

# How to Tackle Inactivity Through Cross Sector Collaboration

**Lisa Arnold, Head of Parks, Leisure & Catering Services  
Blackpool Council**

# Introduction & Background

## Background

- Executive Masters in Business Administration (MBA) at UCLAN
- Worked in local authority leisure for 18 years
- Strategic lead on active lives, green open spaces and the role of school catering in improving health outcomes
- Keen interest in tackling physical inactivity
- Keen interest in helping organisations tackle complex problems through collaboration.

# Methodology

## Original Dissertation Question

What is the role of local authority leisure services post-pandemic and how do they achieve this?



## Key Themes

Collaboration	Leadership	Data & insight	Financial	Engagement	Clarity of purpose
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## Finalised Dissertation Question

How can Blackpool Council utilise cross sector collaboration to tackle physical inactivity

- Mono-method, qualitative exploratory research
- 1:1 semi-structured, in-depth interviews with sector leaders
- Thematic analysis approach used to analyse interview transcripts

# Why is Cross Sector Collaboration Important?

## Physical Inactivity – A Complex Problem



# Views of Leisure and Health Professionals

## 14 Interviews with senior leaders

Health	Leisure
Public Health England	APSE
Blackpool Council Public Health	Sport England
Blackpool Council Adult Social Care	UK Active
CCG	CIMSPA
Blackpool Teach Hospitals NHS Foundation Trust	Blackpool Council Community & Environmental Services
	Leisure & Fitness Exchange
	Active Lancashire

# How to develop Successful Cross Sector Collaboration

## Critical Factors for Successful Collaboration

1. Shared Vision
2. Organisational and Individual Self Interest
3. Shared Value
4. Framing
5. Shared Learning
6. Trust



# Shared Vision

Benefits	Challenges
Aligns each organisations objectives	Conflicting organisational objectives
Develops cohesion	
Identifies a shared purpose	

## Leisure & Health sector views

- More consistently identified amongst health professionals
- Lack of understanding of the benefits of and how to collaborate amongst the leisure sector
- Conflicting organisational objectives seen as a ‘showstopper’

# Organisational and Individual Self Interest

Benefits	Challenges
Creates public value	Can cause conflict and tension
Can help develop honesty and openness	Can result in organisations being excluded

## Leisure & Health sector views

- Individual and organisational egos a significant barrier
- Leaders say the right thing, but really focused on their own individual gain and ego
- Financial pressures of leisure operators
- NHS priorities
- Wider involvement from private and third sector



## Shared value

Benefits	Challenges
Value exchange	Competing assets
Shared resources	Value perception
Efficiencies	

### Leisure & Health sector views

- Benefit of shared value not fully recognised
- Conflict amongst partners – financial investment v's financial return
- Wider shared value benefits not being experienced consistently

# Framing

Benefits	Challenges
Helps align organisational vision with the shared vision	Requires practice and reflection
Supports shared learning	Requires objectivity
Helps people to see things from an alternative view point	The ability to see things from an alternative view point
Encourages openness and honesty	

## Leisure & Health sector views

- Lack of recognition of the importance of being able to frame a message

# Shared Learning

Benefits	Challenges
Helps the collaboration better respond to challenges, unpredictability and change	Requires honesty and trust
Improves progress on shared aims and objectives	
Helps to gain a more rounded and realistic picture of the challenge	

## Leisure & Health sector views

- Lack of recognition and understanding particularly at a local level

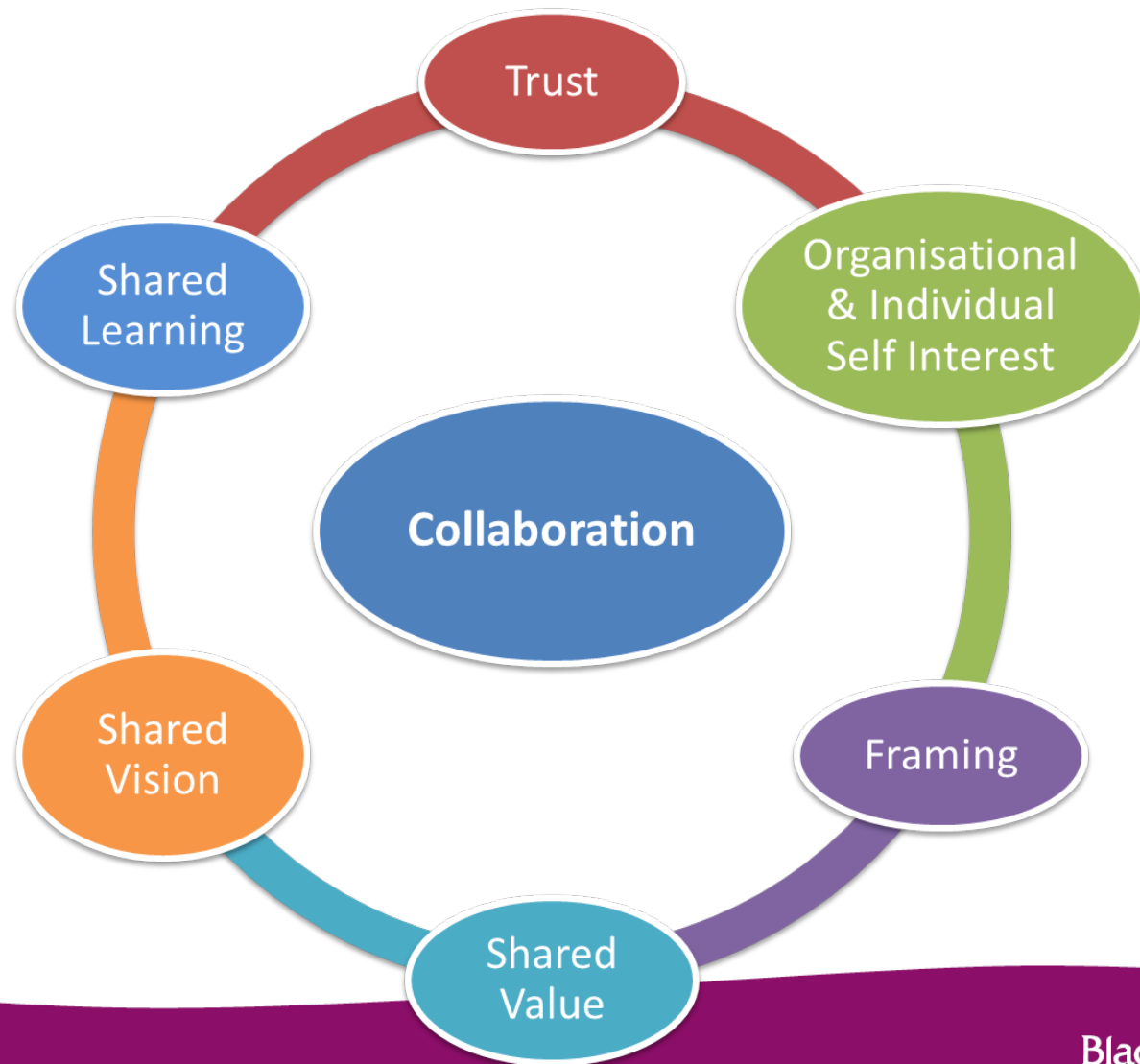
# Trust

Benefits	Challenges
Critical enabler to many other factors	Trust can be quickly and easily lost
Can reduce transactional costs	Takes time
Can increase innovation	Power imbalances
Can increase learning and knowledge sharing	True legitimacy rather than perceived legitimacy

## Leisure & Health sector views

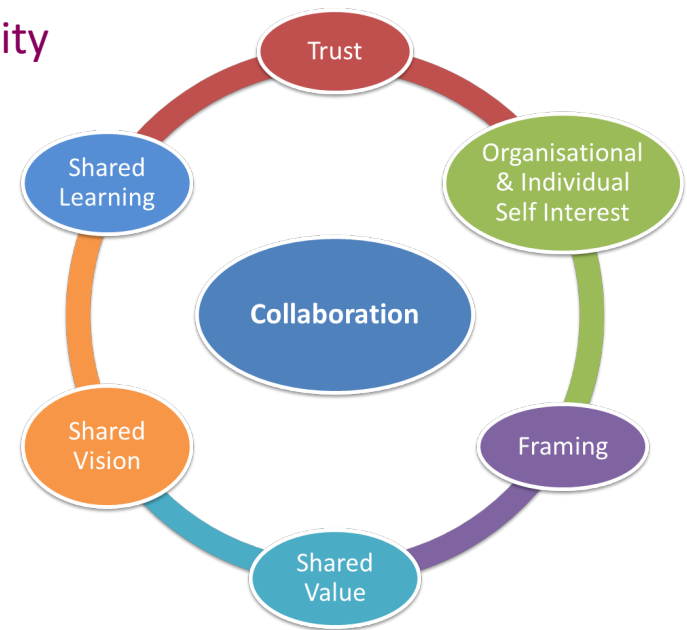
- Lack of trust between the leisure and health sector

# Critical Success Factors



# The Impact for Blackpool

- Corporate leadership recognition that the focus of leisure needs to change
- Increased awareness of the impact and challenge of inactivity in the town
- leisure recognised as strategic lead for physical activity
- Adoption of town wide Active Lives Strategy
- Cross sector groups looking at whole system change
- Collaboration at the forefront of leisure work
- Improving Collaboration internally





# Questions



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