

A culture, leisure and sport strategy for East Dunbartonshire **2016 – 2021**

Draft strategy September 2015



FOREWORD

Participation in culture, leisure and sport brings many benefits to us all. On behalf of East Dunbartonshire Council, East Dunbartonshire Leisure & Culture Trust and the Community Planning Partnership we are delighted to present this draft Culture, Leisure & Sport Strategy for East Dunbartonshire.

East Dunbartonshire punches above its relatively small size with an incredibly active scene, and a wealth of assets across culture, leisure and sport. We have at least 250 groups operating locally across the arts, sport and general leisure, most of which are run by volunteers, who work in partnership with our professionals to ensure that the area continues to have such a vibrant scene.

Our valuable assets range from vital local facilities such as libraries, leisure centres and cultural venues to an abundance of opportunities to experience the great outdoors with the Campsie Fells, Antonine Wall, Forth & Clyde Canal, West Highland Way, John Muir Way and Mugdock Country Park all on our doorstep.

Culture, Leisure and Sport in East Dunbartonshire has also benefited greatly (and continues to benefit) from the XX Commonwealth Games in Glasgow last year, not only with the Queen's Baton Relay passing through the area and the opportunity to watch live, world-class sport and culture nearby, but also with a sustained programme of sport and culture legacy projects.

We have very much to be proud of but there are always improvements that can be made. Participation in culture, leisure and sport in East Dunbartonshire is above the Scottish national average however there are geographic and demographic pockets where participation rates are below the East Dunbartonshire and Scottish national averages. The current economic climate also provides a challenge in maintaining and improving provision in the area.

This strategy will provide a framework and direction for partnership working to address these challenges and build upon our recent successes to ensure that culture, leisure and sport in East Dunbartonshire is the very best that it can be.

The publication of this draft strategy provides an opportunity for communities and stakeholders to comment on its content before the final version of the strategy is published and formally adopted.

We strongly encourage you to consider this document and provide your views as the strategy will guide the direction of culture, leisure and sport in East Dunbartonshire for the next five years.



Rhonda Geekie
Leader of East Dunbartonshire Council



Scott Hill
Chair of East Dunbartonshire
Leisure & Culture Trust



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EXECUTIVE SUMMARY

This draft version of the Culture, Leisure and Sport Strategy for East Dunbartonshire, and associated documents (please see page 7), have been published to allow the community and other stakeholders to make comment on the content and proposed actions within the strategy.

The purpose of the strategy is to set a framework to guide the provision of culture, leisure and sport in East Dunbartonshire for the next five years. 'Culture, leisure and sport' is defined as encompassing a vast range of areas that includes for example physical assets, activities, services, local distinctiveness and our people. The strategy is intended for everyone who lives, works, visits or volunteers in East Dunbartonshire, and is as much for those who do not yet participate in culture, leisure and sport as those that do.

The key drivers and sources of information that have guided and influenced the development of strategy are:

- National priorities and policies
- East Dunbartonshire Single Outcome Agreement
- Stakeholder engagement
- Analysis of current position
- Strategic environmental assessment

The key drivers are then brought together to set an overall ambition for the strategy (see Page 15) which in turn produces four key objectives:

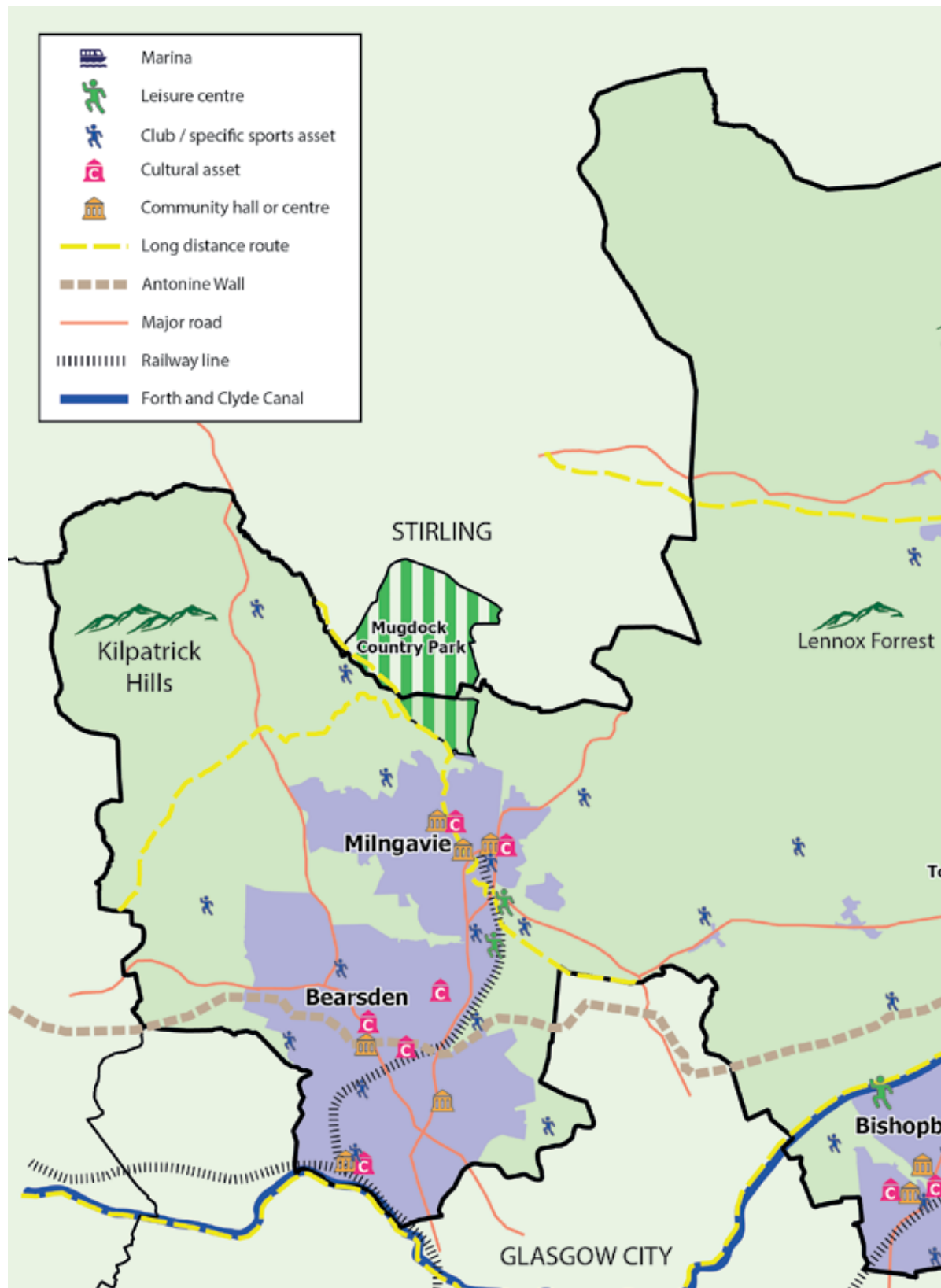
1. Increasing participation in culture, leisure and sport for all
2. Improving physical / mental health and well-being through culture, leisure and sport
3. Developing people (fostering skills and talent for professionals, volunteers, groups and individual participants regardless of ability)
4. Maintaining the quality of our existing CLS offer and maximising new opportunities

The actions required to meet the strategy objectives are organised into themes which discuss the importance and contribution of each area. The themes are:

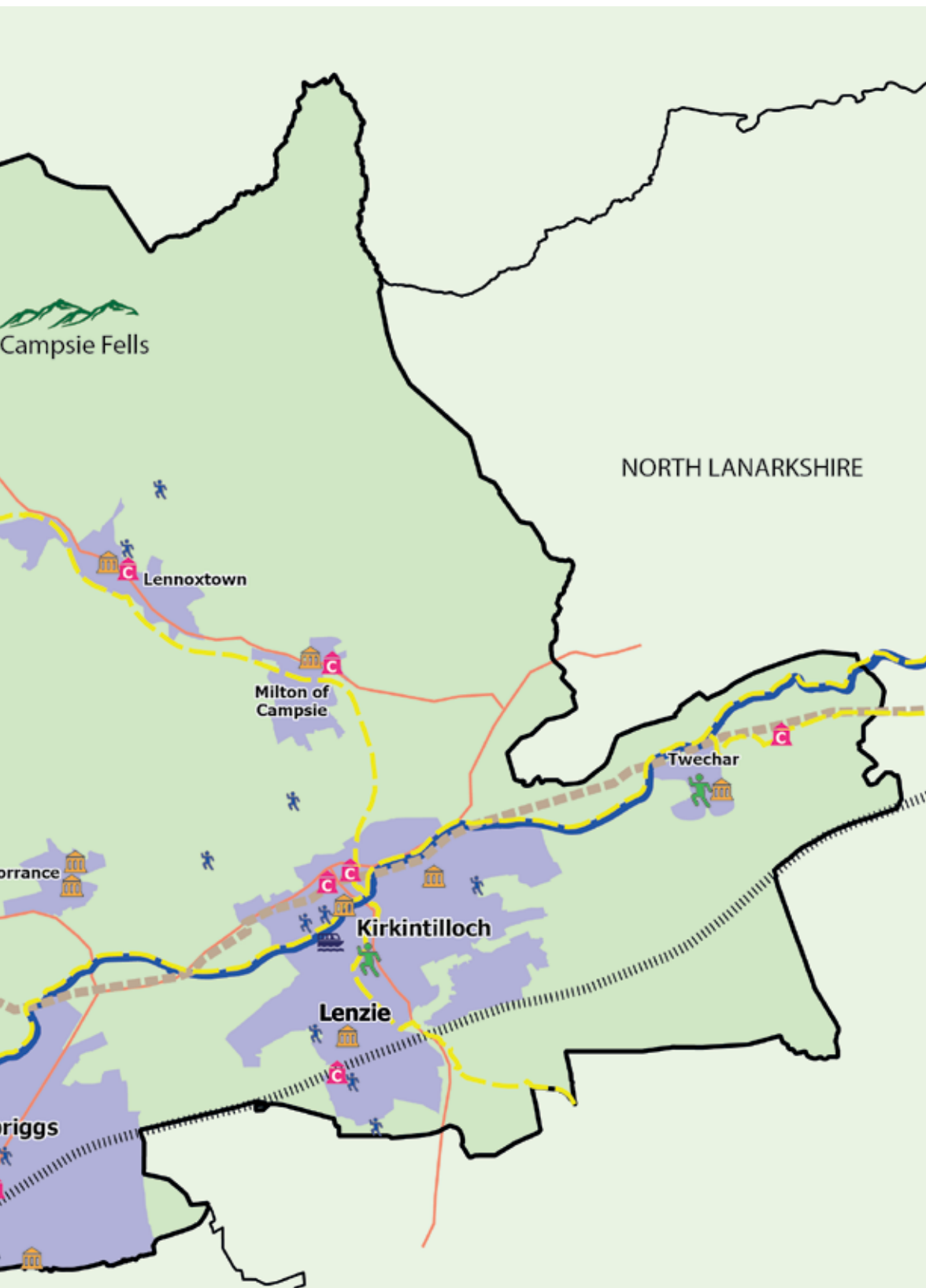
1. People and partnership
2. Assets and facilities
3. Access and services
4. Communication and promotion

A detailed action programme, together with monitoring arrangements to ensure that the strategy is implemented and that success is measured, can be found from Page 28. It is anticipated that the strategy will be reviewed and replaced by approximately 2021.





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INTRODUCTION

This is the first combined strategy for culture, leisure and sport in East Dunbartonshire. It sets out the direction for culture, leisure and sport for at least the next five years by establishing an overarching ambition for provision within the area. The ambition is to be realised through a series of long-term objectives and key priorities for action. The strategy is intended as a high level document which identifies strategic and overarching issues however it does identify through the Action Programme key areas of work and who is responsible for ensuring that this work is undertaken.

The strategy pulls together national and local priorities in all of the areas that shape and overlap with culture, leisure and sport to produce a co-ordinated approach to provision. The strategy has been developed by East Dunbartonshire Council and East Dunbartonshire Leisure and Culture Trust in conjunction with partners that include:

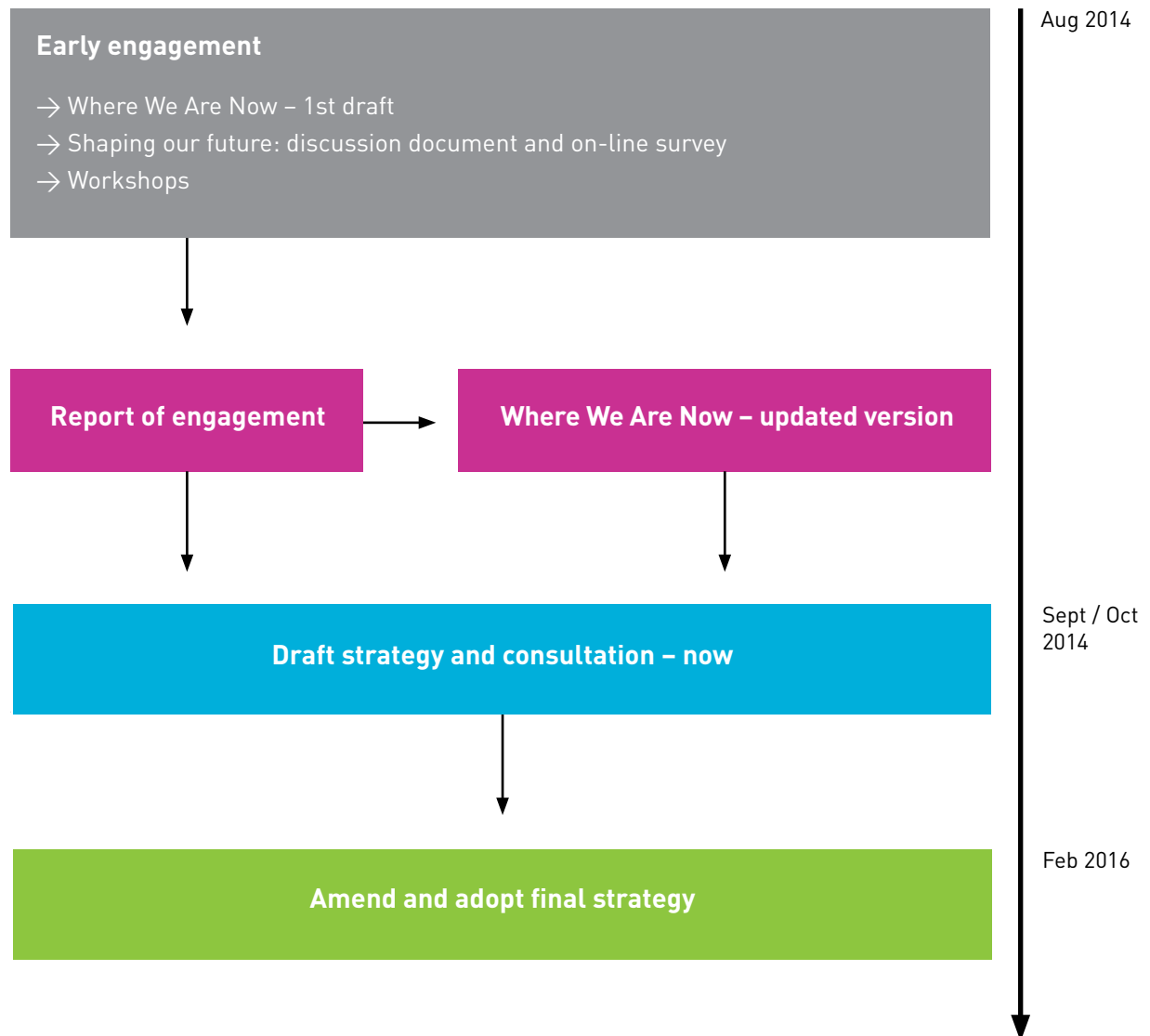
- East Dunbartonshire Community Health Partnership
- East Dunbartonshire Voluntary Action
- Creative Scotland
- Scottish Libraries and Information Council
- **sportscotland**
- Sport governing bodies
- East Dunbartonshire Tourism Partnership

This is consultative draft of the strategy of which we want your views. Please tell us what you think of the strategy's ambition, objectives, themes and actions via our dedicated consultation webpage www.eastdunbarton.gov.uk or to the address on the back of this document.

Upon completion of this consultation period, the strategy will be amended to take into account the comments that have been made by stakeholders where appropriate. The partners will then seek to approve and adopt the amended version of the strategy in early 2016. An updated Report of Engagement will be published at this time, showing how comments received during the consultation period were considered. The strategy will then be implemented and monitored to ensure that the key ambition, objectives and actions are delivered.



Strategy timeline



Supporting documents

To ensure that the strategy is presented in an accessible manner and is concise, but without losing technical detail and depth in its development, a number of supporting documents have been published alongside the draft strategy.

Where We Are Now: Updated 2015

This document provides an evidence base for the strategy by outlining the general current position of culture, leisure and sport in the area for the purposes of:

- Influencing the direction and content of the strategy
- Providing baseline data by which the successes of strategy can be measured
- Reviewing and concluding the 2006 Sport, Leisure and Physical Activity Strategy

Report of engagement

This report details the results of the early engagement conducted between August and October 2014 and how this has influenced the development of the strategy.

Pitches strategy

The Pitches strategy provides a comprehensive review of current provision in East Dunbartonshire of football, rugby and hockey pitches and provides a series of recommendations for improvement.

Environmental report (SEA)

The Environmental report demonstrates how the Strategic Environment Assessment (SEA) process has been applied to the development of the strategy and details how environmental considerations have influenced the strategy.

Equalities impact assessment

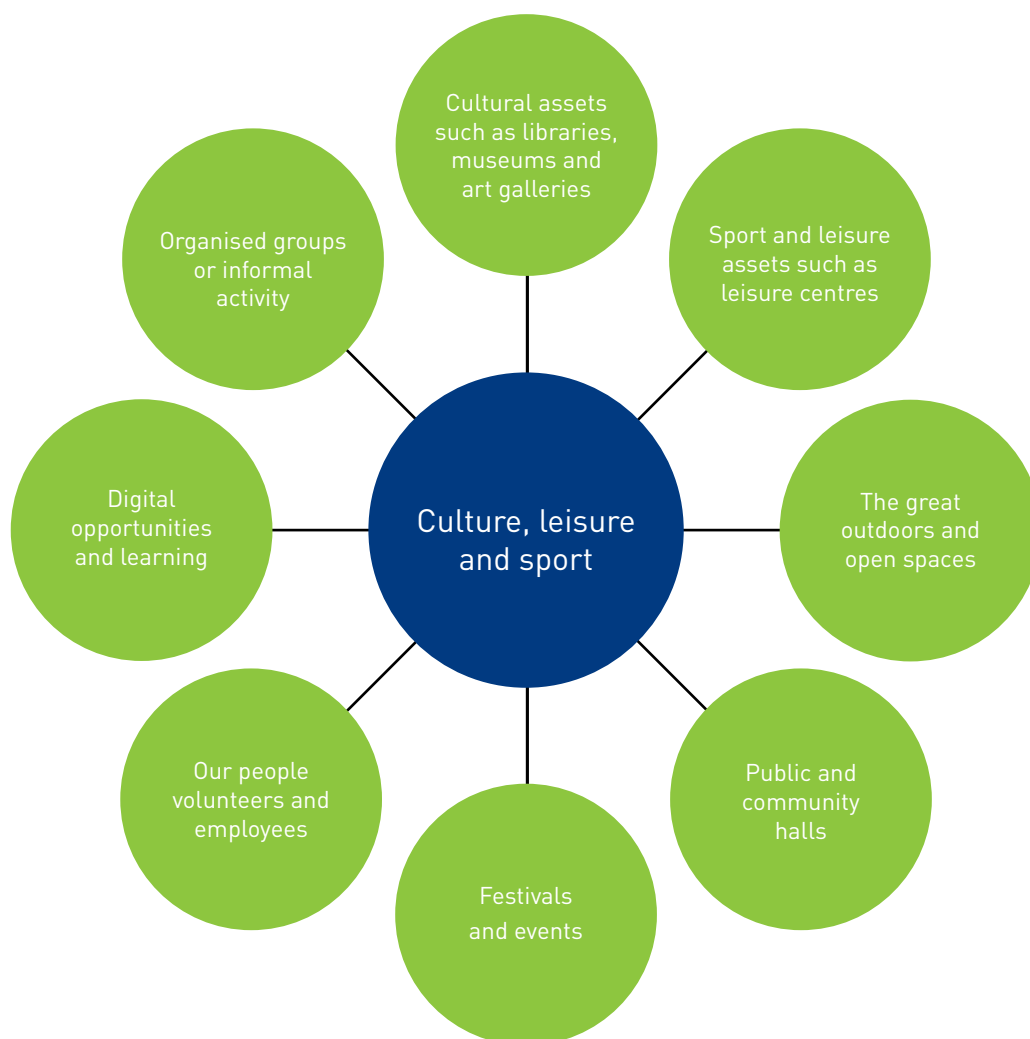
This document considers the impact of the strategy on equalities groups and demonstrates how the preparation and development of the strategy has taken equal opportunities legislation and guidance into account.



PURPOSE OF STRATEGY

What is culture, leisure and sport?

Culture, leisure and sport encompasses a vast range of different but interconnected areas that includes physical assets, activities, services, local distinctiveness and our people. The scope of culture, leisure and sport for the purposes of this strategy is broadly set out in the diagram below.



*For further information and examples of what it covered by the scope of this strategy please see Where We Are Now Chapter 5: What are our current assets?

Who is the strategy for?

This strategy is intended for everyone who lives, works, visits or volunteers in East Dunbartonshire. The strategy is for all who participate in cultural, leisure and sporting activity and those who provide it. However, it also seeks to encourage people who do not yet participate in culture, leisure and sport to become involved and therefore is very much intended for those who do not participate as well as those that do.

Whilst there is a focus in this strategy on those aspects of culture, leisure and sport which are relevant to public policy and investment, to a certain degree, the strategy is relevant for the public, private and third sectors. During the development of the strategy it has become very clear that there is a wide range of organisations and individuals who all play a very important part in delivering culture, leisure and sport in the area.

Any organisation or individual can contribute towards meeting the ambition and objectives of the strategy and are encouraged to use the strategy for their own purposes to improve culture, leisure and sport in East Dunbartonshire. For example, the strategy can be used by organisations/ individuals to demonstrate how their work is contributing towards meeting wider goals and aspirations which in-turn can potentially unlock funding opportunities.

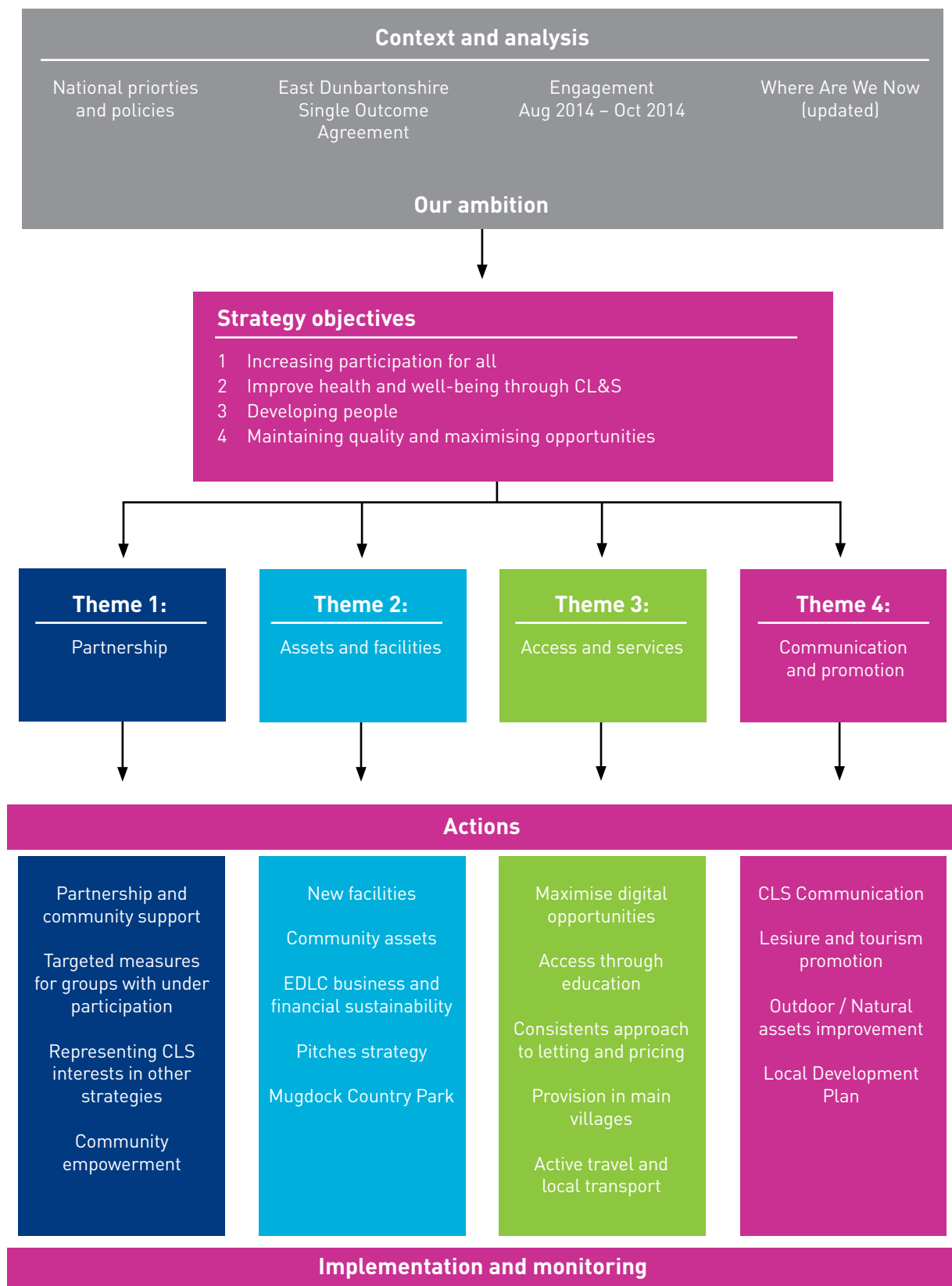
What will the strategy do?

The strategy is the vehicle which links relevant national and local outcomes/ objectives with the day to day activities of culture, leisure and sport and improvement on the ground. The diagram on page 10 sets out the structure and flow of the strategy demonstrating the trickle down from the national context through our ambition, objectives, themes and actions.

The ambition and objectives are overarching elements of the strategy that have determined and directly influenced the strategy themes and actions. The implementation of the actions in the Action Programme is necessary to ensure that the ambition and objectives are met. As such the strategy sets out a regime for monitoring progress and measuring success.



A culture, leisure and sport strategy for East Dunbartonshire (overview)





EVOLUTION OF THE STRATEGY

The strategy has been in development since spring 2014 and its direction has been guided by a series of national and local drivers and influences (see also Where We Are Now document Section 3 and Environmental Report Section 1.2 for further information).

National priorities

The Scottish Government states that its purpose is to focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. A total of 16 National Outcomes have been set out to articulate more fully the Government's purpose. Culture, leisure and sport plays a significant role in fulfilling this purpose and all 16 of the National Outcomes (see following).

National outcomes			
A. Business	B. Employment	C. Research and innovation	D. Young people
E. Safe from crime	F. Sustainable places	G. Resilient communities	H. Environment valued
I. Life chances	J. Inequalities tackled	K. Healthier	L. Early years
M. Public services	N. Older people supported	O. Impact on environment	P. National identity

The Scottish Government asserts that 'culture, creativity and a rich, dynamic heritage sit at the heart of Scotland's communities and everything we do.' The Scottish Government has four key aims for the Arts & Culture (see following). The aims are realised by a number of strategies and programmes such as Creative Scotland's 10 Year Plan and other national plans/ strategies (see Where We Are Now).

National aims for arts and culture	
Promote and develop the crucial role of culture and creativity in making the strongest contribution that we can to sustainable economic development	Focus on the contribution that culture can make to improving the health, wellbeing, confidence and quality of life for our communities
Encourage the understanding, value and enjoyment of the historic environment, and to promote the care and protection of this precious and dynamic resource to ensure a rich legacy for future generations	Raise the profile of Scotland at home and abroad, and ensure that as many people as possible in Scotland and overseas are able to benefit from, be inspired by and enjoy the very best of Scotland's creative, cultural and historic wealth

The Active Scotland Outcomes Framework describes the Scottish Government's ambitions for sport and physical activity in terms of delivering the National Outcomes (see following) and is realised by a number of strategies and programmes such as sportscotland's 'developing and supporting a world class sporting system' and other national plans / strategies (see Where We Are Now).

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 more active, more often.

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 opportunities to participate, progress and achieve in sport
We improve our active infrastructure – people and places	We support wellbeing and resilience in communities through physical activity and sport



Single Outcome Agreement

The Single Outcome Agreement (SOA) sets out the outcomes and priorities that will be delivered for the communities of East Dunbartonshire by the Community Planning Partnership. The partnership includes the Council and a number of other organisations (see www.dbs.eastdunbarton.gov.uk) to ensure that all organisations with a role in delivering services for the local community come together to provide the best for the people of East Dunbartonshire.

Culture, leisure and sport plays a massive role in delivering the outcomes of the SOA and the implementation of this strategy will contribute significantly to realising the SOA vision and long term outcomes of reducing inequality and engaging our communities in the design of services. Culture, leisure and sport also plays a significant role in meeting the outcomes of the Joint Health Improvement Plan for East Dunbartonshire which is aligned with the SOA.

East Dunbartonshire single outcome agreement 2014 – 2017

Vision
Working together to achieve the best with the people of East Dunbartonshire
Long term outcomes
<ul style="list-style-type: none">– We have reduced inequality and disadvantage across East Dunbartonshire– Our communities are more engaged in the design of services
Three year outcomes
<ol style="list-style-type: none">1. East Dunbartonshire has an expanding economy with a competitive and diverse business and retail base.2. Our people are equipped with knowledge, skills and training to enable them to progress to employment.3. Our children and young people are safe, healthy and ready to learn.4. East Dunbartonshire is a safe and sustainable environment in which to live, work and visit.5. Our people and communities enjoy increased physical and mental wellbeing and health inequalities are reduced.6. Our older population are supported to enjoy a high quality of life and our more vulnerable citizens, their families and carers benefit from effective care and support services.

Stakeholder engagement

A Steering Group to guide the preparation and development of the strategy was established in April 2014 and meets at key stages as a sounding board to test ideas and to provide Officers with further suggestions for progressing the strategy in-between the periods of more widespread engagement. The Steering Group consists of a number of officers from the Council and EDLC Trust, umbrella organisations and elected members and includes the following organisations: East Dunbartonshire Council, East Dunbartonshire Leisure and Culture Trust, East Dunbartonshire Voluntary Action, East Dunbartonshire Tourism Partnership, East Dunbartonshire Chamber of Commerce, East Dunbartonshire Community Health Partnership and sportscotland.

In order to ensure that the community and other relevant stakeholders play a significant role in shaping the development of the strategy we conducted a series of engagement activities between June and October 2014. The results of that engagement work are reported in the Report of Engagement which has been published alongside this document. The publication of this Draft Strategy for consultation is the second opportunity for the community and stakeholders to influence the strategy.

Analysis and understanding of current position

In order to understand the current position regarding culture, leisure and sport across East Dunbartonshire we undertook an exercise of data collection and analysis during the early stages of preparing the strategy, this is presented in the 'Where We Are Now' document. The document pulls together the data and various drivers to inform how the strategy can address and further improve culture, leisure and sport in the area. An original version of the document was prepared as part of the Early Engagement.

Strategic environmental assessment

Strategic Environmental Assessment has informed the development of the strategy to ensure that any potential adverse impacts upon the environment are reduced, avoided or mitigated; and to further enhance the potential positive impacts of the strategy. The Environmental Report presents the results of the Strategic Environmental Assessment (SEA) for the Culture, Leisure and Sport Strategy and demonstrates the alterations that have been made to the ambition, objectives and actions as part of this process. It also establishes a monitoring framework and measures to mitigate any adverse impacts that may occur.



AMBITION AND OBJECTIVES

Our ambition

Through strong partnership working East Dunbartonshire will be a place with first class culture, leisure and sporting opportunities where people enjoy fulfilled and active lives. East Dunbartonshire will be recognised as a leader in the provision of culture, leisure and sport making a significant contribution towards the Scottish Governments purpose of creating a more successful country.

We will further improve the health and wellbeing of our community by increasing participation in culture, leisure and sport. We will strengthen local partnerships and improve local infrastructure and facilities. We will safeguard and increase opportunities for all residents, workers, visitors and volunteers to take part. We will promote the benefits of participation in culture, leisure and sport and the opportunities available.

Strategy objectives

The strategy has four over-arching objectives that underpin all areas of the strategy. Each theme identified in the coming sections should contribute towards meeting all four objectives to ensure that theme and actions are intrinsically linked to the strategy ambition. An assessment of each objective against the 'SMART' criteria and National/ SOA outcomes can be found in Appendix 1.

1. Increasing participation for all

To increase participation in culture, leisure and sport for all residents, workers and visitors of East Dunbartonshire in an inclusive and sustainable manner.

Why?

- Increasing participation in culture, leisure and sport for all demographic groups, in particular encouraging known groups with lower than average rates of participation, will reduce inequality and disadvantage.
- Participation rates in the area are above the Scottish average (see 'Where We Are Now') but work has to be done to ensure that East Dunbartonshire continues to have a high level of participation.
- Increasing participation in culture, leisure and sport will contribute towards local vitality, distinctiveness and the economy.
- Participation in culture, leisure and sport helps support safe and strong communities through diversionary activities.

2. Improving physical / mental health and well-being

To improve health and wellbeing through culture, leisure and sport opportunities that enables everyone in East Dunbartonshire to lead full and active lives.

Why?

- Improving health and wellbeing through culture, leisure and sport will help East Dunbartonshire deal positively with our aging population.
- Participation in culture, leisure and sport adds years to life and life to years.
- Prevention is at the heart of the Scottish Government's agenda for transforming health and social care.
- Increasing physical activity levels will help in the prevention and management of over 20 conditions and diseases including coronary heart disease, diabetes, cancer and obesity; and that physical activity can help to improve mental health (National Institute for Clinical Guidance, 2008).
- People can engage with culture, leisure and sport in many very different ways at every stage of their lives: each encounter can have a positive impact upon health and wellbeing.

3. Developing people

To support and develop the network of volunteers and staff involved in delivering culture, leisure and sport in East Dunbartonshire, and to support all individuals in developing their talent, skills and confidence.

Why?

- Developing our volunteers and staff is central to improving the culture, leisure and sport offer and increasing participation in East Dunbartonshire.
- The Scottish Government's Community Empowerment Bill aims to give communities more power to control assets in their area. Supporting our community to make the most of these powers will improve the culture, leisure and sport offer in the area and help safeguard its long-term sustainability.
- Developing skills, confidence, creativity and lifelong learning (regardless of personal ability) will contribute towards ensuring that people in our community lead active and fulfilled lives.

4. Maintaining the quality of our existing culture, leisure and sports – offer and maximising opportunities

To maintain the quality of our current culture, leisure and sport offer, improve existing services and maximise opportunities for providing new activities and services by incorporating high environmental and design standards. Therefore ensuring that East Dunbartonshire has first class culture, leisure and sport venues and services.

Why?

- We live in a challenging financial climate and working together is vital in maintaining existing provision in the most efficient manner possible.
- Maximising opportunities that arise from our existing assets, or where there are gaps in provision, will improve culture, leisure and sport in the area.
- Maintaining and improving our culture, leisure and sport offer will retain and create local jobs and employment.

THEME ONE: PEOPLE AND PARTNERSHIP

Meeting the objectives	
1. Increasing participation Ensuring effective partnership working, supporting and developing people, empowering communities and targeted measures for certain groups will ensure that participation rates in East Dunbartonshire continue to increase.	2. Improving health through CLS Targeting groups and persons with below average participation rates will significantly improve health and wellbeing for these groups and help address inequality.
3. Developing people Supporting and developing our volunteers and staff, partnership working and developing community capacity is essential in ensuring that our people can contribute towards and participate fully within CLS.	4. Maintaining quality and maximising opportunities Ensuring effective partnership working, supporting and developing people, and empowering communities will help secure CLS activities and services in the long-term and will help new opportunities be realised.

People are our best asset. Without our volunteers and staff who work tirelessly to provide culture, leisure and sport in the area we would not have the high quality provision that our residents, workers and visitors currently enjoy. However, there is always room for improvement and to achieve this it is vital that those people who contribute towards or wish to contribute towards providing culture, leisure and sport feel supported and have opportunities to develop their knowledge and skills.

Although the Council and Trust are significant providers of culture, leisure and sport in the area there are many other significant players including volunteers and voluntary organisations, private businesses and national bodies. Therefore partnership working between all those who shape culture, leisure and sport is necessary to achieve the four objectives of this strategy. The objectives of this strategy will contribute towards achieving the vision and the long-term and short-term outcomes in the Single Outcome Agreement. Therefore it is in the best interests of all members of the Community Planning Partnership that this strategy is implemented fully in a cohesive manner.

A main aim of the Single Outcome Agreement is to reduce inequality and disadvantage. This requires joint-working by all of the community planning partners by targeting services and resources. This strategy can play a significant role in reducing inequality and disadvantage through promoting a range of targeted measures specifically designed to reach those groups with lower than average participation rates in culture, leisure and sport. In particular, there is strong evidence linking low rates of participation with poorer health outcomes; however targeted promotion of culture, leisure and sport can also have positive outcomes in terms of supporting and raising confidence and aspirations for vulnerable groups such as young people.

The Community Empowerment Bill and subsequent legislation will give communities more say in how services will be delivered in their area and will give them more power to take control of local assets. The community is already a massive provider of culture, leisure and sport in the area and therefore the implementation of the Community Empowerment Bill will only increase the amount of activities and facilities provided and managed by local people. The Council, Trust, Third Sector Interfaces and National Bodies must support the community as they become further embedded within providing culture, leisure and sport (see also Theme Two: Assets and Facilities).

The work of other organisations and/ or other services within the Council can have an impact (positive and / or negative) upon culture, leisure and sport provision in the area. It is therefore imperative that we work together to ensure that other policies, programmes or projects not only do not compromise culture, leisure and sport in East Dunbartonshire but that they complement and maximise the offer.

Actions required*

Partnership and community support

We will work with the community to foster strong and ambitious development in culture and sport at grass roots level: and help empower communities to play a major role in delivering culture, leisure and sport.

Targeted measures for under participation

Continue and improve the range of targeted measures for groups with lower than average rates of participation linking where appropriate with the 'Place Approach': and ensure that delivery methods reach these groups effectively.

Represent CLS interests in other strategies

We will work with internal and external partners to ensure that the culture, leisure and sport agenda is represented, respected and reflected in the development of related (or potentially conflicting) projects, policies or strategies.

*See action programme 1A - 1G for further information



THEME TWO: ASSETS AND FACILITIES

Meeting the objectives	
1. Increasing participation <p>Good quality assets and facilities are necessary to encourage local people to use the facilities and ensure that participation in culture, leisure and sport is increased.</p>	2. Improving health through CLS <p>Ensuring that East Dunbartonshire has high quality and up-to-date culture, leisure and sport facilities and assets will help maximise the health and well-being benefits of participating in culture, leisure and sport.</p>
3. Developing people <p>Fit for purpose assets and facilities are essential to ensure that our staff and volunteers can provide high quality activities and services that meet people's needs and wants. They will also ensure that people have the right facilities to help develop their talent, skills and confidence.</p>	4. Maintaining quality and maximising opportunities <p>Managing our assets and facilities in a financially sustainable manner is fundamental in ensuring that the quality of culture, leisure and sport in the areas is maintained in the long-term and improved. The provision of new and/ or improved facilities that strengthen our existing assets will improve the culture, leisure and sport offer for residents and visitors and will support the local economy.</p>



High quality assets and facilities are absolutely fundamental in ensuring that people are motivated to take part in culture, leisure and sport; and that the people involved in providing activities and services have the equipment and facilities they need. The current economic climate presents a challenge in maintaining high quality provision however a positive consequence of this challenge is that the public, voluntary and private sectors are working together better (see also Theme One: People and Partnership). This is evident through the Scottish Futures Trust Community Hub Initiative and the sportscotland Community Sports Hubs programme.

The Council is undergoing a major programme of transforming how it delivers its functions and services, and in particular with regards to culture, leisure and sport, the Council and Trust have identified current gaps in provision and opportunities for improvement. This includes the following new or upgraded facilities that are committed and are within various stages of planning:

- New community sports facilities at Huntershill Playing Fields in Bishopbriggs including sports pavilion, recreation hall, tennis courts, full size all-weather playing field and athletics track.
- Refurbishment and extension to existing Kilmardinny House Arts Centre in Bearsden to provide improved facilities and extra arts / function space.
- Restoration of Kirkintilloch Town Hall to form new community facility including event space and local heritage display.

As part of this transformation a network of new Community Hubs is being developed by the Council and its partners. Each new Community Hub will contain new/ enhanced library facilities and community space. Another element of the transformation is the development of new primary schools through the Primary School Improvement Programme. Each of the new schools will include high quality indoor and outdoor sports facilities and outdoor learning spaces to ensure that participation in culture, leisure and sport is embedded within the curriculum for excellence. This is an essential element of ensuring that young people participate in culture, leisure and sport from their early years, and is part of the pathway to ensure that participation is carried over into adult years (see also Outdoor education and active schools in Theme 3 Access and services).



The 2006 Leisure, Physical Activity and Sport Strategy identified a need for an eventual replacement to the existing Allander Leisure in Bearsden which has not yet been achieved. The engagement carried out last year and regular feedback to the Trust indicates that satisfaction with the existing centre is still relatively high; however the building has a limited lifespan and therefore the Council and Trust remain committed to replacing the Allander Leisure Centre to ensure that the objective of maintaining and improving assets is achieved.

The Trust manages and operates a number of culture, leisure and sport assets through a partnership and service level agreement with the Council. It is imperative to ensure that the Trust continues to be able to deliver its high quality facilities and activities in the challenging economic climate.

Sports pitches are an important element of the sport and leisure offer in East Dunbartonshire and specifically they allow local clubs and people to play team sports without the need to travel. KKP Consultants were commissioned to undertake a Pitches Strategy in consultation with sportscotland simultaneously with the development of this strategy. The results of the consultants' work provides a full assessment of the condition and standard of pitches in the area and implementation of the recommendations in the Pitches Strategy will ensure that area enjoys good access to high quality pitches that meets local demands.

Mugdock Country Park is a very well used and highly regarded local asset that provides a number of opportunities for participating in culture, leisure and sport such as walking, cycling, musical events and performances, talks, local history and heritage, Ranger led activities and many more. As previously identified there is a challenge in ensuring that existing provision is maintained in the current financial climate. Moreover improving the offer at the park will play a significant role in achieving the objectives of this strategy. A five year strategy for Mugdock Country Park is currently under development and will contribute towards meeting the objectives of this wider strategy.

Actions required*

New Council / EDLC facilities

We will deliver several new community assets that will have significant benefits to culture, leisure and sport including: refurbishment of Kilmardinny House Arts Centre, restoration of Kirkintilloch Town Hall, new community sports hub facility in Bishopbriggs, new community hubs including library facilities, a replacement Allander Leisure Centre and new Primary Schools. CLS interests and operational requirements must be taken into account as much as is practicable during the development of these new community facilities.

EDLC business and financial sustainability

Prepare a business plan based on strategy priorities for the Trust to ensure long-term sustainability and best value. Continue to publish annual EDLC reviews.

Pitches strategy

Implement recommendations of the Pitches strategy.

Community and club assets

We will work with communities where there is interest for communities to take greater control of culture, leisure and sport assets. We will work with clubs to encourage improvement of facilities under their ownership/management.

Mugdock Country Park

Finalise and implement a five year strategy for the park.

*See Action Programme 2A – 2I for further information



THEME THREE: ACCESS AND SERVICES

Meet the objectives	
1. Increasing participation Removing barriers to access will directly increase the percentage of people who participate in culture, leisure and sport which will result in a series of benefits for the area.	2. Improving health through CLS Improving access to CLS will improve health and wellbeing through increased participation. Additionally encouraging people to travel actively to venues will maximise the health benefits of the activities they may already participate in.
3. Developing people Improving access to culture, leisure and sport will help foster talent and support those who do not already participate within CLS to develop skills and confidence.	4. Maintaining quality and maximising opportunities Removing barriers to access will ensure that facilities and activities are used as much as possible thus helping to maintain long-term sustainability and maximise the range of activities available. Using digital resources well will also support the long-term delivery of services and activity. Cost effective options in the villages will improve access and maximise the CLS offer in these areas.

Access to culture, leisure and sport is a major factor in determining whether or not people participate. Barriers to access can include cost, distance to facilities, lack of travel options, low confidence or a general lack of opportunities. Removing any existing barriers to culture, leisure and sport in the area will ensure that participation rates and subsequently health and wellbeing will be improved.

The digital age we live-in brings many benefits for overcoming barriers to culture, leisure and sport. From on-line exhibitions to fitness technology to websites offering general information and on-line booking technology – these are all important ways of making culture, leisure and sport more accessible in different ways (see also Theme 4 Communication and Promotion).

Maximising digital opportunities has particular benefits to art, culture and lifelong learning by improving access to art collections, library collections/ e-books and archives/ historic databases; and can unlock opportunities for creative learning and skills development. It also provides a platform for artists (both professional and amateur) to promote, share and sell their work, as well as being an artistic medium in its own right. Maximising digital opportunities will ensure that participation levels increase and can have a positive impact upon the local economy.

The degree to which people are encouraged and supported to take part in culture, leisure and sport starting in their early years is a significant factor in the likelihood of them participating in their adult life. The Scottish Government's agenda of focussing services on prevention rather than treatment places outdoor education, the Active Schools programme and pathways/ partnerships with clubs and cultural education at the heart of creating a healthier, fairer and more confident society.

The 2006 Strategy for Leisure, Physical Activity and Sport included an action point to ensure the new facilities in PPP schools (which were in the planning stages during the preparation of that strategy and opened 2-3 years later) were fully accessible for community use. Whilst the facilities can be accessed by the community, the engagement for this strategy as well as regular feedback through the Trust's Sports Development Team has indicated that letting costs, booking procedures and booking conditions are a barrier to many of the groups who wish to access the pitches. It prevents them from doing so and is therefore discouraging participation in team sports.

Access to culture, leisure and sport in East Dunbartonshire's more rural areas can be more challenging than in the main towns. The engagement work undertaken has shown that satisfaction in our villages is a little lower than the rest of the area. The strategy therefore needs to explore cost effective and viable options for developing further opportunities in the villages to increase participation and satisfaction. It should be noted that the communities themselves play a bigger part in the delivery of culture, leisure and sport in their areas and therefore there is an opportunity for the Trust and Council to work together more closely with these community networks to improve access.

The way in which people physically access culture, leisure and sport facilities can enhance the overall experience and provide additional benefits. The vast majority of people drive to our venues. Changing this culture with improved active travel opportunities in the area will increase opportunities for participation in physical activity: by encouraging people to walk, cycle and run to facilities which in-turn will further improve health and wellbeing, and will supplement the benefits of attending venues and more managed assets.

Actions required*

Maximise digital opportunities

We will make the most of digital opportunities to improve access to CLS and to foster talent.

Access through education

We will ensure young people have first class access to culture, leisure and sport through the Active Schools Programme, cultural education programmes and the establishment of an improved Outdoor Learning Centre at Mugdock Country Park.

Consistent approach to letting and pricing

We will work to remove the barriers to accessing facilities and activities by improving consistency to create a coherent one stop service for customers.

Provision in main villages

We will improve access to CLS through expanding outreach into more rural areas, partnership working with communities and partner organisations and development of Outdoor/ Green Gyms.

Active travel and local transport

Ensuring strong linkages with the Local Transport Strategy and Active Travel Strategy will improve access to CLS facilities and activities, particularly by more active and sustainable means.

*See Action Programme 3A – 3H for further information

THEME FOUR: COMMUNICATION AND PROMOTION

Meeting the objectives	
<p>1. Increasing participation</p> <p>Improving and promoting our outdoor and natural assets will encourage increased participation in more informal activities such as walking and enjoying the local environment and history. Additionally, improved co-ordination and cross communication in promoting CLS should result in an increase in the number of activities that each individual participates in.</p>	<p>2. Improving health through CLS</p> <p>Improved coordination and promotion of our outdoor/ natural opportunities will improve health and wellbeing particularly by encouraging participation through informal/ softer activities that provide stimulation and may appeal to persons who do not feel able to/ wish to visit structured venues or take part in group activities.</p>
<p>3. Developing people</p> <p>Co-ordinated communication and promotion of our opportunities will help stimulate and develop confidence through informal and supplementary leisure activities.</p>	<p>4. Maintaining quality and maximising opportunities</p> <p>Encouraging more visitors to the area will ensure that our outdoor and natural assets currently enjoyed by local residents and workers are not only improved but that any associated facilities are financially viable in the long-term.</p>

Good communication and promotion of the culture, leisure and sport in the area will increase participation by ensuring that residents, workers and visitors are aware of the opportunities available and are attracted to participate; specifically that we retain residents and workers to participate locally within the area thus reducing leakage to neighbouring areas, and that we attract visitors from out with the area.

There is currently a wealth of information available on the culture, leisure and sport offer available in East Dunbartonshire however it is held and disseminated across a wide range of different methods by a number of different organisations. Improved co-ordination and cross-promotion of the various different sources of information will make it easier for residents, workers and visitors to be aware of the full extent of opportunities within the area.

East Dunbartonshire has a wealth of outdoor/ natural assets that not only provide valuable recreation opportunities for residents and workers in the area but also attract some visitors to the area. Supporting the local economy is an important outcome identified in the Single Outcome Agreement and improving the attractiveness of our assets such as the Forth & Clyde Canal, Antonine Wall and long distances walking routes will increase visitor numbers.

In particular there are opportunities to further promote the tourism offer in East Dunbartonshire through improvements to the Antonine Wall and associated attractions, the Forth & Clyde Canal and the West Highland Way in Milngavie.

In order to promote an open for business approach to the development of new culture, leisure and sport facilities the Council's Local Development Plan must be generally supportive of these kinds of development and include policies to encourage such proposals.

Actions required*

Culture, leisure and sport communication

Improve co-ordination, signposting and linkages between the wealth of information currently available via multiple sources.

Leisure and tourism promotion

Further promote tourism in the area by revising the Economic Development Strategy and working with our partners to develop our assets.

Outdoor/ Natural Asset Improvements

Improve the range of leisure activities available and the attractiveness of our best assets by working with our partners to: deliver the initiatives in the Antonine Wall management plan, produce a plan for improvements to the Forth & Clyde Canal Corridor and a plan to increase the attractiveness of the West Highland Way in Milngavie.

Local development plan

Ensure there is a land use planning framework that promotes culture, leisure and sport (whilst balancing other considerations such as sustainability).

*See Action Programme 4A – 4G for further information



DELIVERY: OUR ACTION PROGRAMME

This is our Action Programme for delivery. This brings together all the actions required in each of the preceding themes to produce a comprehensive programme that will lead to real action and change 'on the ground' and ultimately achieve the objectives of the strategy.

How to use the action programme

What – This column provides information on the nature of each action. In order to keep the action programme as succinct and manageable as possible some actions have been grouped together and / or contain sub-actions. The actions are organised by the themes in the preceding sections.

When – This sets out when the action should be completed or other major milestones as may be relevant. Some actions may be on-going with no particular end date but set out how regularly these actions are reviewed.

Who – Every action is assigned to a partner / partners to ensure that there is a named party responsible for delivering each action. Where there are multiple partners and one has been identified in bold-type this is the lead partner for that action.

Progress indicators – This column describes how we can measure the interim and final success of each individual action.

Partners

Bishopbriggs Community Sports Hub – BCSH
Community Providers (Community and voluntary groups that own / manage facilities)
Clubs/ Community Groups
Creative Scotland
East Dunbartonshire Voluntary Action – EDVA
East Dunbartonshire Leisure and Culture Trust – EDLC
East Dunbartonshire Council- EDC
East Dunbartonshire Community Planning Partnership – CPP
East Dunbartonshire Community Health Partnership – CHP
East Dunbartonshire Integrated Health and Social Care Partnership
East Dunbartonshire Tourism Partnership
Forth & Clyde Canal Society
Glasgow & West of Scotland Family History Society – GWSFHS
Historic Scotland
Inspired
Kirkintilloch Town Centre Champions Group
Milngavie BID Group (Business Improvement District)
Rob Roy Football Club
Scotrail
sportscotland
Stirling Council
Strathclyde Partnership for Transport – SPT
Twechar Regeneration Group – TRG
Twechar Community Action – TCA
Voluntary Arts Scotland
West Highland Way Management Group – WHWMG

Progress monitoring

For the strategy and action programme to be successful and to ensure that the ambition and objectives are achieved it is important that progress on the delivery of the actions within the action programme are regularly monitored through a structured process. Therefore the monitoring arrangements proposed for the strategy are:

Monitoring arrangements

- Establishment of Implementation Group consisting of all partners/ lead partners with specific actions in the action programme
- Six monthly progress updates provided by all partners in the implementation group using a pro forma template
- Six monthly progress updates compiling the completed pro forma templates circulated round Implementation group to provide interim updates
- Annual implementation group meetings
- Publish monitoring results on Council and Trust websites annually (to coincide with annual implementation group meetings)
- Reporting of progress across the strategy to EDC Development and Regeneration Committee, EDLC Trust Board and Community Planning Partnership Board every two years (in supplement to standard reporting for individual projects and operations)

It is then anticipated that the strategy will be replaced by approximately 2021.



Action programme

Theme 1: People and partnership

What?	When?	Who?	Progress indicators
<p>A. Arts and culture partnership support</p> <p>Strengthen support for professional artists and amateur clubs, groups and individuals through various measures including:</p> <ul style="list-style-type: none"> – Support with funding applications and identifying available support – Establish local artists network – Encourage local groups to apply for national awards and initiatives (such as Creative Places) – Investigate need for partnership arrangement with Creative Scotland to establish a plan for improvement in network support. 	2021	EDLC Creative Scotland EDVA Voluntary Arts Scotland	Review every two years Increase in number of funding applications to Creative Scotland
<p>B. Sport and physical activity partnership support</p> <p>Continue, review and develop existing network of support for clubs, groups and individuals through the following:</p> <ul style="list-style-type: none"> – Commonwealth Games Legacy Programme – EDLC club development officer – Coach development programme – Local sports council – Club accreditation scheme – Athlete performance programme / talent development – West of Scotland Institute of Sport – Pathways / links between Clubs and Active Schools Programme – Partnership programmes aimed at increasing physical activity – Community Sports Hubs (Milngavie & Bearsden, Huntershill and Hillhead). 	2021	EDLC sportscotland CHP	Review process every two years to identify and action areas for improvement

C. Third sector organisational support Support for clubs / third sector groups through EDVA community improvement planning process: - Support and trouble-shooting for club / group operations such as governance, organisational structure, constitution and funding - Signposting to other known help available.	2021	EDVA EDC EDLC	Review process every two years to identify and action areas for improvement
D. Community providers network Establish community providers forum / network open to all third sector groups involved in the management of CLS facilities with a view that the group will: - Allow for the sharing of practical information and best practice in overcoming the challenges of community management - Allow for speakers and professional advice to be delivered in a resource efficient way by reaching multiple groups at one time - Meet on a regular pattern such as quarterly or half-yearly - Be initially set-up by EDVA with an expectation that the group will become self-managing in the long term.	Establishment of network / forum by 2017	EDVA Community providers EDC EDLC	Demonstrate meetings within the agreed pattern of regularity.
E. CLD plan and community grants scheme Continue funding for culture, leisure and sport groups through local community grants scheme and linkage with community learning development plan	2021	EDC	

What?	When?	Who?	Progress indicators
<p>F. Targeted measures for under participation</p> <p>Continue, enhance and extend programmes for groups with lower than average participation levels, linking where appropriate with the 'place approach' and including, but not restricted to, the following groups:</p> <ul style="list-style-type: none"> – Persons living in the most deprived neighbourhoods (as measured by Scottish Multiple Index of Deprivation, SIMD) – Older persons at risk of isolation – Young women and girls (particularly for sport) – Diversionary activities for vulnerable young persons – Disabled people and those in poor health. <p>Review structure and delivery methods of activities to ensure that they are reaching under-represented groups effectively in that:</p> <ul style="list-style-type: none"> – they are being delivered as locally as possible in well-known locations – delivery has been adapted as much as is possible to suit the needs of the target group(s) – existing relationships are utilised as much as possible to encourage participation – any other barriers to participation are adequately addressed – the measures encourage intergenerational and intercultural activity where possible <p>Continue and improve GP referral scheme 'Live Active'</p>	2021	EDLC EDC CHP EDVA	<p>Compare concessionary / junior participation rates with the % of the populations in those categories.</p> <p>Use of Health Survey, LA survey / EDLC indicators / active schools date.</p> <p>Review process every two years to identify and action areas for improvement.</p>
<p>G. Culture, leisure and sport influence</p> <p>Represent culture, leisure and sport interests in the development of other relevant local strategies / policies; and represent East Dunbartonshire in the development of national policies and strategies; including, but not restricted to:</p> <ul style="list-style-type: none"> – Single outcome agreement – Corporate asset management – Land planning strategies – Community health – Education and young people – National consultations – National body corporate plans – Volunteering. 	2021	EDLC CHP	<p>Review process every two years to identify and action areas for improvement</p>

Theme 2: Assets and facilities

What?	When?	Who?	Progress indicators
A. New facilities – arts and culture Refurbishment and extension to existing arts centre at Kilmardinny House in Bearsden.	2017	Build – EDC Operating – EDLC	Building works complete and new facility open usage figures
Restoration of Kirkintilloch Town Hall to form new community facility including event space and local heritage display.	2016	Build – EDC Operating – EDLC	Building works complete and new facility open usage figures
B. New facilities – sports Replacement Allander Sports Centre on existing site in Bearsden.	2023	Build – EDC Operating – EDLC	Building works complete and new facility open usage figures
Demonstrate commitment to Community Sports Hubs in particular the development of a new Community Sports Hub in Bishopbriggs at existing Huntershill Playing Fields.	2018	Build – EDC Operating – BCSH / EDLC	Building works complete and new facility open usage figures
C. New facilities – community hubs and libraries Bearsden Community Hub including community meeting space and new library.	2016	Build – EDC Operating – EDLC, EDC and CPP	Building works complete and new facility open usage figures
Bishopbriggs Community Hub including community meeting space and refurbished library	2020	Build – EDC Operating – EDLC, EDC and CPP	Building works complete and new facility open usage figures
Lennoxtown Community Hub including community meeting space and expanded library facilities	2016	Build – EDC Operating – EDLC, EDC and CPP	Building works complete and new facility open usage figures
Milngavie Community Hub- Details to be confirmed	2020	Build – EDC Operating – EDLC, EDC and CPP	Building works complete and new facility open usage figures

What?	When?	Who?	Progress indicators
D. New facilities – replacement primary schools			
New primary school in Lenzie on existing Lenzie Moss primary site including high quality outdoor and indoor sport facilities, and outdoor learning space.	2017	EDC	Opening of new school. Achievement of two hours of PE. Early years preschool activity programmes being promoted.
New primary school in Bishopbriggs on existing Woodhill Primary site including high quality outdoor and indoor sport facilities, and outdoor learning space.	2017	EDC	Opening of new school. Achievement of two hours of PE. Early years preschool activity programmes being promoted.
New primary school in Bearsden on existing St Andrews primary site including high quality outdoor and indoor sport facilities, and outdoor learning space.	2018		Opening of new school. Achievement of two hours of PE. Early years preschool activity programmes being promoted.
New primary school in Kirkintilloch on existing St Flannans primary site including high quality outdoor and indoor sport facilities, and outdoor learning space.	Late 2017		Opening of new school. Achievement of two hours of PE. Early years preschool activity programmes being promoted.
E. New community facility – Auchinairn			
Conduct a feasibility study regarding the scope and potential environmental implications of new community/ early years/ well-being facility in Auchinairn (linking with the 'Place Approach') and implement preferred option.	2021	EDC	Building works complete and new facility open Usage figures.
F. EDLC business and financial sustainability			
Explore development options and scope for new community/ early years/ well-being in Auchinairn (linking with the 'place approach') and implement preferred option.	2016	EDLC	Review Business Plan progress and update every six months.
Continue to publish annual EDLC review.	Annual	EDLC EDC	See Pitches Strategy.

G. Pitches strategy Implement recommendations of sports pitch strategy.	2021	EDLC EDC	
H. Community and club assets Identify potential areas for community asset transfer where service provision could be improved and where there is interest for community or club management.	2017	CPP EDC EDLC	
Develop and support the construction of a Community Sports Centre at Donaldson Street in Kirkintilloch.	2017	Rob Roy FC EDC EDLC Clubs / Community Groups	
Support and encourage the improvement of facilities in club ownership/management.	2021	Sports and other clubs EDC EDLC	Improvements to facilities at club owned / managed sites
I. Mugdock Country Park management and improvements Produce and implement strategy for Mugdock Country Park covering management, improvements, future development, accessibility and financial sustainability.	2016	EDC Stirling Council	
Identify a new use for Craigend Castle and explore funding opportunities to develop a community use for the site.	2020	EDC Stirling Council	

Theme 3: Access and services

What?	When?	Who?	Progress indicators
A. Maximise digital opportunities <ul style="list-style-type: none"> Continue to promote digital arts and media (including Filming Locations) Continue and improve Digital Learning and Skills programme 	2021	EDLC Creative Scotland	Review process every two years to identify and action areas for improvement
Improve and expand digital resources and archives: <ul style="list-style-type: none"> Develop use of EDLC images website and expand content by working with local heritage groups and schools Add images to educational resources such as SCRAN/GLOW for schools to access Digitisation programme for volumes/ single page high use archives/ historic newspapers etc. Increase number of online exhibitions Maximise use of new online catalogue for archives and museum and gallery collections 	2021	EDLC Local History Groups Local Photographers GWSFHS	Review process every two years to identify and action areas for improvement
B. Cultural education <p>Work with EDC Education to create more education resources using archives and local studies collections to help deliver the curriculum for excellence (such as World War One project).</p>	2017	EDLC EDC	Delivery of increased education resources
C. Active schools and physical education <p>Continue to actively support and improve the Active Schools programme by:</p> <ul style="list-style-type: none"> Ensuring capacity and sustainability of Active Schools Co-ordinators Maintaining strong links with Curriculum for Excellence Continuing and strengthening pathways and partnerships with clubs Continuing promotion of extra-curricular activities Re-organising existing physical activity forum to meet physical education, physical activity and sport (PEPAS) structure 	Renewal of funding 2019	EDLC EDC sportscotland	Continuation of Active Schools Programme ASMO data
Continue to support high quality physical education as part of the Curriculum for Excellence.	2021	EDC EDLC	

D. Outdoor learning	2017	EDC	
Establish Outdoor Learning Centre at Mugdock Country Park to further improve integration of outdoor learning with school curriculum incorporating high environmental design standards.			
Outdoor learning spaces, including provision for early years, at new primary schools (see also Action 2D).	See action 2D	EDC	
Develop and support the construction of a Community Sports Centre at Donaldson Street in Kirkintilloch.	2017	Rob Roy FC EDC EDLC	
E. Consistent approach to letting and pricing across EDC and EDLC	2016	EDC EDLC Inspired	New booking processes and pricing system in place.
Investigate options for aligning booking processes and pricing between EDLC and Community Letting across all EDC facilities including PPP schools, EDLC arts and culture events/activities and general room bookings to create a coherent one stop service for customers.			
Implement preferred option	2018		
F. EDLC Concessions scheme	July 2017	EDLC	
Review concessions scheme 'Passport to Leisure' to increase range of applicable activities and services to include discounts across culture, leisure and sport.			Full implementation of new scheme

What?	When?	Who?	Progress indicators
<p>G. Provision in main villages</p> <p>Improve provision and access to culture, leisure and sport in villages (Lennoxtown, Milton of Campsie, Torrance and Twechar) through:</p> <ul style="list-style-type: none"> - Development of Outdoor/ Green Gyms - Expanding outreach in these villages and investigate potential for partnership working between EDLC and community managed facilities in delivering culture, sport and leisure activities - Working with external groups/ national organisations to deliver activities in areas such as local history and the arts - Continued support for Twechar Healthy Living Centre. 	2018	EDC EDLC CPP Community providers	
<p>H. Active travel and local transport</p> <p>Implement relevant actions from local transport strategy and active travel strategy including:</p> <ul style="list-style-type: none"> - Investigate the feasibility of a range of new cycle and walking routes and route improvements in order to deliver a network of active travel routes across EDC. - East Dunbartonshire Loop - Creation of a circular route connecting East Dunbartonshire's towns and villages. - Ensure areas of tourism interest such as Mugdock Country Park, the West Highland Way and the Forth and Clyde Canal are accessible through high quality footpaths/cycleways. - Permit cycling in all EDC parks on a 'Share with Care' principle. - Enhance the quality, safety and routing of paths and footways from residential areas to health and leisure centres. - Provide secure cycle storage at health and leisure centres. - Continuation and expansion of Primary Schools in EDC delivering Bikeability Scotland Level 2 Cycle Training. - Promote dedicated workplace active challenges, such as the Annual Cycling Scotland Workplace Challenge and Paths for All Health Walks, to local employers. <p>Access from villages and less accessible areas to culture, leisure and sport facilities.</p>	See LTS action plan	EDC SPT	
Ensure linkages with preparation and implementation of active travel strategy.	See active travel strategy action plan	EDC	

Theme 4: Communication and promotion

What?	When?	Who?	Progress indicators
A. Culture, leisure and sport communication Improve cross-working, signposting and cross-promotion between existing websites and other media offering CLS information, including, but not restricted to: <ul style="list-style-type: none"> – EDC website – EDLC website – EDOPPS4ALL.com – Thecampsites.co.uk – Eastdunassets.org.uk – Antoninewall.org – Third sector and private business websites – Social media 	Late 2016	EDC	
B. Leisure and tourism promotion Produce a revised economic development strategy for East Dunbartonshire setting out a strategy for business, tourism and town centre development across the area.	2016	EDC	Strategy in place
Work to promote and develop the leisure and tourism opportunities across East Dunbartonshire in an inclusive and sustainable manner.	2020	EDC EDLC Mugdock Country Park Tourism partnership Milngavie BID Group Local businesses and wider community	Measured through the economic development strategy: <ul style="list-style-type: none"> – Visitor numbers – Initiatives undertaken – New businesses
Support improved facilities associated with the following assets (incorporating high environmental and design standards): <ul style="list-style-type: none"> – Antonine Wall (see Action 4C) – Campsie Fells (see Action 4D) – Forth and Clyde Canal (see Action 4E) – Long distance walking routes including the West Highland Way (see action 4F), John Muir Way, Allander Way, River Kelvin Way, Strathkelvin Railway Walkway and Clyde Coastal Path. 	2020	EDC Scottish Canals Tourism Partnership	Measured through the economic development strategy, active travel strategy: <ul style="list-style-type: none"> – Projects undertaken

What?	When?	Who?	Progress indicators
B. Leisure and tourism promotion (continued) Promote festivals and events which attract leisure activity and through the operation of the festival promote the arts, sport and local identity (such as the Kirkinilloch Canal Festival, Local History Week and Thomas Muir Festival) and investigate new opportunities such as: – Family and local history fair – Arts festivals – Sporting events (using assets such as the Campsies, Mugdock Country Park and the Forth & Clyde Canal).	2020	EDC EDLC Town centre forums including Milngavie BID group Tourism partnership	Measured through the economic development strategy: - Events held - Visitor numbers
C. Antonine Wall Delivery of the joint initiatives in the Antonine Wall Management Plan 2014 – 2019 and implementation of Antonine Wall Planning Guidance.	2019	EDC Historic Scotland EDLC	Delivery of actions within the plan.
D. Campsie Fells Consideration and delivery of the initiatives within the 'The Campsies: Strategic Review and Action Plan 2011'.	2021	EDC	Delivery of actions within the plan.
E. Forth & Clyde Canal Develop and prepare masterplan/ planning guidance for the canal corridor, as part of the Local Development Plan, to establish a and priorities for general improvements and new facilities that may include projects such as path improvements, new jetties, public art and public spaces. The plan should be developed in partnership with Scottish Canals through a 'Charrette' style process bringing together stakeholders and partners.	2021	Scottish Canals EDC NLC Tourism Partnership TRG/ TCA Forth and Clyde Canal Society	Forth and Clyde Canal masterplan / Planning guidance in place
Implement the Forth and Clyde Canal Planning Guidance.	2025	Partners identified during development of guidance.	Projects progressed or delivered.

F. West Highland Way Prepare plan with partners (taking cognisance of emerging refocused WHW management strategy) for improvements to the West Highland Way in Milngavie to investigate and consider options to: <ul style="list-style-type: none"> – Improve official starting point with measures such as new public art and surface / streetscape improvements – Improve connection between the starting point and railway station with Milngavie information centre – Maximise the attractiveness of Milngavie Station as an arrival point for walkers and others for leisure and commuting purposes. 	2021	EDC Milngavie BID WHWMG Other interested community groups: Scotrail EDLC	
Secure funding and implement measures in the agreed plan.	2021	Partners identified during development of plan.	
Develop and support the construction of a Community Sports Centre at Donaldson Street in Kirkintilloch.	2017	Rob Roy FC EDC EDLC	
G. Local development plan Ensure a land use planning framework that promotes culture, leisure and sport is provided through the Local Development Plan which supports: <ul style="list-style-type: none"> – New culture, leisure and sport assets – Diverse town centre economies – Tourism and business development – High quality design – Digital communications And protects: <ul style="list-style-type: none"> – Natural assets 	Local development plan scheduled for adoption end 2016.	EDC	Local development plan in place. Delivery to be measured through the LDP action programme and monitoring statement.

Note: The delivery of each action in the programme must take into account any potential impacts upon equal opportunities (see Equalities Impact Assessment) and must take into account the Strategic Environmental Assessment conducted for this strategy; further consideration of these factors should be carried out at the detailed project planning stage and should be reported through the monitoring arrangements. * These actions are being delivered through the implementation of the Corporate Asset Management Plan which is the lead strategy for these actions.

APPENDIX 1: SMART OBJECTIVES

Objective	Specific	Measurable	Attainable	Relevant	National/ SOA Outcomes*	Timed
1: Increasing participation for all-	Objective relates to increasing participation in cultural, leisure and sport in an inclusive and integrated manner. Meeting this objective will ensure that participation levels remain above the Scottish national average.	Increase in numbers using EDLC facilities. Increase in cultural and sporting participation in Scottish household survey or census.	Objective is attainable through partnership working between Council, Trust, CPP, voluntary organisations and private sector.	Although ED has higher than average participation rates there are areas/groups with below average participation. Evidence suggests participation levels are increasing at a faster rate elsewhere in Scotland.	National outcomes = A, B, D, E, F, G, H, I, J, K, L, N & P SOA three year outcomes = 1 and 2	2021
2: Improving physical / mental health and well-being through CLS	This objective seeks to maximise the impact of CLS on health and well-being for EDC residents.	Local information on the impact of cultural activities and exercise on health. Increase in general health and life-expectancy in Scottish household survey (has to be considered in conjunction with other health initiatives). Monitoring of GP referral scheme. 'Live Active.'	Objective is attainable through partnership working between CPP, Council, Trust, voluntary organisations and private sector.	It is widely accepted that engagement with CLS improves physical/ mental and well-being, and is one of the overarching reasons for public organisations to provide such facilities and activities.	National outcomes = A, B, D, F, G, H, I, J, K, L, N, O SOA three year outcomes = 3, 5 & 6	2021

3: Developing people	This objective relates to developing the skills and talent of all those who either are involved within the provision of CLS professionally or as a volunteer; or participate within CLS professionally or for leisure.	Demonstrate continuing learning and development of Trust and Council staff, and volunteers, through attendance at training sessions etc. Number of groups being supported through EDVA community improvement planning process.	In terms of professional development, the Trust and Council has strong partnerships with national organisations/ governing bodies to support the development of its staff. In turn, the Trust and Council, in partnership with national organisations/ governing bodies, have the skills and knowledge to support local clubs and individuals. EDVA is well placed to support groups on constitutional and management issues.	High quality CLS networks will not exist without the provisions in place to foster talent and by providing opportunities for improving skills and continual development. The Community Empowerment Bill affords communities greater powers to take control of assets, therefore there will be an increased need to support and train volunteers.	National Outcomes = A, B, C, D, F, G, I, J, K, L, M, N, P SOA Three Year Outcomes = 2 & 3	2021
4: Maintaining the quality of our existing CLS offer and maximising opportunities	Maintain and improve quality of existing CLS offer in the area by seeking to ensure financial sustainability of asset and activities. Objective also seeks to exploit and build-upon known opportunities (such as existing partnerships and networks as well as physical assets such as the West Highland Way, Forth & Clyde Canal, Antonine Wall) to add to the existing CLS offer.	Maintain and improve levels of satisfaction with local assets and services (measured through customer feedback and surveys). No reduction in the total number of CLS activities and services available. Increase in day visitor numbers. Development of new assets.	Partnership working between Council, Trust, CPP, voluntary organisations and private sector will allow the pooling of resources and the consideration of different delivery/ funding models where appropriate. Council capital investment programme / identification of other funding streams.	The challenging financial climate for all sectors requires partnership working to ensure that existing assets and activities are not lost, and are improved where possible. Maximising known opportunities will contribute towards improving the quality of life in East Dunbartonshire by increasing participation levels, health and local employment.	National Outcomes = A – P (All) SOA Three Year Outcomes = 1, 2, 3 & 4	2021

*See pages 12 and 13 for National Outcomes and the Single Outcome Agreement respectively

FURTHER INFORMATION

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Email: development.plan@eastdunbarton.gov.uk
Tel: 0141 578 8600

East Dunbartonshire Leisure & Culture Trust
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edlc@eastdunbarton.gov.uk

OTHER FORMATS

This document can be provided in large print, Braille, or on audio CD and can be translated into different community languages. Contact the Corporate Communications team at East Dunbartonshire Council, 12 Strathkelvin Place, Kirkintilloch, Glasgow G66 1TJ Tel: 0300 123 4510

本文件可按要求翻譯成中文，如有此需要，請電 0300 123 4510。

اس دستاویز کا درخواست کرنے پر (اردو) زبان میں ترجمہ کیا جاسکتا ہے۔ براہ مہربانی فون نمبر 0300 123 4510 پر رابطہ کریں۔

ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮੰਗ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ 0300 123 4510 ਫੋਨ ਕਰੋ।

Gabhaidh an sgriobhainn seo cur gu Gàidhlig ma tha sin a dhith oirbh. Cuiribh fòn gu 0300 123 4510

असुबोध करने पर यह दस्तावेज़ हिन्दी में भाषांतरित किया जा सकता है। कृपया 0300 123 4510 पर फ़ोन कीजिए।

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