



**SPORT  
ENGLAND**

# STRATEGIC OUTCOMES PLANNING GUIDANCE

## 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



### 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

### 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



## 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"> <li>Corporate Plans</li> <li>Community Plans</li> <li>Local Plan</li> <li>Spatial Plans/Strategies</li> <li>Joint Strategic Needs Assessment (JSNA)</li> <li>Leisure and/or Cultural Strategy</li> <li>Health and Wellbeing Strategy</li> <li>Town Centre Master Plan</li> <li>Playing Pitch Strategy</li> <li>Open Spaces Strategy</li> <li>Leisure Built Facilities Strategy</li> </ul>	<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"> <li>Sustainability and Transformation Plans (STP) (Health)</li> <li>Children and Young People’s Plan</li> <li>Adult and Social Care Plan</li> <li>Youth Offending Plan</li> </ul>



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

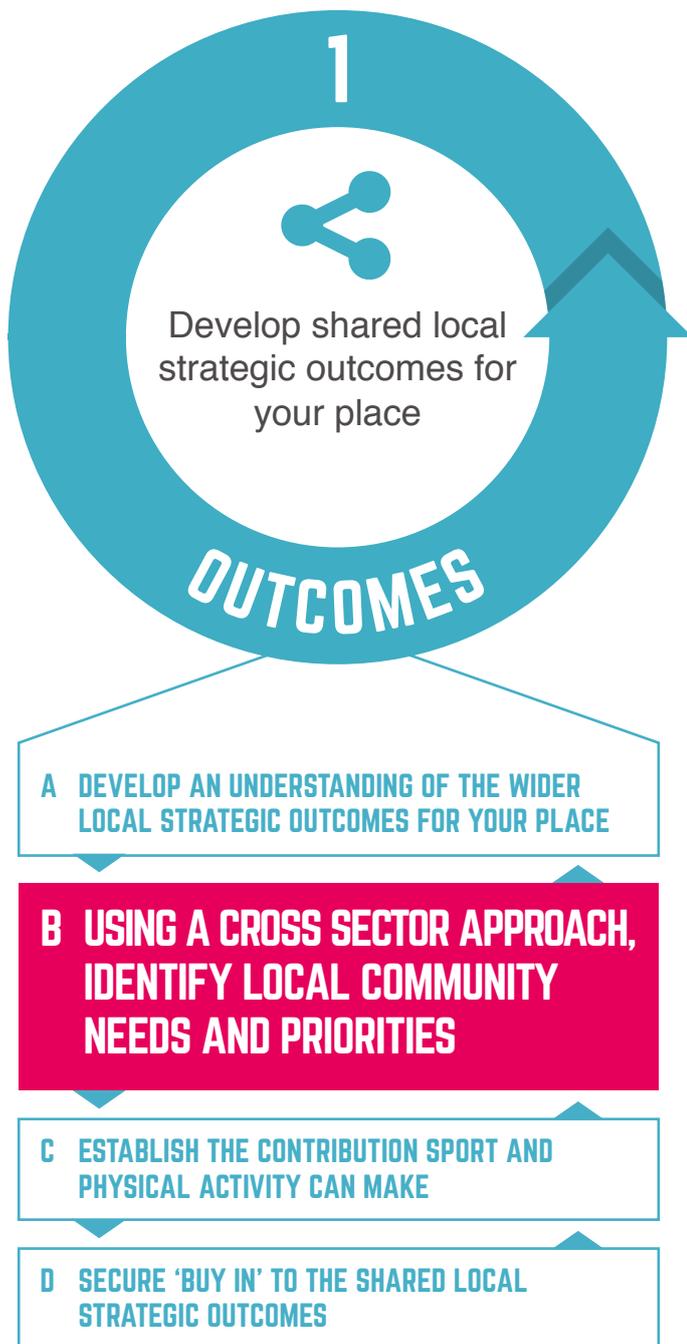
## FURTHER GUIDANCE, MATERIALS AND CASE STUDIES

 [Strategic Commissioning Guidance](#)



# 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?

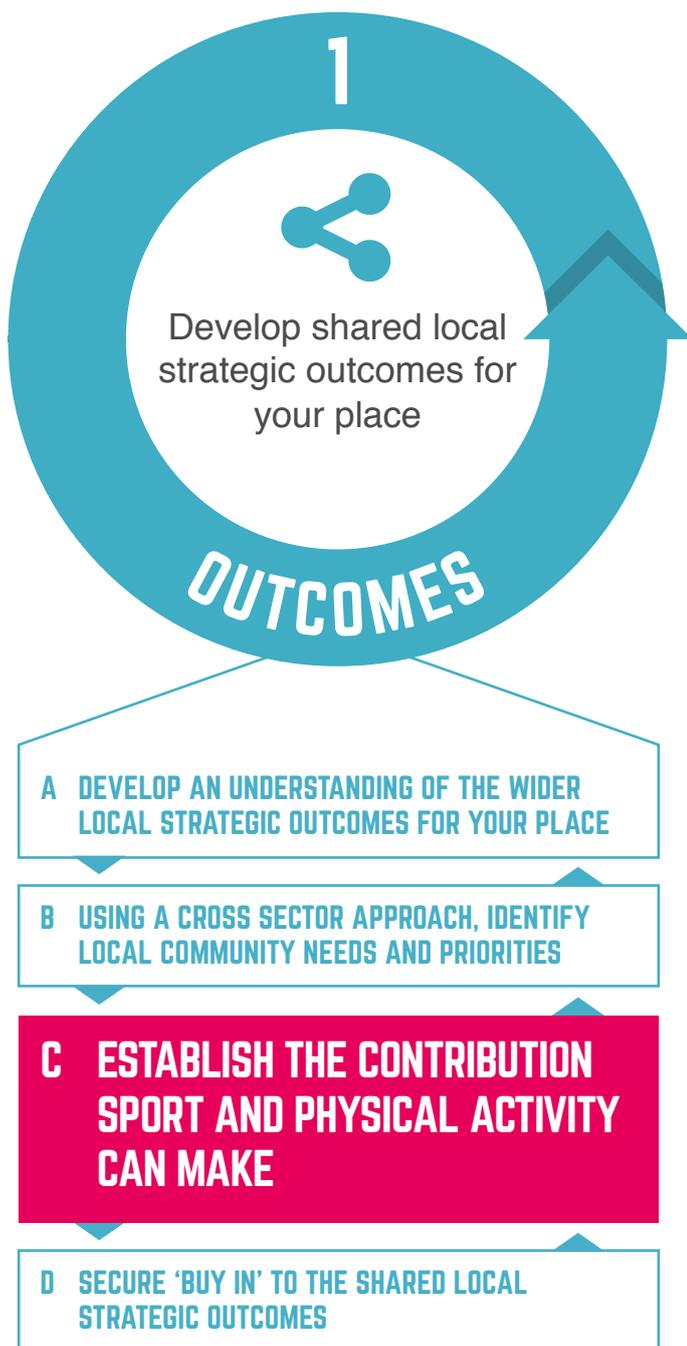
-  Identification of barriers and issues to increased participation in sport and physical activity
-  Research findings from focus groups and any primary research undertaken
-  Identification of ways to address the barriers and issues

## FURTHER GUIDANCE, MATERIALS AND CASE STUDIES

-  [Example Needs Analysis Questionnaire](#)
-  [Sport England Active Lives Survey](#)
-  [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

## FURTHER GUIDANCE, MATERIALS AND CASE STUDIES

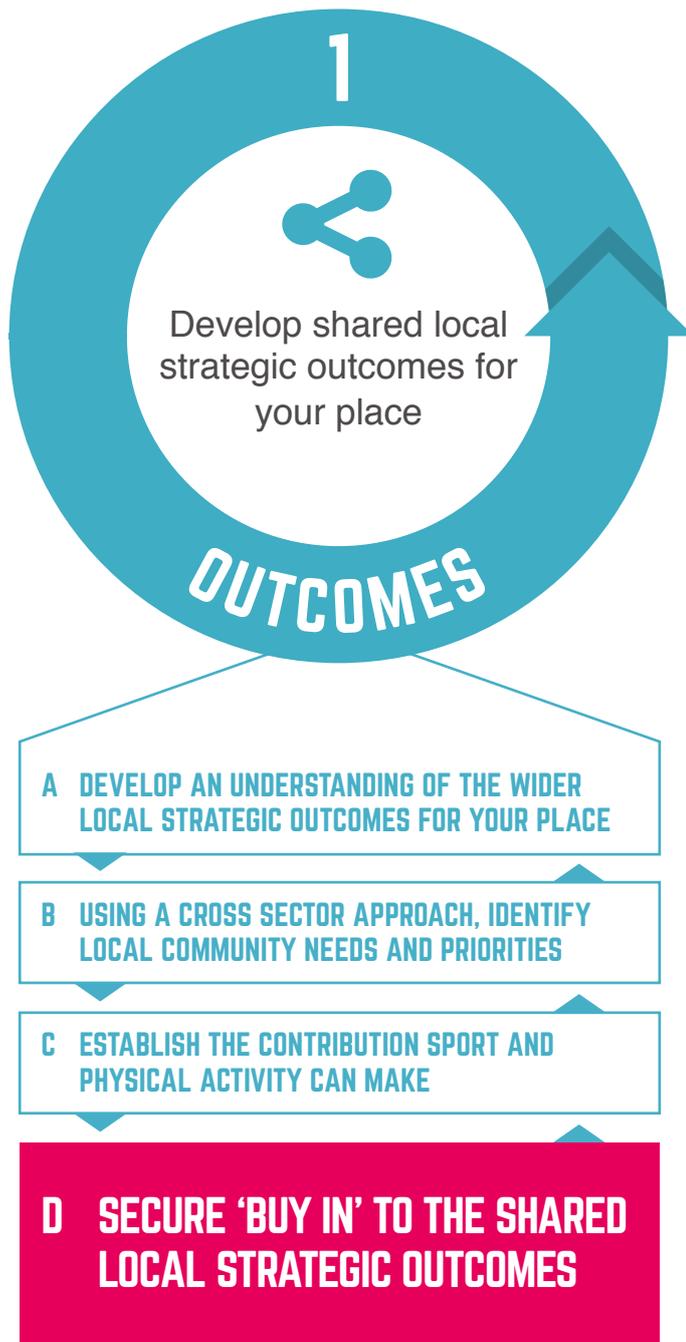
 [LGA Outcomes Framework](#)

 [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
- 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

The briefing meeting should typically involve the following representatives:



## 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.

## BABERGH 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?



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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