

Uniting the Movement – Update for Local Authority Leisure partners

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Uniting the Movement 2021-31



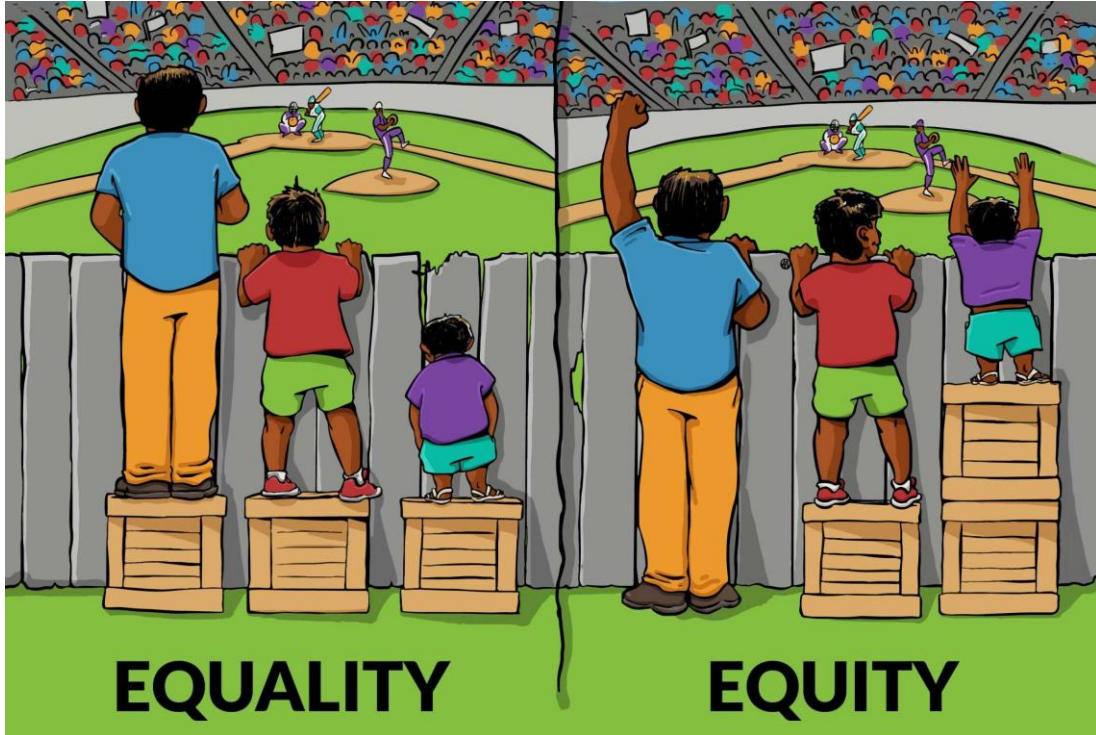
Addressing Inequalities

We have just heard loud and clear that inequalities are central to who is active and who isn't.

Things keep getting harder since we started on this in 2020.

Inequalities are central to Uniting the Movement.

- Some universal support is needed
- But some people and places need more intensive support
- And it's likely to be of a different nature – collective, systemic and more collaborative
- People and communities to the fore



Local Delivery Pilots

In 2016, we invited communities from all over England to test a new way of working with us by becoming one of 12 'local delivery pilots'.

Our 12 local pilots

At the end of the process, we had 12 local pilots:

1. Southall
2. Greater Manchester
3. Calderdale
4. Birmingham and Solihull
5. Exeter and Cranbrook
6. Doncaster
7. Withernsea
8. Bradford
9. Essex
10. South Tees
11. Hackney
12. Pennine Lancashire



PRINCIPLES THAT HAVE GUIDED OUR LEARNING

1 PROGRESS MOVES AT THE SPEED OF TRUST

START WITH BUILDING RELATIONSHIPS and TRUST IT TAKES TIME
THIS CANNOT BE SKIPPED TO MOVE PROGRAMMES FORWARD

3 HOLDING OUR NERVE

BELIEVING IN OURSELVES and STAYING TRUE TO OUR GOALS IS ESSENTIAL TO PREVENT DEFAULTING TO OLD WAYS OF WORKING

2 STUBBORN ON THE VISION FLEXIBLE ON THE DETAIL

BE FLEXIBLE ALONG THE WAY and LET INVESTMENTS BE GUIDED BY NEED

4 BRIDGING THE EMPATHY GAP

→ ENGAGING COMMUNITIES
PUSHING ASIDE PRECONCEPTIONS AND ADAPTING THE WAY WE COMMUNICATE
SUPPORT CHANGE EMERGING FROM COMMUNITIES

5 SAY 'YES' TO MESS

NO SIMPLE ANSWERS
FLEXIBLE APPROACH THAT CAN RESPOND TO EVOLVING NEEDS, IDEAS and OPPORTUNITIES

7 WE CAN'T SOLVE THE PROBLEM WITH THE SAME MINDSET THAT CREATED IT

→ DOING THE RIGHT THING CAN BE CHALLENGING
CHALLENGE ASSUMPTIONS, CULTURAL RULES and WAYS OF THINKING ABOUT PHYSICAL INACTIVITY

6 GOING WHERE THE ENERGY IS

→ FIND PLACES WHERE COMMON PURPOSE and ENTHUSIASM EXIST AND START THERE

8 IT DOESN'T HAVE TO BE PERFECT TO BE BETTER

→ TAKE ON REAL BARRIERS TO PHYSICAL INACTIVITY and THEIR ROOT CAUSES
DON'T RUSH TO PROVIDE SOLUTIONS or INTERVENTIONS

WHAT – Practicalities of System Change



- Shared purpose developed (inequalities)
- Understanding lived experience
- Top cover from senior leaders
- Leadership capacity and capability



- Understanding the system you are trying to shape (barriers preventing activity/conditions promoting activity)
- Test and learn interventions e.g building the capacity of communities/community organisations



- Distributed leadership, shifts in power and creating a movement

LDP Successes

- Inactivity was reducing at a faster rate in pilot areas pre Covid-19/recovery from increased inactivity during Covid is happening more quickly.
- Pilot areas are achieving participation rates better than expected when 'controlling' for local conditions such as deprivation
- Target audience – we recorded 65,000 new sustained participants from low socio-economic backgrounds in the first full year
- Strong Leadership and Learning Networks
- Effective interventions starting to influence policy development and delivery on a bigger scale

LOCAL DELIVERY PILOT (LDP) APPROACH ON A PAGE

Whole system change in sport and physical activity is about the practical application of building the capacity of communities and local organisations to help people lead more connected, active, and healthier lives. A community engagement approach that is people-centred, asset-based and a bottom-up approach to improving activity levels. It is also about the practical application of systemic change, helping organisations work better together around the needs of communities. It is about 'connecting communities'. This different 'how' of working in place also generates a different 'what' in terms of interventions (see below). Community engagement and effective leadership of change within local 'system' organisations have been fundamental to impact and progress. See the full story of [People and Places - The story of doing it differently](#).

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... Moving from transactional to relationship-based investment ...



Taking The First Steps

Reflect on existing behaviours and approaches, starting with the right questions. Think about what change actually means.

- Building community engagement that's deep, genuine and builds trust
- Understanding how every layer of the system helps people be active or not



HOW – Principles that need to guide this work

We have found that it's 'how' the work is done (by leaders at all levels) that really unlocks progress.

- Progress moves at the speed of trust
- Stubborn on the vision, flexible on the detail
- Bridging the empathy gap
- Going where the energy is, start somewhere, test and learn
- We can't solve problems with the same mindset that created them
- It doesn't have to be perfect to be better
- Becoming the change you want to see
- Truly collaborating
- Meeting people and the community where they're at

Models, Approaches & Tools To Help

Our resources 'Putting It Into Practice - tools to support system change' shares what, why and how pilots have applied and developed a range of tools to support the work. Some examples include; Common Purpose Model, Design Thinking, ABCD, Social Network Analysis, Pointers for Leadership Practice.



Interventions To Tackle Inactivity That Work e.g.

- Creating Active Schools -Bradford
- Active Travel - Doncaster
- Social Prescribing - Birmingham & Solihull
- Adult Social Care Interventions & Policy - Calderdale
- Preoperative Health - South Tees
- Accessing the Outdoors
- Linking Sport, PA & Health -GM

Expanding Place Partnerships – 3 pillars

1. Expand the number of places we will target with a bespoke offer

2. Deepen the work and learning with LDPs and other significant places

3. Create a new universal offer

Targeted / Proportionate

Universal

Underpinning principles for HOW we do the work

learning from how change happens: shared purpose, trust and relationships

Uniting the Movement – Place Expansion & Capital Investment

- Creating and protecting the places and spaces that make it easier for people to be active is an important part of our strategy
- The importance of **Active Environments** is recognised as one of the five big issues within Uniting the Movement
- Future capital investment will be via a **place-based approach** that places **tackle inequalities** in sport and physical activity across the country at its heart
- Our approach and resources for capital investment are evolving as our thinking and strategic planning for Place Expansion emerges
- Our Strategic Facilities Fund is closing in 22/23 as we move to a more place-based approach with our capital investment and support to local authorities and partners

Public Sector Leisure

- It is a service that has been stretched to **breaking point** by **Covid-19** and is now under severe pressure from **cost of living impacts** but particularly the **rising costs of utilities**
- At a cross-roads - **change is required.**
- Sport England has developed a **“Future of Public Sector Leisure” report** to help shape and support this change. Developed with a broad range of stakeholders it sets a direction of travel.
- We have worked with DCMS and stakeholders to ensure Govt is aware and can consider interventions using **extensive data insight and modelling**
- The impact of the utilities crisis varies considerable depending on local situations. **We will provide further support for urgent decision-making around leisure provision.**

A vision to change – but in the context of current risks and challenges to the service

The need to look forward and develop the strategic thinking for what our public leisure services should be and how to sustain them is critical – and there is joint leadership and joint responsibility needed

However focussing on this is a challenge when there are severe and immediate risks to services which need to be addressed

We are committed to supporting the sector on this journey but also committed to supporting the sector to meet the current challenges.

Public sector leisure: Direction of Travel

From a leisure service to an **active wellbeing service**

A new approach that formalises The **relationship between health and leisure** built on:

- Social prescribing
 - Co – location
 - Delivery of preventative activity
- Collaboration through Integrated Care Systems

An approach that brings forward new thinking, products and services requires **proactive and skilled leadership** to focus on:

- Addressing the fragmented nature of the leisure sector
- Building strong working relationships across multiple stakeholder

Provision that is **placed based** and at the heart of **local communities**

Provision that is aligned to needs and provided in a way that seeks to reduce inequalities and address deprivation

Provision that is **low carbon** and delivers a step change in carbon emissions at the local authority level

Uniting the movement

Sport England Tools & Guidance

- Our tools, guidance and resources to help partners still remain available and are important to assist with the strategic planning of sport and leisure provision and services in Place
- Strategic Outcome Planning Guidance (SOPG)
- Leisure Services Delivery Guidance (LSDG)
- Active Environments Framework
- Moving Communities

<https://www.sportengland.org/guidance-and-support/facilities-and-planning/strategic-outcomes-planning-and-leisure-services>

- Planning for Sport, Design & Cost Guidance, Active Design, Community Assets and Rights, Sustainability

<https://www.sportengland.org/guidance-and-support/facilities-and-planning>