

## **HIGH PEAK BOROUGH COUNCIL**

**The Executive**

**6 October 2022**

<b>TITLE:</b>	<b>Refreshed Sport and Physical Activity Strategy</b>
<b>EXECUTIVE COUNCILLOR:</b>	<b>Councillor Damien Greenhalgh - Deputy Leader &amp; Executive Councillor for Regeneration, Tourism and Leisure</b>
<b>CONTACT OFFICER:</b>	<b>Robert Wilks - Principal Officer (Leisure and Recreation)</b>
<b>WARDS INVOLVED:</b>	<b>All wards</b>

### **Appendices Attached – Appendix: A Move More High Peak Draft Strategy**

#### **1. Reason for the Report**

- 1.1 The purpose of the report is to inform the Executive as to the work completed to develop the Move More High Peak Strategy in replacement of the current Physical Activity and Sport Strategy and consider whether a grants programme should be developed to support its delivery.

#### **2. Recommendation**

- 2.1 That the Executive approves the Move More High Peak Strategy.
- 2.2 That the Executive approves the principle and proposed budget to support the delivery of the strategy.

#### **3. Executive Summary**

- 3.1 In June 2017, The Executive approved a new physical activity and sport strategy called 'Towards an Active High Peak. The main focus of the strategy was to use an evidence based approach to enable the Council and other partners from across High Peak to better support people to become more physically active.
- 3.2 The strategy outlined five strategic objectives for focus, underpinned by partnership working and collaboration would be the key to having an impact in the future:

The five strategic outcomes:

1. Develop a strong local universal offer for sport and physical activity. Support the growth of the “core market” and local infrastructure for physical activity and sport and encourage local organisations who support the already physically active to continue to thrive.
  2. Address participation inequalities, supporting the inactive to become physically active with a focus on:
    - a. Women and girls
    - b. People with a limiting illness or disability
    - c. People aged 55 years and over
    - d. Children and young people aged 5 to 18.
  3. Establishing a ‘place based approach’ with strategic partners to improve the health and wellbeing of residents in the areas facing multiple challenges and deprivation Initial focus areas will include:
    - a. Gamesley & Hadfield
    - b. b. Fairfield (Buxton)
    - c. c. Glossop
    - d. d. New Mills East
    - e. e. Chapel West and Limestone Peak
  4. Maximise physical activity and sporting opportunities using the outdoor and natural environment.
  5. Supporting our existing club and voluntary sector base to build local capacity, strengthen their community offer, and encourage diversity.
- 3.3 In May 2020, an information digest report was published to showcase progress of the work undertaken against the aspirations of the strategy, highlighting pieces of work which have been completed since 2017.
- 3.4 Since the information digest was published in June 2020 and despite the challenges presented by the pandemic, the Council, together with its partners, has still been able to deliver a range of projects and pieces of work which contribute towards existing priorities;

#### *Key achievements*

- Over £2.3m of external investment secured across High Peak capital projects during 2020 and 2021;
- The first Parks Strategy for the High Peak has been developed, embedding movement into these future plans;
- A new Play Investment and Delivery Plan has been approved to ensure Council owned facilities continue to provide excellent spaces for young people to access, learn and be active;
- New Local Football Facilities Plan has been developed, aligning national funding to local priorities;

- Place based roles established with the voluntary sector in Buxton, Glossop, New Mills, which have produced new local opportunities, excellent case studies and valuable learning;
- Installation of a new pump track has been completed in Bankswood Park, supported by a grant of £34,000 from British Cycling. An upgrade to the pump track in Whaley Bridge has also been commissioned;
- Allocated more than £130k funding towards capital projects Buxworth, Charlesworth, Furness Vale, Glossop, Hayfield, New Mills and Tintwhistle;
- Created the 'Walking Movement' project;
- Developed 'Active Communities Plans' with Parkwood Leisure (Lex Leisure) to connect Move More High Peak strategy priorities to local delivery via Council owned leisure facilities;
- Recently submitted an application containing 'Leisure' related projects to the Governments 'Levelling Up Fund' (LUF).

3.5 The existing leisure centres in the High Peak are key assets and provide a range of opportunities for residents to engage in activities that positively impact of their physical and mental health. In developing this strategy, officers have been working with the operator of these facilities, Parkwood, to develop an 'Active Communities Plan'. This plan details the approach and key actions that Parkwood will take with partners to engage more people from the priority groups and places identified in the Move More High Peak Strategy.

#### *Strategy refresh process*

3.6 The review of data for this refresh has included the latest Sport England Active Lives Survey (ALS), but has also included health data, particularly where connections can be made between less active groups that ALS identifies. The main focus for the review of data is detailed below;

- Levels of inactivity across the adult population
- Levels of inactivity in the children and young people population
- Focus on any specific demographic groups who participate a least (eg 55+, those with long term health conditions, those people from lower socio-economic groups, gender)
- Public Health England data sources (borough level and specific to GP practices)

3.7 The aspiration is for this updated strategy to be more co-produced and as such, officers have engaged a wide range of stakeholders in its development, to help position it as much as a strategy for the Council as it is wider partners working across the High Peak.

3.8 Existing meetings and forums along with two stakeholder engagement sessions were used to capture the views from a wide range of partners including those from education, sport, health, voluntary and community, and public sectors. An online survey was also used capture the views of stakeholders and partners who were unable to attend the facilitated sessions and the key themes fed into

the production process for the new strategy, which has been titled 'Move More High Peak'

- 3.9 The strategy review also included the aim of exploring whether there was a need to establish a grant fund to support delivery of the strategy priorities and what form this should take. To be effective, it is proposed that a minimum annual amount of £15,000 - £20,000 be considered for approval and that further work be undertaken by officers during the implementation planning process to define the approach. It is proposed that an update via an Independent Executive Decision (IED) would then be brought forward to gain final approval, detailing a proposal for how funds would be managed and allocated.

#### *Move More High Peak Strategy*

- 3.10 Move More High Peak (MMHP - Appendix A) is a ten year strategy that collectively reimagines how we move more every day. This strategy is an evolution of Towards an Active High Peak (2017) and draws on experiences and learning from the intervening years, which includes the exceptional circumstances we all found ourselves in during the coronavirus pandemic.
- 3.11 Once approved, the strategy sets the overall strategic direction for how the Council and partners focus resources, it is important for any new plan developed by the Council or partners align where possible to the agreed principles and priorities detailed in section 9.16 and 9.17. For example, Council related plans include; Leisure Transformation Plan, Place based working plans, Local Football Facilities Plan (LFFP).
- 3.12 Alongside stakeholder engagement, a review of current data relating to health, physical activity levels and deprivation (amongst others) has been reviewed to help identify what the main priorities of the MMHP strategy should be and the following six priorities have been jointly agreed;
1. A collective message
  2. Place based working
  3. Better health
  4. Environments
  5. Universal offer
  6. Children and young people
- 3.13 The principles of how we act and work together is vital if this shared strategy is going to continue to extend its reach and have a more positive impact on peoples lives. These principles are;
1. Working and learning together
  2. Being evidence led
  3. Enabling opportunities for all
  4. Building on what is strong
- 3.14 Implementation plans for each priority will be developed in due course and these will detail the headline actions we will take with partners to deliver the aim of the strategy. These plans present an opportunity for other relevant work streams,

strategies and plans to be reflected, creating a more systemic approach to how all internal services and partners positively work together to help people to move more and maintain active habits.

#### *How will we know if people are moving more*

3.15 Learning taken from across the country and what we have experienced locally strongly suggests there isn't a single way to measure whether people are moving more. The approaches below have been identified with partners and will build up a richer picture of not only the progress being made, but importantly which aspects are working, which aren't and, how we will use this to evolve the approach.

- A focus on learning
- Ongoing review of data
- Stories of change and case studies

#### *Next steps*

3.16 Subject to approval, officers will complete further work to finalise the document ready for full release, including undertaking a copywriting process, final document design and creation (via an external company) of a 'explainer' video clip/animation, to be used with a range of stakeholders or colleagues to help confirm understanding and commitment. Implementation plans for each priority area will also be created with partners.

#### **4. How this report links to Corporate Priorities**

4.1 Aim 1 of the Councils Corporate Plan (2019-2023) is to supporting our communities to create a healthier, safer, cleaner High Peak. Within this aim, there is an objective to review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives.

#### **5. Alternative Options**

5.1 In effect, there are two options;

1. The reports sets out clearly the reasons why the existing strategy needs updating and therefore approval of the proposed Move More High Peak Strategy should be recommended.
2. To do nothing and not recommend the proposed Move More High Peak Strategy is approved.

#### **6. Implications**

##### **6.1 Community Safety - (Crime and Disorder Act 1998)**

Being physically active and playing sport can contribute towards encouraging positive behaviour and in diverting people away from antisocial behaviour and crime.

## 6.2 Workforce

There are no workforce implications as it proposed that the Councils current staff resource will manage delivery of the strategy.

## 6.3 Equality and Diversity/Equality Impact Assessment

As outlined in the associated EIA document.

## 6.4 Financial Considerations

It is proposed that an annual amount of £15,000 - £20,000 be considered for approval towards a grants programme that supports delivery of the strategy. Further work needs to be undertaken by officers to define the approach and this will be detailed at a later stage via an Independent Executive Decision (IED) to gain final approval.

## 6.5 Legal

There are no legal implications.

## 6.6 Climate Change

Encouraging people to move more can have a positive benefit on the environment, such as encouraging people to walk and cycle instead of using a motor car.

## 6.7 Consultation

There are no requirements for the Council to formally consult on the refresh of this strategy.

Stakeholder consultation and engagement has been undertaken in order to involve stakeholders in the development of the strategy.

## 6.8 Risk Assessment

None required.

Mark Trillo

**Executive Director (Governance & Commissioning)**

### **Web Links and**

### **Background Papers**

[Towards an Active High Peak Strategy](#)

[Towards an Active High Peak Strategy, Information Digest May 2020](#)

### **Contact details**

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## 7. Detail

- 7.1 In June 2017, The Executive approved a new physical activity and sport strategy called 'Towards an Active High Peak. The main focus of the strategy was to use an evidence based approach to enable the Council and other partners from across High Peak to better support people to become more physically active.
- 7.2 The strategy was developed in order to be the catalyst for change. It intended to frame an understanding that physical activity levels of people and communities do not stand in isolation, but are interconnected to many other influencing factors that affect everyone's life, and that this needs to be better understood if there is to be a positive impact on activity levels.
- 7.3 The strategy outlined five strategic objectives for focus, underpinned by partnership working and collaboration would be the key to having an impact in the future:

The five strategic outcomes:

- 1) Develop a strong local universal offer for sport and physical activity. Support the growth of the "core market" and local infrastructure for physical activity and sport and encourage local organisations who support the already physically active to continue to thrive.
  - 2) Address participation inequalities, supporting the inactive to become physically active with a focus on:
    - a. Women and girls
    - b. People with a limiting illness or disability
    - c. People aged 55 years and over
    - d. Children and young people aged 5 to 18.
    - e. Young People involved in antisocial behaviour and crime
  - 3) Establishing a 'place based approach' with strategic partners to improve the health and wellbeing of residents in the areas facing multiple challenges and deprivation Initial focus areas will include:
    - a. Gamesley and Hadfield
    - b. Fairfield (Buxton)
    - c. Glossop
    - d. New Mills (East)
    - e. Chapel (West) and Limestone Peak
  - 4) Maximise physical activity and sporting opportunities using the outdoor and natural environment.
  - 5) Supporting our existing club and voluntary sector base to build local capacity, strengthen their community offer, and encourage diversity.
- 7.5 In May 2020, an information digest report was published to showcase progress of the work undertaken against the aspirations of the strategy, highlighting pieces of work which have been completed since 2017.

- 7.6 Since this information digest was published, the world has been affected in an unprecedented way by the Covid19 pandemic. Restrictions placed on the whole population meant that overnight, people's ability to access physical activity opportunities changed and some of us found it difficult more difficult than others to maintain our active habits.
- 7.7 During the pandemic, the importance of positive health and wellbeing was being emphasised on a national level almost everyday. The view that everyone doing that little bit more was good for our physical and mental health helped to enable conversations locally that we may never have had pre pandemic, particularly with health organisations.
- 7.8 It was noticed that the angle of these conversations was very different to the angle we may have used with existing partners pre-pandemic. The shift from 'people being physically active and playing sport' to 'moving more to benefit people's health and wellbeing was a clear change. If we are to hold onto this and build more effective relationships with these partners, this shift in language and focus needs to be recognised sufficiently in the refresh of the strategy.

#### *Key achievements*

- 7.9 Since the information digest was published in May 2020 and despite the challenges presented by the pandemic, the Council, together with its partners, has still been able to deliver a range of projects and pieces of work which contribute towards existing priorities;
- Over £2.3m of external investment secured across High Peak capital projects during 2020 and 2021;
  - The first Parks Strategy for the High Peak has been developed, embedding movement into these future plans;
  - A new Play Investment and Delivery Plan has been approved to ensure Council owned facilities continue to provide excellent spaces for young people to access, learn and be active;
  - New Local Football Facilities Plan has been developed, aligning national funding to local priorities;
  - Place based roles established with the voluntary sector in Buxton, Glossop, New Mills, which have produced new local opportunities, excellent case studies and valuable learning;
  - Installation of a new pump track has been completed in Bankswood Park, supported by a grant of £34,000 from British Cycling. An upgrade to the pump track in Whaley Bridge has also been commissioned;
  - Allocated more than £130k funding towards capital projects Buxworth, Charlesworth, Furness Vale, Glossop, Hayfield, New Mills and Tintwhistle;
  - Created the 'Walking Movement' project;
  - Developed 'Active Communities Plans' with Parkwood Leisure (Lex Leisure) to connect Move More High Peak strategy priorities to local delivery via Council owned leisure facilities;

- Recently submitted an application containing 'Leisure' related projects to the Governments 'Levelling Up Fund' (LUF).
- 7.10 The existing leisure centres in the High Peak are key assets and provide a range of opportunities for residents to engage in activities that positively impact of their physical and mental health. In developing this strategy, officers have been working with the operator of these facilities, Parkwood, to develop an 'Active Communities Plan'. This plan details the approach and key actions that Parkwood will take with partners to engage more people from the priority groups and places identified in the Move More High Peak Strategy.
- 7.11 The reason for developing this plan is to encourage the centres to look beyond their existing customer base and by doing so, widen the reach and contribution that the staff teams and assets make to the places and people we know are less likely to use them. By working differently and in collaboration with new partners, the learning taken from this approach will help enrich, refine and deliver more effective services in the future that more fully reflect local need.
- 7.12 Proposals contained within the corresponding committee report set out the proposed investment options and future delivery model for the leisure centres. It is important that future investment and service delivery of the leisure centres is fully aligned to the Move More High Peak Strategy.

#### *Strategy refresh process*

- 8.1 Typically, the Sport England Active Lives (ALS) survey has been the main source of data we have used to inform strategic direction when it comes to levels of physical activity, including when the current strategy developed in 2017. The review of data for this refresh has included the latest ALS, but has also included health data, particularly where connections can be made between less active groups that ALS identifies. The main focus for the review of data is detailed below;
- Levels of inactivity across the adult population;
  - Levels of inactivity in the children and young people population;
  - Focus on any specific demographic groups who participate a least (eg 55+, those with long term health conditions, those people from lower socio-economic groups, gender);
  - Public Health England data sources (borough level and specific to GP practices).
- 8.2 The current strategy was primarily approved as a Council strategy, but with a call to action for other partners in the High Peak to contribute towards the delivery of the priorities identified. The aspiration is for this updated strategy to be more co-produced. As such, officers have engaged a wide range of stakeholders in its development, to help position it as much as a strategy for the Council as it is wider partners across the Borough.
- 8.3 There are various conversation spaces already established for partners across the Borough to collaborate. Officers used these to help inform the review along with coordinating two stakeholder engagement sessions that were facilitated

working jointly with Active Derbyshire. The sessions captured views from a wide range of partners including those from the education, sport, health, voluntary and community, and public sector.

- 8.4 An online survey was also used capture the views of wider stakeholders and partners who were unable to attend the facilitated sessions and the key themes taken from this approach fed into the production process for the new strategy, which has been titled 'Move More High Peak'.
- 8.5 The strategy review also included the aim of exploring whether there was a need to establish a grants programme to support delivery of the strategy priorities and what form this should take. A grants programme currently exists in the Staffordshire Moorlands, and this is coordinated by the Leisure and Recreation Team who allocate small amounts of up to £500, from a budget of £15,000 to athletes, coaches and clubs, based on an application against a set criteria. The grant programme is marketed widely and applications can be made by any athlete, coach or club living or operating in the district.
- 8.6 This question was included during stakeholder engagements and the online survey conducted as part of the review, and the overwhelming feeling was that new funding being made available to support delivery of the strategy priorities would be welcomed. Partners identified whether a more strategic approach could be taken, as opposed to a traditional small grants programme and questioned whether this idea could be developed further through the proposed implementation planning process to ensure anything that is developed fully meets the priorities and principles identified in the strategy.
- 8.7 To be effective, any grant programme would need to involve a sufficient amount of funds and it was felt that a minimum annual amount of £15,000 - £20,000 could have a positive impact on delivery of the strategy. It would be possible to replicate the approach applied currently in Staffordshire Moorlands or consider a different approach that provides a greater alignment to the new strategy priorities.
- 8.8 If the overall principle of developing a fund to support delivery of the strategy could be approved, along with an approved annual budget for this purpose, further work could be undertaken by officers during the implementation planning process to define the approach with partners. Update report via an Independent Executive Decision (IED) could then be brought forwards to gain final approval on the proposal for how these funds would be managed and allocated most effectively.

## **9. Move More High Peak**

- 9.1 As previously outlined, the Move More High Peak (MMHP) Strategy is a ten year strategy that collectively reimagines how we move more every day – from walking and gardening to being active at the gym or playing sport.

9.2 This strategy (Appendix A) is an evolution of Towards an Active High Peak (2017) and draws on experiences and learning from the intervening years, which includes the exceptional circumstances we all found ourselves in during the coronavirus pandemic. A time when some people found it more difficult than others to maintain our active habits.

9.3 The refresh of this strategy sits in context with a new national strategy, launched by Sport England in 2021. 'Uniting the Movement' highlights 5 big issues;

**Recover and reinvent** - Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.

**Connecting Communities** - Sport and physical activity's ability to make better places to live and bring people together.

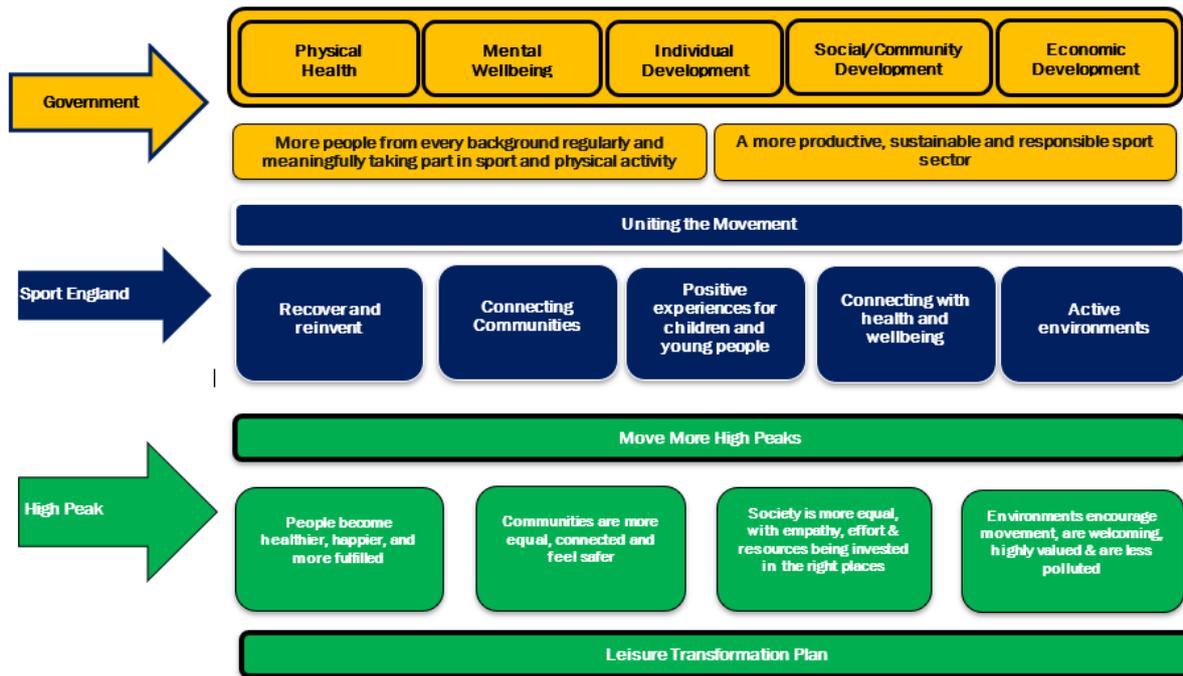
**Positive experiences for children and young people** - An unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.

**Connecting with health and wellbeing** - Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.

**Active environments** - Creating and protecting the places and spaces that make it easier for people to be active.

9.4 This national driver provides an essential context for understanding the picture in High Peak and where the same priorities exist, use them to help facilitate even greater engagement in the future with public health partners, education, business sectors and potential funders.

9.5 The diagram below summarises how government strategy feeds through to Sport England strategy which then connects to the MMHP Strategy;



9.6 As a new Strategy that is responsible for setting the overall strategic direction for how the Council and partners focus resources, it is important for any new plan developed by the Council aligns where possible to the agreed principles and priorities set out in the MMHP Strategy. For example, Leisure Transformation Plan, Place based working plans, Local Football Facilities Plan (LFFP).

*Local data review*

9.7 Data from the latest Sport England Active Lives Survey (ALS Nov 20/21) suggests that nearly 7 in 10 adults (67%) across the High Peak are active enough for it to benefit their health, which means doing more than 150 minutes of physical activity a week. This is positive and collectively we need to retain some focus and resources towards helping these motivated people maintain this habit.

9.8 As shown in the graphic below, more than 2 in 10 adults are inactive (21%) across the High Peak, which means doing less than 30 minutes of physical activity a week. And more than 1 in 10 adults are doing no physical activity at all in each week (14%). That’s over 10,000 people, a figure that has risen during the pandemic.



Source: Sport England Active Lives Adult Survey Nov 20/21

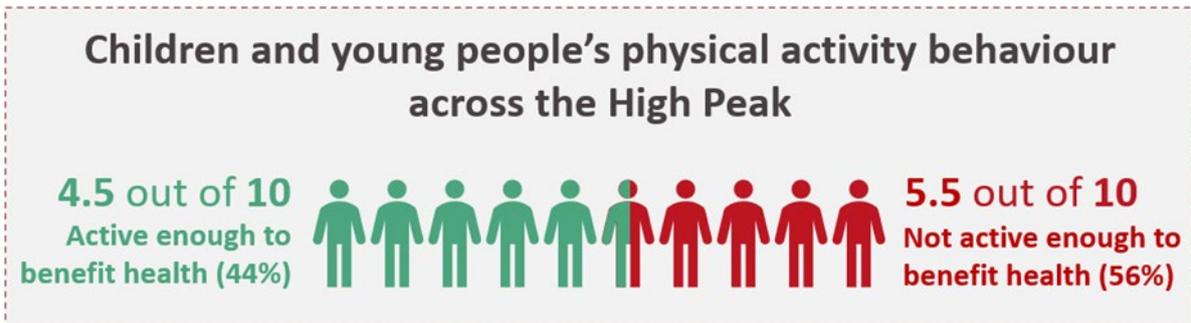
- 9.9 Whilst active habits are positive, the level of inactivity hides distinct inequalities within different population groups, for example, among those of us who experience living with a limiting illness or disability, four in ten are inactive (40%). That’s double the population average and two and a half times higher than those of us without a limiting illness or disability.
- 9.10 As we age, we become less active, an important factor for the High Peak given the increasingly ageing population. Inactivity levels fluctuate for our older population, they currently stand at 24% (more than two in ten), but they have recently been as high as 32% (more than three in ten).
- 9.11 The reason why the older age group is also identified as a priority, is that there is a great deal of crossover between ageing and experiencing a limiting illness or disability. For example, 74% of people with a long-term health condition or disability are aged over 50 years (Census 2011) and where the three characteristics of ageing, limiting illness or disability and low socio-economic status come together, inactivity is likely to be higher still.



Source: Sport England Active Lives Adult Survey Nov 20/21

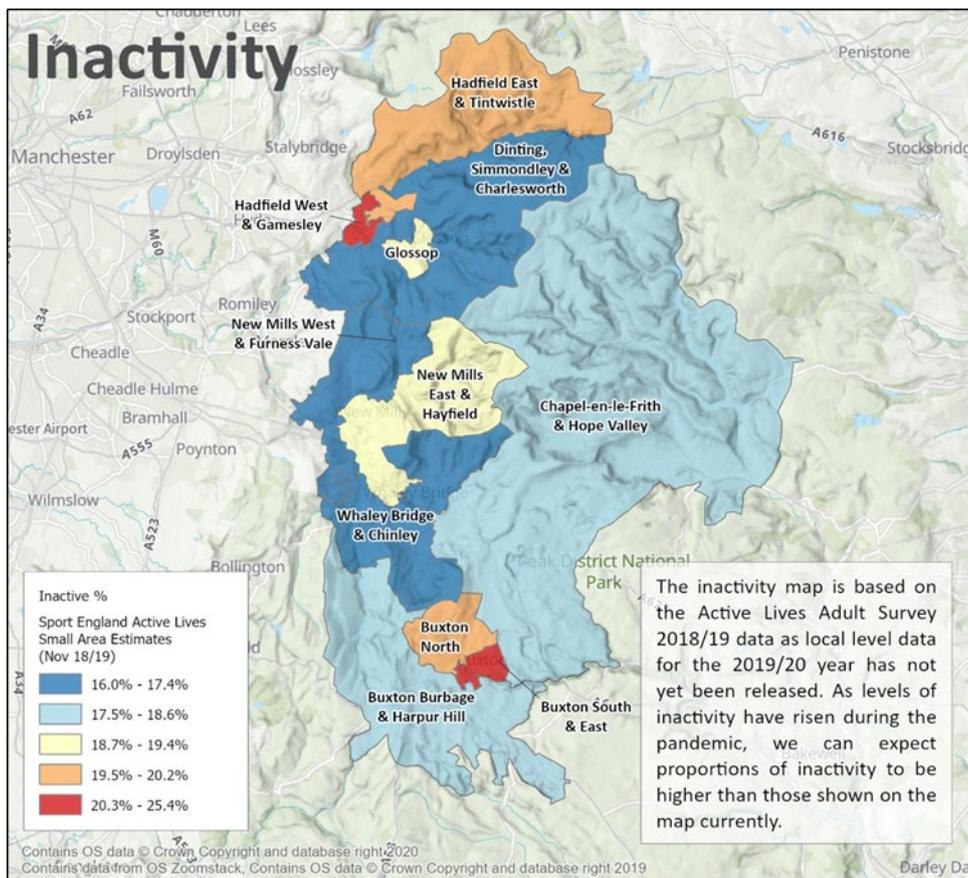
- 9.12 The table below summarises the most prevalent long term health conditions which exist in the High Peak when considering data from Primary Care Network, taken from National General Practice Profiles and Public Health Outcomes Framework. Under the ‘Better Health’ priority outlined in 9.17 of this report, it is proposed that the Council together with relevant health organisations work collaboratively to explore how movement and physical activity could support people living with these conditions, thus working more effectively towards the aspiration of people moving more.
- 9.13 Data collection methods and measures relating to children and young people’s activity levels are different to that of adults, and across the Borough we do not always have a sufficiently large enough sample for detailed analysis relating to young people’s active habits.
- 9.14 The data we do have suggests that more than half of our children and young people are not active enough for it to benefit their health and development. Children in school years 3 and 4, young people in school years 9 to 11 and

children from lower income families are far less likely to be active. We also see fewer girls being active than boys.



Source: Sport England Active Lives Children & Young People Survey 2017-2021

9.15 Where we live makes a difference too. Inactivity, in parallel with wider health outcomes, varies greatly between neighbourhoods across the High Peak and this has been the basis for our shared place based working approaches. The inactivity map below shows clusters of neighbourhoods around Glossop, New Mills and Buxton where inactivity is greatest.



9.16 Collectively, this insight suggests that along with supporting people to maintain their active habits, there are specific population groups and places which collectively we should focus proportionately more time and resources towards engaging if we are to have a positive effect on the inactive data. These groups are summarised below;

- People with a limiting illness or disability
- Older people
- People and families on lower incomes
- Children and young people

9.17 An interactive data map of High Peak containing the data presented above, along with other data such as GP (most prevalent health conditions), leisure centre membership and deprivation is currently in development. This interactive map will enable the Council and its partners review data that is most relevant and layer this help inform future areas of work and where collaboration and investment might be needed most. It will also help identify whether existing resources are prioritised in the areas of greatest need.

#### *Shared Principles*

9.18 Developed collaboratively and at the heart of the new strategy, is a set four shared principles defined to guide how partners across the High Peak intend to act when working together to implement the strategy.

1. Working and learning together
2. Being evidence led
3. Enabling opportunities for all
4. Building on what is strong

#### *Shared priorities*

9.19 Insight gathered from the data review, learning from what has happened over the last 5 years and feedback from the stakeholder engagement process when developing this strategy has identified 6 priorities that we believe can make the biggest difference in terms of influencing activity levels.

9.20 Within each of these shared priorities, the strategy proposes the Council and focusses its energy and resources on the people and places identified within this strategy as being in greatest need.

1. A collective message
2. Place based working
3. Better health
4. Environments
5. Universal offer
6. Children and young people

9.21 It is proposed that implementation plans for each priority will be developed in due course and that these detail the headline actions we will take with partners to deliver the aim of the strategy. These plans will present an opportunity for other relevant work streams, strategies and plans to be reflected, helping to create a more systemic approach to how all internal services and partners positively impact on how likely people are to move more and maintain active habits.

## **10. How we will know if people are moving more**

10.1 Learning taken from across the country and what we have experienced locally strongly suggests there isn't a single way to measure whether people are moving more. The approaches below have been identified with partners and will build up a richer picture of not only the progress being made, but importantly which aspects are working, which aren't and, how we will use this to evolve the approach.

- A focus on learning
- Ongoing review of data
- Stories of change and case studies

### *A focus on learning*

10.2 How we learn with partners and understand what contributes to change at system, organisational and community level, will be central to how we support people to move more. We will think about learning from the process as well as about the change created (whether positive or negative). By bringing together a range of approaches we will look at things from as many perspectives as possible, to ensure our learning is rich and reflects what is happening between organisations and in the community, using this to help inform decision making and investment.

### *Ongoing review of data*

10.3 The Council together with its partners will use a diverse range of population data to help explore and understand local needs, particularly where priority groups, places and related health conditions are concerned. The ongoing review of population level data will be complemented by other more local sources of data such as leisure centre, programme and intervention data to inform learning, action, quality and the contribution to the overall aim of people moving more we are making.

10.4 To help ensure the focus remains on people and places which need it most, we will use data to help to observe what change might be occurring over time, drawing out patterns and trends which will help us understand what is working, not working. Where it is relevant and appropriate to monitor attendances, we will do so, but recognise we should only count what needs to be counted.

### *Stories of change and case studies*

10.5 We will observe what change is happening at system, organisational and community level and use stories and case studies to help explain what factors have contributed towards that change. This detail will be built from a range of perspectives, so that what is collected can help shape collective learning and influence our future approach. This approach will bring the work to life, using case studies to positively influence others.

10.6 Future reports containing a summary of the progress made towards delivery of the strategy, reflecting the learning, any changes to local data (positive or negative) and stories of change will be provided at appropriate milestones.

## **11. Next steps**

11.1 As outlined in section 9.18, implementation plans will be developed once approval of the MMHP Strategy is confirmed and this will involve creative spaces being organised where a range of partners can collaborate around each priority identified in the strategy. Key actions that we collectively need to take will be detailed, along with how resources should be allocated or secured, the timescales associated to these and any outcome measure that will be captured to help demonstrate impact

11.2 Subject to approval, officers will complete further work to finalise the document ready for full release, including undertaking a copywriting process, final document design and creation (via an external company) of a 'explainer' video clip/animation, to be used with a range of stakeholders or colleagues to help confirm understanding and commitment.