

# Implementation plan priorities 2018 -19

(Including Sport England Primary role)

April 2018



# 2017-2021 Strategy “A healthy & wealthy Lancashire”



## Our model:

**Active Lancashire’s role:** *Lead and facilitate joint work across the “Partnership” to enable an effective ‘delivery system’ for Sport and physical activity within the County.*

**Team role:** *Support and facilitate an effective ‘delivery system’ on behalf of the County wide “Partnership”.*

**What we do:** *Work in partnership to change behaviours and build skills to enable physically active and sporting lifestyles*

## How we do this:

- Through a PLACE based approach
- Targeting resources based on insight and achieving effective joint outcomes with partners
- Through our leadership, development and support to delivery networks

## Principles of Working:

- Relationship Manager led supporting delivery to maximise the impact of the Active Lancashire Strategy 2017-2021
- Targeted and digital based MarComms specific to a Partners sector and geographical area

*Through receiving up to date partner information and understanding partner’s needs we will be able to provide Partners with targeted information on funding available, events, news, jobs, courses and training.*



01772 299830  
contact@activelancashire.org.uk

activelancashire.org.uk



# Active Lancashire Strategy 2017 -2021



<p>What we do:</p>	<p>Changing behaviours and building skills to enable physically active and sporting lifestyles...</p>		
<p>What we want to see as a result of our work:</p>	<p><b>Healthy lives</b></p>	<p><b>Empowered people</b></p>	<p><b>Inspired communities</b></p>
<p>Through participation in sport and physical activity we will:</p>	<p>Enable people to take responsibility for their health through physically active &amp; sporting lifestyles, Build emotional resilience and support long term mental wellbeing.</p>	<p>Create opportunities for people to develop skills, achieve their full potential and enjoy economically active lives.</p>	<p>Encourage and support people to develop and sustain more cohesive and inclusive communities</p>
<p>What we will do:</p>	<p>Understand the needs of our target groups, influencing partners to bring in resources and innovative support which effectively delivers activity which meets this need.</p> <p>Build expertise and capacity in our networks to enable them to influence the behaviours and decision making of consumers to lead more active and sporting lifestyles.</p>	<p>Access a broad range of volunteering opportunities and progression routes through working with local partners</p> <p>Research skills' needs and ensure the training and development offer is fit for purpose, delivering a quality experience and outcome for individuals</p> <p>Support individuals to use their new knowledge and skills to promote the benefits of healthy, active &amp; sporting lifestyles and to access employment opportunities.</p>	<p>Maximise the value of Lancashire's sporting assets (people and facilities) for the benefit of local communities</p> <p>Celebrate diversity within our communities, strengthening relationships and connectivity</p> <p>Building capacity and expertise to enable and sustain active communities in our most deprived areas</p>
<p>Where will our services make an impact?</p> <p>(Measures in brackets)</p>	<p>Our investment is focused on our most disadvantaged communities (Enhanced delivery expenditure in IMD area)</p> <p>Our activities improve individual health and reduce public service expenditure (ROI evaluation)</p> <p>Individuals engaged report an improvement in wellbeing and service satisfaction (Individual assessment)</p> <p>Increased levels of active lifestyle health and wellbeing commissioned activity (Annual return statement)</p> <p>Improved levels of partner satisfaction and added value (Stakeholder survey and individual evaluation)</p>	<p>More people in Lancashire volunteering, with diversity of volunteers reflecting local population (volunteer database)</p> <p>Increased uptake of qualifications/ training opportunities (Volunteer Database)</p> <p>Our services increase levels of self-esteem and Independence amongst participants (individual feedback/ survey)</p> <p>More people access help with preparing for employment/ gain employment. (Stakeholder survey/ individual evaluation)</p> <p>Partner uptake and satisfaction of our workforce offer increases (Partner survey)</p> <p>Our services enable more people to become more economically active (Project evaluation)</p>	<p>Secured investment in assets and services (Quarterly return)</p> <p>Support communities to sustain innovative active provision( Quarterly return)</p> <p>Identified improvements in target communities behaviours and profiles (Feedback and progression data)</p> <p>Expanded community groups, capacity and initiatives (Project data)</p>



01772 299830  
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# Sport England / DCMS Strategic priorities:



## Sport England strategic priorities:

- Tackling inactivity
- Children and Young People
- Volunteering
- Mass markets
- Working locally
- Facilities

## DCMS / Government Outcomes:

- Physical health
- Mental wellbeing
- Individual development
- Social development
- Economic development

## Primary purpose:

- A strong granular understanding of the place and people
- An ability to broker and facilitate a much wider range of relationships
- Where necessary supporting projects and relationships on Sport England's behalf
- Supporting local authorities by consent



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[contact@activelancashire.org.uk](mailto:contact@activelancashire.org.uk)

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# Strategic insight and need: *Population and Prevention priorities for the STP / ICS*



## Strategic priorities:

- Achieving a best start for children and families.
- Achieving a fully engaged scenario with communities and people mobilised for improving their health and wellbeing.
- Address the unwarranted variation in management of risk factors and care pathways.
- Proactively meeting demand by identifying and supporting individuals and families with complex needs.
- Improving the wider determinants of health by embedding health in all policies including housing, employment, planning and licensing, transport, and advocating for national healthy public policies.

## Improving Health and Care at Scale (iHACS) Priority actions :

- Developing neighbourhood level integrated care systems
- Improving Delayed Transfers of Care
- Improving Stroke Outcomes
- Address variation in diabetes care
- Reduce suicides



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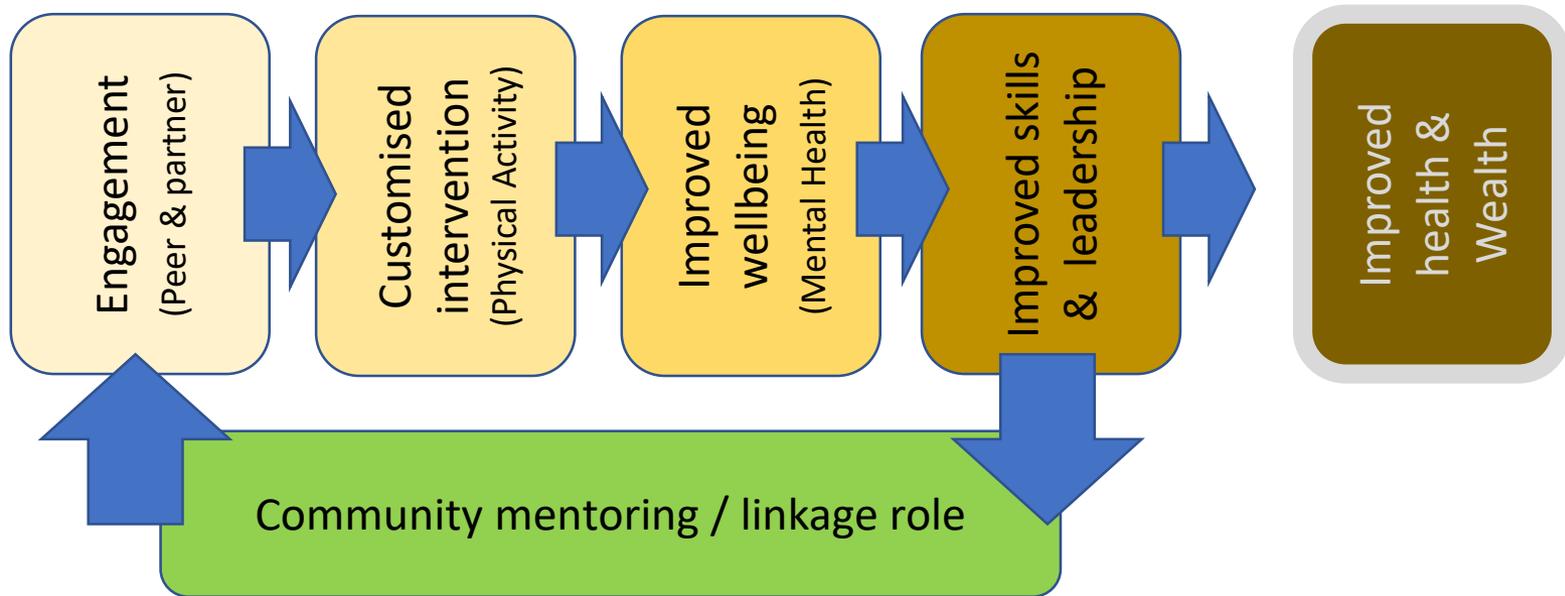


# Our operational ‘Inactive journey’ model:

**Our Core product:** Behaviour change

**Our tool of Choice:** Customer focused partnerships

*“Effectively bringing together partners as a prime contractor to provide enhanced benefits and improved outcomes.”*



# Leadership



- Guidance
  - Direction
  - Authority
  - Control
  - Management
- 
- Local Authority
    - Head of Planning, Health, Economic Development
  - CCG (STP working group)
  - Strategic partners (Housing Associations, Regeneration partnerships etc)
- 
- *Quarterly updates: Insight, market trend, funding opportunities: FOCUS IS COMMUNICATION & KNOWLEDGE*

# Development



- Growth
- Progress
- Partnership
- People
  
- Local Authority
  - Planning, Health, Economic Development Manager
- CCG lead officers (Service specialists e.g. mental health, Commissioners and JSNA)
- Strategic partners (Charity Managers, University research leads, workforce development partners)
  
- ***Quarterly & workstream: Joint project development, funding bids, officer development : FOCUS IS DEVELOPING NETWORKS AND CREATING ACTION***



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# Delivery



- Action
- Process
- Standards
- Reporting
- ABCD
  
- Local Authority
  - Leisure officers / Trust
- Delivery partners (Charities, Universities, Colleges etc)
  
- *Quarterly / bi annually: Organisational and lead officer development : FOCUS IS DEVELOPING QUALITY AND RESPONSIVE SUSTAINABLE PROVISION*

What are we trying to achieve?

**BEHAVIOUR CHANGE = IMPROVED OUTCOMES (Individuals)**  
**BEHAVIOUR CHANGE = COST SAVINGS & BENEFITS (Partners)**



## Proposed measures / evidence:

	Healthy lives	Empowered people	Enabled Communities
SROI / ROI / CBA	<ul style="list-style-type: none"> <li>Physical Health</li> <li>Mental Health</li> <li>Preventable conditions</li> </ul>		<ul style="list-style-type: none"> <li>Evidence of Sustainable Asset Based Development (Case studies)</li> </ul>
12 month self assessment (Survey monkey & case studies)	<ul style="list-style-type: none"> <li>Self reported change in health condition / status (Including use of digital tracking)</li> <li>Case studies</li> </ul>	<ul style="list-style-type: none"> <li>Self reported changes in economic status</li> <li>Case studies</li> </ul>	
Satisfaction (Survey monkey / Trust pilot)		<ul style="list-style-type: none"> <li>Individuals report satisfaction with our services in helping them achieve their outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Partners report satisfaction with our services in helping them achieve their outcomes</li> </ul>

What are we trying to achieve?

**USING SPORT AND PHYSICAL ACTIVITY AS OUR TOOL:**  
BEHAVIOUR CHANGE = IMPROVED OUTCOMES (Individuals)  
BEHAVIOUR CHANGE = BENEFITS & COST SAVINGS (Partners)



- Improvements in Health and wellbeing for individuals and communities through becoming more active and engaged in sporting lifestyles
- Improvements in Economic status and productivity for individuals and communities through becoming more active and engaged in sporting lifestyles

Measured by:

- SROI / ROI (Inactivity, Health improvements, Economic status etc)
- Cost benefit analysis
- Reported activity
- Case studies (e.g. tracking sickness, employability etc)



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## What are we trying to achieve?

**BEHAVIOUR CHANGE = IMPROVED OUTCOMES (Individuals)**  
**BEHAVIOUR CHANGE = COST SAVINGS & BENEFITS (Partners)**



## Proposed measures:

- **IMPACT:** SROI / ROI / CBA (Based on proposed SROI tool)
- **JOURNEY TRAVELLED:** Self reported outputs (Based on self reported questionnaires / digital tracking tools)
- **QUALITY:** Satisfaction survey (Based on experiential feedback tool e.g. Trustpilot / survey monkey)
  - Measures would be common to all projects / activity
  - Reporting methodologies would be standardised across projects
  - Evidence collected after the experience (Immediate and longitudinal tracking)



/ 01772 299830  
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What are we trying to achieve?

**BEHAVIOUR CHANGE = IMPROVED OUTCOMES (Individuals)**  
**BEHAVIOUR CHANGE = COST SAVINGS & BENEFITS (Partners)**



**Headline impact** (What are we aiming to achieve on the ground):

Our Programme investment leads to at least a 2:1 Return on Investment (ROI) for Health and Economic improvement partners (as measured by SROI tools and Cost Benefit Analysis on cashable savings / benefits within 3 years)

The majority of people engaging with our services experience a self reported positive change in their health and / or economic status within 12 months *(Yet to determine majority %)*

The majority of people and partners engaging with our services report their experience with us is 5 star *(Yet to determine majority %)*



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# Evidence: Profiling at different layers



EVIDENCE FOOTPRINT PROFILE	SROI / CBA / ROI	12 Month self assessment	Satisfaction survey
Strategy outcomes (HL / EP / EC)	 	 	 
STP / ICS evidence	 		
Lancashire footprint LEP	 		
5 ICP footprints			
14 Districts (plus LCC)		 	 
c.40 Neighbourhoods		 	 
Locality partners: e.g. Clubs, schools			
Locality delivery bodies: e.g. Coaches			
Beneficiaries			 

# Active Lancashire target group profiles:



- Inactive (Sedentary to less than moderately active)
- Disadvantaged
  - Economic
  - Social isolation
- Barriers to engagement (multiple)
  - Age
  - Health conditions
  - Experiential conditioning
- Aged 5 years plus
- Engaging more women than men
- Difficulty maintaining momentum (engagement and continued activity)

## Four Key Implementation areas

*Note: read across with DCMS strategy and Primary purpose*



### Healthy Lives

- Physical Activity and Sporting lifestyles
- Emotional health and wellbeing

### Empowered People

- Confidence, skills
- Achieving economic potential

### Enabled Communities

- Inclusive, cohesive communities
- Sustainability of assets

### Quality Improvement (QI)

- Business activities (Marketing, Finance, Contracts and Reporting etc)
- Governance (Board, Risk management etc)

# Inactive target group offer



TARGET GROUP	Work project families	Healthy Lives	Empowered People	Enabled Communities
Children and Young people	<ul style="list-style-type: none"> <li>School Games</li> <li>Satellite Clubs</li> <li>Primary Schools premium</li> <li>More Positive Together portfolio</li> <li>LCFT Mental Health &amp; PA programme</li> </ul>	 		
Adults in Recovery	<ul style="list-style-type: none"> <li>CSI portfolio</li> </ul>	 	 	 
Communities experiencing health inequalities	<ul style="list-style-type: none"> <li>STP / ICS support programme</li> <li>SE Place based pilot</li> </ul>	 		 
Disadvantage & improving employability	<ul style="list-style-type: none"> <li>More Positive Together</li> <li>DWP programme</li> <li>Workplace health</li> <li>Effective &amp; representative workforce</li> </ul>		 	
Older Adult	<ul style="list-style-type: none"> <li>Active ageing Alliance</li> </ul>	 		 



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[contact@activelancashire.org.uk](mailto:contact@activelancashire.org.uk)

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# Healthy Lives



- Physical Activity and Sporting lifestyles
- Emotional health and wellbeing

Key	Sub projects	Responsible lead
Satellite Clubs		Ronan
School Games		Liz
Primary School Premium		Mark
STP Support		Adrian
LCC / LCFT Partnership		Adrian
Active Ageing Alliance		Paul
CSI	LCC Commission	Jane
	Cumbria extension	
	Addaction (YP)	
	CCG Gap funding	
Project 2 ? (CSI?)		



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# Empowered People



- Confidence, skills
- Achieving economic potential

Key	Sub projects	Responsible lead
Employability (DWP)		Carol
MPT delivery	Cycle Recycling	Darren
DWP Work coach training		Kate
ESIF Extension Option		Adrian
Training & Development offer		Jayne
Workplace Offer	Link to CSI	Kate
CSI	Recovery College	Jane
	BBO (Changing Lives)	
	ESA (LA Offer)	
	SE Place based pilots	

# Enabled Communities



- Inclusive, cohesive communities
- Sustainability of assets

Key	Sub projects	Responsible lead
Positive Together	PCC Victim resilience	Darren
Project 1 (YP)??		Mark



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# Quality Improvement (QI)



- Business activities
- Governance

Key	Sub projects	Responsible lead
Human Resources	Q3 review	Sarah
	Policy & processes	
	Training & development	
Business processes	GDPR	Sarah
Quality Improvement (QI)		
Governance	Audits	Stuart
	ESIF compliance	
	Board development	
Marketing & Communications		Sarah
Finance and controls		Stuart



Active Lancashire  
Office 3 & 4, Farington House  
Lancashire Business Park  
Centurion Way  
Leyland  
PR26 6TW

01772 299830  
[contact@activelancashire.org.uk](mailto:contact@activelancashire.org.uk)



[activelancashire.org.uk](http://activelancashire.org.uk)

