to work on a personal level with a range of local groups and individuals, for example when delivering our Cultural Events Programme.

"The Events Team have been the most supportive of any organisation that I have worked or collaborated with. This has been in the form of specific involvement for events such as The Fling, 3 Foot People and ESSEXstreetdiversions, and just as importantly, specific feedback and support on new projects. They have also encouraged me to forge new working relationships with other Essex street artists"

Dan Peppiatt
Local Artist and Engineer



Affordability

The Council launched the Leisure Plus card to residents in April 2011. After 11 months, over 35,000 local residents are now Leisure Plus cardholders and an estimated 20% of local residents have signed up to the scheme. Cardholders benefit from lower charges at all four Chelmsford City Council Leisure Centres, reduced theatre ticket prices, sports and events booking privileges, special promotions and earn loyalty points for every £1 spent. This scheme helps ensure that participation in sport and the arts remains affordable to local people.

Chelmsford Theatres and all four leisure centres offer a concessionary pricing scheme. Those eligible include over 60s, those on income support, those receiving working tax credit, students in full time education, those on apprenticeship and foster carers. Concessions for 3-16 year olds are also available at most theatre shows.

Driving participation

Whilst the national 3 x 30mins per week sports activity target has been suspended, the importance of increasing and sustaining participation remains paramount. The Council is committed to encouraging greater participation in sport by young people and Sport England's new Youth and Community Strategy 2012-2017 promotes a significantly increased focus on youth, with Whole Sport Plans and other programmes reaching down to 14 year olds. New funding will be available nationally for improving the transition from school sport to community sport. Sport England also advocates improving the sporting participation opportunities for young people in further and higher education. To help better understand the needs of young people, we will consult regularly with the Council's new Youth Panel, which is set for launch later this year.

To assist the Council in audience development, data gathered through the Leisure Plus Scheme can highlight those groups that are under represented. The importance of encouraging older people and those with disabilities to stay active remains a key priority for the Council. Sports Development runs a Disability Sports Support Scheme which has successfully increased participation in a range of sports.

"With start-up funding from the Council's Disability Sports Support Scheme, Chelmsford Boccia Club was formed in January 2011. This has helped a range of disabled people get into the sport. The club caters for people with various disabilities including competitors who are blind, deaf, and paraplegic. Already two players have competed at national Boccia competitions, with one showing potential as an international player. At the Active Chelmsford Sports Awards 2011 the club was highly commended as Sports Club of the year"

Chelmsford Boccia Club

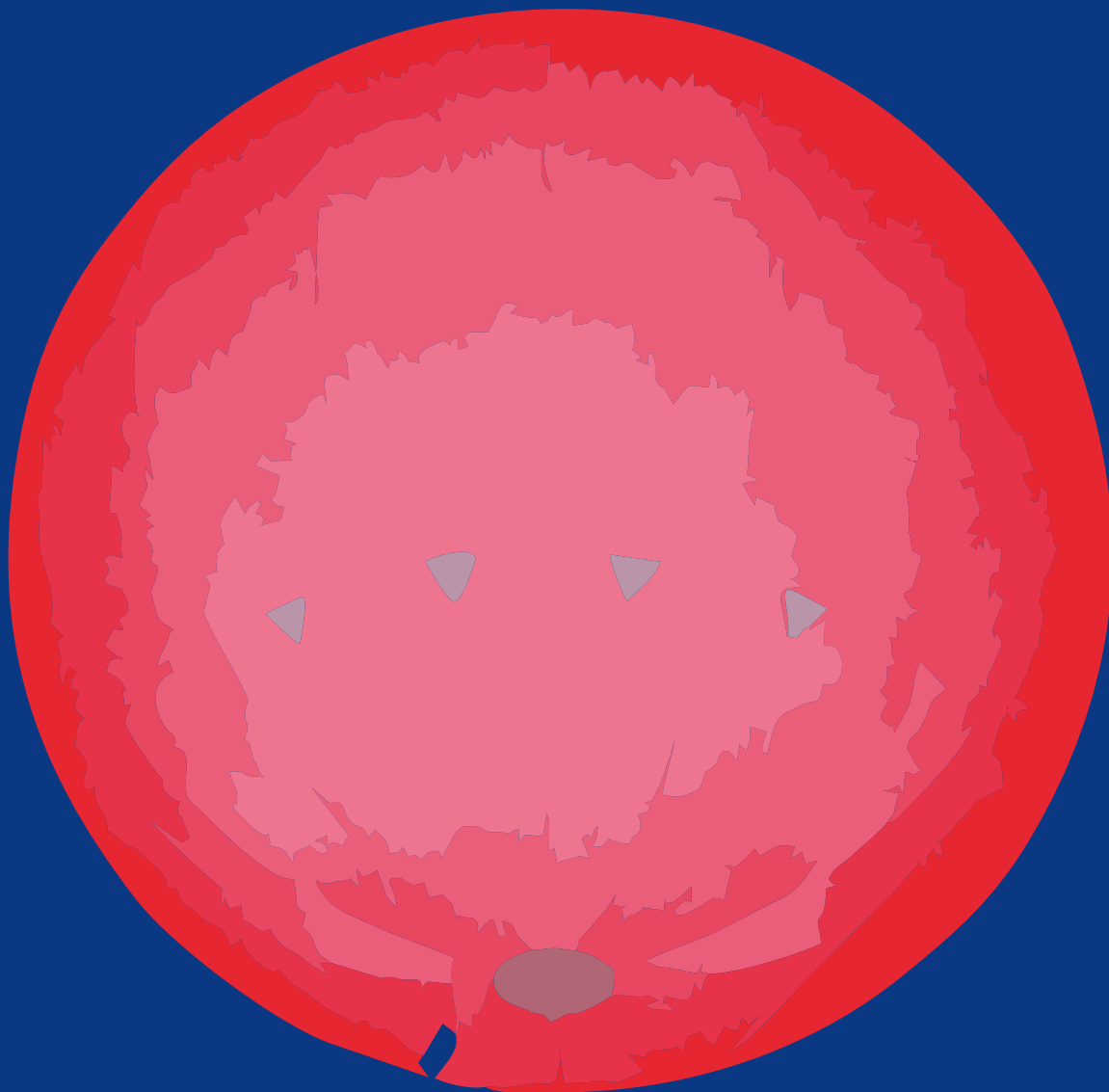


Ensuring access to our Leisure and Cultural services is part of our 'Triple A' approach. In Chelmsford, between 2008 and 2010, 30.4% of those citizens with a limiting disability participated in a creative, artistic, theatrical or musical activity. This is slightly below the national average and we will investigate this further. Chelmsford Theatres' access arrangements include signed, audio described and captioned performances, infra red hearing headsets and an essential companion scheme for those with disabilities. The Cultural Events Team will explore how to involve and engage greater numbers of people with disabilities.

Use of New Technology

The Council will continue to utilise new technologies to assist in the promotion of events, activities and programmes. We are committed to developing further our use of social media, as well as exploring the use of mobile phone and tablet applications. We will also seek to improve online booking systems to further improve the customer experience.





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Please call 01245 606330.

Heliosphere, Twilight Spectacle 2008

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