

**Agenda for LED Monitoring Forum
Tuesday, 23rd February, 2021, 9.30 am**



Members of LED Monitoring Forum

Councillors P Arnott, A Dent, M Hartnell, S Hawkins
(Chair), P Hayward, V Johns, G Jung, G Pook,
J Rowland.

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Venue: Online via zoom app

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(or group number 01395 517546)
Friday 12 February 2021

**Important - this meeting will be conducted online and recorded by Zoom only.
Please do not attend Blackdown House.
Members are asked to follow the [Protocol for Remote Meetings](#)**

This meeting is being recorded by EDDC for subsequent publication on the Council's website and will be streamed live to the Council's Youtube Channel at <https://www.youtube.com/channel/UCmNHQruge3LVI4hcgRnbwBw>

Public speakers are now required to register to speak – for more information please use the following link: <https://eastdevon.gov.uk/council-and-democracy/have-your-say-at-meetings/all-other-virtual-public-meetings/#article-content>

1 Public Speaking

Information on [public speaking is available online](#)

2 Minutes of the previous meeting (Pages 3 - 6)

To agree the minutes of the previous meeting held on 27 January 2021.

3 Apologies

4 Declaration of interest

Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)

5 Matters of urgency

There are no matters of urgency identified.

6 Confidential/exempt item(s)

To agree any items to be dealt with after the public (including the Press) have been excluded. There are two items which officers recommend should be dealt with in this way.

Part A

- 7 Sport England 'Strategic Outcomes for Your Place' Grant application (Pages 7 - 31)

Part B

- 8 Monitor and assess the ongoing financial support needed by LED
Verbal update.
- 9 LED updates on operational matters
Verbal update.

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL**Minutes of the meeting of LED Monitoring Forum held on 27 January 2021****Attendance list at end of document**

The meeting started at 2.00 pm and ended at 3.28 pm

13 Public Speaking

There were no members of the public registered to speak.

14 Minutes of the previous meeting held on 16 December 2020

The minutes of the previous meeting held on the 16 December 2020 were agreed as a true record of the meeting.

15 Declaration of interest

Cllr P Arnott; Minutes 18 – 24; Personal interest; Paid membership of LED Leisure;
Cllr A Dent; Minutes 18 – 24; Personal interest; Paid membership of LED Leisure.

16 Matters of urgency

There were no matters of urgency.

17 Confidential/exempt item(s)

There were three items agreed by the Forum to be held in private session, listed under minutes 22 to 24.

18 LED Monitoring Forum to agree list of their priorities

The Forum agreed their work priorities as:

- Monitor and assess the ongoing financial support needed by LED;
- Review and consider the LED service fee and agreement for 2021/22 onwards;
- Ensure that LED and EDDC are, where appropriate, seeking third party funding opportunities;
- Review LED portfolio future building maintenance and investment requirements;
- Consider and map the future relationship between LED and EDDC;
- Consult with stakeholders and residents, where appropriate, to better understand if the leisure provision being provided is meeting the needs of communities, and if it can be improved;
- Work with the consultants to help develop the Leisure Strategy and with Overview and Cabinet committees to ensure the ongoing LED relationship fits with the aims and goals of the Council;
- Ongoing monitoring of LED's operational performance;
- Consider how our leisure sites are meeting the priorities and actions within the Council's Climate Change Strategy to achieve its target of being carbon neutral by 2040.

The agreed priorities would be kept under review.

RESOLVED that the work priorities listed be agreed.

19 **Update on appointment of external Consultant to audit LED claims**

The Strategic Lead Finance reported that the external consultant had already begun work directly with LED, understanding the delivery provided in the District. The Forum were reminded that the cost of the consultant was met by Sports England up to the end of the current financial year. He clarified that the remit included a holistic approach, not purely an audit examination of claims.

RESOLVED that the update be noted.

20 **Developing a Leisure Strategy next steps discussion**

The Forum received a report from the Service Lead – Countryside & Leisure outlining the background to the existing strategy, and how a new strategy would overlap into existing plans and strategies. The report asked the Forum to consider what a future leisure provision should look like, in the context of future demand by local communities and the ability to provide long term financial support.

The Forum had also been furnished with two examples of Leisure Strategies from other authorities, to illustrate two difference approaches.

The CEO of LED Community Leisure spoke of the benefit of having a strategy in place as a means of an evidence base for bidding for funding opportunities. He suggested to the Forum that the shape of the strategy may include a strategic review of the facilities, along with a review of the current playing pitch strategy. He outlined the new and upgraded pitches that had occurred since that strategy was produced in 2015. The Service Lead – Countryside & Leisure explained to the Forum that linking in with the Planning Policy Team on this area of work would be actioned.

The debate by the Forum included:

- Use of the sport England calculator in bidding for funding – this was confirmed as utilised, and examples given;
- The Forum was appropriately configured to deal with the development of the Strategy before recommending to Cabinet and Council;
- Consider the development of the Leisure Strategy alongside the new Local Plan, perhaps with some economies of scale in spend on consultation with the public over options. Some of the evidence collection for the Local Plan would be applicable to the Leisure Strategy;
- Dovetailing with the Local Plan was key, as through developer contribution (CIL, s106) the Council could look to build enough resource to match fund bids, so that communities have proper provision of sport and leisure;
- Procuring consultancy through Sport England preferred, as there was a framework agreement in place to contract consultants, and there may be opportunity through them to secure funding for the consultation;
- Timescale for the production of a new Leisure Strategy was difficult to define at this stage until there was a clear direction of what it would cover;
- Strategic review of the facilities was important, because of those aging facilities and what their future maintenance costs would be;
- Consider the budget provision carefully in order to inform the Leisure Strategy, as it must be achievable;

- Need to be clear on what the service would look like in future years, and what savings could be achieved in relation to asset provisions;
- Cost of consultation to deliver a strategy was not clear at this stage but it was hoped that this could be met from another fund.

The Portfolio Holder for Leisure, Sport and Tourism commented that the aim of the new Leisure Strategy should be towards all residents, including the importance of wellbeing now brought sharply into focus by the pandemic. He also felt that the open spaces controlled by the Council should be considered as sources of leisure.

RESOLVED that

1. Sport England framework be used to contract consultancy services to help deliver a new Leisure Strategy;
2. The development of the new Leisure Strategy to be undertaken by the LED Monitoring Forum as the best suited body to conduct the work.

21 **Exclusion of public and press**

That under Section 100(A)(4) of the Local Government Act 1972 and in accordance with the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012, the public (including the press) were excluded from the meeting as exempt and private information was likely to be disclosed and on balance the public interest is in discussion the items in private session.

22 **Lockdown 3.0 impacts on LED operations - additional COVID19 financial support**

The Forum received an update on the impact of the latest lockdown on LED operations.

RESOLVED that the report be noted

23 **LED Management fee 5 year review and funding scenarios and implications**

The Forum discussed the management fee review.

RESOLVED that, subject to legal agreement, the management fee review be paused and consideration be given to a 12 month agreement, with subsequent review for extension.

24 **Update on National Leisure Recovery Fund bid**

The Forum received an update on the National Leisure Recovery Fund bid.

RESOLVED that the update be noted.

Attendance List

Councillors present:

P Arnott

A Dent
M Hartnell
S Hawkins (Chair)
P Hayward
G Pook
J Rowland

Councillors also present (for some or all the meeting)

P Faithfull
S Gazzard
N Hookway
S Jackson
D Ledger
J Loudoun
A Moulding
J Whibley

Officers in attendance:

Tim Child, Service Lead - Place, Assets & Commercialisation
Simon Davey, Strategic Lead Finance
John Golding, Strategic Lead Housing, Health and Environment
Charles Plowden, Service Lead Countryside and Leisure
John Symes, Finance Manager
Mark Williams, Chief Executive

Councillor apologies:

V Johns
G Jung

Chair

Date:

EAST DEVON DC (EDDC)

Strategic Outcomes Planning Guidance (SOPG)DIAGNOSTIC

The purpose of the SOPG Diagnostic is to provide a position statement for EDDC to illustrate where they are in the process of thinking about, and planning for physical activity and leisure provision over the next 5-10 years.

The SOPG Diagnostic will:

- **Provide an overview of the District:**
- Headline demographic, health and socio economic review of the district
- Review of any existing needs assessment/supply/demand surveys
- Existing participation and activity levels and trends; what are the gaps? Who is inactive, where and why?
- Review of local and regional strategies and policies specifically relating to health and wellbeing, plus corporate plan and local plan (and any specific housing development proposals that may impact future demand)
- Identify local priorities and why these are important- what does EDDC want to achieve through the provision of physical activity and leisure and why?
- Identify the Shared Outcomes to be achieved in relation to health and well-being
- Identify gaps in existing evidence base
- **Describe what EDDC currently provides, where and how**
- Site visits of all WDC facilities including dual use sites (Subject to Covid restrictions)
- Map all facilities by type and location
- Review the community outreach service
- The current arrangements with Leisure East Devon (LED)
- What that delivers in terms of throughput and social value
- The current cost of the service
- Review of each facility in relation to key strategic factors: meeting local need; community capacity; usage; whether adjacent/competition with other provision; financial (cost, investment, income generation); building condition; catchment areas; key users e.g. schools for curriculum delivery; dual use management arrangements/operating hours etc
- Run Sports Facility Calculator (SFC) to assess indicative future need

Stakeholder consultation – engage with identified key strategic stakeholders to get their views on the challenge and opportunities for EDDC in terms of physical activity and leisure provision

Assess where EDDC is now in terms of provision compared to need and opportunities and where it is compared to the SOPG process; this will identify key elements of work that are needed to underpin a future strategic approach to provision and delivery

On the basis of the above:

- Identify the scope for the Leisure Strategy
- Identify the focus for the Leisure Strategy- what are the key issues to be explored?
- Develop headline options
- Identify suggested timeline and next steps
- Draft and final report



**SPORT
ENGLAND**



DEVELOP SHARED LOCAL STRATEGIC OUTCOMES FOR YOUR PLACE

STAGE 1





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STAGE 1

DEVELOP SHARED LOCAL OUTCOMES FOR YOUR PLACE

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

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.

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



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 sport and physical activity by involving a number of different sectors and partners.

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

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 SPORT AND PHYSICAL ACTIVITY CAN MAKE

D SECURE 'BUY IN' TO THE SHARED LOCAL STRATEGIC OUTCOMES



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:

Second Tier Local Authorities	Unitary authorities
<ul style="list-style-type: none"> Corporate Plans Community Plans Local Plan Spatial Plans/Strategies Joint Strategic Needs Assessment (JSNA) Leisure and/or Cultural Strategy Health and Wellbeing Strategy Town Centre Master Plan Playing Pitch Strategy Open Spaces Strategy Leisure Built Facilities Strategy 	<p>For unitary authorities, the scope of the council strategic documents should include the list on the left but also:</p> <ul style="list-style-type: none"> Sustainability and Transformation Plans (STP) (Health) Children and Young People’s Plan Adult and Social Care Plan Youth Offending Plan



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, sport and physical activity and opportunities for co-production of services.

Some key themes where there is a synergy include:

- housing
- infrastructure
- Economic development
- sustainability
- community safety
- tackling social isolation
- healthy communities
- placemaking
- 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. Possible stakeholders to consider are:

- public health/clinical commissioning group
- County Sports Partnership
- county council (for non-unitary authorities)
- higher and further education
- voluntary and community service (VCS)
- housing associations
- Police and Crime Commissioner
- fire and rescue service



Understanding what level of direct or indirect influence they have over sport and physical activity 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 strategic approach.

iii) Consultation with key stakeholders

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

- objectives
- current perceptions of the contribution sport and physical activity makes to their area of work
- 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:

- showing political commitment to the process
- providing a briefing paper to provide context
- detailing aims of the consultation meeting and an agenda.

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 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 but 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.

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, county sports partnership, voluntary sector, education, police and housing associations etc. Securing senior representatives

attendance to the first meetings is vitally important to secure cross sector senior level 'buy in'. This will deepen working relationships and optimise the potential synergies from working more collaboratively.

There are 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 sport and physical activity 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

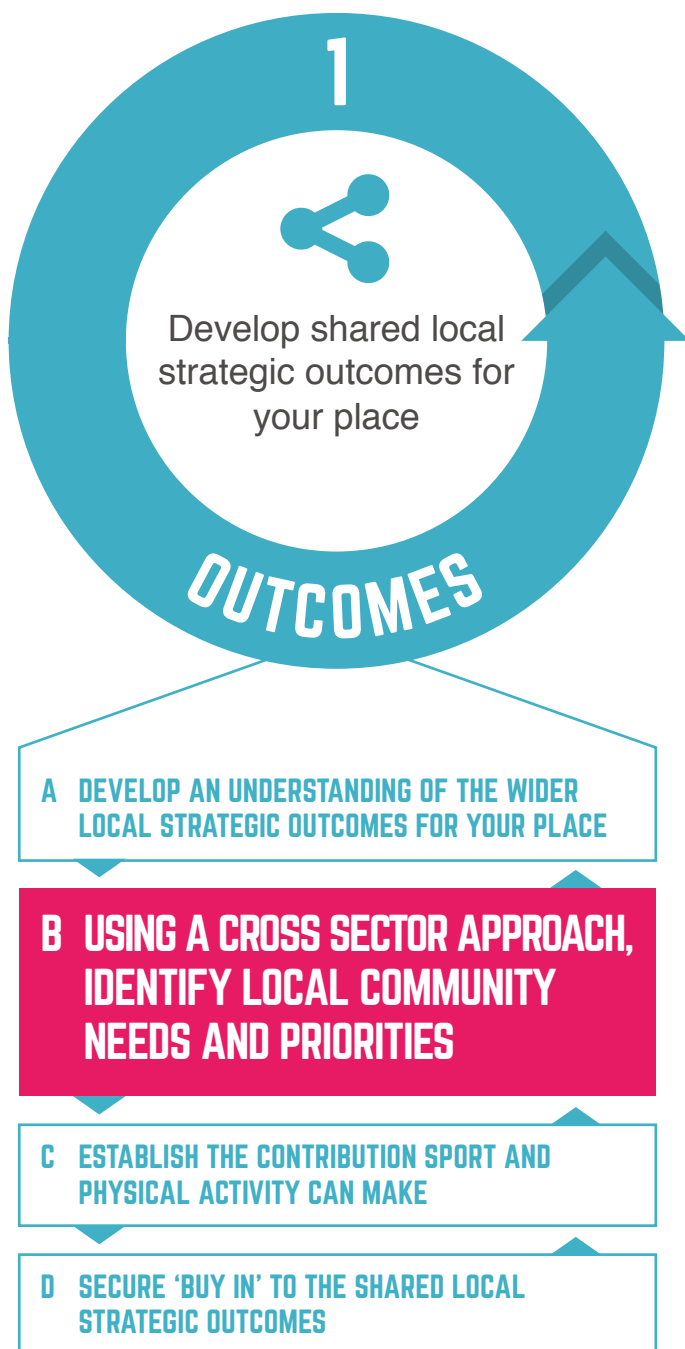
Strategic Commissioning Guidance

Sport England has provided useful guidance on strategic commissioning – particularly focused on engagement with strategic partners which can be seen [here](#).



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
- socio-economic and demographic profiles
- population trends
- current levels of sport and physical activity
- 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.

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
- 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 sport and physical activity

Sport England's Active Lives Survey analyses non-traditional activities as well as traditional sport and physical activity levels across an activity spectrum ranging from inactive to active. Furthermore, Sport England Local Sports Profiles as well as information from the County Sports Partnership 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:

- 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.

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 said of the 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?

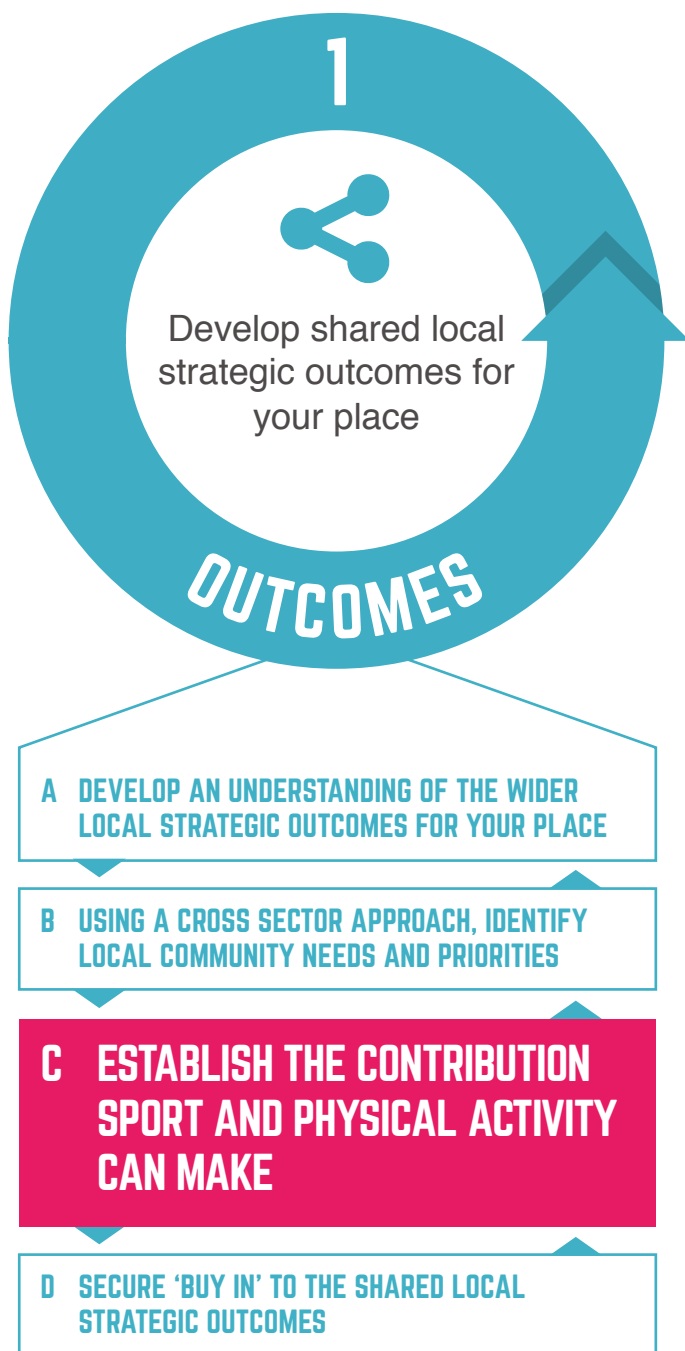
-  Identification of barriers and issues to increased participation in sport and physical activity
-  Research findings from focus groups and any primary research undertaken
-  Identification of ways to address the barriers and issues

FURTHER GUIDANCE, MATERIALS AND CASE STUDIES

-  [Example Needs Analysis Questionnaire](#)
-  [Sport England Active Lives Survey](#)
-  [Sport England Local Sports Profile](#)
-  [Public Health England – health indicators.](#)
-  [Sport England Insight Packs](#)

STEP 1C

ESTABLISH THE CONTRIBUTION SPORT AND PHYSICAL ACTIVITY CAN MAKE



WHY IS THIS STEP IMPORTANT?

Using the evidence gathered in Steps 1A and 1B, this step will enable sport and physical activity 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, supporting a more holistic approach to a place.

WHAT ARE THE KEY ELEMENTS THAT COULD BE CONSIDERED FOR THIS STEP?

i) Mapping key contributions that sport and physical activity can make against each individual local strategic outcome

Developing a simple matrix of local strategic outcomes against direct or indirect contributions made by sport and physical activity 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

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

This is current best practice and the application of this model will need to be tailored to each local strategic approach.



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 sport and physical activity. 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.

EXAMPLE: PHYSICAL ACTIVITY AND HEALTH – YOUR STORIES



ELLIE, 64, PETERBOROUGH

Ellie was diagnosed with Alzheimer's in 2014. She has 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.

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 sport and physical activity to wider strategic outcomes



Outcomes Framework

AMEND TO FURTHER GUIDANCE, MATERIALS AND CASE STUDIES

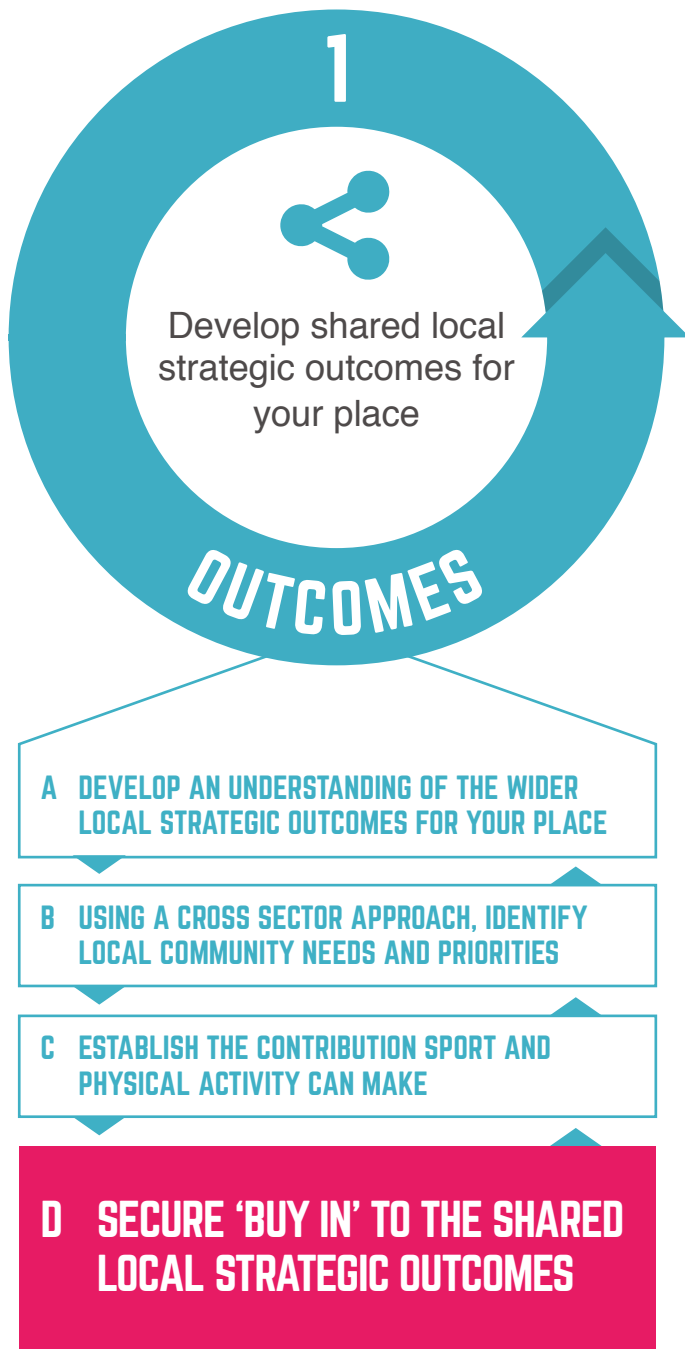
 [LGA Outcomes Framework](#)

 [Sport England: 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 leaders within the local authority and key stakeholders secures the contribution and role of sport and physical activity in the context of a place's shared local outcomes.

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

A local authority 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.

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:

- 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 responsible for sport and physical activity/health and wellbeing
- strategic director responsible for sport and physical activity/health and wellbeing
- head of service responsible for sport and physical activity/health and wellbeing
- public health lead
- adult social care lead
- children's service lead
- planning lead
- parks and open spaces/streetscene lead
- county sports partnership 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.

BANERGH AND MID SUFFOLK

Babergh and Mid Suffolk Joint Councils' Strategic Vision is "To support, encourage and inspire our communities to be more Active" – this was developed over a series of workshops with elected members and officers, informed by a needs analysis.



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?



Change to 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 – Babergh and Mid Suffolk Joint Councils Leisure Sport and Physical Activity Strategy](#)
-  [Example Strategy – East Northamptonshire Council Healthy and Active Lifestyles Strategy](#)
-  [Example Strategy – Malvern Hills District Council](#)
-  [Example Strategy – Fit and Active Barnet Framework](#)



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