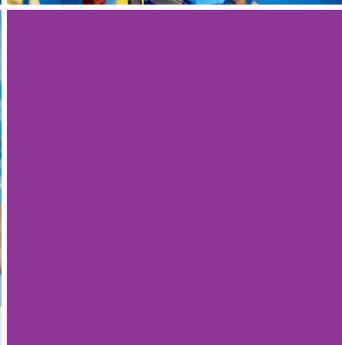
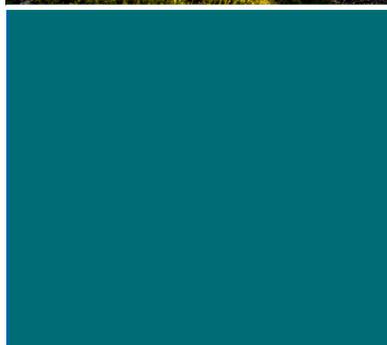


Stirling Community Planning Partnership

# Sport, Physical Activity & Healthy Living Strategy for Stirling

2018 - 2027



Somewhere everyone can thrive





**STIRLING:** The best place to be active and change lives through sport, play and physical activity.

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## Foreword



As Convenor of the Stirling Council Community Planning and Regeneration Committee, I am pleased to introduce the refreshed Sport, Physical Activity and Healthy Living Strategy for Stirling.

The Strategy has been produced by an encouraging range of partners, who have worked collaboratively over a number of months to refresh and agree a number of high level ambitions and strategic priorities which will promote and embed changing lives through being more active, engaging with sport and physical activity across the Stirling Council area, and making healthier, more informed choices regards food and food consumption.

The Strategy outlines how partners will work together over the next ten years to deliver four shared priorities. These are evidenced based and demonstrate the significant potential of sport and physical activity and nutrition to address inequality, whilst still encouraging and supporting high performance in sport.

The Strategy is aligned with the outcomes in the Stirling Plan, recognising that to ensure that Stirling remains a place where everyone can thrive, we need to work in partnership to keep the active, active; get the inactive active; and support those who may be in the greatest need to equally share in the benefits of participation in sport and physical activity.

I am confident that the partners committed to this strategy will succeed in delivering its vision for Stirling to be the best place to be active and change lives through being active and eating well.

**Cllr Chris Kane**

**Convenor**

**Stirling Council Community Planning and Regeneration Committee**

# SECTION 1 – Introduction

This Strategy was approved in 2015, however, in October 2017 the Stirling Sport, Physical Activity and Healthy Living Leadership Group, began the process of reviewing the Strategy. The rationale for the review being the policy changes at both a National and Local level, and the new Stirling Council Administration, which developed a new set of priorities. The revised Strategy is reflective of the changes at both a National and local level and aligns with the strategic outcomes outlined in the Stirling Plan.

All ambitions within this Strategy will be progressed within the context of being active and eating well, as a means of tackling poverty and inequality, which exists across Stirling. The Strategy recognises that there are particular groups, individuals and communities which require a more targeted approach to be taken going forward.

The Sport, Physical Activity and Healthy Living Strategy for Stirling is an aspirational framework for all people, across all communities in Stirling, to ensure a better understanding of the benefits of being active, staying active, and eating a balanced diet.

The health benefits to all ages of being physically active, are widely known, and there is extensive research which evidences that being active regularly can:

- reduced incidence of chronic conditions;
- be associated with better health and cognitive function among older people;
- reduce the risk of falls in those with mobility problems;

The benefits of being physically active can also include, improved mental and physical health and well-being, improved sleep, and maintaining a healthy weight. Evidence clearly states that being physically active can help you achieve an overall healthier and happier life.

The Sport, Physical Activity and Healthy Living Leadership Group have committed to a number of ambitions and activities over the next 10 years which will require them to work in collaboration to ensure that all Stirling Council citizens are given the opportunity to be physically active, eat healthily and participate in sport, and to have this embedded in their day to day lives.

## SECTION 2 – Stirling ambition



**Stirling is committed to providing opportunities and supporting access to physical activity, sport and good quality, affordable and sustainable food for all.**

All partners contributing to and leading this strategy share an aspiration to change lives through sport, physical activity and a balanced diet by:

- Being ambitious and adventurous; making **Stirling a place for everyone to enjoy physical activity, play and sport** and realise their aspirations and potential to be active;
- **Being ambitious and adventurous:** making Stirling a place for everyone to enjoy good quality, affordable and sustainable food and realise their aspirations and potential to be involved in how this food is produced;
- Working together to **realise the value of physical activity and sport** contributing to reducing the health inequalities in Stirling
- Maximising the wealth of quality indoor and outdoor spaces;
- Investing in our children's future - we want our children to be **healthy and happy**;
- **Listening to our communities** - we want to offer opportunities in physical activity, play and healthy living, that are valued by the people of Stirling;
- **Promoting active living and ensure active health for all** - we want to support sport and physical activity as a way of life to improve health and wellbeing;
- **Working together to succeed** - we want to work together to achieve the best;
- **Supporting Stirling's future** - we want to achieve a sustainable, successful Stirling.

## SECTION 3 – Vision, Mission and Guiding Principles

### VISION

**Stirling:** The best place to be active and change lives through sport, play and physical activity.

### MISSION

We will be inclusive and make Stirling a place for everyone to take part in and enjoy physical activity and sport and realise their aspirations and potential to be active throughout their lives.





## Our Guiding Principles:

To support access, inclusion, collaboration and impact in the planning and delivery of sport, physical activity and wellbeing services, the Leadership Group has agreed to follow these guiding principles:

- We will provide a **strong shared leadership** to drive collaboration across our agencies;
- We will take an **inclusive growth approach** that benefits everyone;
- We will place our **communities and people at the heart** of everything we do;
- We will **improve participation, engagement and co-production** with our communities to identify local priorities and deliver solutions;
- We will **share resources** including staff, buildings, information, evidence, analysis and finance;
- We will take an **early intervention and prevention approach** aimed at reducing the causes of inequalities and not just the symptoms;
- We will be **innovative, resilient, adaptable** and will target our resources where they are most needed in an integrated way;
- We will focus on a **small number of priorities** that will make a genuine difference to individuals, families and communities;
- We will help to **empower our communities** by providing capacity building and opportunities to participate in decision making.
- We strive for **equity and inclusion**, respecting and embracing diversity

“ We will help to empower our communities by providing opportunities to participate in decision making. ”

## SECTION 4 – National Strategic Context

### National Performance Framework

The National Performance Framework sets out eleven National Outcomes which underpin the Scottish Government's core purpose. These objectives are for Scotland to flourish through increased well-being and sustainable and inclusive economic growth.

Under each of these National outcomes, are a number of National indicators and sustainable development goals. One of these National outcomes relates to being healthy and active. There are a number of indicators under this outcome, of which the following are relevant to this Strategy:

- Healthy life expectancy;
- Mental well-being;
- Healthy weight;
- Health risk behaviours;
- Physical activity;
- Journeys by active travel;
- Gender equality;
- Reduced inequalities;
- Responsible consumption and production;
- Good health and well-being.





## Scotland's Public Health Priorities

These capture the shared priorities of the Scottish Government, COSLA, and a range of partners and stakeholders, to improve population health, reduce inequalities and increase healthy life expectancy. The six agreed priorities are:

- A Scotland where we live in vibrant, healthy and safe places and communities;
- A Scotland where we flourish in our early years;
- A Scotland where we have good mental wellbeing;
- A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs;
- A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all;
- A Scotland where we eat well, have a healthy weight and are physically active;

These priorities represent an agreement to focus all efforts on improving the health of the population of Scotland. As we know for a number of people across Scotland and for a number of reasons, it is not possible for them to be as healthy as they can be. At a local level in Stirling, as is the case across Scotland, we know inequalities exist, and one of the responsibilities of the Sport, Physical Activity and Healthy Living Strategy is to ensure partners work in collaboration to reduce these inequalities and promote lifestyles which encourage good health.

Although the Public Health Priorities are cross cutting across the Sport, Physical Activity and Healthy Living Strategy, of particular relevance is, 'A Scotland where we eat well, have healthy weight and are physically active'. This priority is embedded throughout the Sport, Physical Activity and Healthy Living Strategy, in that the Leadership Group have recognised the both the physical and mental benefits of being active and eating well, and have agreed to work collaboratively to ensure that they address this across Stirling over the next ten years.



## A Healthier Future: Scotland's Diet & Healthy Weight Delivery Plan

The Plan sets out a vision where everyone in Scotland eats well and maintains a healthy weight.

The associated Delivery Plan sets out a number of ambitions and actions on how the Scottish Government, public and private partners will ensure the population of Scotland can make healthier choices about food. These include:

- Children have the best start in life - they **eat well** and have a **healthy weight**;
- The food environment supports **healthier choices**;
- People have access to effective **weight management** services;
- Leaders across all sectors **promote healthy weight and diet**;
- Diet-related health **inequalities** are reduced.

This is a renewed focus and recognises the inequality around healthy weight which exist between our most vulnerable and more affluent communities. The Sport, Physical Activity and Healthy Living Leadership Group recognises that together, alongside being physically active, they need to ensure appropriate measures are put in place to allow all people across Stirling to have the opportunity to eat well and to have a healthy weight, ensuring that targeted supports are put in place for those most in need.





## The World Health Organisation: Global Action Plan on Physical Activity

This Plan entitled, 'More people active for a healthier world 2018-2030', has four strategic objectives and within these 20 policy actions, which endeavor to achieve a 15% relative reduction in physical inactivity by 2030.

### The four Strategic Objectives are:

- Create an active society;
- Create active environments;
- Create active people; and
- Create active systems.

The policy actions which fall under each of these Strategic Objectives, address a number of determinants of inactivity, including, cultural, environmental and individual.

The Global Action Plan on Physical Activity takes a whole system based approach, which recognises the connection between all influences on physical activity, and the actions required to reverse current trends in inactivity. Successful implementation of this Plan requires all partners, stakeholders and communities to work in collaboration, and the driver for this at a Stirling level, is the Sport, Physical Activity and Healthy Living Strategy and the associated Delivery Plan.



## Active Scotland Outcomes Framework

The Active Scotland National Outcomes Framework clearly details the sport and physical activity ambitions for Scotland.

### VISION: A More Active Scotland

Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal - It really doesn't matter how people get active it just matters that we do.

Being physically active contributes to our personal, community and national wellbeing.

**Our vision is of a Scotland where more people are active, more often.**

### National Outcomes

Business	Employment	Research and Innovation	Young People
Early Years	Healthier	Inequalities tackled	Life Chances
Safe from crime	Sustainable Place	Resilient Communities	Environment Valued
National Identity	Impact on Environment	Older People Supported	Public Services

### Active Scotland Outcomes

We encourage and enable the inactive to be more active	We encourage and enable the active to stay active throughout life	We develop physical confidence and competence from the earliest age
We improve our active infrastructure - people and places	We support wellbeing and resilience in communities through physical activity and sport	We improve opportunities to participate, progress and achieve in sport

### Equality: Our commitment to equality underpins everything we do

The Framework purposefully aligns sport and physical activity, in a bid to strengthen links and dependencies, with a specific vision that 'more people are active, more often.'



Stirling can contribute to the delivery of all six outcomes in the Active Scotland Performance Framework by committing to shared planning and resourcing of priorities within this Strategy.

At a Scotland wide level , evidence shows that levels of physical activity are mostly stable or improving in relation to the measures assessed in the Active Scotland Outcomes Framework. Given this however, there remain a number of challenges, in particular regarding tackling inequalities and widening participation amongst certain population groups, where improvements are vital.

At a local level in Stirling, evidence mirrors the National picture. At an area wide level, Stirling performs at or above the National average. However we know that within the Council area significant differences emerge. We know that sustained participation in sport and physical activity is lower in our more disadvantaged communities, amongst girls and young women; and in communities where culture can sometimes be a barrier.

## **sportscotland**

**sportscotland** is the national agency for sport in Scotland. They invest Scottish Government and National Lottery resources to help the people of Scotland get the most from the world class sporting system.

**sportscotland's** vision is an active Scotland where everyone benefits from sport. As the national agency for sport their role is to make sure sport plays its part in a thriving Scotland. They do this by influencing, informing and investing in the organisations and people who deliver sport and physical activity.



The agency for sport have an important part to play alongside other agencies to deliver an active Scotland where more people are more active more often. An active Scotland is one where people are encouraged to participate, progress and achieve in sport. At the same time becoming more active – and staying active.

All of this is made possible by the people, places and spaces providing sport and physical activity. sportscotland are here to help the people of Scotland get the most from the sporting system by:

- Making an impact together
- Making sport more accessible
- Helping people progress to their level in sport
- Contributing to an active Scotland
- Celebrating the benefits of sport



## SECTION 5 – Local Strategic Context



### Stirling Plan

The Stirling Plan outlines the agreement between all Community Planning Partners on how they will work together to address inequalities across Stirling over the next ten years.

**The priority outcomes for Stirling, detailed in the Stirling Plan are for Stirling to be:**

- **PROSPEROUS:** People are part of a prosperous economy that promotes inclusive growth opportunities across our communities;
- **HEALTHY:** People are healthy and live full and positive lives within supportive communities;
- **ACHIEVING:** People are skilled and supported to make a positive contribution to our society;
- **RESILIENT:** People are part of safe and caring communities within an attractive and sustainable environment.

The priority outcome of particular relevance here is the healthy outcome, where although overall compared to Scotland as a whole, Stirling performs better for health and well-being, there are still a number of communities with deep rooted health inequalities. The Community Planning Partnership has a duty and responsibility to reduce these inequalities and promote lifestyles and life opportunities that are conducive to good health.



The Sport, Physical Activity and Healthy Living Strategy is a critical driver to tackle the inequalities evidenced within the Stirling Plan.

All outcomes will be progressed with a clear understanding that inequality which exists within Stirling must be addressed. Reducing the polarity of wealth and opportunity in our area is a key challenge for community planning partners, particularly where there are signs of increased socio-economic vulnerability, but also the opportunity of investment via the Clackmannanshire and Stirling City Region Deal.

The Sport, Physical Activity and Healthy Living Leadership Group is ambitious in its aspiration to change lives through sport and physical activity, and recognises that there are particular individuals, groups and communities, for example, those facing daily struggles, either due to poverty, health issues, life experiences or geography, who require us to take a more targeted approach going forward. This targeted approach will be brought about via Locality Action Plans which will be developed from the Stirling Plan. The use of sport and physical activity as a specific intervention in response to identified need in locality plans will be promoted and supported by partners via this shared strategy.

The Leadership Group recognises that the approach embedded in its strategy is targeted action within a broad intention of keeping the active, active, getting the inactive active, and supporting those who may be at greatest need, ensuring that we have the appropriate support in place to simply provide opportunity and for everyone to move more. In order to achieve this we will ensure we are delivering the most effective approaches that are evidenced led and outcomes based, monitored to have the greatest impact.





## Inclusive Growth

Central to the vision of the Stirling Plan is Stirling's ambition for inclusive growth, which is in essence the fairness element within the drive for economic prosperity. Inclusive growth focusses on the balance between economic growth, in its most traditional sense, and ensuring that those facing the greatest disadvantage can access equal benefits from prosperity.

Stirling's strategic vision for inclusive growth is the vision of the Stirling Plan: for Stirling to be **'somewhere everyone can thrive'**.

In order to deliver inclusive growth opportunities, three main priorities have been identified:

- Sector growth and diversification, to build a more fair economy in traditional and new sectors;
- Skills and inclusion, to ensure understanding of the needs employers to match skills, learning and employability programmes, centred on people and the places they feel part of;
- Income maximisation, by removing barriers to participation, economic progression and equity.

Sport, physical activity and wellbeing can make a difference within all these priorities, especially if it is delivered with a deliberate intent to elicit change.





## Changing Lives through Sport and Physical Activity

Changing lives through sport and physical activity is an approach/ a way of working, embraced by all partners delivering sport and physical activity. Following research across Scotland and the UK, where consideration was given to how change can be created quite deliberately by sport, changing lives through sport and physical activity is defined as:

Using physical activity and sport intentionally to bring about positive benefits for individuals and communities, to address specific needs.

The literature review and research carried out established that sport and physical activity can bring about change, in terms of:

- Preventing death and disease;
- Reducing health harming behaviours, anxiety, social isolation, depression, suicide, dementia and Alzheimer's;
- Improving brain health, behaviour at school and engagement in school learning;
- Developing team work, social and communication skills;
- Building social capital, connectedness and sense of belonging; and
- Making savings for the NHS



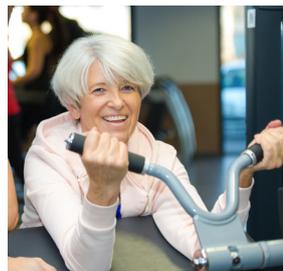
At both a national and a local level, this way of working is making significant contributions. For example, at a national level, one of the aims of the Active Scotland Outcomes Framework is to support well-being and resilience in communities, and this approach helps with this. Secondly, this approach has been evidenced to contribute to policy priorities around physical and mental health, education, employment and training, anti-social behaviour; and economic development.

Research carried out by Research Scotland highlights there are a number of evidenced outcomes where sport physical activity are likely to have an impact:

The Research also shows that respondents emphasised there were a number of inadvertent outcomes of their sport and physical activity, things which they had not intended to change, but which changed regardless. These changes can be themed around:

- Health and activity;
- Confidence and self-esteem;
- Skills for life, learning and work;
- Tackling isolation
- Reducing crime and antisocial behaviour; and
- Engaging hard to reach groups

Therefore, a planned and conscious use of sport and physical activity as an intervention could be a significant tool to tackle inequalities.





## Changing Lives through Sport and Physical Activity in Stirling

Analysis of data and evidence gathered, shows there remain deep rooted challenges across Stirling. Although Stirling is relatively affluent, there remains a high degree of social polarisation, with individuals, families and communities facing complex social, economic and health challenges. This distinct inequity across Stirling is manifest in issues including:

- Deprivation;
- Income;
- Employment;
- Education;
- Child poverty;
- Health; and
- Crime

In Stirling addressing these inequalities through sport and physical activity is already an embedded approach across many of the partners on the Leadership Group. The aspiration of this Strategy and the strategic priorities within it will continue to embed, monitor and report on the impact this approach is making on the lives of those individuals, groups and communities evidenced to be most in need. We need to work in collaboration to ensure we support sport and physical activity as an option to deliver a number of positive outcomes, not solely those more traditionally associated with physical health, fitness and wellbeing.

## SECTION 6 – Strategic Priorities

“ The range of partners brings a wealth of expertise and knowledge to the work. ”

This section outlines the four high level priorities and associated actions which have been identified as key to delivering the shared vision across the Stirling Council area.

It has been agreed that collaboration amongst partners is essential to progress and achieve these priorities, and to improving people’s lives through sport, physical activity and healthy living. The range of partners in the Leadership Group brings a wealth of expertise and knowledge to make sure that delivery is effective and maintained to bring added value to the work of agencies individually.

### Schools and Education

We will ensure physical education, physical activity and sport (PEPAS), and play, are embedded within all schools, educational establishments and communities across Stirling.





### We will:

- Ensure the integration of relevant National Play Strategies priorities within this Strategy;
- Seek opportunities with key partners for families to get active together;
- Develop strong pathways from schools to club and community programmes and ensure that there is a platform in place for young people to flourish and talent to be developed;
- Ensure that all schools in Stirling will deliver a minimum of 2 hours/2 periods of quality and inclusive PE to all P1-S4 pupils;
- Ensure all schools have an inclusive and varied extra-curricular programme for children and young people;
- Ensure an enhanced approach to support those who face barriers to participation: inactive to active;
- Further embed sporting leadership opportunities for children and young people;
- Continue to develop, support and retain the strong network of people delivering physical activity within Stirling's schools;
- Promote and provide opportunities for sport, physical activity and play as a career aspiration to help develop future generations of sport and physical activity practitioners;
- Improve the opportunities for effective transition experiences for young people through careful and consistent planning (nursery>primary>secondary>lifelong activity).
- Profile and promote play in all Stirling Council nurseries, schools, partner settings and community based groups;
- Ensure an enhanced approach to support children and families who face barriers to access play opportunities.



## Club and Community Physical Activity, Play and Sport

We will work in partnership with clubs and communities to ensure high quality, inclusive and sustainable sport, play and physical activity opportunities for all.

### We will:

- Develop and support a strong network of people, volunteers, coaches and professionals to deliver sustainable sport, play and physical activity in Stirling's communities;
- Develop and support inclusive clubs that provide activity for all;
- Resource ClubSport Stirling to support the development of local clubs;
- Work with community groups and individuals to encourage them from inactivity to activity;
- Create and support robust pathways from participation to progression, creating links and effective engagement amongst schools, further and higher education, sports clubs and communities;
- Make sports club facilities vibrant spaces in communities;
- Work across partners and stakeholders to grow a community led network of Community Sport Hubs;
- Work in partnership with other local, regional and national organisations that can contribute to and strengthen sport and physical activity in Stirling.

“ We will work in partnership with clubs and communities to deliver sport, play and physical activities for all. ”



## Active and Healthy Lifestyles

We will ensure inclusive opportunities are available for all of Stirling's citizens, regardless of age, race, gender, sexuality, circumstance or ability to lead active, healthy lives - improving wellbeing and tackling health inequality.

### We will:

- Commit to increase the physical activity levels of those inactive across Stirling by identifying and addressing the barriers to participation, through person centred physical activity and sport interventions;
- Ensure children and young people have access to childcare, nursery and schools that purposely support their health and wellbeing, and nurture happy, healthy children through stimulating outdoor play experiences
- Promote the benefits of moving more with our populations facing the greatest challenge to access opportunities;
- Develop and promote walking opportunities for all, across Stirling's communities;
- Promote and embed physical activity pathways to increase referrals from the NHS and Social Care into opportunities to be more physically active;
- Develop older adult activity programmes to improve wellbeing, maintain independence and reducing social isolation;
- Recognise that diet and behaviour change, alongside physical activity, remain essential to helping our Stirling citizens live healthier, longer lives;
- Recruit and develop a strong network of volunteers to support the delivery of physical activity and sport in Stirling;
- Increase workplace physical activity and reduce sedentary behaviour.

“ We will provide safe, high quality facilities for all, including visitors and elite athletes. ”



## Profile and Places

We will maximise the use and capacity of indoor and outdoor spaces to provide safe, high quality places for all, including visitors and elite athletes.

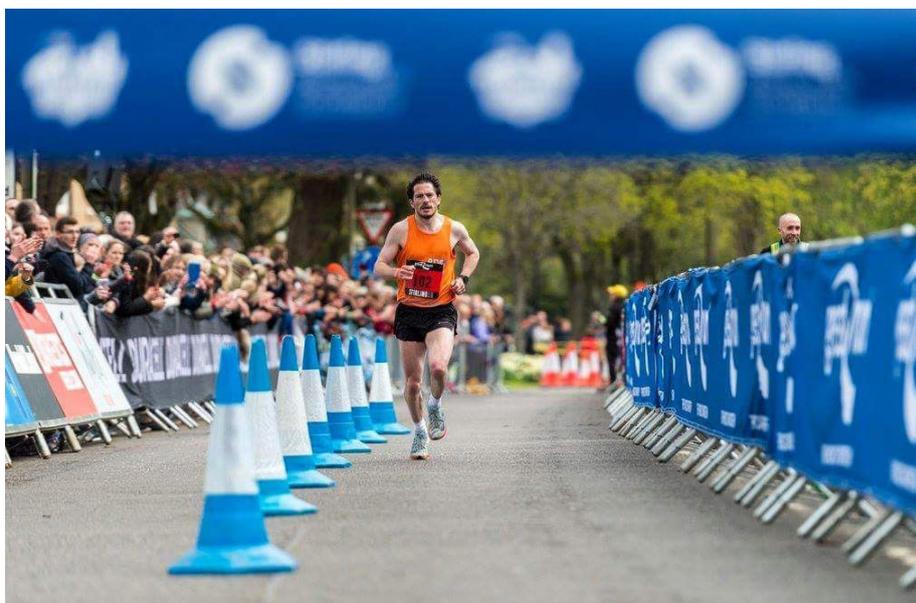
**We will:**

**PROFILE:**

- Adopt a strategic long-term approach in collaboration with partners to further develop and enhance the events programme across Stirling;
- Maximise opportunities for increasing participation in cycling for tourism;
- Support Callander to develop into the accessible outdoor tourism capital of Scotland

## PLACES:

- Maximise the use of indoor and outdoor play spaces;
- Utilise the school estate data to influence strategic planning and programming for physical activity and sport in communities;
- Work with local and national partners to identify, develop and support improvements in the quality, sustainability and access to local sports facilities and community halls, that will influence and impact on community and high performance sport;
- Ensure links to McLaren Leisure Centre – 20 year development plan for indoor and outdoor activities;
- Provide excellent and increasingly world class quality and accessible facilities, which are inclusive and shared across partners.



## SECTION 7 – Leadership and Accountability

The Partnership Group is multi agency and it will be accountable for the planning, resourcing and delivery of the priorities within the Strategy. Partners represented on the Partnership Group are:

- Active Stirling;
- Club Sport Stirling;
- Forth Environment Link;
- Forth Valley College;
- Loch Lomond and Trossachs National Park;
- McLaren Leisure;
- NHS Forth Valley;
- Plus Forth Valley;
- Scottish Disability Sport;
- Scottish Governing Bodies of Sport;
- **sport**scotland;
- Stirling Council;
- University of Stirling.

 The Partnership Group is multi agency, and it will be accountable for planning, resourcing and delivering the strategies priorities. 

Partnership Group partners will ensure an integrated, coordinated and planned approach to the delivery of the Sport, Physical Activity and Healthy Living Strategy.

**We will:**

- Ensure a high level of sustained commitment from partners;
- Establish an agreed performance management framework;
- Incorporate and represent sport and physical activity within locality action plans and area partnership arrangements;
- Raise the awareness of the benefits of being physically active for everyone in Stirling;
- Ensure the alignment of National and Local strategies to avoid duplication of effort and maximise resources;
- Establish clear, open and transparent governance and accountability processes; establish a clear reporting structure to the Community Planning and Regeneration Committee, the Community Planning Partnership; individual partner organisations and to communities.



## SECTION 8 – Performance Management

The progress towards achievement of the priorities and actions within the Strategy will be monitored by the Partnership Group. This group will meet quarterly, and will be chaired by the Service Manager for Regeneration and Inclusive Growth within Stirling Council, as Strategic Lead for the delivery of the Strategy across Stirling.

All progress on the priorities and associated actions and tasks, will be reported to the Stirling Council Community Planning and Regeneration Committee, on an annual basis, or at the request of the Convenor.

The Strategy will also be monitored and evaluated by measurement against the Service Specifications and contractual agreements which are in place between Stirling Council and Active Stirling, McLaren Community Leisure Centre Ltd, and other Service Level Agreements where appropriate.



## SECTION 9 – Conclusion



The Sport, Physical Activity and Healthy Living Partnership Group for Stirling, has recognised the shift in policy and evidence at both a National and local level, where sport and physical activity is increasingly being used as a vehicle to deliver improved social outcomes.

The approach within Stirling will be for the members of the Partnership Group to work collaboratively, sharing resources where possible, in a bid to use sport and physical activity to change people's lives. It has been widely recognised that bringing about change and resolving complex issues can be achieved more effectively by working together, rather than as individual organisations.

This Strategy will have an associated delivery plan that will be monitored quarterly and reported on annually. A full formal review of the Strategy will take place after five years.

## APPENDIX 1 – Delivery Plan Summary

The following table gives an overview of the headline priorities that have been identified as key to delivering the impactful sport, physical activity across Stirling communities. It also details the named leads for each of the priorities.

Sport, Physical Activity and Healthy Living Strategy Ambition	Lead Partner/ Organisation	Stirling Plan Outcome - Prosperous	Stirling Plan Outcome - Healthy	Stirling Plan Outcome - Achieving	Stirling Plan Outcome - Resilient
<b>Schools and Education</b>	Jennifer Abernethy – Stirling Council Diane Marshall – Stirling Council Colin Naismith – Active Stirling				
<b>Club and Community Physical Activity and Sport</b>	Dougie Porteous – Active Stirling Lynne McKinley – Stirling Council				
<b>Active and Healthy Lifestyles</b>	Jude Deacons – Active Stirling Anita Paterson – NHS Forth Valley				
<b>Profile, Places and Environments</b>	Tracey Mills – Stirling Council Keir Stevenson – Stirling Council				

Under each of the priorities, there are a number of actions shown in Section Six of this Strategy. Each of the named leads will co-ordinate production of a detailed delivery plan, capturing tasks, timelines and performance measures. Progress will be reported to the Stirling Council Community Planning and Regeneration Committee, and to communities, on an annual basis.



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17. World Health Organisation Publications



## NOTES





UNIVERSITY OF STIRLING

sportscotland



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[www.stirling.gov.uk](http://www.stirling.gov.uk)

*Photography credits to:*

Scotland is Now

Dukes Weekender

The Loch Lomond & Trossachs National Park

Active Stirling

**Formats**

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