Develop shared local strategic outcomes for your place

Stage 1

Strategic outcomes planning guidance

1

Develop shared local strategic outcomes for your place
## Stage 1  Develop shared local outcomes for your place

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step IA</td>
<td>Develop an understanding of the wider local strategic outcomes for your place</td>
<td>4</td>
</tr>
<tr>
<td>Step IB</td>
<td>Using a cross sector approach, identify local community needs and priorities</td>
<td>10</td>
</tr>
<tr>
<td>Step IC</td>
<td>Establish the contribution physical activity, sport and wellbeing</td>
<td>14</td>
</tr>
<tr>
<td>Step ID</td>
<td>Secure ‘buy in’ to the shared local outcomes</td>
<td>19</td>
</tr>
</tbody>
</table>
Stage 1
Develop shared local strategic outcomes for your place

Developing shared local strategic outcomes is the key starting point in developing an approach for physical activity, sport and wellbeing that can make the biggest contribution to a place.

Taking time to define and communicate the contribution that physical activity, sport and wellbeing can make to wider local strategic outcomes is the key to securing local political ‘buy in’ and support for the development of greater insight to inform the emerging strategic approach.

Understanding from a cross sector perspective what the local needs and priorities are, will enable local authorities and their partners to have a much wider impact on the community. This will enable them to develop sustainable and effective interventions to meet those needs – many of which have been amplified by Covid-19.
Step 1A
Develop an understanding of the wider local strategic outcomes for your place

Why is this step important?

This first step is extremely powerful as it shapes and contextualizes the strategic approach for physical activity, sport and wellbeing by involving a number of different sectors, partners and stakeholders.

Local authorities have corporate plans/strategies which collectively:

- set the context for your local authority area
- summarise the local authority’s strategy over a period of time
- provide a set of ambitions and actions to deliver the vision and corporate priorities of the local authority
- focus delivery of services
- guide the local authority’s work with partners to deliver a common purpose.

In light of Covid-19, many of these strategies are being revisited with a view to considering the future strategic direction, taking account of immediate short to medium term considerations and financial pressures.
What are the key elements that could be considered for this step?

i) Identification and researching key strategic documents

Documents that articulate the local authority’s vision and local strategic outcomes can include:

<table>
<thead>
<tr>
<th>Second tier local authorities</th>
<th>Unitary authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Corporate Plans</td>
<td>• For unitary authorities, the scope of the council strategic documents should</td>
</tr>
<tr>
<td>• Covid Recovery Plans</td>
<td>include the list on the left but also:</td>
</tr>
<tr>
<td>• Community Plans Local Plan</td>
<td>• Sustainability and Transformation Plans (STP) (Health)</td>
</tr>
<tr>
<td>• Spatial Plans/Strategies</td>
<td>• Children and Young People’s Plan</td>
</tr>
<tr>
<td>• Joint Strategic Needs Assessment (JSNA)</td>
<td>• Adult and Social Care Plan</td>
</tr>
<tr>
<td>• Health and Wellbeing Strategy</td>
<td>• Youth Offending Plan</td>
</tr>
<tr>
<td>• Open Spaces Strategy</td>
<td></td>
</tr>
<tr>
<td>• Leisure Built Facilities Strategy</td>
<td></td>
</tr>
<tr>
<td>• Leisure and/or cultural strategy</td>
<td></td>
</tr>
<tr>
<td>• Town centre master plan</td>
<td></td>
</tr>
<tr>
<td>• Playing pitch strategy</td>
<td></td>
</tr>
</tbody>
</table>
These documents will cover all important strategic aspects of a place, for example:

• local economy
• transport
• energy
• environment
• community infrastructure
• education
• housing
• commercial development
• facilities and services
• health and wellbeing.

The Joint Strategic Needs Assessment is a key strategic public health document which should be included in this review.

Sometimes these documents can be subject to review in line with the political cycle of local elections, so it will be important to understand the timescales linked to each document and if the local authority is in the process of reviewing any of its core strategic documents.

These documents should be reviewed to identify the main priorities in relation to health, physical activity, sport and wellbeing and opportunities for co-production of services.

There may be additional documents available which identify the specific impacts of Covid-19 on a community.

Some key themes where there is a synergy include:

• housing
• infrastructure
• economic development
• sustainability
• community safety
• tackling social isolation
• healthy communities

• placemaking
• neighbourhood models
• mass participation events
• lifelong learning
• integrated transport.

ii) Identification of key stakeholders

Mapping a list of key strategic influencers, partners and agencies that have a ‘stake’ in a place will ensure identification of who should be involved, how they can contribute and at what level. Stakeholders to consider are:

• Public Health/Clinical Commissioning Group
• Health and Social Care Partnership
• Active Partnership
• County Council (for non-unitary authorities)
• Local Secondary and Primary Schools
• Higher and further education
• Voluntary and community service (VCS)
• Housing associations
• Business community
• Police and Crime Commissioner
• Fire and Rescue Service.

Understanding what level of direct or indirect influence they have over physical activity, sport and wellbeing services, facilities and provision will be an important part of establishing the tiers of governance and identifying where stakeholders can best contribute to developing a joint strategic approach.
iii) Consultation with key stakeholders

Senior internal stakeholders including elected members, directors, associate directors or heads of service and other external senior stakeholders will contribute to the understanding of where physical activity, sport and wellbeing can contribute to wider local strategic outcomes. The consultation approach can be formal or informal but should explore stakeholders’:

- current perceptions of the contribution physical activity, sport and wellbeing makes to their area of work
- objectives
- key milestones
- timescales
- strengths, weaknesses, opportunities, threats
- resources – financial and in kind.

Securing commitment from stakeholders to engage with the process can be supported by:

- providing a briefing paper to provide context
- securing political commitment to the process
- detailing aims of the consultation approach
- establishing an inception meeting.

This will maximise the potential of getting the right level of stakeholders to engage early on.

This will also prepare the ground for establishing a governance model to oversee the development of a strategic approach.

iv) Establish governance models

The consultation will enable a steering group/programme board to be established with senior stakeholders. This will enable this strategic approach to ‘be on the agenda’ and prioritised accordingly.

Inviting a senior officer or elected member to chair the process and act as the project sponsor/champion is strongly recommended.
The local authority will typically have existing structures and governance models that it can use. Typically, this group would meet on a quarterly basis and have responsibility for overseeing the programme linked to key milestones such as procurement/partnership agreements coming to an end, service transformation and facility developments etc.

Key stakeholders that will have a positive influence on the development of the strategic approach should be invited. These could include representatives from the local authority’s directorates, key strategic partners such as public health, health and social care, Active Partnership, voluntary sector, education, police and housing associations etc. Securing senior representatives’ attendance to the first meetings is vitally important to ensure cross sector senior level ‘buy in’. This will deepen working relationships and optimise the potential synergies from working more collaboratively.

There are also benefits in establishing a more operational project group which is likely to be more officer based and focused on key tasks and project management. Typically, this group would meet more frequently, e.g. on a monthly basis and have responsibility for project management of individual workstreams such as; research, community engagement, feasibility studies, pre-procurement planning and/or service redesign.

What are the key enablers to support this step of the process?

- Establishing a governance model
- Cross sector senior ‘buy in’ to the process from key stakeholders
What are the key outputs from this step of the process?

- Strategic Documents Review highlighting areas where physical activity, sport and wellbeing have a direct/indirect influence
- Stakeholder mapping identifying who should be involved and at what level
- Key findings from senior stakeholder consultation
- Terms of reference for a governance model and establishment of the steering group (and any supporting project group) to oversee (and develop) the strategic approach
- Programme of meetings for the steering group and any supporting project group

Further guidance, materials and case studies

- Strategic Commissioning Guidance
Step 1B
Using a cross sector approach, identify local community needs and priorities

Why is this step important?
This step will develop an understanding and an awareness within a place of:
- local health profiles by identifying health inequalities, in particular those exacerbated by Covid-19
- socio-economic and demographic profiles
- population trends
- current levels of physical activity and sport
- any significant gaps and inequalities.

It is an important baselining process to support the development of a strategic approach that is driven by local needs. Cross sector engagement is essential in order to ensure a balanced view of need and inequalities.

The Covid-19 pandemic presents an opportunity for physical activity, sport and wellbeing to play a major role in recovery for a place.
What are the key elements that could be considered for this step?

i) Understanding the local health profile of the community

Typical health indicators to review include:
- excess weight in adults
- obesity levels in children
- life expectancy
- health indicators, for example levels of reported type 2 diabetes
- smoking prevalence in adults
- mental health
- hospital admissions for preventable conditions.

Public Health England Local Health Profiles are available and will review many of these indicators and allow comparisons to be made across a district, region and nationally. Further information and analysis on particular health inequalities within the local area can be found in a Joint Strategic Needs Assessment (JSNA) which will focus on differences in health outcomes in relation to age, sex and areas where citizens live. It can be a very powerful tool to highlight where targeted interventions would have the most impact.

ii) Understanding socio-economic and demographic profiles and population trends

Identifying trends in age groups, population growth linked to new developments or shifts in the ethnic mix of an area can support better alignment and targeting of resources and ultimately, impact on outcomes. Data sources can include census reports covering age, gender, ethnicity and social grade as well as market segmentation tools and local surveys.

iii) Understanding current levels of physical activity, sport and wellbeing

Sport England’s Active Lives Survey analyses non–traditional activities as well as traditional physical activity, sport and wellbeing levels across an activity spectrum ranging from inactive to active. Furthermore, Sport England Local Sports Profiles as well as information from the Active Partnerships and local partners/operators can build on Active Lives data to assess the level of ‘reach’ or ‘gaps’ that has been achieved in relation to target groups and specific localities.

Key considerations are:
- What additional impacts has Covid–19 had on local population health?
- Are there any local areas that appear not to be well represented in terms of users?
- Are those who are active representative of the community or only attracting ‘easy to reach’ groups?
- Explore the reasons why certain communities are inactive in a place and any additional considerations as a result of Covid–19.

iv) Consultation with the community, community leaders and organisations

Identifying representatives from community groups working with specific target groups is a key step to determine the network of possible stakeholders. The aim of the consultation is to identify what are their particular barriers and issues to participation. These group representatives are often easier to identify and often willing to share their insight rather than targeting the individuals themselves.
v) Focus Groups with representatives who work with under-represented groups

Focus groups can identify key areas to explore through more targeted primary research with the support of community leaders. This can also create an opportunity for different specialists within the local authority to collaborate on exploring shared issues for residents – e.g. housing, probation, adult social care etc. This can then allow barriers to be addressed in more innovative ways.

vi) Research to understand local issues preventing participation for sections of the community

Following the identification of particular groups in the community (e.g. young people on inner city estates or isolated older people in rural communities), consideration of some more in-depth primary research could be considered to explore in greater detail the needs of a group. This would identify how these barriers and issues can be addressed and what would have the biggest impact.

Example: addressing barriers for disabled people

A community leader who works with disabled people highlighted some typical barriers they experience:
• access to appropriately paced and accessible exercise and physical activity
• ability to reach locations providing exercise and physical activity
• symptoms making journeys challenging
• Being able to access the correct equipment for the type of disability and the specialist training for our coaches.

In terms of ways of addressing these barriers, the following were identified by the leader:
• a welcoming can-do attitude from all the coaches and trainers
• regular sessions
• running come rain or shine
• no last-minute cancellations or changes to sessions
• a consistent staff team to build trust and good relationships with users
• sessions to run at times that fit in with support workers’ shift patterns and weekend sessions to suit family needs.
• we run on a drop-in basis as sometimes it’s very difficult to manage time keeping due to a person’s condition
• accessible toilet facilities
• easy access by public transport
• low cost of sessions.

This insight is now being used to influence the physical activity strategy and future leisure services specification.
What are the key enablers to support this step of the process?

- Accessing robust local, regional and national data sources.
- Engaging with community representatives, local groups and target groups, particularly those under-represented groups.
- Commissioning specialist research where there are gaps to gain a greater level of insight.

What are the key outputs from this step of the process?

- Identification of barriers and issues to increased participation in physical activity, sport and wellbeing.
- Research findings from focus groups and any primary research undertaken.
- Identification of ways to address the barriers and issues.

Further guidance, materials and case studies

- Example Needs Analysis Questionnaire
- Sport England Active Lives Survey
- Sport England Insight Packs
Step 1C
Establish the contribution physical activity, sport and wellbeing can make

Why is this step important?
Using the evidence gathered in Steps 1A and 1B, this step will enable physical activity, sport and wellbeing to be positioned alongside key existing priorities and local strategic outcomes. This will aim to highlight the significant contribution it makes at a political and senior stakeholder level. This will support a more holistic approach to a place and a coordinated response to recovery from Covid-19 across the system.

What are the key elements that could be considered for this step?

i) Mapping key contributions that physical activity, sport and wellbeing can make against each individual local strategic outcome
Developing a simple matrix of local strategic outcomes against direct or indirect contributions made by physical activity, sport and wellbeing will highlight their importance for a place.
Typically, this will demonstrate a direct or indirect contribution towards a number of key local priorities and local strategic outcomes such as:

- placemaking
- increasing social value
- improving community cohesion
- supporting economic development
- reducing crime and anti-social behaviour
- improving physical and mental health
- reducing health inequalities
- improving educational standards
- reducing hospital attendances
- help young people with employment opportunities
- supporting older people to combat isolation
- supporting independent living by older people
- regeneration of town centres
- Covid-19 recovery.

**ii) Use of the Outcomes Framework developed by the LGA**

The Local Government Association (LGA), working with partners including Sport England, has developed a web resource to provide guidance for councils and their partners on how to create a local outcomes framework for culture and sport. The framework will help:

- measure and evidence the difference your service makes and its contribution to local priorities
- make the case for continued investment of public money
- demonstrate to other organisations who they should be working with
- help influence the commissioning process
- focus business and service plans on the priorities for an area
- communicate the value of culture and sport to opinion-formers and decision-makers
- promote improvement by identifying what works in delivering better outcomes.
### iii) Developing case studies to ‘tell the story’

The research and consultation can generate some powerful case studies, testimonials and stories relating to local communities or individuals whose lives have been improved or transformed through physical activity, sport and wellbeing. Capturing these and using them as influencers and to bring the emerging future vision to life is a powerful tool to support a strategic approach.

### What are the key enablers to support this step of the process?

- Consulting with stakeholders responsible for wider local strategic priorities and outcomes to get their support in the mapping work.

### What are the key outputs from this step of the process?

- **Matrix of key contributions of physical activity, sport and wellbeing to wider strategic outcomes**
- **Outcomes Framework**

### Further guidance, materials and case studies

- [LGA Outcomes Framework](#)
- [Sport England: Physical Activity and Health: Your Stories](#)
Example: physical activity and health – your stories

Ellie, 64, Peterborough

Ellie was diagnosed with Alzheimer’s in 2014. She had a very complex job, teaching adults ICT in two colleges, has a very busy life and is the sort of person that would remember everything.

She became very aware that she had to write things down because she was starting to forget and everything started to become a struggle.

She was concerned and booked an appointment with her GP – whom she says is brilliant and regularly visits him because she has type 2 diabetes.

He suspected that it would be Alzheimer’s and referred Ellie to a memory clinic straight away, where she underwent comprehensive testing.

In a matter of months she was diagnosed with Alzheimer’s.

Ellie claims she was able to swim before she could walk and has continued to swim throughout her adult life.

She believes it benefits her physical and mental wellbeing.

Ellie visits her local swimming pool, in a nearby hotel, at least twice a week and says the hotel staff are great and that small things – like the entrance to the pool being right by the car park – make things really easy for her to continue going.

Ellie credits her love of swimming and keeping fit with helping her to manage her dementia.
David attended his local gym and was assessed by one of the Prehab4Cancer exercise specialists. The specialist put together a tailored gym programme and David was attending the gym 3 times a week (1 with his exercise specialist and 2 independently).

David’s exercise programme was constantly adjusted to allow for his chemotherapy cycles.

The cancer surgery was quite daunting and took over 10 hours. I was told I would be in hospital for two, three or four weeks. Well, I was out within nine days. I could not believe it.”

Following his surgery David returned to the gym for his rehab programme and credits his gym work as a huge factor in his ease and speed of recovery.

He reports the best thing about being back fit and strong is that he now gets to care for his grandson twice a week and is able to take him to the park.

David, 69, Manchester

David had just become a new grandad and was very excited to be able to go for walks with his grandchild.

David noticed a little trouble swallowing when eating and following tests was diagnosed with oesophageal cancer and referred to the Prehab4Cancer programme.

David’s treatment plan involved chemotherapy before and after the surgery to remove the tumour. David was aware that this treatment would be a challenge and was surprised when his consultant offered the gym.

Example: physical activity and health – your stories
Step 1D
Secure ‘buy in’ to the shared local outcomes

Why is this step important?

Establishing early ‘buy in’ from political leaders within the local authority and key strategic stakeholders will secure the contribution and role of physical activity, sport and wellbeing in the context of shared local outcomes for your place.

The evidence gathered from previous steps can help to develop a consensus on the overall strategic direction for a local authority and their partners and form a context against which further development and decision making can be based.

A local authority and its partners may wish to seek to develop a vision statement with a short summary that showcases the shared local outcomes as the basis for their approach moving forward. Covid-19 may act as a catalyst to consider a review of this vision.

This step provides a firm basis on which approval for future stages of work can be granted, starting with Stage 2 ‘Insight’ which will define realistic objectives that will clearly contribute to the local shared outcomes defined by the end of Stage 1.
What are the key elements that could be considered for this step?

i) Steering group briefing meeting to launch the development of the strategic approach

A briefing meeting for the steering group can be an effective way of initiating the project and gathering momentum as it will allow the project leads to:
- begin to develop a shared vision
- summarise this process
- highlight key stages
- establish timescales
- request resources
- confirm involvement of the steering group.

The briefing meeting should typically involve the following representatives:
- Portfolio holder(s) responsible for physical activity, sport/health and wellbeing, (or equivalent)
- Strategic Director responsible for physical activity, sport/health and wellbeing (or equivalent)
- Head of service(s) responsible for physical activity, sport/health and wellbeing (or equivalent)
- Public Health lead
- Adult Social Care lead
- Children and Young People’s Service lead
- Planning lead
- Parks and Open Spaces/Streetscene lead
- Active Partnership lead
- Voluntary Sector lead.
ii) Workshops and feedback sessions

Developing an approach focused on shared local strategic outcomes requires time and resources to ensure consistent understanding and implementation. Briefings and workshops with the steering group and project group can build on previous work to develop an understanding of issues and opportunities for the local authority and its partners.

What are the key enablers to support this step of the process?

Securing appropriate resource to provide leadership, governance and project management.
What are the key outputs from this step of the process?

- Realistic programme of meetings for steering group (and supporting project group)
- Clear time-framed programme that will ensure that Stage 2, 3 and 4 activities take place in the right order and are given sufficient time and resources
- Committee report setting out the strategic approach and seeking approval to progress to Stages 2, 3 and 4.
- Vision statement showing shared local outcomes
- Draft local strategic objectives and contribution towards outcomes for further refinement in Stage 2

Further guidance, materials and case studies

- Example Strategy – Bristol City Council Sport and Physical Activity Strategy 2020-2025

Stage 1 Case Studies

1. CVI9 – A moment to pivot review – Greater Manchester Chief Executives
Greater Manchester Chief Executives Group

CV19 – A moment to pivot review

Description of SOPG-related work
Greater Manchester Chief Executives commissioned a Build Back Better Review to achieve two aims:

1. To sustain the public sector leisure infrastructure through the pandemic and beyond.
2. To maximise the future contribution of the leisure providers to the population health picture in Greater Manchester (GM) as we seek to Build Back Better.

This case study describes how stakeholders across the Greater Manchester system were engaged to support the review, which was commissioned to work towards the shared GM Moving ambition.

Relevant stages/steps
A. Develop an understanding of the wider local strategic outcomes for your place.
B. Using a cross sector approach, identify local community needs and priorities.
C. Establish the contribution physical activity, sport and wellbeing can make to achieve local strategic outcomes.
D. Secure ‘buy in’ to the shared local strategic outcomes by cross-sector stakeholders.
Activity and output

1. Core strategic information on GM Active Partners and GM Moving stakeholders was collated to support the review, including examples of best practice and commissioned projects with the potential for growth across clusters in GM.

2. A broad programme of stakeholder consultation was conducted with commissioners responsible for leisure and directors of public health in the 10 local authorities to identify the challenges and opportunities ahead. This engagement was used to shape the plan for engagement with the delivery partners.

3. Delivery partners from the 11 leisure trust organisations in GM were consulted to identify their challenges, potential synergies, short term and longer-term opportunities for recovery and to Build Back Better.

4. In line with the Greater Manchester whole-system approach, consultation also involved strategic leads in the GM Health and Social Care Partnership, 10 GM (Voluntary, Community and Social Enterprise Sector), GreaterSport, GM Combined Authority and Sport England.

5. The review process identified a number of deliverable short-term interventions that could be mobilised within 12 months to sustain the leisure infrastructure and contribute further to population health.

6. Several longer-term opportunities (12-36 months) were identified to meet the two aims of the review as well as propel GM towards their future vision for leisure.

7. An action plan was developed with the project working group to assign internal leads and establish the immediate actions required to kickstart or progress each workstream.

8. The resourcing required to activate six priority recommendations was developed in greater detail for the 10 local authority chief executives.

Outcome

- The cross-system conversations and exploratory workshops highlighted the key challenges for the sector and helped to articulate the future vision and direction of travel for public sector leisure in Greater Manchester.

- As an aspiring Marmot City Region, the 10 authorities of GM share common strategic objectives to tackle health inequalities. The review explored several opportunities to achieve this through cross-border and cross-system collaboration whilst retaining the local control required to bespoke services to meet local community needs.

- The review identified a package of workstreams that will support GM to advance their vision to pivot the public sector leisure towards a greater focus on health and wellbeing.
Stage 1 Key learning

- Consultation took place with representatives from the whole system including local authority commissioners, health and social care commissioners, local pilots and GM Active partners. This enabled co-produced opportunities to support the GM leisure infrastructure and contribute to wider population health.

- Project sponsorship and leadership by the Chief Executive of Tameside Council, Steven Pleasant, enabled the emerging vision to be embraced across GM and to secure ‘buy in’ from key decision makers.

Our vision is to change lives through physical activity and sport and help to make Greater Manchester the most active region in England.”

Greater Manchester
Moving > ▲ < ▼
Strategic Outcomes Planning Guidance: Stage 4 - Secure commitment to strategic approach & delivery of outcomes

This guidance was developed with support from SLC - The Sport, Leisure and Culture Consultancy. Case studies have been provided by a range of local authorities and their consultants.

Sport England
21 Bloomsbury Street
London WC1B 3HF

sportengland.org

May 2021