



Chwaraeon a Hamdden
Sport and Leisure

Actively working towards improving the health and wellbeing of Carmarthenshire residents

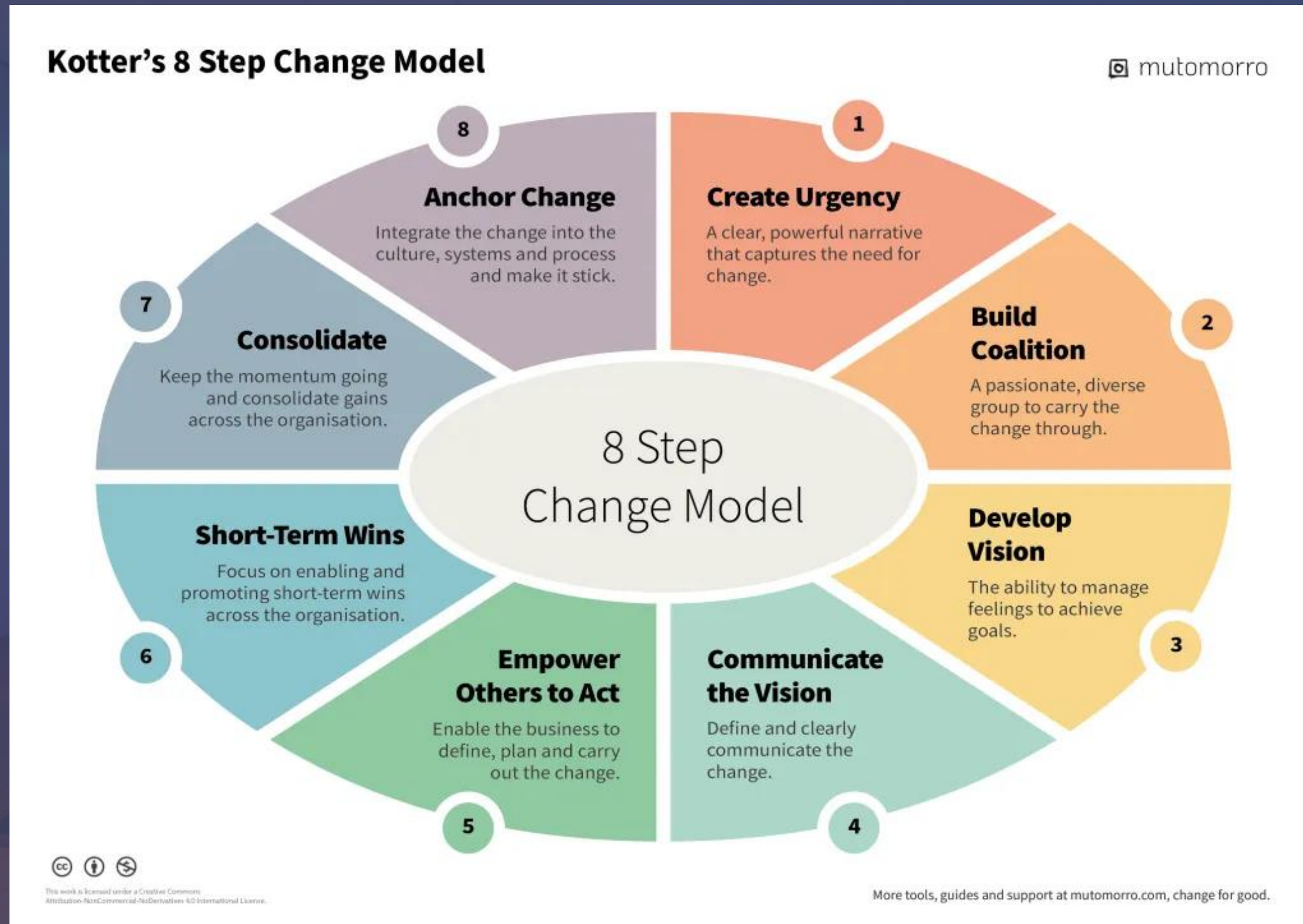
Approach ♦ Difference ♦ Reflections

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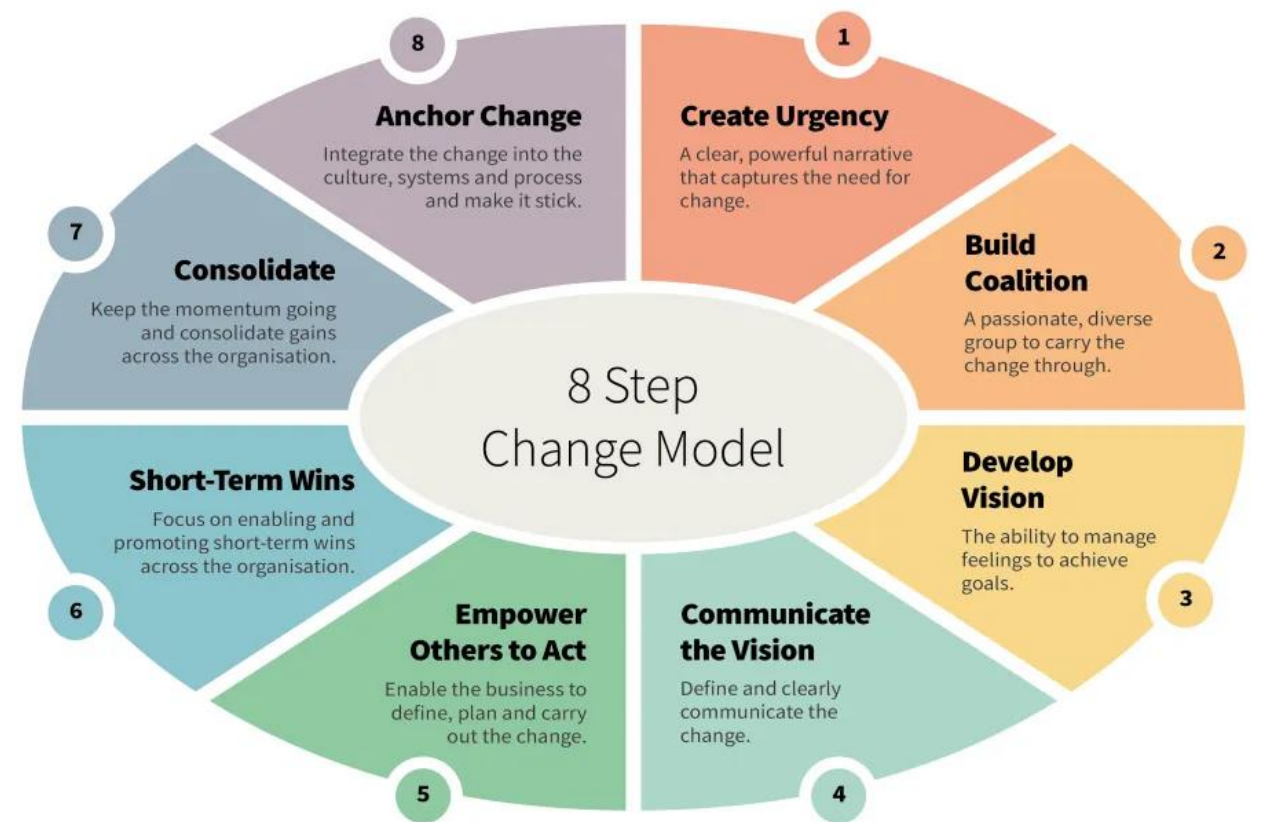
Approach:

- 2019, conditions were right for change
- Unknowingly, journey undertaken aligned to Kotter's 8-step change model.



Kotter's 8 Step Change Model

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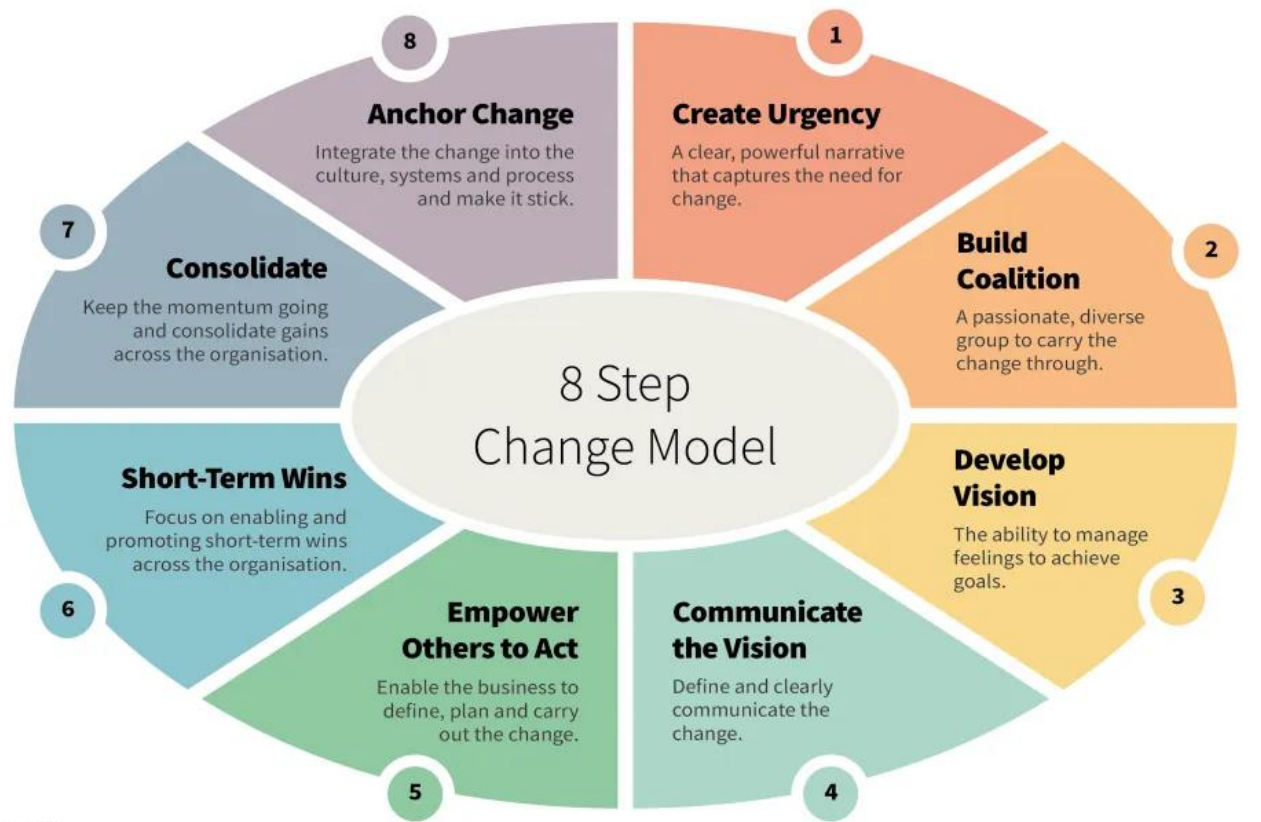


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1. New team, new future, new opportunities.
2. Actif Management Team established, values-focussed.
3. a) AMT did the heavy-lifting re: SWOT, mission, vision, strategy research and framework build:
Wellbeing strategy, life stage approach, pyramid model...



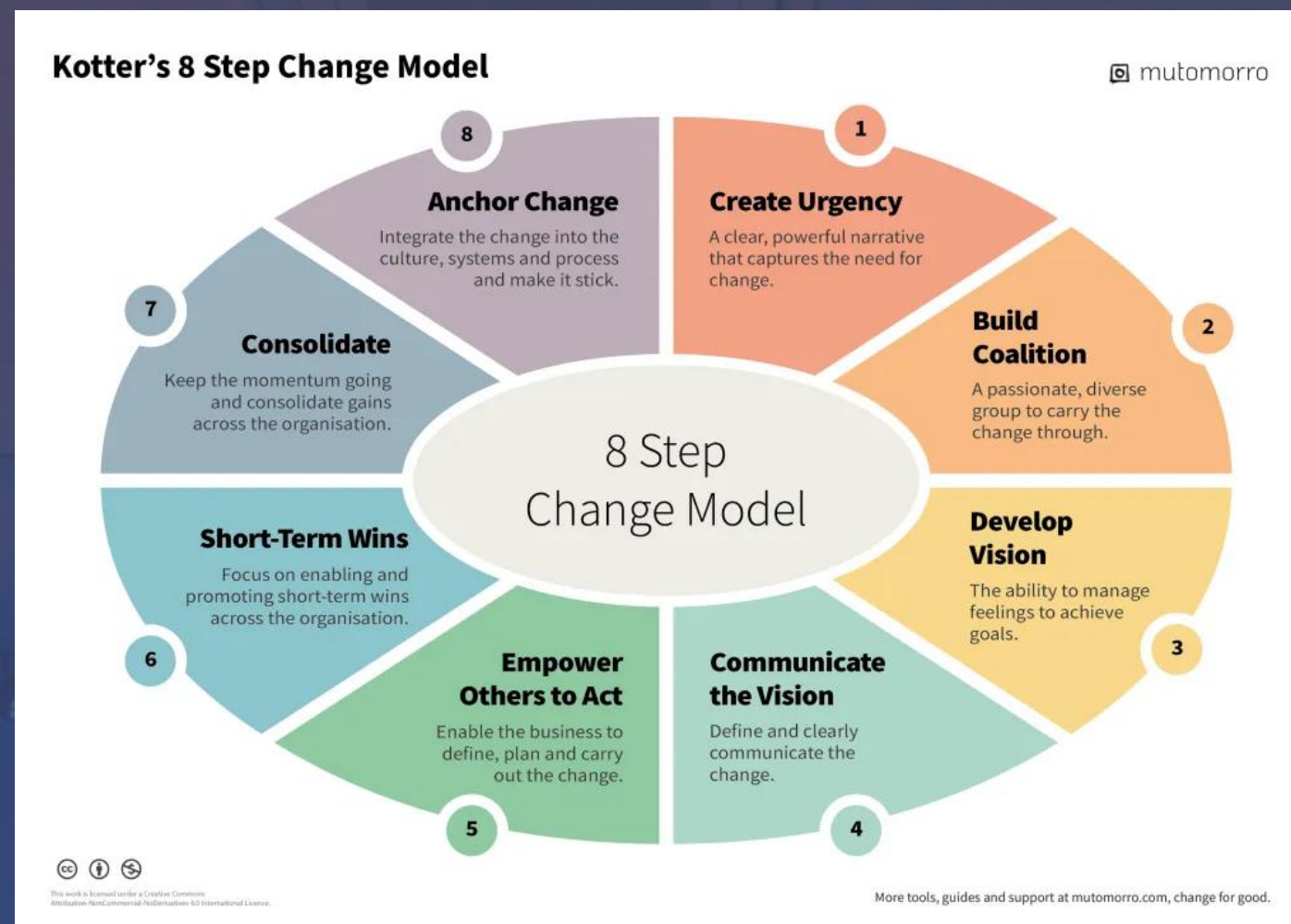


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3. a) AMT did the heavy-lifting re: SWOT, mission, vision, strategy research and framework build:
Wellbeing strategy, life stage approach, pyramid model.
b) Inclusion of wider management/co-ordination team re: SWOT, PESTEL, objective creation and future-designing.
c) Inclusion of whole of Actif for action-creation.

4. Ambition for strategy to flow through everything Actif does. HOW!?

Under-estimated look and feel (Micro / Full), impact on structural approach, communications requirements (internal and external), continuous improvement and...enter...

...COVID19 Pandemic



5. Desire for Intent-based Leadership – ‘Turn the Ship Around’ David Marquet.

Strategic, cross-sectional sub-groups.

6. Launch, AMT, project proposals and matrix, comms (incl newsletters).

7. AMT, Actif conferences, roadshows and newsletters.

8. Continuous!

Business planning periods (20-24 / 24-27 / 27-30)



Start Well

1. Ensure high quality, inclusive, sustainable activities for young people countywide.	4. Ensure high quality, inclusive, sustainable participation and volunteering opportunities.	7. Ensure an appropriate, accessible activity programme for older adults.
2. Focus on areas of deprivation and an ACE aware approach.	5. Targeted areas and groups with accessible activities to help prevent inactivity and ill health.	8. Help tackle loneliness and isolation, connecting people in greatest need with activity and volunteering.
3. Connect young people and their communities, through intergenerational projects and 'kindness'.	6. Provide simple systems of referral (incl. self-referral) to safe, effective activity programmes.	9. Develop effective and sustainable programmes in a range of venues for the highest-risk populations.



Live Well



Age Well



Manage Well

10. Ensure high quality standards of our services in our facilities and in the community.
11. Provide high quality experiences for those who access our services and support, resulting in customer and network growth.
12. Be 'Fit for the future' through sector-leading, inclusive, innovative and sustainable services.



Connect Well

13. Achieve a widespread, cross-sector reputation as a successful and trusted service.
14. Maximise countywide physical activity capacity and engagement through partnerships.
15. Enhance provision through an integrated and person-centred approach.

Start Well

47

29

16

92

Live Well

34

30

23

87

Age Well

25

13

13

51

Manage Well

23

28

20

71

Connect Well

34

21

14

69

Difference:

- Vast majority of staff understand our 'why?'
- As a result, they do the 'right' things...not just do things right
- Healthier culture – positive and trusting
- Stronger partnerships with greater credibility and reputation
- More strategic influence and investment
- Enhanced physical activity network and capacity
- Examples: Carmarthenshire Sports Network, Actif Places, Your Health Matters, Falls Prevention Programme
- Footfall (facilities and community) up 45% since inception of strategy, rising from 1.1m to 1.6m
- Benchmark, high-performing, incl accreditations and awards (for right reasons)

Reflections:

- Mapping our journey's process would have made the road smoother (e.g. Kotter)
- Despite not being able to predict pandemic, strategy work significantly helped us through and beyond it
- Under-estimated what was required to truly change culture and embed strategy – other people's strengths were key
- Engaging people, and seeking and using feedback, has been critical to success
- The road never ends 😊

Diolch / Thank you