

Appendix C - KAL Partnership Framework – Draft

1.0 Background:

1.1 Kirklees Active Leisure (KAL) look after the Council's stock of major leisure facilities, and this arrangement is currently set out in a legally binding Funding Agreement, various site-by-site lease agreements and with an accompanying Statement of Understanding. The current partnership arrangement between KAL and the Council runs from 2012 to 2032.

1.2 Within the non-legally binding Statement of Understanding, there is a commitment towards a shared approach of working towards mutual outcomes, and to working in partnership based on co-operation and collaboration. The Statement of Understanding has not been reviewed since 2012, and a revision of the mutual aims, objectives and outcomes is timely. This document is intended to be viewed as an addendum to the Funding Agreement and Statement of Understanding.

2.0 Context:

2.1 It is widely accepted that being physically active supports good health and wellbeing and contributes significantly to people being healthy and well for longer. As well as reducing the risk of developing health conditions such as stroke, Type 2 Diabetes, heart disease, cancer, dementia and Alzheimer's, physical activity also promotes good mental and emotional wellbeing and enables people to connect with their communities.

2.2 Current evidence indicates that roughly 1/3 of our population is inactive, with some particular population groups tending to be less physically active than the norm. Whilst there are benefits to increasing physical activity levels generally, the greatest benefits occur where people who are inactive start to become active.

2.3 Covid-19 has shone a spotlight on what we knew already but hadn't perhaps had the widespread support to focus on as a key agenda – namely health inequalities, and the real impact of those on a person's life chances and quality of life.

2.4 This corresponds closely with health and other inequality data for other behaviours impacting on health (such as smoking, etc) meaning that some groups are more likely to be affected by multiple issues; these result in comorbidities, compounding that disadvantage. People with long-term physical health conditions are also more likely to have mental health problems. This can lead to significantly poorer health outcomes and reduced quality of life.

2.5 Kirklees Council is committed to addressing inequalities, with it being our central priority and one by which all other priorities are measured. An Elected Member led, cross-party Inclusion Commission will launch in 2021 to look at this in its widest sense.

2.6 KAL are keen to be viewed more as a health provider than a leisure provider over the coming years, with a Health Partnership Manager now in post (jointly funded by KAL and Public Health) to oversee this area.

2.7 The sector generally, at both a national and local level, also reflect this changing approach. The new Sport England strategy has tackling inequality as a key principle, and it is also explicitly recognised in the local Everybody Active Strategy which was published in February 2021.

3.0 Challenges:

3.1 Since 2012, there have been a number of significant changes which have altered the landscape in which the partnership exists.

3.2 The market for leisure has become increasingly competitive, with a significant national increase in low cost, “budget” gyms in particular. Whilst in Kirklees we have experienced some low-cost entries into our local market, there have not been as many as in other, similar locations, partly as a consequence of KAL being proactive and developing their own, good quality, budget offering.

3.3 Capital investment has continued in the local leisure stock, with the primary example being the flagship Huddersfield Leisure Centre, as well as the currently under construction Spen Valley Leisure Centre. Continuing investment in the stock is, however, required, and the scale of the Huddersfield Leisure Centre in particular, does result in significant energy costs to operate.

3.4 The annual funding from the Council had reduced significantly over the past 10 years. However, additional financial pressures arising from market competition, as well as the continuing pressures on local disposable income levels and, essentially, the annual National Living Wage increases and their impact on KAL’s frontline service staffing model, had resulted in conversations between KAL and the Council where an annual increase in KAL’s core grant funding from 2020/21 had been agreed.

3.5 Furthermore, there has been significant losses arising from COVID-19 and the extended shutdown and then restricted re-opening. The Council has agreed to exceptional funding support, specifically linked to an understanding of the key role KAL will play in helping recovery from COVID and tackling inequalities going forward. It is projected that such additional support will be required for some time to come as restrictions and the legacy of COVID continue.

4.0 Kirklees Outcomes:

4.1 The Council is committed to the Kirklees Outcomes, which are part of the corporate plan.

4.2 The current Kirklees Outcomes are:

- **BEST START:** Children have the **best start** in life
- **WELL:** People in Kirklees are as **well** as possible for as long as possible
- **INDEPENDENT:** People in Kirklees **live independently** and have control over their lives

- **SAFE & COHESIVE:** People in Kirklees live in **safe, cohesive communities** and are protected from harm
- **ASPIRE & ACHIEVE:** People in Kirklees have **aspiration and achieve their ambitions** through education, training, employment and lifelong learning
- **SUSTAINABLE ECONOMY:** Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses
- **CLEAN & GREEN:** People in Kirklees experience a high quality, **clean, and green environment**

4.3 This framework is consistent with these Outcomes and contributes directly or indirectly to the majority of them.

4.4 This framework is built upon the Council's 'People Places Partners' approach to working, with local people actively engaged and helping to shape the services they receive, working at a place-based level with a range of Partners.

5.0 KAL's new strategic direction:

- 5.1 A new, 5 year, KAL Corporate Strategy was approved by KAL's Board of Trustees in January 2020, initially with the intention of implementing the new strategy as of April 2020, but now, due to COVID-19, likely to be implemented from April 2021.
- 5.2 The new KAL Strategy strives to highlight the increased direction of the charity towards providing health & wellbeing services for local people, attracting in new customers and working towards improving their physical & mental health and ultimately their overall quality of life. This hopefully links well with the Council's priority to address inequalities and to contributing towards the Kirklees Outcomes.
- 5.3 A new Vision was agreed by KAL for their strategy – "Improving health & wellbeing", supported by 3 key Aims:
- Putting People First
 - Helping more people become more active
 - Delivering Business Excellence

6.0 Mutual objective priorities:

6.1 There is a range of evidence which shows that certain groups of people are, at a population level, less physically active than the norm.

6.2 These groups correspond closely with those who are also more likely to experience inequality and health inequality.

6.3 **Physically inactive people** from the following groups in particular would benefit from being more active :

- **Diverse ethnic community backgrounds,**
- **disabled people**
- **people with long-term health conditions,**

- **women and girls (who are generally less active than men),**
- **people on low incomes,**
- **older adults**
- **people who are overweight / obese.**

6.4 As previously mentioned, these priority groups align closely to those identified in the new Sport England strategy, and there may be future campaign and/or funding opportunities that can be explored to support work with these demographic groups at a Kirklees level.

6.5 The Council recognises that, working in partnership with KAL, we can play a key role in addressing some of these inequalities. For example, the work undertaken as part of the Place Standard engagement can provide an evidence base, and opportunities to engage with local communities about the offers and support they need to become more physically active, and we would like to see KAL become more involved in this, and other similar place-based initiatives.

6.6 In addition to using such engagement to develop their place-based offer, such that each facility and the programme on offer is meeting the needs of the local communities which it serves (especially for the target populations set out above), KAL are also developing a digital offer which may for an additional method of reaching new audiences.

6.7 We also recognise that we can collectively forge new relationships and partnerships with wider stakeholders, helping to bring services into greater alignment, work together to reach target groups more effectively and encourage them to become more physically active.

6.8 It is recognised that KAL may not always be best placed to be the direct deliverer of targeted activity or lead on outreach work. We expect KAL to work collaboratively with a range of VCS organisations and believe that between KAL and these partners, we can collectively provide the right opportunities or hold the right conversations in the right places and led by the most suitable people.

6.9 We are also keen to explore how KAL can support the Council with their employee healthcare and staff wellbeing offer.

7.0 Envisioned KAL operating model

7.1 These mutual priorities do not exist in isolation, and nor are they intended to fully replace existing functions carried out by KAL.

7.2 There is an understanding within the Council that KAL have other responsibilities as well as their contribution towards addressing health inequalities and encouraging the inactive to be more active. It can broadly be summarised that KAL have 3 main functions, namely:

- **Statutory** – water space is a particular asset that KAL have to manage which few competitors do, which plays a key role in supporting schools to discharge their statutory function regarding school swimming, as well as supporting other water

based activity, including an extensive learn-2-swim and performance swimming programme.

- **Commercial** – the universal offer from KAL to the public of gym, fitness classes, sports hall based sport and activities, and water based activity remains important in terms of both supporting the existing active population to remain active, and in terms of generating income to support the ongoing provision of the service. The development of KAL's "Yeah! Days Out" family attraction products also contribute towards KAL's commercial activity, while also, importantly, attracting new customers into KAL sites, adding value to KAL memberships and encouraging customers to take part in non-traditional activity opportunities.
- **Targeted/ Specialist products** - an increased and demonstrable focus on increasing the opportunities and activity levels in KAL sites among the target groups, through a stronger level of engagement with those groups, and, potentially, additional place based initiatives to respond to local demand. (A 'bias' towards target groups).

7.3 For clarity, this is part of a partnership approach, and we believe for this to be successful there will need to be an ongoing and enhanced relationship between KAL and various Council services, as well as the forging of new partnerships and relationships, for example, with the local health sector, both commissioners and other VCS providers.

8.0 Performance and monitoring:

8.1 For absolute clarity, these arrangements with KAL are a partnership, and not a formal contract.

8.2 An Operational Management Group comprising of KAL senior leadership and Council officers will meet regularly to provide a continuing overview of the effectiveness of the partnership in achieving these outcomes.

8.3 Given the nature of the work and the outcomes we are seeking to achieve, a mix of qualitative and quantitative reporting is appropriate.

8.4 A summary of progress being made against the agreed outcomes and measures should be included in a KAL annual report to the Council.

9.0 Partnership Governance:

9.1 The partnership between KAL and the Council has been successfully managed in recent years through a series of Operational Management Groups (OMG), with membership from both organisations.

9.2 There are three main groups which usually meet quarterly – Finance, Capital, and Partnership Performance – supplemented with a client relationship function between the KAL Chief Executive and Head of Public Health.

9.3 It is intended that these arrangements will continue, with the specific responsibility for monitoring progress and impact in achieving these specific outcomes being the responsibility of the Partnership Performance OMG.

9.4 It is likely that each organisation will have separate internal groups that meet as necessary, to ensure that the representatives on the OMG's are effectively representing the broader organisation, although having a common representative from both KAL and the Council on each group helps ensure consistency.

9.5 The KAL annual report to the Council will set out the performance and impact made against these key priorities and the identified outcomes. Council officers will then present the report to Cabinet.

9.6 Council officers will support KAL to bring a partnership update to full Council at least every 2 years. This presentation has been most effective when delivered and led by KAL Trustees and presents an opportunity for KAL to showcase their achievements to all the Elected Members.

9.7 A proposed model of the Partnership Operational Governance overview structure is set out in Appendix 1.

10. KAL Partnership Performance measurement

10.1 The nature of the relationship between KAL and Kirklees Council is one that is based on a strong, long-standing partnership rather than any contractual basis, and it is not proposed to alter that.

10.2 There are clear benefits to not having a contractual relationship, in particular it allows the partnership to respond to challenges, pressures or opportunities together and with a greater degree of flexibility and creativity than if a formal contract existed.

10.3 The intention for this partnership arrangement is for it to be outcome focussed and non-prescriptive. It is recognised that in order to support more inactive people from our target populations to become more engaged and active, how we engage with them is critical. There will need to be a balance of good quality and robust quantitative and qualitative reporting in order to present the full picture.

10.4 Certain specific programmes, such as the Exercise Referral Scheme, may have more prescribed reporting requirements as part of their ongoing evaluation which will be set out in a Service Level Agreement, whilst other programmes which may develop out of engagement with target groups may be captured in a variety of ways. It is quite conceivable that the exact reporting for a programme may be developed by a range of partners who have come together to support that activity.

10.5 We will also explore how KAL can work with the Council to support other key or targeted health initiatives or priorities, such as the weight management scheme or the

mental health agenda. Through these partnerships, it is possible that commissioning, income generation or funding opportunities may arise.

10.6 KAL are working with the University of Huddersfield's School of Human and Health Sciences to develop a series of Standard Evaluation Frameworks (SEFs) to provide measurement of the impact that KAL are having on the health and wellbeing of the people of Kirklees, as well as ideally supporting KAL in the longer-term assessment, validation and improvement of KAL's delivery, and this approach would be welcomed by Kirklees Council.

10.7 The Council recognises that KAL plays a role in contributing to the wider outcomes of the Kirklees Health and Wellbeing Plan, in particular the following areas:

- Increase opportunities to live well – access to green space and opportunities to exercise (which KAL support through both their indoor and outdoor facilities)
- Increase the number of adults and children undertaking the recommended amount of physical exercise and eating a healthy diet
- Physical Activity as a means of support for physical health

10.8 As noted above (4.0), it is also recognised that KAL contributes to the majority of the Kirklees Outcomes in a direct or indirect way.

10.9 Tackling inequalities is an absolute priority for Kirklees, and it is important that we can demonstrate how the partnership is playing its role in supporting this agenda, through increased engagement and support of currently under-represented groups, helping increased numbers from those groups to become more physically active.

10.10 KAL will also continue to support the wider Kirklees population, through its wider universal offer, and also its support of statutory school swimming.

10.11 In addition, KAL will demonstrate the added value that they provide as an active partner across many strategic networks and partnerships.

10.12 Appendix 2 sets out a comprehensive list of measures that KAL will collect.

10.13 The Partnership Performance OMG may, from time to time, agree certain targets or aspirations which can be reported against.

10.14 The outcomes should provide a balanced opportunity for KAL to demonstrate their overall contribution to the health, wellbeing and vibrancy of Kirklees, whilst at the same time providing specific detail on how they are helping to tackling inactivity and inequality.

10.15 It is intended that reporting and evaluating against these outcomes will provide the basis for the KAL report to Council and help outline the contribution that they make to the overall ambitions of the Council.

10.16 It is also intended that this will develop an evidence base of learning, impact and success that can be used to build trust with prospective partners or, where appropriate, support and justify partnership bids for funding.

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Appendix D – Partnership Operational Governance (current membership)

Direct 1:1 relationship between KAL’s Chief Executive and senior KC officer (Emily Parry-Harries). (Rachel on a quarterly basis?)

This is intended as a private dialogue between high level executives, considering strategic matters, unlocking senior officer and member support for KAL initiatives and providing appropriate support and challenge to each other as key partner organisations.

OMG – Capital. (Quarterly)

KAL – Alasdair Brown, Ruth Pawson, Barry Turnbull, Alex Mellor

KC – Jonathan Quarmby, Martyn Kelly, Emma Griff, Gary Williams, Richard Lowe
(*Not all necessarily attend every meeting depending on what is on the agenda*), Martin Gonzalez

To –

- understand the condition of the facilities and to develop action plans for the capital repairs and maintenance of the buildings, working to the agreed repairs matrix. (Certain works may then require further interim project meetings.)
- make the case for capital investment or expenditure in KAL facilities based on the conditions surveys, health & safety concerns and reflecting the fact that KAL exist in a competitive market
- discuss any issues with regards to leases for each facility
- understand and, if appropriate, approve KAL self-funded capital or invest to save projects
- update on wider strategic planning which may directly or indirectly impact on KAL business or facilities

OMG – Finance (Quarterly – *although more frequently during COVID*)

KAL – Alasdair Brown, Joe Baker, Ruth Pawson

KC – Eamonn Croston, Jon Haigh, Emily Parry-Harries, Martin Gonzalez

To –

- understand the financial performance of KAL and their projected Medium Term Financial Plan,
- be aware of risks and pressures to KAL, and the potential consequences for the Council
- consider the Council’s financial position, and how that might impact KAL
- consider KAL’s to proposed financial outlay in terms of business development plans or capital investment which may involve prudential borrowing or create increased risk to the Council.
- explore potential for major external funding streams or bids.

OMG – Partnership Performance (Quarterly)

KAL – Alasdair Brown, Joe Baker, Ruth Pawson, Barry Turnbull, Amy Roden

KC – Emily Parry-Harries, Owen Richardson, Martin Gonzalez,
(Others to reflect wider partnerships across the Council)

To -

- outline lines of communication and decision making between both organisations
- ensure we are working together within the spirit of the Funding Agreement and SoU
- have transparency over the outcomes and objectives any KC funding is intended to achieve
- oversee KAL performance against the agreed KAL Partnership Framework or SLA’s KPI’s, and the wider Kirklees Outcomes
- discuss any additional commissions that KC would like to offer KAL
- understand KAL’s ongoing overall performance and facilitate a KAL presentation to Full Council
- promote opportunities to develop new partnerships to further add value and achieve greater impact
- understand any key pressures or issues from KAL that might impact performance or achievement of outcomes

Appendix E – KAL contribution to outcomes

| Kirklees Outcome | Partnership Framework Outcome | Key Performance Measure |
|--|--|--|
| <p>ADDRESSING INEQUALITIES</p> | <p>Targeted provision Impact and growth of activity among target groups, i.e. inactive people from the following groups:</p> <ul style="list-style-type: none"> • diverse ethnic community backgrounds • disabled people • people with long-term health conditions • women and girls • people on low incomes • older adults • people who are overweight / obese <p><i>(This may be universal or on place based depending on the community)</i></p> | <p>1) Targeted groups</p> <ul style="list-style-type: none"> • Customer visit numbers for each target group • SEF's (as they are developed) • Customer tracking • Partnerships developed • 3rd parties hosted/ supported who are working to support target groups • Engagement process/ learning narrative & actions/impact • Customer feedback <p>KC ask - Create a baseline from existing activity then track future activity levels to show trends in activity and response to continuing inequalities. Reporting against any new or bespoke initiatives with ongoing tracking to understand long term adherence. Outline of new or enhanced partnerships to support this targeted work (e.g. Health sector, KC LIP, community, etc) External Groups hosted and /or supported who are working with these target populations. Narrative around engagement process and learning from target groups and actions which have developed, along with impact of said actions. Customer feedback from newly active participants explaining the impact.</p> |
| <p>WELL People in Kirklees are as well as possible for as long as possible.</p> | <p>Part A - KAL's Universal Offer</p> <ul style="list-style-type: none"> • How KAL are contributing to the <u>overall</u> health and wellbeing of the Kirklees population <p><i>(This ideally would be site by site and help tell the unique story of each site, and how it serves its local community as well</i></p> | <ul style="list-style-type: none"> • Increasing customer usage • Total Number of customer visits to KAL Leisure facilities • Number of fitness customer visits • Number of Sport activity customer visits • Number of total Family Attraction visits • Annual customer satisfaction rating <ul style="list-style-type: none"> • Aquatics (a) • Swim visits (number of swimming customer visits) • Splash Park visits |

| Kirklees Outcome | Partnership Framework Outcome | Key Performance Measure |
|---|--|---|
| | <p><i>as being part of the larger Kirklees wide KAL offer)</i></p> | <ul style="list-style-type: none"> • Balanced programme: pool space %'s for targeted sessions (Sitara/ aqua med/ etc.)/ swim lessons/ school swim lessons/ KSP/ length swim/ fun swim/ public swim) • Providing the Right Product in the Right Place at the Right Price • Total number of registered customers • Number of KAL Card holders • Number of fitness members • Fitness membership attrition levels |
| | <p>Part B - Specialist health & wellbeing programmes (e.g. ERS)</p> <ul style="list-style-type: none"> • Impact and Effectiveness of specialist programmes | <p>2) Product evaluation</p> <ul style="list-style-type: none"> • Standard Evaluation Frameworks (SEF's) for each product (as they are developed) Incl. – <ul style="list-style-type: none"> ○ Adherence to exercise after 12 months; ○ Customer feedback re. experience & impact • Wider narrative on non-SLA activity (e.g. Cancer pathways) |
| <p>BEST START Children have the best start in life</p> | <p>KAL School Swimming Service</p> <ul style="list-style-type: none"> • Contribution to statutory activity | <p>3) School Swimming</p> <ul style="list-style-type: none"> • % achieving the National Curriculum requirements for swimming & water safety – <ul style="list-style-type: none"> ○ Perform safe self-rescue in different water based situations ○ Swim competently, confidently and proficiently over a distance of at least 25 metres ○ Use a range of strokes effectively, for example, front crawl, backstroke and breaststroke. <p>4) Wider Children / Family offer</p> <ul style="list-style-type: none"> • Number of KAL KLUB Swim members (as per CAP) • KAL Swim performance members • KAL KLUB Fitness members • KAL KLUB Tennis members • Attendances at KAL Family Attractions (Splash Park inc Reef Zone, TAG X, WOW Wipeout, Stompers Play Gym, Dare to Air) |

| Kirklees Outcome | Partnership Framework Outcome | Key Performance Measure |
|---|--|--|
| <p>CLEAN & GREEN People in Kirklees experience a high quality, clean and green environment</p> | <p>Energy Saving initiatives Investment into Council leisure facilities</p> | <p>5) Customer satisfaction</p> <ul style="list-style-type: none"> • Net Promoter Score (NPS) • Annual customer satisfaction with facilities rating • % of customers from highest 20% deprived output areas • + qualitative case studies via KAL Community feeds • NLRF ¼ customer surveys <p>6) Energy efficiency</p> <ul style="list-style-type: none"> • Narrative re. energy efficient measures taken/ DECs? (NEW) • Investment into Energy Saving Programmes (CAP) • Carbon Emissions of tonnes CO₂ per thousand customer visits (NEW) |
| <p>ASPIRE & ACHIEVE People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning</p> | <p>Volunteer support</p> | <p>7) Volunteering</p> <ul style="list-style-type: none"> • Number (and profile) of active volunteers (NEW) • Impact on supporting activity and increasing participation (NEW) • Benefits to the volunteer (what it means to them) (NEW) <p>8) Aquatics (c)</p> <ul style="list-style-type: none"> • Number involved in the Kirklees Swim Performance programme + qualitative achievements <p>9) Staff CPD & Training</p> |
| <p>SUSTAINABLE ECONOMY Kirklees has sustainable economic growth and provides good employment for and with communities and businesses</p> | <p>Economic value of KAL activity</p> | <p>10) Value for money</p> <ul style="list-style-type: none"> • Financial recovery rate • Reducing the Council subsidy per visit • Council grant to turnover ratio <p>11) Local employment</p> <ul style="list-style-type: none"> • Number of people employed • % of staff living in Kirklees • Number of young people in employment (aged 25 and under) (• Demographic profile of KAL workforce <p>12) Inward investment</p> |

| Kirklees Outcome | Partnership Framework Outcome | Key Performance Measure |
|------------------|-------------------------------|---|
| | | <ul style="list-style-type: none"> • Number of customer visits to Family Attraction products from outside Kirklees • Local supplier spend (as per CAP, but split Kirklees/ west Yorkshire if possible) • KAL capital investment <p>13) Partnerships</p> <ul style="list-style-type: none"> • Narrative summarising KAL contribution to local partners • Narrative summarising KAL support of COVID response |

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Appendix F: KAL Added Value – Partnership working

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| <p>Partnership working - external groups: strategic:</p> | <ul style="list-style-type: none"> • Everybody Active (strategic partnership for physical activity) • Kirklees Active Schools • Third Sector Leaders (Kirklees) • Kirklees Inclusive Growth Group • Wellness Model Strategy & Partnership Group • Kirklees Children & Young Peoples Partnership • Kirklees Youth Development Board, including Youth Places To Go and Community workstreams • Kirklees Youth Alliance • Kirklees Inclusive Economy Group • Kirklees Healthy Weight Declaration • Kirklees Best Start Partnership • Kirklees Tackling Poverty Partnership • Kirklees Wellness Model - Strategy & Partnership Group • Community Leisure UK (Leisure Trust trade association)(national exec and NE & Yorkshire group) • University of Huddersfield – emerging joint fitness membership offer to improve health & wellbeing of students and staff • National Governing Bodies of Sport (NGB’s), including Swim England, the Lawn Tennis Association, etc |
| <p>Partnership working - external groups: community:</p> | <ul style="list-style-type: none"> • Kirklees Aquatic Pathway: developing and working with all local aquatic clubs to provide a full aquatic participation pathway and promote long term involvement and commitment to the sport. • North Huddersfield Trust School: where KAL is a trust partner, providing considerable added value to the school and students • Huddersfield RUFC/ Huddersfield Dragons Hockey Club, via the Leonard Cowburn Trust at Lockwood Park: • Kirklees Stadium Development Limited (KSDL) • Huddersfield Town Foundation: where the Foundation are based at Leeds Road Sports Complex, with KAL and the Foundation working together on a range of projects. • Consortium member of the Huddersfield Town Foundation led bid for the Football Association’s ‘Active through Football’ scheme. |
| <p>Community organisations hosted / supported at KAL sites</p> | <ul style="list-style-type: none"> • BOK and support to the other Kirklees aquatics clubs (incl. Otters Water Polo, BOK Synchronettes, etc.) • Community Canoe Club (DSC/ BBRC) • Howden Clough Football Club • Batley Sports & Tennis Centre Tennis Club • Tomorrows Terriers, with Huddersfield Town Foundation |

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| | <ul style="list-style-type: none"> • Longwood Harriers • Spen & District AC • Stadium Runners • Bradley Park Golf Club • Deighton Table Tennis Club • Martial Arts Clubs (Various) • Badminton Clubs (Various) |
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Appendix G: Existing KAL Offer (as of March 2021)

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| <p>Existing KAL targeted products:</p> <p>Diverse Ethnic Communities:</p> <ul style="list-style-type: none"> ○ Sitara sessions at BBRC ○ Women's only swimming sessions (DSC/HLC) ○ Well Connected project with TSL & partners <ul style="list-style-type: none"> • Disabled people: <ul style="list-style-type: none"> ○ Community Disability Sports Club (HLC) ○ Alpha – specific learn to swim programme for young people with a disability (Stadium, HLC and BBRC). ○ KAL Para performance, providing an opportunity for athletes with a disability to compete. ○ Provide facilities for Special Olympics gymnastics at BBRC. ○ Disability Get Active Day – multi activity day at HLC, providing social and activity for 18+ to support both independent and groups users. ○ Aqua relax – public swim sessions which are programmed for Adults only with reduced pool numbers, equipment provided and no structure, allowing for more movement in the pools rather than the swimming to support people with mobility restrictions. • Women & Girls: <ul style="list-style-type: none"> ○ Women's only swimming sessions (DSC/HLC/BBRC) ○ 10 free swims for pre/post-natal women ○ KLUB Fitness sessions? • Low income: <ul style="list-style-type: none"> ○ Kirklees Passport reductions ○ Care Leavers free leisure initiative ○ Kirklees College - Education, Health & Care Plan free leisure initiative ○ Adult learn to swim: low cost option • Older adults: <ul style="list-style-type: none"> ○ OWLS/ Active Lives groups at BSTC/ CVLC/ DSC/ HLC ○ Badminton (HLC) • Long Term Health Conditions – Exercise Referral Scheme & Active Movers |
| <ul style="list-style-type: none"> • Fitness memberships |

- Exercise class provision, including studio cycling
- YourKAL (online class provision)
- Swimming provision, including
 - Swim lessons
 - School swim lesson
 - Length swims
 - Fun swims
 - Public swims
 - Swimfit
 - Aquatics fitness classes
- Family Attractions (e.g. Splash Park, TAG X)
- Sports activities – tennis/ badminton/ squash/ table tennis/ 5-a-side/ indoor bowls/ etc.
- Golf at Bradley Park GC
- Personal Training
- KAL Junior Fitness Products
- Get Active Days – multi sport days with specific target groups over 50's and disability examples

- Exercise Referral Scheme
- Active for Life (low level mental health intervention product)
- Cancer pathways

- KAL School Swimming Service

- High quality leisure facilities: safe, maintained and welcoming

- KAL Volunteer programme, incl.
 - Recruitment
 - Management
 - Development
- Kirklees Swim Performance programme
- Rookie Lifeguards
- Swim Instructor courses – Level 1 and 2
- Staff recruitment, training and CPD