

A photograph of a man with a beard and a woman in a wheelchair. The man is on the left, wearing a dark blue long-sleeved shirt with a small logo. He is looking down at the woman. The woman is on the right, wearing a dark blue hoodie with 'EVERLAD' and a star pattern. She is holding two blue balls, one in each hand, and looking up at the man. She is wearing a blue bag with orange straps. The background is a green wall with a yellow panel. The image is framed by a red border.

**LONDON  
SPORT**

# **Toolkit Developing Disability Networks**

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## Rationale

Over the last few years London Sport has worked across several boroughs to support the development of local Disability Physical activity and sport Networks. These Networks have been beneficial in bringing together like-minded stakeholders with a shared aim of enabling local deaf and disabled people to be more active.

Having consulted with local authority partners we have established a need to share replicable good practice and resources that aid the development of these Networks.

The following toolkit is a collection of useful information that can be used across different boroughs, whether you are starting from scratch or you are already involved in an established Network.

We have incorporated experiences of boroughs themselves and added our own insights to create a resource that we hope will assist you in your future planning and delivery.

## Introduction

There is no one-size-fits-all structure or template for these Networks but there are common success factors. The most successful Networks, some of which have contributed to this resource, have evolved over time, gaining new members with different viewpoints, anticipated outcomes and previous experiences.

When supporting and developing the Networks across the capital it was never envisaged that they would be established and then left without ongoing support. Depending on the need, London Sport has continued with a nurturing and supportive role; some with direct leadership, others a mentoring support role, and sometimes a lighter touch providing advice and guidance as required.



## What Support can London Sport Provide?



\*Costed consultancy service

# What are the Benefits of Creating a Network?

## Shared learning and expertise

Bringing together a diverse membership covering a range of sectors leads to mutually beneficial partnership working. For example:

### 1) Deaf and disabled people's involvement

People with lived experience of disability will have a unique understanding of how to better engage those who are currently inactive and ways in which they can be supported and empowered to participate in physical activity and sport. They are “experts by experience”. Using the principles of co-production, this creates an environment where everybody works together on an equal basis to create, deliver and evaluate a project, service or strategy.

For example, when developing, reviewing and monitoring a Network Action Plan (see p21-23), deaf and disabled people's involvement will ensure the group is able to prioritise actions that best meet local need. You might be setting up more inclusive sessions when in fact one of the main barriers for deaf and disabled people is finding relevant local opportunities in the local area. In this instance exploring how targeted activity listings can be developed through [Open Data](#) might become a priority.

### 2) Disability-sector engagement

Disability-sector organisations, especially [Deaf and Disabled People's Organisations \(DDPOs, sometimes referred to as DPULOs\)](#), often have the greatest knowledge of how to effectively engage local deaf and disabled people. They also bring unique expertise on areas such as inclusive communications and marketing and may be able to advise on the accessibility of promotional materials or support in converting documents to easy read. Ensuring these organisations are active members of the Network is vital.

### 3) Activity Providers

The most successful Networks include a range of providers. The local authority and borough leisure provider can share information on activities and events, or potential funding opportunities. They might be able to provide free or concessionary facility hire in response to the demand identified by other Network members.

Other providers delivering in the borough should also be invited as they can bring knowledge of what has worked elsewhere. Organisations such as [Access Sport](#), [Disability Sports Coach](#) and [StreetGames](#) already have an active presence in several existing Networks.

## Shared Outcomes

Inviting community organisations that are not traditionally physical activity and sport-focused is greatly beneficial to the Network. They are likely to have different strategic priorities that align with many inactive deaf and disabled people's needs and expectations.

By using physical activity and sport as a way of achieving social outcomes such as reducing isolation, developing strong communities, improving community safety or social integration, the Network can reach those that would benefit the most from being more active.

Additionally, enabling better council cross-departmental working by demonstrating how the Network can help achieve health and wellbeing outcomes such as primary prevention, quality of life or improving life chances.

Agreeing shared outcomes across the membership can also lead to local community organisations embedding physical activity and sport into their core functions, as shown through Inclusion London's Into Sport project and its resulting [Yes we can!](#) resource.

## Funding

There are several benefits of applying for funding as a Network:

- 1) By establishing an agreed set of priority health and wellbeing outcomes the Network will have access to a range of funding opportunities beyond the more traditional physical activity and sport funders. London Sport's [Funding Search Tool](#) offers a useful starting point for grant-giving trusts and other sources of funding.
- 2) There will be a variety of options when selecting most suitable lead applicant. For example, a trust or foundation may only fund organisations with a low gross annual income. A DDPO's lower income may provide access to smaller-scale grants whereas the Local Authority or local leisure operator could provide access to larger grants.

This also has a benefit of diversifying the types of organisations that are awarded grants. It will give organisations that have not previously been awarded grants for physical activity and sport projects a track record of successful applications and delivery, providing access to further grants in the future.

- 3) The Network will be well-placed to understand local needs and opportunities, which could provide better access to some ring-fenced funds, commissioned work or local micro grants, such as borough-focused wellbeing or community funds.

There may even be opportunities to influence these funds by assisting in the development of grant guidelines and funding criteria, so they prioritise the needs of deaf and disabled people. This could include disability participation targets, a set number of disability-themed projects or the inclusion of an accessibility fund in all grants.

- 4) A strong Network also makes regional or national organisations more likely to include your borough as part of a wider project or programme. Projects such as Activity Alliance's "[Get Out Get Active](#)" and Sense's "[Sense, Active Together](#)" both have a local presence at some of London's existing Networks.

### Strategic Influence

Strong Networks can influence the development of borough-wide Physical Activity and Sport Strategies, ensuring disability inclusion is incorporated as a strategic priority and appropriate resourcing reserved for the work.

There may be an opportunity to influence leisure contracts, for example inclusion of a requirement for facility operators to undertake the Quest "[Engaging Disabled People and People With Long Term Health Conditions](#)" facilities module (GPlus37), through which [Inclusive Fitness Initiative \(IFI\) accreditation](#) is awarded when a "Good" banding or higher is achieved.

In some cases, there may be opportunities to influence local policy. For example, Everyone Active in Southwark offers [Free Gym and Swim](#) for deaf and disabled residents seven days a week and Better provides access to a [Fit & Active Carers Pass](#) in Barnet. These stemmed from insight provided at local borough Disability Physical Activity and Sport Networks.

### Terms of Reference

*Appendix 1* is a template Terms of Reference adapted from one of London's existing Disability Physical Activity and Sport Networks.

Each borough and Network is different so it is likely you will want to adapt some sections to meet the needs and expectations of your members and stakeholders. Some recommendations to consider when you are developing your Terms of Reference are:

- Be mindful of any existing Terms of Reference for the borough and its stakeholders. Whilst you may wish to use the template provided in this toolkit, there might be a need or benefit in following local guidelines.
- Keep it simple. Avoid jargon and over-complicated language.
- Deaf and disabled people and disability sector partners should be empowered and encouraged to input into the creation of the Terms of Reference.
- As membership grows, new viewpoints can be captured and included at the next review point. This review schedule should be agreed and included at the outset (recommend at least once a year).

# Who should be invited to attend?

## Borough Council Representatives

The most effective Networks include council representation.

The council does not necessarily need to lead nor Chair the Network, and in some instances, this may not be possible due to limited resources. However, representation from relevant council departments should be encouraged.

In most instances the Sport and Leisure Team (or local borough equivalent) should be present as they can add value with knowledge of local strategic priorities, opportunities, activities and funding.

However, dependent on the borough's and Network's priorities, representation from other teams should be considered:

**Sport and Leisure Commissioners:** increases the likelihood of disability inclusion being included in leisure contracts and encourages the buy-in of commissioned leisure operators.

**Adult Social Care (including Commissioners) and Adult Disability Services:** improves relationships between activity providers and social care providers/voluntary sector organisations. The Network can help contribute to social care outcomes such as improving local day services offers, the development of more informal activities rather than institutional services, or new initiatives such as leisure centre membership included as part of deaf and disabled residents' care packages.

**Public Health:** existing services should be aligned with local inclusive activity opportunities, such as Exercise Referral, Healthy Walks and [Social Prescribing](#).

**Schools and Education:** links to special schools, connections to Healthy Schools Coordinators, connections to Transition Services, improving opportunities for pupils in mainstream schools (most pupils with a Special Educational Need (SEN) plan or Education, Health and Care (EHC) plan do not go to special schools).

**Cabinet Members:** results in political engagement from portfolio holders for disability and equality. They do not necessarily have to attend but their buy-in ensures the Network's objectives remain a strategic priority regardless of changing personnel.

Depending on the Network's priorities you might also want to invite:

- Transport and Active Travel (especially cycling and walking leads)
- Mental Health Teams
- Public Realm / Urban Design / Housing Modernisation / Parks & Open Spaces
- Workplace Health
- Short Breaks
- Regeneration
- Information Services (especially communications leads)
- Children and Youth Services
- Arts and culture (especially movement and dance leads)

However, a Network does not have to be led by the council to be effective. In some cases, the council Sport and Leisure team's capacity means they are not able to take a prominent role on developing and facilitating a Network.



**Case Study 1** is a great example of how a regional sports organisation recognised the potential of developing a Network to help achieve their own aims but also those of local partners.

#### Case Study 1: Kate Page, Development Manager for Disability Inclusion at Access Sport

##### Southwark inclusive Working Group

**The original Network was great, but this was an opportunity to make it even better** – Access Sport was involved when the Network was run by the council. It was fantastic for us to gain local insight from organisations with knowledge of the borough. When the council was no longer able to lead the Network, we saw this as a chance to review what had worked and what could be improved, and create a new, more proactive Network with like-minded partners.

**It is vital to ensure the right people are involved** – We knew we wanted to keep the group as focused as possible in the early stages, and that meant keeping the membership relatively small yet diverse.

We have a good mix of activity providers, community organisations, disability-sector organisations, the borough's leisure operator, regional and national stakeholders that deliver in the borough, and Southwark Council. It is okay not to have everyone you can think of there from day one – by bringing together the most driven partners we were able to build some early momentum. You can then assess the group for any gaps in knowledge of inclusive delivery and strategic thinking and invite new members or bring in specialists for themed sessions.

**Local Authority involvement is useful but not essential** – Our colleague from Southwark Council has been very supportive in enabling us to set up the new Network, providing us with agendas and actions from previous meetings to help with continuity, and attending the meetings to provide useful updates and awareness of the Borough's priorities. However, there are some benefits to running the Network independently. Changes in the council's funding or strategic priorities could be a significant threat to the Network if there's an over-reliance on its support. By ensuring the group is driven by the members themselves, the Network will continue regardless of challenging external factors.

**The Network is owned by the whole group, not one organisation** – Although Access Sport has Chaired the first few meetings, the intention is for this responsibility to be shared. This will help the group work towards mutually beneficial outcomes through genuine partnership working. For example, the members have begun development of a Sports Day, supported by providers but most importantly, disability and community organisations that will encourage and enable less active deaf and disabled people and their families to attend. Such an effective cross-sector partnership model would not be possible without the Network.

**It has been challenging but worth it** – Just because the council is not involved does not mean Networks have to end. If anything, we wish we had developed the new Network sooner. In fact, the Network has been so beneficial we would like to develop new Networks in some other boroughs, although having the resources from the toolkit, such as a template Terms of Reference, will make it easier this time!

## Local Stakeholders

As with council representation we do not suggest inviting organisations covering all following stakeholder types. However, a core group should be in place to drive the Network, with a wider invite list that may differ from meeting to meeting depending on the agenda.

**Deaf and Disabled People** – Active and less active deaf and disabled people should be represented. If they are volunteering time, ensure this is recognised and reimbursed accordingly.

**Deaf and Disabled People's Organisations (DDPO)** – Some successful Networks have invited DDPOs to Chair the group. However, it is important to remember the additional challenges these organisations face. They often rely on the delivery of commissioned services or trust funding, so have limited capacity to deliver anything additional due to a lack of core or unrestricted funds. Therefore, the Network's priorities must align to the DDPO's and their involvement must benefit them in some way. They are providing unique expertise, which is of significant value and should be recognised as such.

**Disability Sector Partners** – impairment specific services such as:

- Visual Impairment support services (Qualified Teacher of Children and Young People with a Visual Impairment (QTVI) or an Eye Clinic Liaison Officer (ECLO))
- Hearing Support Services (audiologists, Teachers of the Deaf)
- Mental Health Services (Improving Access to Psychological Therapies services (IAPT), Local Mind)
- Long Term Health Condition charities (Alzheimer's Society, MS Society)
- Local Mencaps
- Autism groups

**Disability Sport Partners** – Examples include [Access Sport](#), [Disability Sports Coach](#), [DSActive](#), [Metro Blind Sport](#), National Governing Body inclusion leads (including county cricket and football associations), [Panathlon](#), [Sport for Confidence](#).

**Leisure Facility Providers** – the borough's commissioned leisure operator is likely to be integral to the group but also consider representatives from non-traditional or mixed-use facilities such as community centres, libraries and churches.

**Professional Football and Rugby Club Foundations** – These community charities, which operate under the banner of their clubs but run independently, are already playing an active role in Networks across London, developing and delivering a range of activities (not just the club's principal sport) in partnership with other community organisations and providers in the borough.

Depending on the Network's priorities you might also want to invite:

- Community Sports Clubs
- Schools, higher education and further education representatives
- Voluntary Sector Organisations
- Physiotherapists / Occupational Therapists / Speech & Language Therapists
- Volunteer Centres
- Community Action Groups

- Parents and Carers Associations
- Housing Associations
- Tenants and Residents' Associations
- Social Clubs
- National charities with potential investment in the borough
- Independent Youth Providers, e.g. [London Youth](#)



**Case Study 2** demonstrates how a Local Authority can lead the development of a successful Network with relatively few resources.

**Case Study 2: Courtney Warden, Sport & Physical Activity Service Manager and Alesia Carrington, Sport Development Officer – London Borough of Barnet**

**Barnet Disability Sports Network**

**We wanted to build on previous good work in the borough** – there used to be a successful Disability Sports Network (DSN) in the borough. Formation of the Council's Sport & Physical Activity (SPA) team in late 2015, alongside Inclusion Barnet (the deaf and disabled people's organisation in the borough) and Middlesex University receiving investment from Sport England's Into Sport funding stream to deliver inclusive physical activity and sport projects in the borough, provided a good opportunity to re-establish the DSN.

Bringing likeminded organisations together, the purpose of the DSN was to provide a Network that recognised the range of provision available to disabled residents in the borough, whilst providing a space for stakeholders to unlock challenges and explore and embrace new opportunities, all whilst ensuring deaf and disabled residents have access to high quality SPA provision.

**The Network got off to a slow start but soon improved** – although there were immediate benefits to bringing together several borough stakeholders, it was not until the membership diversified and members were engaged by leading and suggesting agenda items that we saw real outcomes.

The members highlighted individual challenges that could be addressed by working together, including a disabled service user and a service provider who is a carer for their disabled sibling, who supported the development of this collaboration. London Sport also helped by sharing existing best practice.

Providing this space for stakeholders has resulted in numerous positive outcomes including creation of an inclusive 'Community Club' developed through a partnership between Better and Disability Sports Coach (supported with funding), sharing of training and development opportunities (including for deaf and disabled service users), and support to unlock bottlenecks in project delivery. For example, Barnet Mencap, Middlesex University and Better were connected to facilitate delivery of football sessions and Barnet Mencap supported the Fit & Active Barnet campaign with photography and video footage of their inclusive rugby session.

**It is important to have a diverse membership** – one of the greatest strengths of the DSN is the involvement of local community organisations that have a remit around disability and inclusion. Inclusion Barnet's CEO has previously chaired the DSN, which has been very beneficial. As an organisation that supports and empowers hundreds of deaf and disabled people in all aspects of life, they are ideally placed to ensure the Network is driven by and reflects the needs and expectations of deaf and disabled residents.

*Continued p13*



### *Barnet Case Study continued...*

The DSN has helped us to keep inclusive physical activity and sport at the heart of the borough's strategic thinking – the Network is primarily operational but is directly linked to the Fit & Active Barnet (FAB) Partnership, which governs strategic implementation of the FAB Framework. Inclusion Barnet sits on the FAB Partnership to create a direct link between the two groups. The links are further enhanced by attendance of other Local Authority colleagues, such as the Public Health team and Disability Commissioners.

Priorities for the DSN have been closely aligned with the FAB Framework and London Sports [‘An Active Inclusive Capital’](#) Strategic Plan of Action for Disability. Whilst the Network has grown organically, we have consciously not developed an action plan to date as we wanted the Network to collaborate and form trusting relationships, which has happened with success. The task in hand is to now develop a joint action plan that clearly outlines the Networks drive, supporting the direction of investment and understanding needs.

The purpose of this exercise is to help members respond to new funding opportunities. It's fine if members have different funding priorities. The Network allows organisations to better consider the needs of the people they want to engage and work out the most appropriate delivery providers to help meet those needs. It also means they avoid duplication or submission of multiple applications from the same borough.

**We have learnt a lot since starting the DSN** – It is important to be patient, but the results are worth it. A diverse membership is ultimately beneficial, but it takes time to bring together common goals and approaches. Do not be afraid to cast the net wide when bringing the membership together and encourage members to be honest about the expertise they can add.

It has been invaluable in galvanizing major stakeholders with similar objectives into action. The Network gave them the initial push, but many have now developed productive partnerships outside of the meetings.

As a small team in Barnet we are limited in what we can deliver on the ground. However, the Network has opened our eyes to potential impact through our stakeholders in the borough. Whilst they are the experts in delivery, we act as the glue to bring them all together. Actually, we are probably more like Pritt Stick as they are also doing so much good work outside of the Network!

## Why do we struggle to engage with some stakeholders?

Reason	Solution
Time constraints	<ul style="list-style-type: none"> <li>- Plan meetings for the year</li> <li>- Choose a day and time that suits your key members</li> <li>- Suggest members that struggle to attend are given the opportunity to host</li> </ul>
Location of meeting	Move the meeting to different venues across the borough
Organisations or people do not see the added value of their input	Ensure Terms of Reference and Action Plans are co-designed
Physical activity and sport are not the organisation's traditional offer	Demonstrate the wider outcomes of physical activity and sport and prioritise these outcomes as part of the action planning process
No-one at the organisation is paid to cover this area of work	Show potential for collaborative funding applications
Incorrect preconceived idea of disability sport	Share good practice examples including similar organisations' involvement in previous projects and programmes
Lack of forward planning and shared visioning	Give members opportunities to set the agenda and present on important local issues



## 12 Key recommendations

- 1) When starting out and developing a new Network, a smaller steering group of key stakeholders can assist with creating early momentum.
- 2) Establish a formal link to other borough Networks, such as the Community Sport and Physical Activity Network (CSPAN) or equivalent, or Health and Wellbeing Board, by aligning these Networks' priorities, objectives and actions. The Chair of the Disability Physical Activity and Sport Network should be an active member of these Networks and provide a disability update as a rolling agenda item.
- 3) Create a Network Action Plan (see *Appendix 2* for example plan). This should be co-produced with all Network members and should not include too many objectives.
- 4) The Network Chair should be independent and ideally a deaf or disabled person, or representative of a Deaf and Disabled People's Organisation.
- 5) Using different venues for meetings is a chance to show a range of borough facilities, reduce some travel barriers and stops the Network from feeling solely council-led.
- 6) Propose a theme for each meeting to be agreed by the members themselves. This creates an opportunity for members to present and share good practice but also to bring in external expertise.
- 7) Do not spend too long on updates. They can be shared before the meeting and included in the notes.
- 8) Notes and actions to be taken and shared within a week after the meeting. Try not to combine the role of Chair and note-taker as it is very difficult to do both simultaneously.
- 9) Send updates in-between meetings, particularly those relating to meeting actions.
- 10) Establish themed project working groups that convene outside of the Network meeting structure.
- 11) Shadow more established Networks to learn what has worked well and how they have overcome any challenges.
- 12) Consider becoming a constituted group to help with applications for grant funding.

## Structure of Meetings

*Appendix 3* provides a template agenda. This is designed to prompt ideas rather than follow exactly.

## Measuring impact

Although impact of the Network will principally be measured by progress against the Action Plan, there are some other factors to regularly review:

- **Understanding Network needs** – does the vision meet the needs and expectations of the members? (Review the Terms of Reference annually)
- **Tracking progress and achievement of objectives** – is the Network achieving what we thought or wanted it to? (Review progress against the Action Plan)
- **Connectivity** – what does the Network look like in terms of connectivity within and outside of the membership? (Review through themed session on local and regional strategies)
- **Demonstrating value** – what impact does the Network have for members? (Review benefits to different stakeholders and their service users/clients through surveys and case studies)
- **Learning** – what do we need to change about our practice to improve in the future? (Review annually by surveying wider membership and shadowing more established Networks)

Always consider these key questions when reviewing impact:

- What does the Network want to change?
- What has changed?
- What have you learnt as a result?
- What will you do more of or differently in future?



## Links to useful resources and opportunities

[London Sport Insight Portal](#) – useful datasets covering several topics

[London Sport Funding Search Tool](#) – funding opportunities for physical activity and sport

[London Sport workforce and training offer](#) – including a disability equality training module aimed at leisure centre staff

[Activity Alliance Resources Page](#) including their [Inclusive Marketing & Communications](#) guide – a wide range of resources with the most up-to-date insight and guidance

Activity Alliance's [Inclusive Activity Programme](#) workshops – training opportunities designed to equip you with the skills to engage deaf and disabled people more effectively in activities

[Inclusive Fitness Initiative](#) – supporting leisure centres to become more welcoming and accessible environments to deaf and disabled people

Sport England's [disability page](#) - including their "[Mapping Disability: The Facts](#)" report

Inclusion London's "[Yes we can!](#)" resource – aimed at Deaf and Disabled People's Organisations (DDPO) but useful for all Network members to help understand the important role DDPOs can play in ensuring that local physical activity and sport becomes fully inclusive

Disability Rights UK's [tools and guidance](#) – including insight from [Get Yourself Active](#)

British Blind Sport's [e-learning and sports specific learning resources](#) – education and training to help those delivering sporting sessions to include people with sight loss

UK Deaf Sport's [coaching hints and tips](#) – guidance to help those delivering sporting sessions to include those who are deaf or hard of hearing

Access Sport's Ignite [Disability Inclusion Training](#) - practical workshops for community organisations delivering sporting sessions to improve their inclusive offer

Disability Sports Coach's [Training Workshops](#) - including [Disability Equality Training](#) developed in partnership with London Sport

DS Active's [Leisure and Fitness Industry Training](#) – introductory workshop for the leisure and fitness industry providing staff with confidence and knowledge about the condition of Down's syndrome

Mind's [physical activity and mental health training and resources](#) – resources and engagement opportunities for organisations who wish to do more around mental health

Sense's [Connecting Differently Through Sport](#) – a workshop for people either delivering sport or supporting deaf and disabled people with complex needs to access sport

# Appendix 1 - Template Terms of Reference

Notes for template:

- Black text – headings
- Red text – explanation
- Red italicised text – recommended wording, which you may wish to amend to tailor to your borough and Network

## Background

A brief introduction to the purpose of the Network, e.g. *to develop, co-ordinate and promote physical activity and sport opportunities for deaf and disabled people.*

## Strategy Context

Include references to the engagement of deaf and disabled people included in the local authority's physical activity and sport strategy. You might want to include:

- *Percentage of the borough population that have an impairment and any data on activity levels.*
- *References to deaf and disabled people as part of any commitment to reducing inequality*
- *Commitment to working with specific stakeholders, including London Sport*
- *Alignment to other strategies, including An Active Inclusive Capital, the strategic plan of action for disability in London, produced by London Sport*

## Geographical Parameters

Those that live, work or study in **Name of Borough**

## Vision

To be agreed by the members, e.g. *All deaf and disabled people in the borough are physically active in their daily lives*

## Strategic Objectives

Recommend these are aligned with the four strategic priorities in 'Active and Inclusive Capital – A Strategic Plan of Action for Disability in London'

1. *Establish deaf and disabled people as central to the development of physical activity and sport policies, programmes and delivery*
2. *Build and maintain collaboration between organisations inside and outside of sport to reach more deaf and disabled people and inspire increased levels of physical activity*
3. *Ensure organisations are supported and encouraged to create and deliver inclusive activities*
4. *Develop a more representative, motivational and well-trained workforce*

## Membership

Include a list of anticipated member organisations (see pages 8-11).

We are not suggesting you include a representative from all the stakeholders in the toolkit list – the membership will depend on the unique nature of your borough, local priorities, and the current engagement of various stakeholders.

## Core Values of Membership

The following are recommendations only – please amend as appropriate for your borough:

*To ensure the effective and sustainable development of the Network, members must subscribe to the following core values:*

- *Consistent attendance and contribution to meetings*
- *Support the vision of the Network*
- *Willingness to represent and champion specific action areas agreed by the Network*
- *Proactive in identifying opportunities and funding to support projects*
- *Passionate about physical activity and sport and its function in the community*
- *Ability to add value to physical activity and sport in the borough*
- *Commitment not to allow personal issues and agendas to dominate or unduly influence the work of the Network*

## Meetings

- *The Network will meet at least four times a year*
- *Meetings will be arranged for the following 12 months*
- *Members are expected to attend at least 50% of meetings*
- *A designated representative will attend meetings, or designated deputy if the representative is unable to attend*
- *A chairperson will be nominated by the Network for a period of 12 months, to be reviewed annually\**

\*Some Networks have benefited from rotating the chairperson to embed shared responsibility, but it is recommended that one chairperson is nominated for the first 12 months

## Administration

Someone to be responsible for action note taking, agendas and sending out papers at least one week prior to meetings.

## Action and Reporting

*The Network will develop and agree an Action Plan\*\* to deliver on the 'Vision', 'Aims and Objectives' and to monitor impact and progress against an agreed set of targets. Progress will be monitored on a quarterly basis at Network meetings.*

\*\*Appendix 2

## Appendix 2 – Template Network Action Plan

The following template includes recommended objectives and actions (in red italics) that will enable deaf and disabled people to be more active. However, these are prompts and you may wish to focus on fewer priority objectives or add some of your own, based on your borough's unique opportunities and challenges.

### Vision

Same as Terms of Reference

### Strategic Objectives (aligned with 'An Active and Inclusive Capital – A Strategic Plan of Action for Disability in London')

- 1. Establish deaf and disabled people as central to the development of physical activity and sport policies, programmes and delivery*
- 2. Build and maintain collaboration between organisations inside and outside of sport to reach more deaf and disabled people and inspire increased levels of physical activity*
- 3. Ensure organisations are supported and encouraged to create and deliver inclusive activities*
- 4. Develop a more representative, motivational and well-trained workforce*



## Draft Action Plan

	Objective	Links to Strategic Objectives	Action	Timescale	Action Owner	Notes, including costs
1.	<i>Involve deaf and disabled people in decision-making and planning</i>	1	<i>Investigate and plan how to co-produce strategies, activities and events with deaf and disabled people (Mind has some good guidance): <a href="https://www.mind.org.uk/workplace/influence-and-participation-toolkit/how/methods/co-production/">https://www.mind.org.uk/workplace/influence-and-participation-toolkit/how/methods/co-production/</a></i>			
2.	<i>Effective sharing of information about opportunities, events and research amongst activity providers, policy and strategy colleagues</i>	2	<i>Establish communication channels across Network members and all other relevant borough stakeholders</i>			
3.	<i>Improve awareness and understanding of inclusive physical activity and sport opportunities (including active travel), both pan-impairment and impairment-specific</i>	2	<i>Audit inclusive physical activity and sport opportunities</i>			
		2	<i>Collate via Open Data, live, comprehensive, up to date and bookable (where possible) information about inclusive activity opportunities</i>			
4.	<i>Improve marketing and promotion of inclusive physical activity and sport opportunities</i>	2	<i>Audit Marketing and Communications channels to reach deaf and disabled people and their families in the borough</i>			
		2	<i>Create Annual Communications Plan to promote inclusive activity opportunities</i>			

		2	Run <a href="#">Inclusive Communications Workshop</a>			
		2	Run an inclusive activities campaign – link with <a href="#">any forthcoming 'days' or 'weeks'</a>			
5.	Increase awareness amongst mainstream providers of adjustments needed to ensure accessibility and inclusivity	3	Offer disability equality and inclusion training opportunities for activity providers. Options include <a href="#">Disability Sports Coach</a> and <a href="#">Activity Alliance</a>			
6.	Increased support to enable deaf and disabled people to be more active	2	Investigate potential use of Personal Budgets for physical activity and sport, e.g. <a href="#">Get Yourself Active</a> , <a href="#">Disability Rights UK</a>			
		2	Investigate local incentives for deaf and disabled people to access activities, e.g. leisure operator concessionary offers			
7.	Offer 'Have a go' taster days	3	Co-ordinate a programme of 'Have a Go' taster days			
8.	Improve referral and signposting into activity	4	Referrals through Health Professionals including Community Nurses, GPs Link Workers (including Social Prescribing programmes)			
		4	Offer training and resources to Health Professionals, e.g. <a href="#">London Sport Social Prescriber training</a> and <a href="#">Disability Rights UK Social Worker Guidelines</a>			



## Appendix 3 – Template Agenda

Borough Physical activity and sport Network

Date:

Location:

Members:

Apologies:

	Agenda Item	Purpose	Lead	Time
1	Welcome & introductions	In addition to usual introductions, members to say what they'd like to get out of the meeting		
2	Actions from last meeting	Areas of progress since last meeting		
3	Guest speaker	Linked to the topic covered in the themed session (item 4)		
4	Themed session	Interactive session on a topic agreed by the Network members at previous meetings, e.g. project development, a joint funding bid, community engagement, workforce, focus on specific impairments, social isolation		
5	Partnership opportunities	Focused and relevant updates that potentially lead to collaborative working between Network members		
6	AOB	Use this section for any additional partner updates not already covered		
7	Next Meeting	Set the dates at the beginning of the year		



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