



EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

Title of Report:	Health & Activity Strategy Review 2021	To be marked with an 'X' by Democratic Services after report has been presented
Meeting of:	Corporate Management Team: 14th December 2021	X
	Leader and Deputy Leaders: 20th December 2021	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group: 5th/6th January 2022	x
	Cabinet: 17th January 2022	
	Scrutiny Community Regeneration, Environment and Health and Well Being Committee [DATE]	



<p>Is this an Executive Decision:</p>	<p>YES</p>	<p>Is this a Key Decision:</p>	<p>NO</p>
<p>Is this in the Forward Plan:</p>	<p>YES</p>	<p>Is the Report Confidential: If so, please state relevant paragraph from Schedule 12A LGA 1972:</p>	<p>NO</p>

Essential Signatories:

ALL REPORTS MUST BE IN THE NAME OF A HEAD OF SERVICE

Interim Monitoring Officer: **Chris Ebberley**

Date Signature

Chief Finance Officer: **Sal Khan**

Date Signature

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Cabinet

Date: 17th January 2022

REPORT TITLE: Health & Activity Strategy Review 2021

PORTFOLIO: Leisure, Amenities and Tourism

HEAD OF SERVICE: Mark Rizk

CONTACT OFFICER: Simon Allaway Ext. No. 1132

WARD(S) AFFECTED: Non-specific

1. Purpose of the Report

1.1. To review the Health & Activity strategies of the main National, Regional and Local organisations responsible for the development of sport and physical activity in East Staffordshire.

1.2. The 2021/22 Corporate Plan features a target relating to Health & Activity Strategy Review, as follows;

1.2.1. This year the Council will undertake a review of Health & Activity strategy and delivery in the Borough. This review will consider a range of elements including the new Sport England Strategy, the emerging Together Active Strategy and the strategies of our Leisure Operator, Everyone Active. This will allow the Council to position itself effectively within the local leisure landscape and to direct strategic health and activity delivery in the area through its delivery partners. This review will provide the basis for the Council's strategic approach to Health and Activity for 2022/23 and beyond.

1.3. The Council's Scrutiny Committee for Community Regeneration, Environment and Health and Well Being met in 2021 to complete a review of Sports Development and Leisure Services provision in the Borough. The committee commented on a range of areas for development, one of which was to develop a co-ordinated strategy to encourage people to get active to increase the health

of ESBC residents and make effective use of the funding available. This report sets out to review the current strategies that impact the Borough and determine the requirements for future strategy development.

2. Executive Summary

- 2.1. Health & activity play a critical role in the wellbeing of the population of the nation and with the impact of the Coronavirus pandemic an even greater significance will be placed on these areas as we move forward.
- 2.2. This report focused on the current strategies of a number of key strategic partner organisations, and sought to identify where East Staffordshire Borough Council is positioned in the local health & activity landscape.
- 2.3. A review was undertaken to identify where the aforementioned strategies supported the Authority's Outcomes within the Leisure Performance Contract with partner organisation Everyone Active, and where any gaps may remain.
- 2.4. Upon completion of the review it was concluded that the key strategic partner strategies appear to support the Authority's Outcomes, and that a new Authority strategy is unnecessary at this time.
- 2.5. It was recommended that the strategies of key partners are reviewed and monitored over the next year and any gaps identified in delivery and operations could be fed into the Authority's Outcomes Scorecard with its contracting partner, which is used to track key performance indicators and outcomes throughout each contract year.
- 2.6. Similarly, if any duplication is identified in the performance and delivery of the strategies by multiple partner organisations, further discussions will be undertaken to identify the optimum approach to ensure that resources and outcomes are carefully managed.
- 2.7. Additional support beyond the scope of the Authority's contracting partner can be provided by Together Active. This may include support and influence in any proposals and bids for development and investment within the Borough.

3. Background

- 3.1. The Council outsourced its leisure provision to an external operating partner (Everyone Active) from February 2019. Leisure provision is monitored through a robust contract agreement between the Council and the contractor. As part of the work during the process of establishing that contract five Authority Outcomes were established;

1. **More People More Active** – increase the opportunities for our local populations to participate in sport and physical activity, changing lifestyles and attitudes towards exercise;

2. **Reduced Inactivity and a Healthier Population** - a reduction in inactivity levels and commitment to improving the health of the population;
3. **Reduce Inequality** - reduce inequalities in participation between different social and ethnic groups;
4. **Economic Benefit** - demonstrable social return on investment through sport and physical activity; and
5. **Building strong partnerships** – key stakeholder and organisations working towards this common goal.

3.2. These five outcomes were collated to cover all aspects that you might expect to see when considering sport, leisure, activity etc, and having been agreed previously as a fundamental part of the Council's sport and leisure delivery contract, these have therefore been used to assess the strategies of the aforementioned partner organisations. This enables the Council to identify areas in which partner's strategies align to meet the Council's own outcomes, or potentially identify gaps or duplication in any of the strategies.

3.3. The Council's Scrutiny Committee for Community Regeneration, Environment and Health and Well Being met in 2021 to complete a review of Sports Development and Leisure Services provision in the Borough. The committee commented on the following points:

3.3.1. COVID-19 has had a significant impact not only leisure facilities and local sport in general but has reconfirmed the importance of healthy lifestyles and wellbeing. Throughout the pandemic the impact of an unhealthy lifestyle has been clearly communicated by health and wellbeing professionals.

3.3.2. There are a wide range of sports provisions across East Staffordshire, however there isn't necessarily a coordinated approach in communicating or promoting these provisions and activities. Therefore we will be recommending that we support and encourage the development of the one stop portal currently being developed by Together Active.

3.3.3. A strategy to encourage people to get active across East Staffordshire would help in the coordination of activities and provisions across the borough and could influence any proposals and bids for development and investment in the borough.

4. **Contribution to Corporate Priorities**

4.1. It contributes directly to the Corporate Priority "Environment and Health & Wellbeing" as it details the performance against the outcomes detailed in the Contract aimed at encouraging more people to be more active, reducing inactivity and creating a healthier population.

5. Health and Activity Strategy Review 2021

5.1. Introduction

5.1.1. The Council's Leisure Services Contract Officer completed a review of the Health & Activity Strategies of a select group of key strategic partner organisations who influence the Borough from varying perspectives; Sport England, Together Active, Everyone Active, and Burton Albion Community Trust.

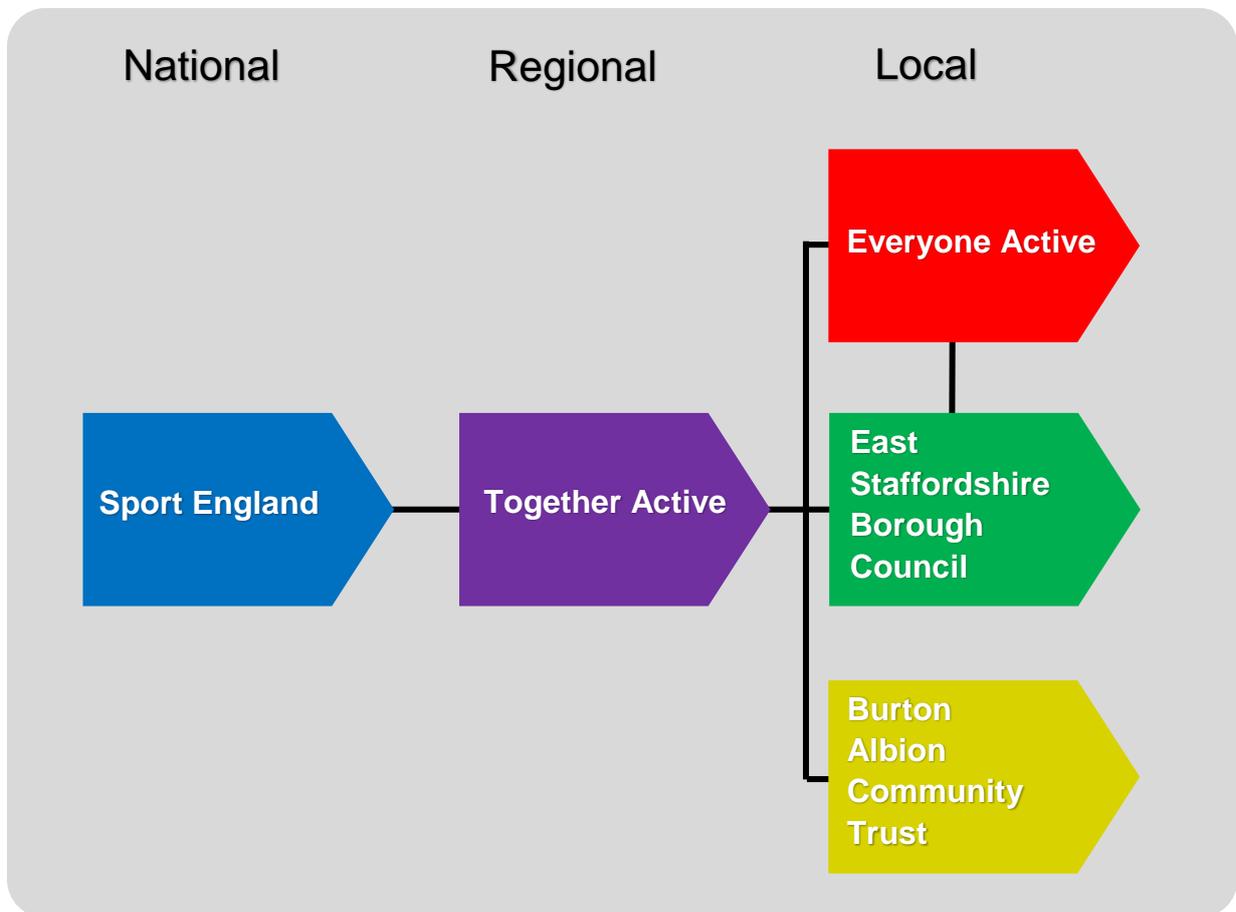
5.1.2. Table 1 provides a summary of the key strategic partners.

Table 1

Organisation	Background
Sport England	An arms-length body of government responsible for growing and developing grassroots sport and getting more people active across England. Began as The Sports Council, an independent body under the Department of National Heritage that was established by Royal Charter in 1972. They were rebranded as Sport England in 1999.
Together Active (formerly known as Sport Across Staffordshire and Stoke-on-Trent)	A local charity which forms part of a national network of 43 Active Partnerships. They are funded by Sport England, local authorities and universities. As a strategic organisation, they work behind the scenes to create the conditions for physical activity and sport to happen across Staffordshire and Stoke-on-Trent, by coordinating and commissioning programmes, providing information, advice and guidance and working lobbying and influencing systems to create change.
Everyone Active (part of Sports and Leisure Management Ltd)	The longest-established leisure contractor in the UK, having been founded in 1987. They manage over 200 leisure and cultural centres across the UK in partnership with more than 60 different local authorities (including East Staffordshire Borough Council).
Burton Albion Community Trust (BACT)	The charitable arm of Burton Albion Football Club, which began in September 2010. The organisation deliver programmes to make a greater impact on the local, regional and national agenda.

5.1.3. Figure 1 (below) indicates the Authority's position in relation to the other organisations whose strategies feature in the review:

Figure 1



5.1.4. The following strategies were reviewed for this exercise:

- Sport England – Uniting the Movement (10 year strategy)
- Together Active - Step Up (5 year strategy)
- Everyone Active – Uniting Communities Through Activity (1 year strategy)
- Burton Albion Community Trust – Healthier, Happier & Stronger Communities (1 year strategy)

5.1.5. Each of the strategies was mapped against the five Authority Outcomes identified from the Leisure Contract Specification to identify areas in which

partner's strategies align to meet the outcomes, or potentially identify where gaps or duplication in provision may exist.

5.2. Summary of National, Regional and Local Strategies:

5.2.1. Table 2 provides a brief summary of the National, Regional and Local strategies reviewed for this report.

Table 2.

Organisation	Strategy	Summary
Sport England	Uniting The Movement	<p>Sport England's Uniting the Movement Strategy is a 10 year National Strategy, which has the following vision:</p> <ul style="list-style-type: none"> • <i>A Nation of more equal, inclusive and connected communities. A country where people live happier, healthier and more fulfilled lives.</i> • <i>To champion this life changing impact, and ensure everyone across the nation can benefit from it.</i> • <i>A collective purpose: we're part of a much bigger team. Together, we won't stop until everyone has the opportunity, the inspiration and the freedom to get moving.</i> <p><i>The strategy focuses on making sport & physical activity a regular part of life for everyone in England, regardless of who they are. There is a great emphasis on tackling inequalities by removing barriers to enable society's biggest challenges to be overcome.</i></p> <p><i>There is recognition of the need to invest in sport and physical activity through National Governing Bodies (NGBs), other sports bodies and local sports clubs, organisations and community groups to increase the engagement of different groups.</i></p> <p><i>There is a mission to promote movement in general (and not just sport and physical activity) through local and nation organisations.</i></p>
Together Active	Step Up	<p>Step Up is Together Active's 5 year Strategy for the Stoke on Trent and Staffordshire area. 'Active lives, healthy futures' is the vision for the strategy.</p> <p>Together Active aim to support people to add healthy years to their lives through their physical activity behaviours, support those with long term health conditions, driving systems leadership and tackling inequalities in sport and physical activity participation.</p>
Everyone Active	Uniting Communities Through Activity	<p>East Staffordshire Borough Council's operating partner Everyone Active have developed a strategy for the 2021-22 contract year which aims to align with the recently published Sport England strategy.</p> <p>Uniting communities through activity is the aim of the strategy, by encouraging customers to undertake 30 minutes of activity five times a week.</p>
Burton Albion Community Trust	Healthier, Happier & Stronger Communities	<p>The Healthier, Happier & Stronger Communities Strategy is Burton Albion Community Trust's current Health and Activity Strategy.</p> <p>The strategy aims to Inspire, Engage and Educate, with a mission focused around communities.</p> <p>The aims include the development of happier, healthier communities, empowerment to help fulfil potential and opportunity, along with safer and more cohesive communities.</p>

5.3. Mapping of the Authority's Outcomes against the reviewed strategies

5.3.1. **Authority Outcome 1: More People More Active** – increase the opportunities for our local populations to participate in sport and physical activity, changing lifestyles and attitudes towards exercise

5.3.1.1. Sport England's 'Uniting the Movement' strategy places an emphasis on 'a collective purpose' to work together to provide an opportunity for everyone to have the freedom to get moving. There is a key objective focused around Active Environments to create and protect spaces that make it easy for people to be active.

5.3.1.2. With the strategy's emphasis on community engagement Sport England are investing in those most in need, with a blend of national and local action. This will involve using the knowledge and experience of people in communities who are closest to the issues, working alongside national partners.

5.3.1.3. Uniting the Movement will use a variety of methods to assess success in the strategy, including programmes, interventions, partnerships and influence, measured through the continuation of the Active Lives survey and Key Performance Indicators assigned to each specific area of action.

5.3.1.4. The Together Active strategy 'Step Up' places similar emphasis to that of Sport England on working together to create active places and opportunities. Priority work strands include 'Environments', which includes influencing policy and decision makers to prioritise active travel, accessibility and physical activity in place and space making, along with improved access to community assets, with particular reference to those with health conditions and disabilities.

5.3.1.5. Success for the Step Up strategy will be measured through the level of understanding and strength of relationships developed, to be able to tell the story of the local people, their challenges and motivations. This is seen as a crucial step in the process to enable interventions to be designed to support behaviour change.

5.3.1.6. Everyone Active's 'Uniting Communities through Activity' strategy has a heavy focus on local population participation in sport and physical activity. There are values within the strategy around progressing community plans and wellbeing ambitions, supporting community groups and organisations (to recover from the pandemic), providing positive interactions through collaboration with communities, and being inclusive to all, ensuring everyone is part of the community movement.

5.3.1.7. Everyone Active aim to understand local communities and will continue to review insight from local health profiles, Joint Strategic

Needs Assessments (JSNAs), and the Sport England Active Lives surveys. They will continue to utilise internal data platforms such as the Single Customer View to understand changing behaviours within communities.

5.3.1.8. Local partners of Everyone Active will include Local Authorities, NGBs, public health partners, voluntary and charity organisations and local network partnerships, which will lead to outcomes including; greater innovation, increased capacity, happy children, more active travel, and improved mental and social wellbeing provision.

5.3.1.9. Burton Albion Community Trust's 'Healthier, Happier & Stronger Communities' strategy is focused around community development, with strategic outcomes around developing healthier and happier communities, empowering them to help fulfil potential and opportunity, and make them safer and more cohesive.

5.3.1.10. Scopes of work for the strategy include Health and Wellbeing, through programmes including 'Active Recovery Cancer Recovery' and 'Extra Time Hub for over 55s', Community Engagement through 'Premier League Kicks' and Fundraising Events, Sport & Participation through school sport and football development, and finally Education & Employability.

5.3.2. **Authority Outcome 2: Reduced Inactivity and a Healthier Population** - a reduction in inactivity levels and commitment to improving the health of the population

5.3.2.1. Sport England's strategy has key objectives around five big issues; two of which are 'Connecting Communities' and 'Positive experiences for children and young people'. These objectives have clear links to the reduction of inactivity and the improved health of the population. Uniting the Movement is focused on making better places to live and bringing people together in communities, while also creating positive experiences for all children and young people for a long and healthy life.

5.3.2.2. These will be achieved through the aforementioned programmes, interventions, partnerships, surveys and KPIs.

5.3.2.3. The Step Up strategy from Together Active emphasises the use of sport and physical activity as a tool to prevent and manage long term health conditions, which can aid the reduction of inactivity levels in the population.

5.3.2.4. Everyone Active's strategy mission is to encourage customers to undertake 30 minutes of activity five times a week, two of which are in our centres. It is integral to the service that they provide.

5.3.2.5. A community pledge to support local communities and improve on overall health and social wellbeing is also featured within the strategy.

5.3.2.6. Burton Albion Community Trust's strategy features the strategic outcome of developing healthier, happier communities.

5.3.3. **Authority Outcome 3: Reduce Inequality** - reduce inequalities in participation between different social and ethnic groups

5.3.3.1. Sport England are conscious of reducing inequalities in participation, with Uniting the Movement's vision being for a Nation of more equal, inclusive and connected communities, through the programmes, interventions and partnerships they are able to provide.

5.3.3.2. Together Active echo this ideology through their strategic objective 'Step up for equality', which involves partnership work to tackle systemic inequalities in physical activity and sport participation.

5.3.3.3. Everyone Active also have a focus on tackling inequalities through health exercise referral and inequalities support programmes, delivered in collaboration with a number of partners, including NGBs, charities and public health organisations.

5.3.3.4. Burton Albion Community Trust also have many community elements to their strategy which align to reducing inequalities. Their strategic objectives include the creation of experiences that are innovative, open to community ideas and reactive to their needs to place support where it is need most.

5.3.4. **Authority Outcome 4: Economic Benefit** - demonstrable social return on investment through sport and physical

5.3.4.1. Sport England will invest in sport and physical activity to enable more people to become active and provide life-changing, sustainable benefits that have huge economic and social value.

5.3.4.2. Through the life of their strategy, Together Active want to reduce the number of inactive adults and children in Staffordshire and Stoke-on-Trent, particularly those who experience financial hardship.

5.3.4.3. Everyone Active will deliver an education and employment programme as part of their strategy to create an economic benefit.

5.3.4.4. Burton Albion Community Trust have a strategic objective dedicated to making a difference, through investment into insight and impact to develop and monitor projects, which may in turn lead to evidence of social return.

5.3.5. **Authority Outcome 5: Building strong partnerships** – key stakeholder and organisations working towards this common goal.

5.3.5.1. Uniting the Movement from Sport England is centred on strong partnerships. Their objective around 'Advocating for Movement, Sport and Physical Activity' stresses a common purpose and agenda that every organisation committed to creating change can get behind. 'Recover and Reinvent' is a call to the network of organisations providing sport and physical activity in England to reinvent as a result of the coronavirus pandemic.

5.3.5.2. The emphasis on 'Connecting with Health and Wellbeing' will also further develop the connections between sport, physical activity, health and wellbeing, to enable more people to become advocates for an active life.

5.3.5.3. Step Up from Together active has many references to partnership working, including strategic objectives to drive 'systems leadership that results in physical activity and sport becoming a core feature in policy'.

5.3.5.4. There are priority work strands within the strategy to provide strategic leadership and advocacy to the sport and physical activity agenda locally, bring together condition-specific systems to tackle obesity, mental illness and long covid holistically, using physical activity as both a curative and preventative tool.

5.3.5.5. The priority work strand of Community & People indicates funding provision for well-placed partners and community organisations to deliver physical activity interventions to people with health conditions. It also supports and facilitates the learning and development of a volunteer and professional workforce to create a more accessible and sustainable sector, along with support for the recovery of community and public leisure provision following the pandemic.

5.3.5.6. Together Active envisage a workforce ranging from health professionals to community leaders being mobilised to create multiple gateways into physical activity, with Together Active being a trusted source of information, advice and guidance for residents, volunteers and professionals.

5.3.5.7. Everyone Active's strategy involves partnership work on many levels, with examples including a club support programme and partnership network programme. A number of strategic partners will feature throughout the strategy, including Local Authorities, NGBs, public health organisations, voluntary and charity partners.

5.3.5.8. Burton Albion Community Trust's strategy also emphasises collaborative working, with two objectives explicitly featuring partnerships; 'To Deliver High Quality: Develop and deliver partnership projects to maximise programme outcomes, and 'To Create Experiences': Provide long lasting positive experiences for every individual whatever their age or background through programmes or partnerships.

5.3.6. "Appendix 1 – Strategy Review Summary" provides an overview of the points in the Mapping Exercise above.

5.4. Other considerations:

5.4.1. The Authority's contracting partner Everyone Active is currently involved in a number of pieces of work in collaboration with the Staffordshire & Stoke Clinical Commissioning Group (CCG) that relate to holistic health, beyond sporting activities. They have been recognised as a key partner in the Better Health Staffordshire initiative, helping to influence the systems that support healthy weight and tackle the causes of obesity. The project commences in December with two workshops that will enable a further understanding to be gained on how the high levels of obesity are impacting the local area.

5.4.2. The contractor is also currently working in collaboration with a number of local health practitioners, including Muscular Skeletal Services (MSK), to promote long term behaviour change. It is believed that through improved signposting and early access, the costs for MSK Services in East Staffordshire (which currently sits within the top 20% in the country) can be reduced."

5.4.3. The Authority's website has a 'Sport & Leisure' section, which features links to the Borough's three leisure centres (Meadowside Leisure Centre, Uttoxeter Leisure Centre and Shobnall Leisure Complex), Active Communities sports development, The Brewhouse Arts Centre, and Burton Town Hall (for weddings, concerts and events).

5.4.4. The website also features a 'Parks and Open Spaces' section, which features Branston Water Park, Stapenhill Gardens, Bramshall Road Park, The Greenhouse Centre, and 'Walks in East Staffordshire'.

5.4.5. The Authority's Active Partnership, Together Active, have developed the Active My Way (www.activemyway.org) open data enabled platform which can be used by both health care professionals and the general public to access virtual and in person sessions physical activity sessions. There are currently over 270 physical activity sessions within the district that can be located and booked through the portal. Over the next 12 month Together Active will be deploying a member of staff to work in the District supporting clubs and groups to become Open Data compliant and to promote the platform.

5.5. Conclusions

- 5.5.1. There are a number of common themes captured within the strategies reviewed within this report;
- 5.5.1.1. Equality and inclusion are heavily emphasised throughout the strategies, with the tackling of inequalities and the providing of universal opportunities seen as key elements.
 - 5.5.1.2. There is a great emphasis on uniting communities within all of the strategies, to empower them and aid inclusivity, health and support.
 - 5.5.1.3. Active places/ environments are highlighted as keys to the success of strategies in enabling the population to find places to improve or maintain their health.
 - 5.5.1.4. There is a greater link to general health and wellbeing (and healthy lifestyles) within the strategies, rather than more traditional sport & physical activity direction, promoting more collaborative approach between the aforementioned key partners and partners external to sport, such as various elements of the National Health Service.
 - 5.5.1.5. The strategies all aspire to gather insight to analyse the impact of their work.
 - 5.5.1.6. The organisations featured within this report all have varying approaches to their strategies and use a variety of different phrasing and structure to express their views and methods.
- 5.5.2. As a collective, the strategies appear to cover the requirements outlined by the Authority's five leisure contract specification outcomes, and there appears to be no added value to the Authority in developing a separate strategy.
- 5.5.3. The strategies can be used to influence operational success through operational elements within the Authority's Leisure contract.
- 5.5.4. The Outcomes Scorecard used within the Leisure Services Contract monitoring process provides a platform to incorporate the themes above. These can be narrowed down to specific indicators that support the objectives set out in the various strategies, as a delivery expectation of the Authority's Leisure Contract Partner. The indicators can then be reviewed throughout the year accordingly.
- 5.5.5. Upon review of the Authority's website, there is an opportunity to link the Sport & Leisure and Parks and Open Spaces content, with some refreshed branding to reflect a more holistic approach to health and wellbeing.

6. **Financial Considerations**

This section has been approved by the following member of the Financial Management Unit: Lisa Turner

- 6.1. There are no financial issues arising from this Report.

7. **Risk Assessment and Management**

- 7.1. The main risks to this Report and the Council achieving its objectives are as follows:

- 7.2. **Positive** (Opportunities/Benefits):

7.2.1. Working with Key Strategic Partners will ensure a joined up approach to health and activity in the Borough, with a range of provision for residents.

7.2.2. The partner organisations provide further expertise, support and links sport, physical activity and health and wellbeing provision to enhance the opportunities to improve the health of East Staffordshire residents.

- 7.3. **Negative** (Threats):

7.3.1. A failure to implement the strategy elements that relate to the Authority's five outcomes could lead to a decline in services and furthermore, the health of residents in the Borough.

- 7.4. The risks do not need to be entered in the Risk Register. Any financial implications to mitigate against these risks are considered above.

8. **Legal Considerations**

This section has been approved by the following member of the Legal Team: Caroline Elwood

- 8.1. There are no significant legal issues arising from this Report.

9. **Equalities and Health**

- 9.1. **Equality impacts:** The subject of this Report is not a policy, strategy, function or service that is new or being revised. An equality and health impact assessment is not required.

- 9.2. **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed. An equality and

health impact assessment is not required.

10. Human Rights

10.1. There are no Human Rights issues arising from this Report.

11. Sustainability (including climate change and change adaptation measures)

11.1. Does the proposal result in an overall positive effect in terms of sustainability (including climate change and change adaptation measures) N/A

12. Recommendation(s)

12.1. Performance reviews of the identified strategies during the 2022/23 year will allow for the identification of any gaps or duplication in local delivery for each of the strategies' aims/ objectives (with reference to the five Authority Outcomes within the contract specification).

12.2. It is recommended that the Authority's Outcomes Scorecard is used to capture specific areas identified by performance reviews, with information fed back to Everyone Active, as the Authority's Leisure provider. The contractor would be expected to deliver against these outcomes, which would be reviewed throughout the year.

12.3. Any areas of delivery beyond the scope of the Authority's contracting partner (Everyone Active) would be discussed with Together Active for further investigation and advice, and fed back into the Outcomes Scorecard, where applicable. This would include the support and influence of Together Active in any proposals and bids for development and investment within the Borough.

12.4. A review of the Authority's website indicates that there are further opportunities to promote health and activity. It is recommended that the website is revised and rebranded to capture Sport & Leisure and Parks & Open Spaces content in one place. This could feature current links to leisure centres, Active Communities, The Brewhouse Arts Centre, and Burton Town Hall, along with parks, gardens and walks. Additionally, there is an opportunity to promote the Together Active 'Active My Way' portal, which houses information on a wide range of regional and local opportunities for physical activity.

13. Background Papers

13.1. None

14. **Appendices**

14.1. Appendix 1: Strategy Review Summary

14.2. Appendix 2a - Web links for Reviewed Strategies

14.3. Appendix 2b - Everyone Active Uniting Communities Through Activity Strategy