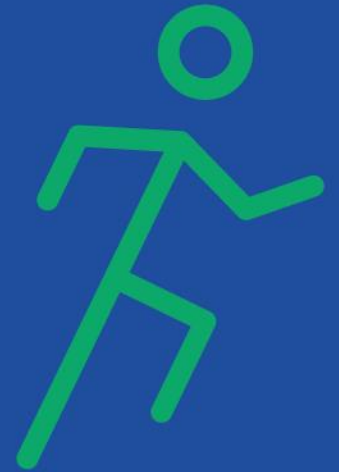


Implementation plan priorities 2018 -19

(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.



Active Lancashire Strategy 2017 -2021



What we do:	Changing behaviours and building skills to enable physically active and sporting lifestyles...		
What we want to see as a result of our work:	Healthy lives	Empowered people	Inspired communities
Through participation in sport and physical activity we will:	Enable people to take responsibility for their health through physically active & sporting lifestyles, Build emotional resilience and support long term mental wellbeing.	Create opportunities for people to develop skills, achieve their full potential and enjoy economically active lives.	Encourage and support people to develop and sustain more cohesive and inclusive communities
What we will do:	<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 & 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>

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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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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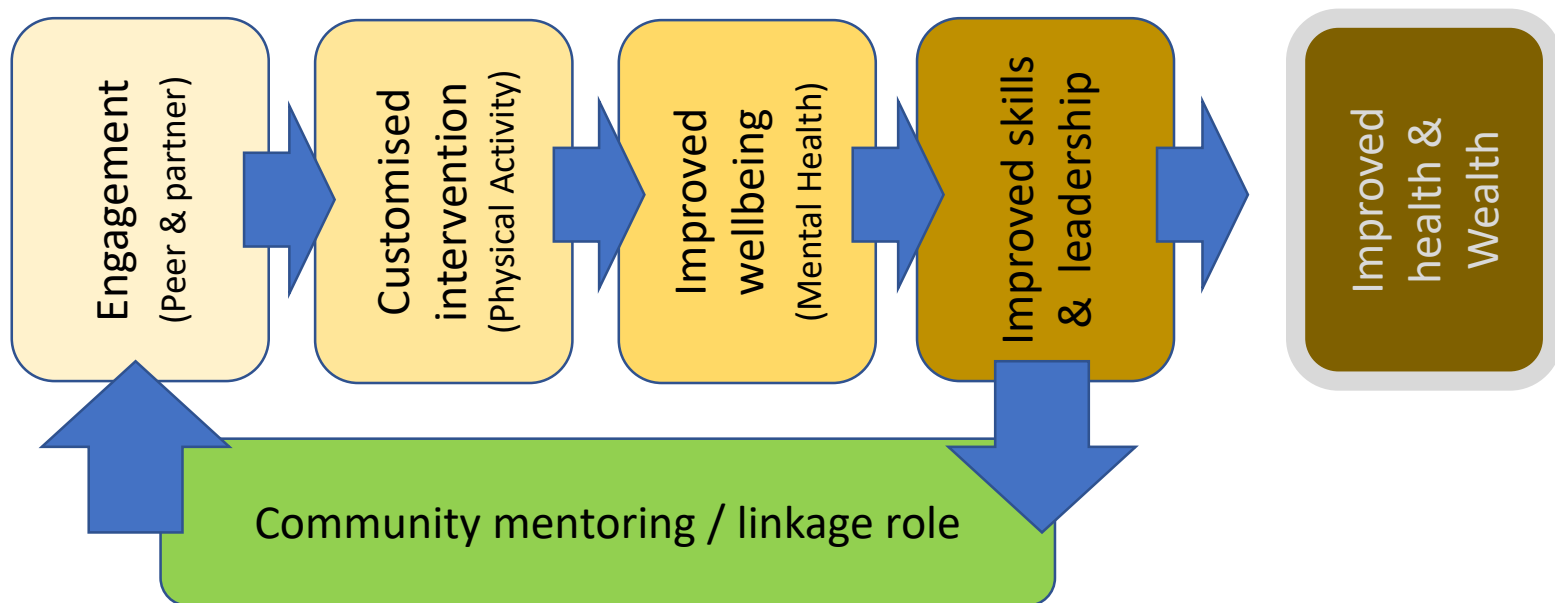
Our operational ‘Inactive journey’ model:



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*



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

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)

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"> School Games Satellite Clubs Primary Schools premium More Positive Together portfolio LCFT Mental Health & PA programme 	 		
Adults in Recovery	<ul style="list-style-type: none"> CSI portfolio 	 	 	 
Communities experiencing health inequalities	<ul style="list-style-type: none"> STP / ICS support programme SE Place based pilot 	 		 
Disadvantage & improving employability	<ul style="list-style-type: none"> More Positive Together DWP programme Workplace health Effective & representative workforce 		 	
Older Adult	<ul style="list-style-type: none"> Active ageing Alliance 	 		 

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

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



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