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Uniting the Movement

Expanding Place Partnerships

Laura Martin (Place Relationships Manager – Yorkshire and Humber)

**Why are we expanding
our place-based
systemic approach?**

In our 2022–25 plan we have said:

EXPANDING PLACE PARTNERSHIPS

In order to focus our investment and resources on the communities that need it most, we'll significantly increase the number of places across England that we partner with and invest in, building the movement from the ground up by working with organisations and communities to understand the issues and barriers facing people to get active, and working together to develop local solutions..."

[\(Find the full text for this commitment here\)](#)

Board Commitment – March 2023



“£250m over next 5 yrs to expand our place-based partnerships to 80–100 additional places via the network of people in our existing LDPs and Active Partnerships alongside a universal offer that all places can benefit from.”

Deliver impact against:

- Increasing Activity
- Decreasing Inactivity
- Tackling Inequality
- Providing positive experiences for children and young people

How does that investment breakdown?

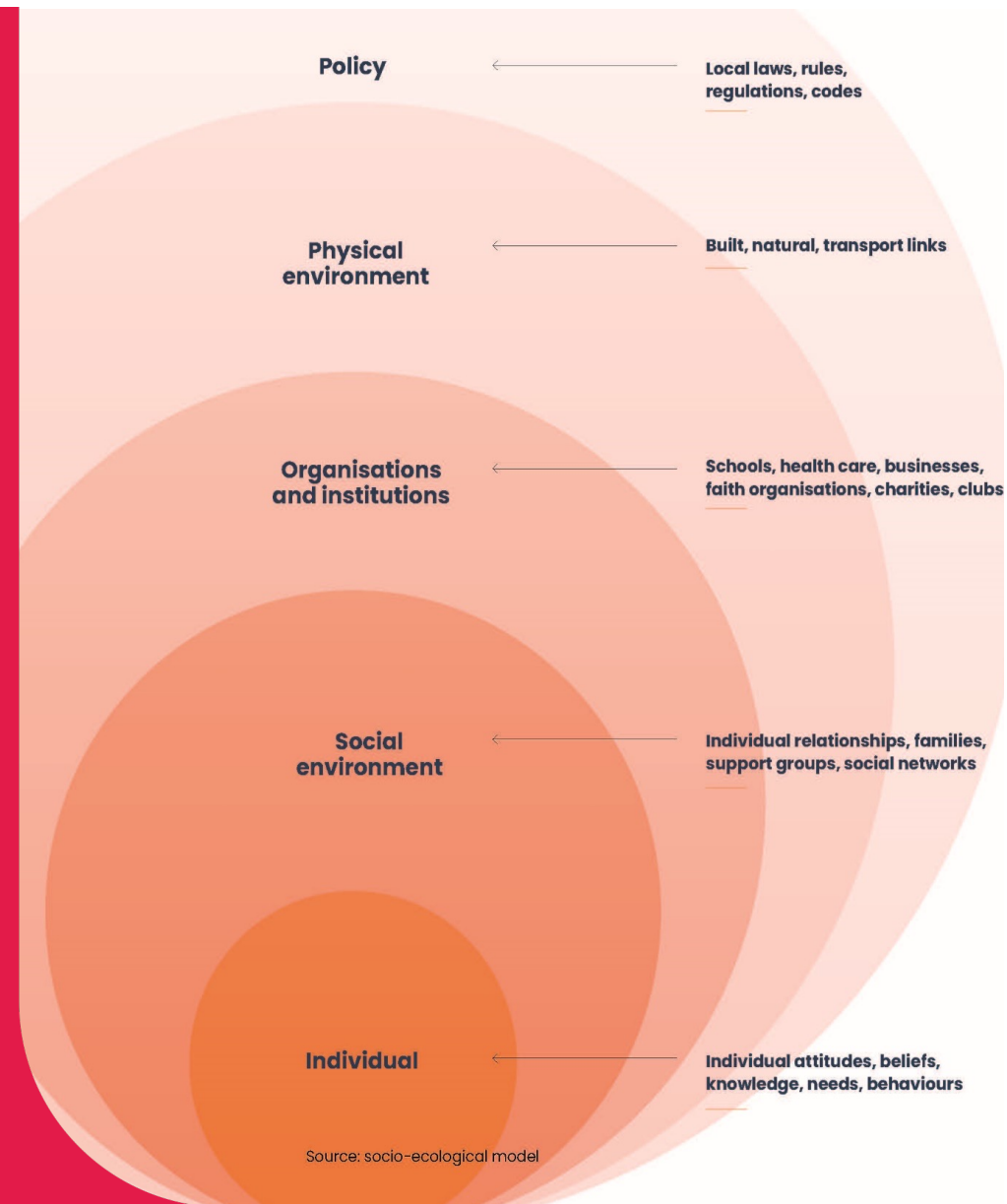


Investment	Description	Amount
Deepening	Primarily revenue invested to support deepening work within current places and move to "place partnerships"	£35m
Universal	Place-based components of a universal offer and a common approach to learning and evaluation	£25m
Expansion	Lottery revenue and capital mix invested directly into up to 100 places through the relevant mechanism over 5 years.	£190m

What does it look like?

Doing things differently in place

- Working in a defined geography and responding to community need
- Understanding and better connecting the system that shapes how we live
- Moving from transactional to relationship-based investment
- Working with shared purpose and resources



Universal Offer



- The Universal Offer will provide a way of supporting the entire sector to increase physical activity, reduce physical inactivity, reduce inequalities, and promote positive experiences for CYP by building on already developed tools and resources.
- Supported by dedicated capacity
- The resources already cover a wide variety of themes and topics and include:
 - Support to local clubs and National Governing Bodies (NGBs)
 - Advice for local authorities on creating and protecting the places and spaces that make it easier for people to be active.
 - A suite of resources focussed on data, insight and learning.
 - Various Learning and Development opportunities that support sector leadership of Uniting the Movement.
- We know that Sport England don't 'own' all the current & future resources, and that many of our partners have great tools & resources that could also form part of this offer.
- We will begin a series of engagement with key partners and places to start to co-design what the new enhanced offer could be.

**How will we prioritise where
our place-based
partnerships are going to be?**

Proportionate Universalism

HOW WE'LL WORK

OUR GUIDING PRINCIPLES

When we choose where to spend time, energy and money, we'll be guided by three principles built into the way we operate.

They represent the biggest commitments to change for us as an organisation. In many ways, this strategy is an evolution of what we do, but a revolution of how we do it. We'll start applying these principles right away, but in reality we know it'll take time to be expert at these, and we'll need to learn from others:

1. Investing most in those that need it most

We'll follow the established concept of "proportionate universalism" in the work that we do, **balancing targeted and universal provision in a way that's proportionate to the level of need.**

The right thing to do is ensure we all have what we need to be active, regardless of who we are, how we earn a living or how much we make. For some this needs relatively little from us, but for others far more **work, time, energy and investment is needed. We'll no longer say this is too difficult, but instead live up to our values, keeping fairness and equity front and centre.**

Place Need Classification (PNC)



For expanding our place-based partnerships, we will classify a place as somewhere of greatest need when data indicates there is *both* “sport and physical activity need” and “social need”.

Sport and physical activity need

This data speaks most directly to our mission to increase activity, reduce inactivity and reduce inequalities

+

Social need

Data that describes places where outcomes are less favourable

Place Need Classification (PNC)



- **LA-level:** general level of need identified across the whole or a significant proportion of a LA area
- **MSOA-level:** need identified within specific pockets or neighbourhoods within a LA

How we best utilise the data to inform local approaches will be co-designed and co-produced with place partners.

Place Need Classification (PNC)

Whilst data is a powerful, objective way of helping to identify places of need, it is not the only consideration...



**How are we going to do
this and who with?**

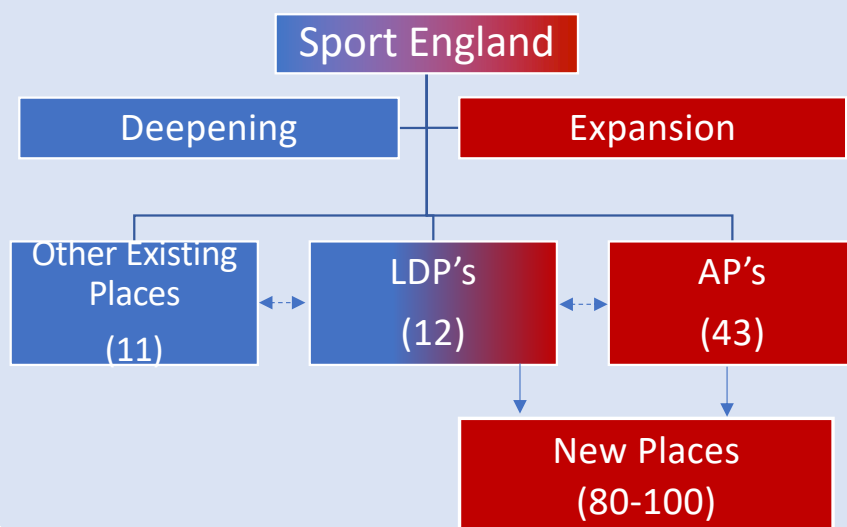
The Context

- The agreed approach to expanding our place partnerships is to work with **Active Partnerships, with support from LDP's (Place Partners)** via a single integrated process.
- Overall target of working with **80-100 more places over the next 5 years.**
- Initial cohort of new places – **Dec 2023 – March 2024.**
- **Scalable and sustainable type of place relationship**
- **Opportunity to bring a number of elements of place work together (LDP's, Transition Places, New places)**

Operational Model (TBC)

Evaluation & Learning
(Place Level, Cluster Level, Programme Level)

1:1 Relationship & Support Process



1:Many Relationship & Support Process



Universal Offer (1:All)
(Toolkits & Resources, Leadership Development, Communities of Practice, Open Funding, etc.)

Thank you





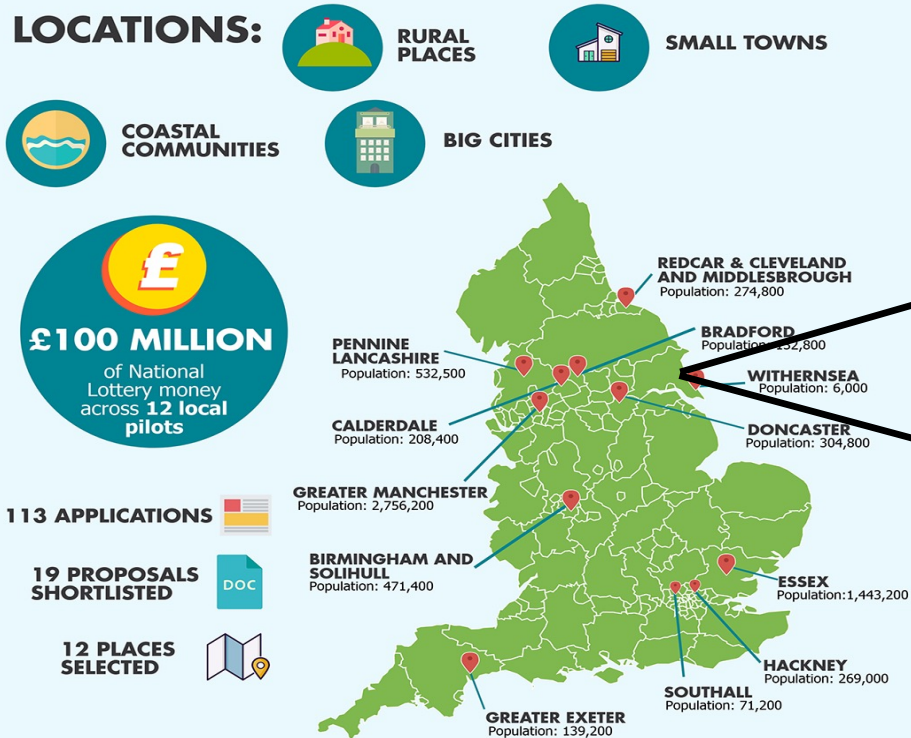
The Active Withernsea Journey

*Working together to create
a happier, healthier, more
Active Withernsea*

Emma Kelly

Active Withernsea Lead
El Wilkinson-Cunningham
Evaluation Co-Ordinator

LOCATIONS:



REACHING:



Population: 6,000 winter, 12,000 summer
Location: 20 miles to Hull, the nearest city





Why Withernsea?

- Traditional seaside town
- Rural, coastal and isolated
- Poor transport infrastructure
- Deprivation - top 4% and limits life choices
- Economy - seasonal, low skill, low pay jobs
- Health & lifestyle:
 - 1 in 5 adults are in poor health
 - 30% of adults and 23% of young people are obese
- Housing - large numbers of caravan park dwellers
- No partnership view of physical activity
- Less physically active

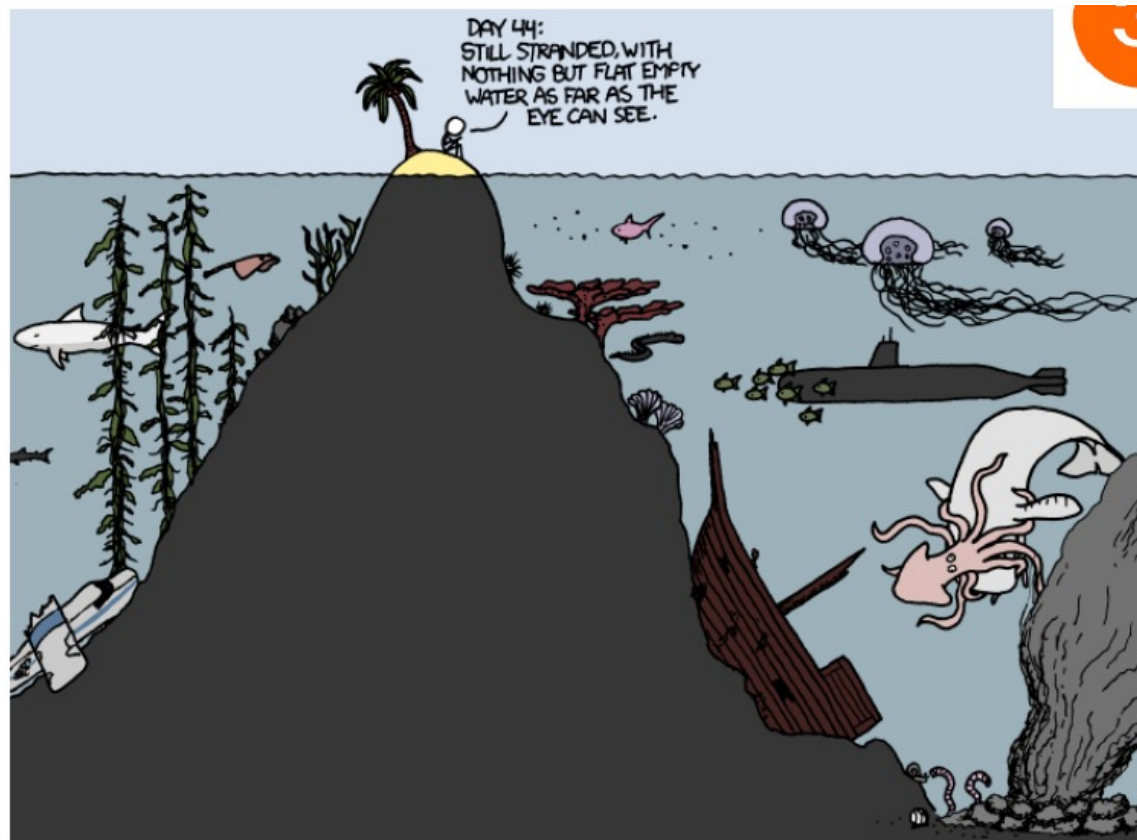




Where did we start



What did we know





How did we engage?



Engagement



2019/20
1 year
engagement in
the town

PharmOutcomes
(holding bay for
the raw data)

Nvivo
(qualitative analysis
software produced
flags and themes)

**Deep
Themes**

Broad open questions

“What is important to you?”

“What would you like to see happen
in the town?”

Surface level responses were coded into
deeper underlying themes. Sense checked
and explored with Withernsea residents
to gain a deeper understanding.



Deep Themes

Aspiration

"Why should I learn to read? I'm only going to end up in prison like my dad."

Perception

"Withernsea is a bit of a problem-place...why would anyone choose to live there?" From someone living outside of Withernsea

"I don't feel it's safe for my children out on the streets of Withernsea" From someone whose lived in Withernsea most of her life

Connection/ Communication

'I don't always know what's going on and often find out about things too late.'

Life Skills

'[Teacher] asked for the SMASH scheme (from high school) to be made available for primary school children. She was concerned in the lack of life skills that children have, from reading and brushing their teeth through to manners.'



Engagement learning

- System/place maturity for some of ideas/ processes
- Talking about physical activity put people off
- Be willing to change things
- Needed to develop trust
- Money brings expectations
- Holding your nerve
- Working in a 'small' place – Can't hide or move on - had to sit in the uncomfortableness “hiding from the lions”
- Word of mouth can be friend or enemy- Dave said it was crap so everyone he knew thought this





Implementing the Pathfinder





Tuning in
Community-led
Increase activity/
participation
Improve communication
Give opportunity
Facilitate only
Sustainable
Spread the learning
Hearing every voice
Time to reflect
Practice what we preach
Target the hard to reach
Value for money



Our Pathfinder

Young People
Open Spaces
Walking and Cycling
Community Shaper Capacity Building
Get Going investment fund

Life course
Inequalities
Sport

Withernsea is changing From strategic system change to active participation

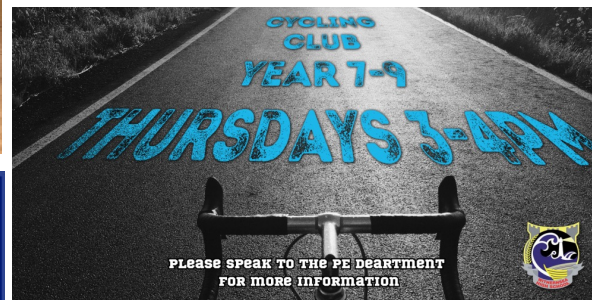
- Scaffolding the development of new Withernsea-led opportunities to be active
- Brokering resource into the town
- Neighbourhood-based projects
- Facilitating system change
- 'Get Going' grants



Implementation learning

- Recruitment challenges
- Trusting the process
- Managing expectations
- Helping people to doing the work themselves rather than parachuting in
- Not over promising - sticking to our word to build trust
- Easy to fall into old ways of working
- Be adaptive and willing to change-link back to pathfinder
- Needed to reframe to bring physical activity back into line of sight- need to be careful about mission drift
- Boxing example

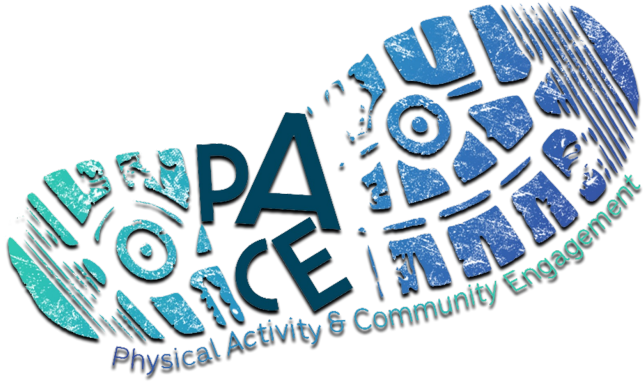




Withernsea High School

- Always listening, it never stops
- Be bold and prepared to try something different
- Ready to fail and take the learning (but this didn't!)
- Building relationships are key to enable opportunities
- Be quick to act when opportunity appears (going where the energy is)

Systems Change Governance



- **May 2022** Time to rethinking Active Withernsea's governance structure
- **July 2022** PACE network launched
- Regular PACE workshops
- **January 2023** Sticky Issue subgroups
- **October 2023** PACE workshop – The Journey towards Sustainability
- **The future intention:** The PACE Network will evolve and exist beyond the AW funded period, enabling the members/community to continue to lead physical activity into the future

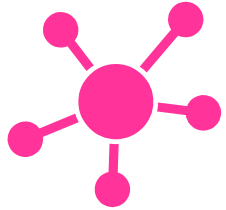


PACE learning

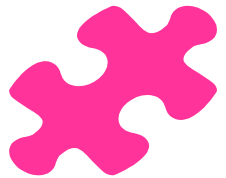
- Bottom up not top down
- Needs culture to be right and have clear vision
- It's often the same people taking on roles, so frame it as "what time can you give" and not expectation of more roles
- How we onboard throughout the journey to keep open boundaries- we are still struggling this
- It takes time
- Word of mouth- creates culture of positive talk
- Network does need to see actions to have buy in
- Need resident voice, not just partners
- Partnerships based on money don't work, need commonality



How do we evidence change?



Kumu



Explanatory Frameworks/Accounts



Social Value Engine



System change conversations/Flash cards



Participatory Theory of Change



Case Studies



Process charts



Survey measuring physical activity levels



Evaluation learning

- Numbers don't tell full story- meeting system where is at needs a mix of quant and qual. The story is just as important as the number/outputs.
- Numbers are needed for funding.
- Trying different tools and approaches- sense maker- needed lots of numbers and space was too small, labour intensive, felt constricting- didn't fit any more (no link to PA).
- Needs to be usable and relatable to everyone- strategy, staff team and residents in the place.
- Challenges of using mix methods approach is how is this passed skills and learning on to the Place





Key Challenges

- Measuring success
- Managing expectations – not always visible
- Deep listening
- Doing 'with' not 'to'
- Independence not dependence
- Recruiting
- Embedding PACE
- Political direction
- Sustainability & legacy
- Fundamental culture change

Withernsea is changing

What a difference 5 years makes!

- Little recognition of PA role in reducing health inequalities
- Paternalistic 'parachute services in ' approach
- No wider system recognition
- Lone voices - little community energy for PA
- Inertia - little community engagement in PA
- Little partner collaboration around PA
- Silo working
- No strategic focal point for sport and PA
- No shared agenda for bigger picture/community good
- Little funding to support groups
- Little future planning, resilience or legacy
- Local people are trying new activities and being active in a different way
- Local people are developing their own projects from the ground up
- Local groups are accessing funding and support for the first time
- Equality, inclusion and diversity sit at heart of approach
- System change/ cooperation and traction locally and regionally - more connections and better perspective taking, boundaries moving and parts of the system flexing to allow new people in.
- Lone voices are connected
- Partners are talking, listening and collaborating
- Perspectives are changing - Putting the wider community first
- Change is driven by the community
- We have a clear line of sight and a legacy - PACE
- Feel the energy!!
- Withernsea is getting active and connected!





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Community Health Champions York

Craig Waugh, Community Health Champions
Programme Manager

Phil Quin, Community Health Champion Volunteer



Where do Health Champions Fit in?

‘Impact Volunteering’

Understanding the challenges and barriers that are negatively affecting the health and wellbeing of peers and people in our community and helping to identify solutions.



Working together to improve and make a difference

Community Health Champions



Core purpose to have “healthy chats” in our communities as active citizens



Build their own health and wellbeing projects

Chair Based Exercise

Sight guided walks for people with visual impairments

Strictly Fun Dancing



Access volunteering with other health and wellbeing partners

Social prescribing buddies (Ways to Wellbeing)

Walking buddies (Move the Masses, Move Mates)

Health research and engagement (Healthwatch York)



Working together to improve and make a difference

Community Health Champions Timeline

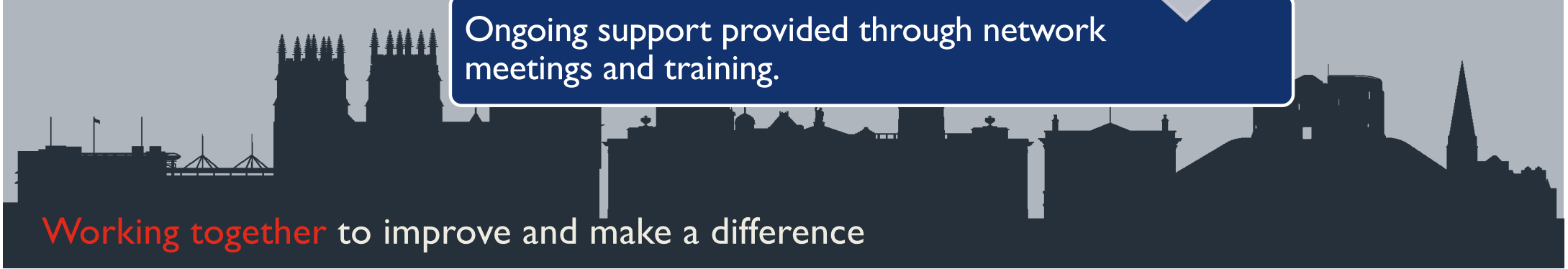
Health Champions induction training.

One to one follow up session to reflect on the training and identify project opportunities.

Supporting individuals and communities to improve their Health and Wellbeing.

Ongoing support provided through network meetings and training.

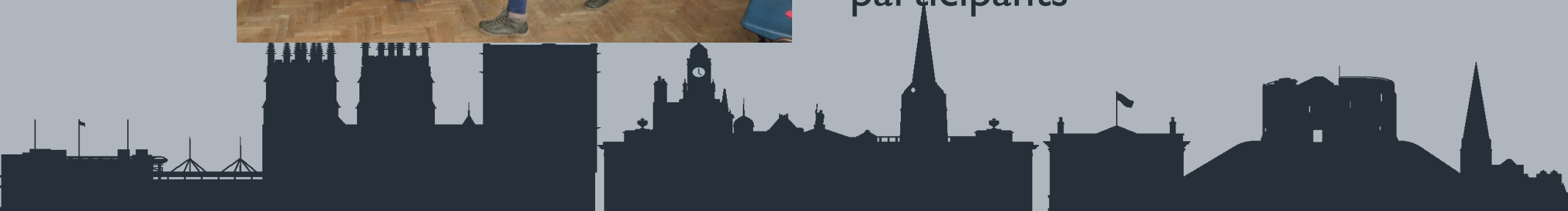
Working together to improve and make a difference



Phil's experience



- Original idea
- Idea into practice
- Benefits of being a Community Health Champion
- The impact on Phil and participants



Working together to improve and make a difference

The Feedback

Today we say **THANK YOU** to Hazel and Phil,
our two dancing instructors, fantastic and brill.
Our dancing group may not have a dancing queen,
but then again, none of us is just seventeen.

While Hazel reminds us of the polka pose,
Phil stops the music - and keeps us on our toes!

As sister and brother you are a double act. In what way?
Well, for most steps you each like to have your personal say.

Phil and Hazel, you are most patient and kind,
you show us how to challenge body and mind.

And so *strictly fun dancing* brings us together,
all ages, all abilities, whatever the weather.

Hazel and Phil, with your amazing ingenuity,
we look forward to more dancing in 2023.

Thank you!





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Systems Working to influence place based delivery

Sam Allum

George Cull

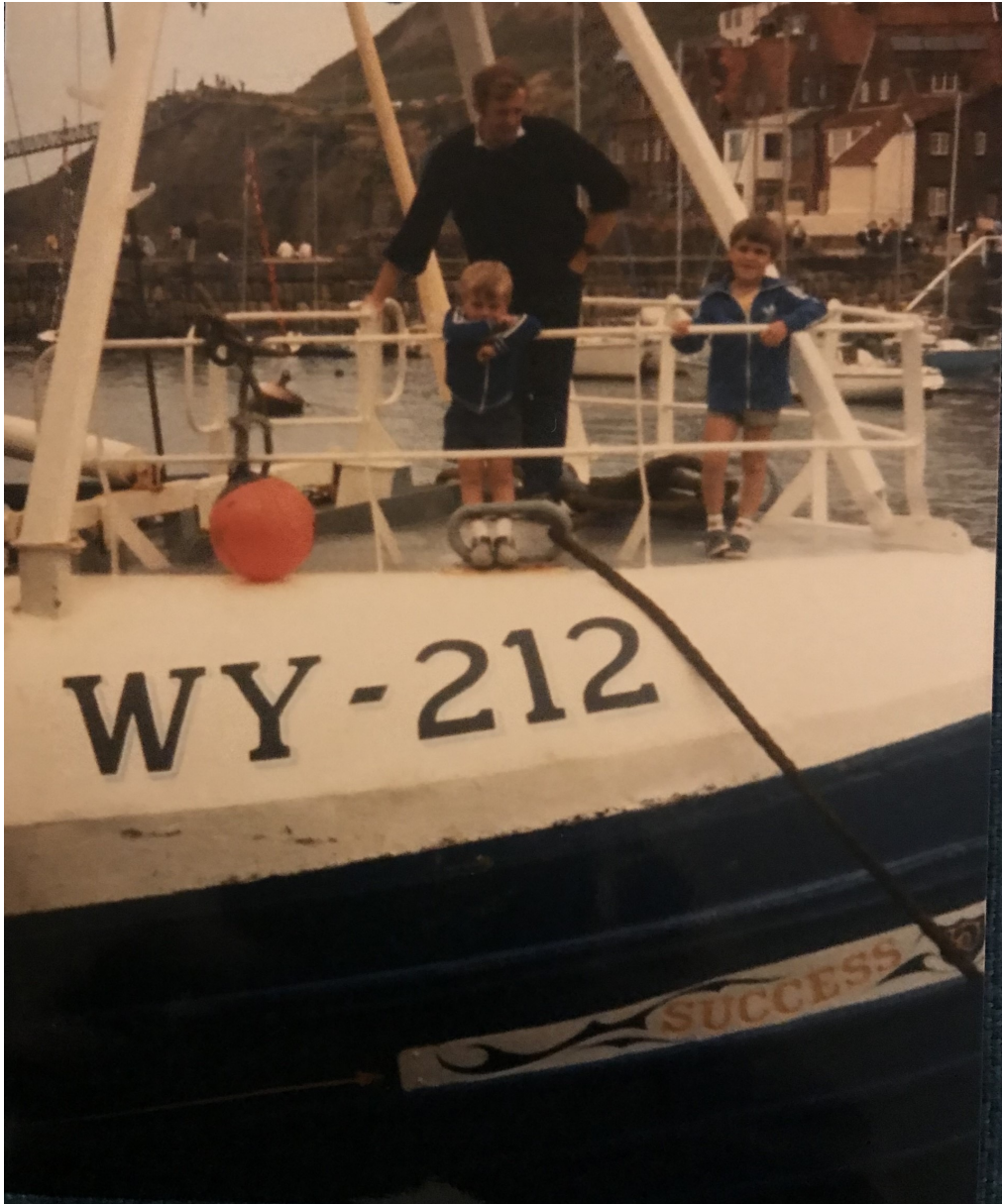




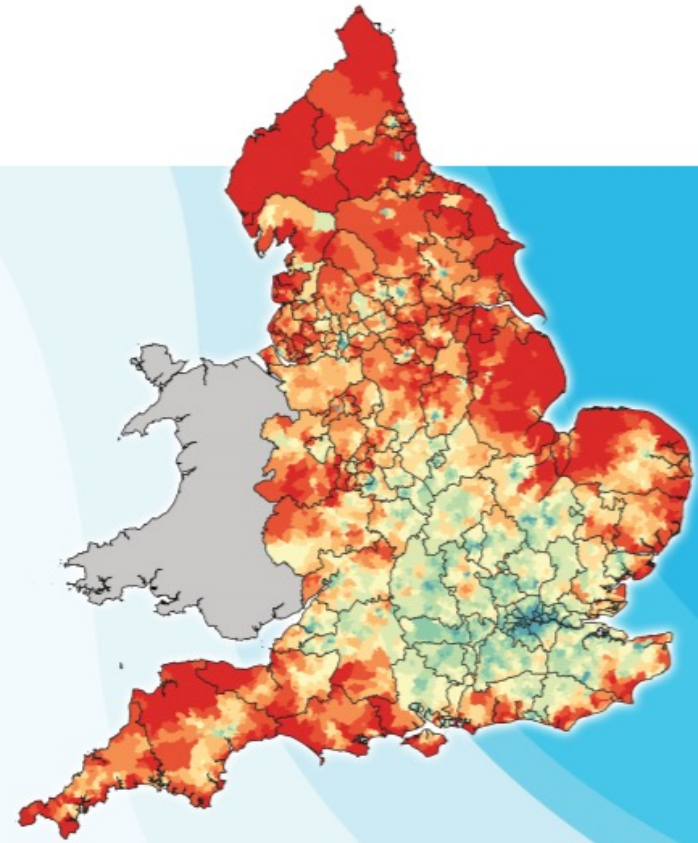


Inactivity Levels

(joint) 7th Active Partnership area for levels of adult inactivity (22.2%)

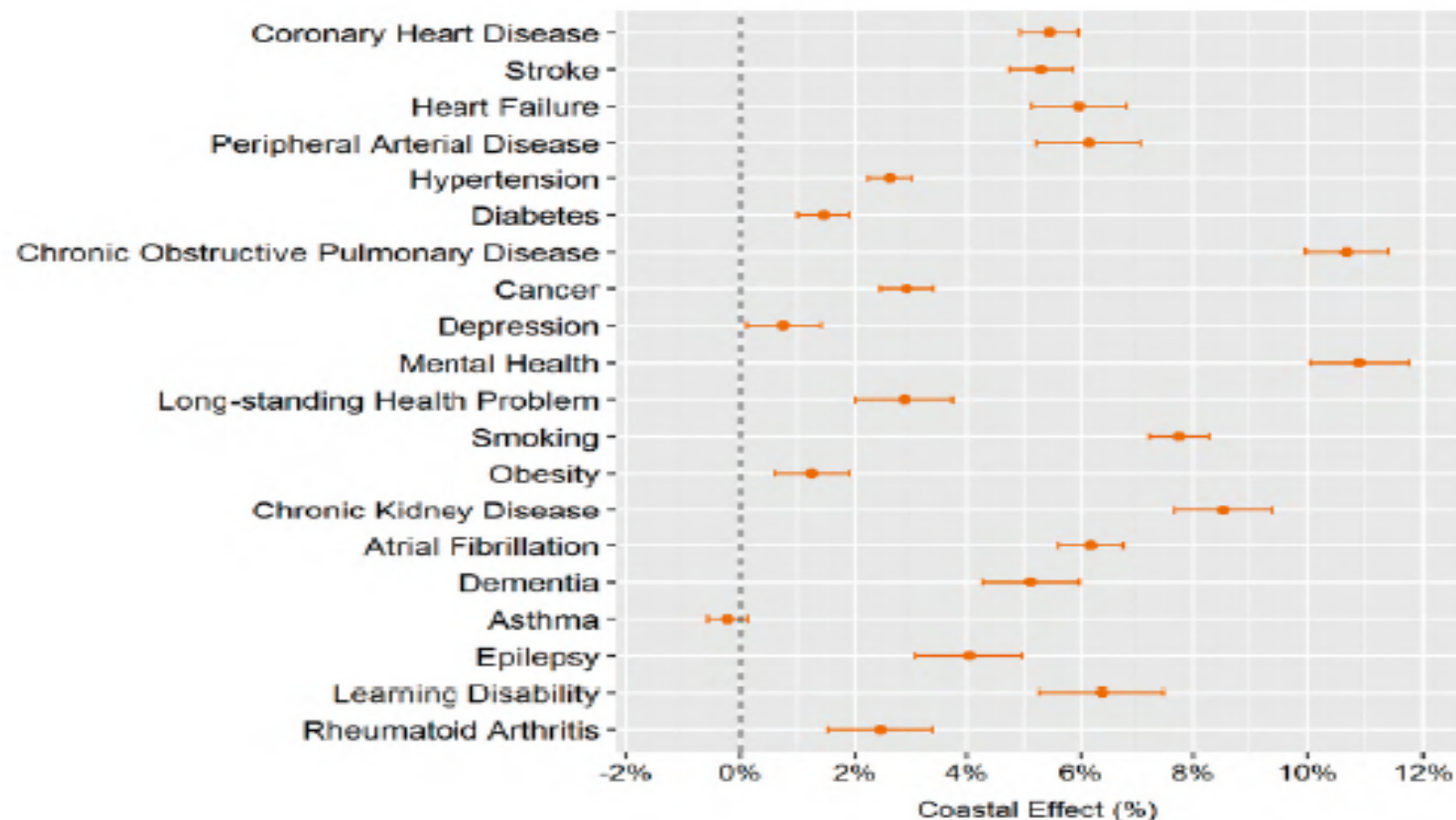


Chief Medical Officer's Annual Report 2021 Health in Coastal Communities

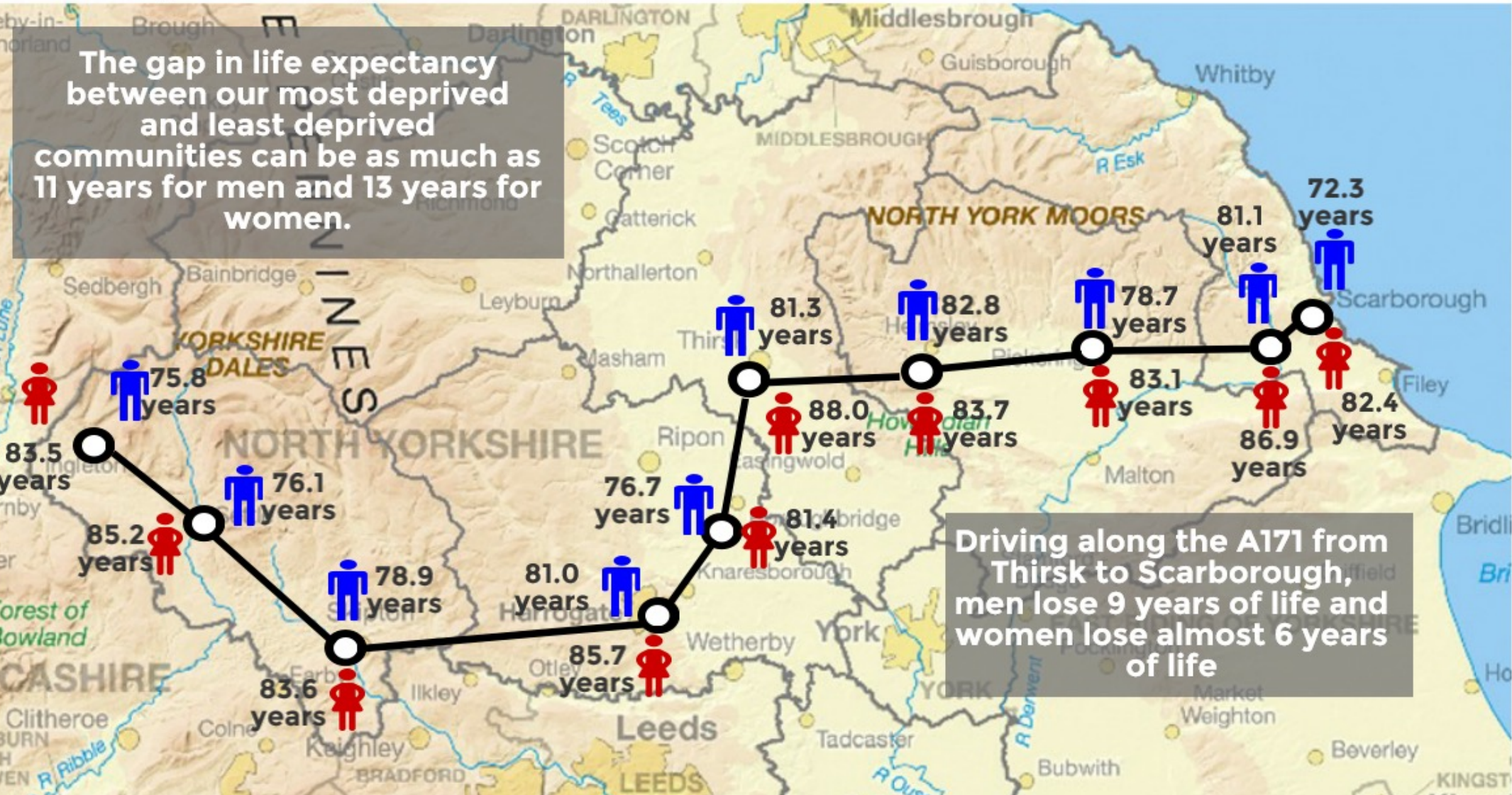


Map showing prevalence of coronary heart disease in England.

Figure 2: Estimates of the 'coastal effect' on the number of patients on selected GP disease registers: 2014/15 – 2018/19



Life Expectancy at Birth (2008-12)





An Award Winning Charity Enhancing Lives Through Outdoor Activity

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From: George Cull <George@northyorkshiresport.co.uk>
Sent: 02 January 2020 11:53
To: Mark Jones <mark.jones@partneriaeth-awyr-agoed.co.uk>
Subject: Opening Doors to the Outdoors Programme

Hi Mark,

I hope you don't mind a 'cold' email but I just wanted to make contact with you about the above programme as I am very interested in the concept.

I see you are working with the team at Active Cumbria as one of your initial 3 pilot areas, and I work for the equivalent organisation which covers North Yorkshire.

Understandably for a county with a profile like ours, the outdoors and natural environment is an important part of our infrastructure and one of our headline priorities is to support the outdoors.

I appreciate you have selected your 3 pilot areas for the initial phase, but I would be really interested to see how we may link up to understand some of the learning from the project and also to scope out the potential of a partnership when you come to roll out to further regions. There are certainly some synergies with what we are looking to achieve.

I look forward to hearing from you.

Thanks

George Cull | Head of Development | North Yorkshire Sport

T: 01423 637653 | E: george@northyorkshiresport.co.uk

[@NYSgeorgecull](#)

W: www.northyorkshiresport.co.uk

Please note our new address: 69 Bilton Lane, Harrogate, HG1 3DT

So, what followed

- Covid!!
- A bunch of partners in a room
- Shared aspiration
- Partnership funding
- Applications vs trust
- Fish and Chips
- In January 2023 we appointed Sam to the role of Outdoor Activity Development Officer

What?

- Went for a walk
 - Notice boards
 - Charity Shops
- Created a list of all the groups I could find

Who?

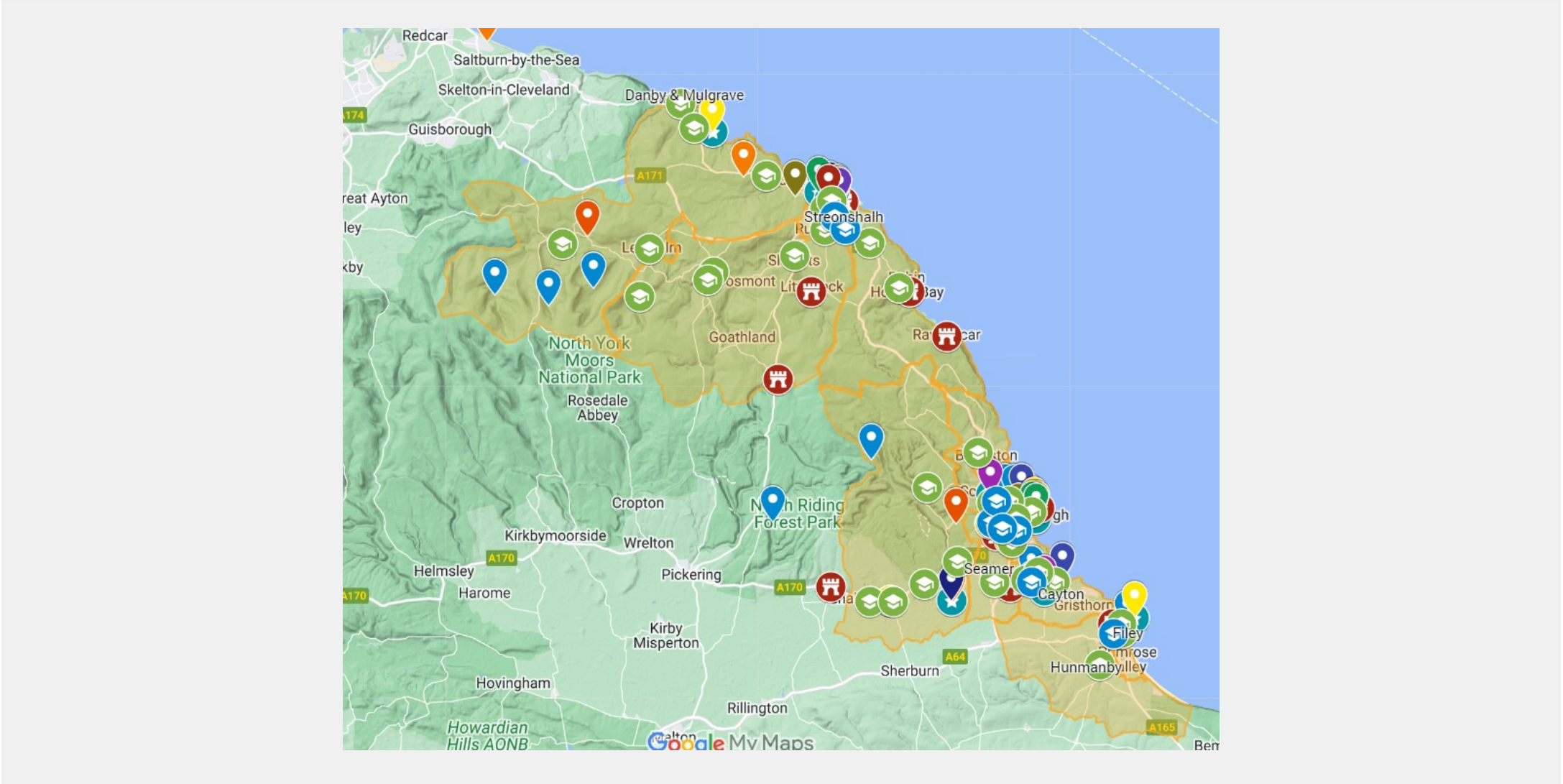
- Community groups & Charities
 - C.I.C's
 - VCSE
 - Conferences/Webinars
 - Social Prescribing
 - Fetes and linked events
 - Education
- Provision Providers
 - Businesses
 - C.I.C's/Not for Profits
 - Clubs

What?

- Went for a walk
 - Notice boards
 - Charity Shops
- Created a list of all the groups I could find
- Had Tea
- Went climbing, walking and canoeing
- Networking events, even if only slightly relevant
- Connected people through this whole process
- Persistence

Questions

- What do you currently offer?
- What would you like to offer?
- Where do you see yourself in 2 years?
- What are your barriers?
- How could I help?
- What should I be aware of
(community/norms/cultures/drivers/history)?
- What resources do you have?
- Who else should I be talking to?



Questions???

**North
Yorkshire
Sport.**

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northyorkshiresport.co.uk



Table Discussions

- How can systems working be a catalyst for place based working? What are the ingredients?
- How do we define and measure our own success in placed based whole systems approaches?



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Our approach to working in place

Laura Young

Lucy Psarias

Sarah Stephenson

Introduction

- A new approach to how we work – change in mindset/focus – linked to the day to day
- 6 months into our journey – it takes time!
- Learning from LDP's

Context – budget and capacity

What does it mean for us?

First steps

- Discussions – our vision – what do we want to achieve

Supporting residents to become more active and to enjoy the health, social and environmental benefits

To Support in the creation and maintenance of CONNECTED and ACTIVE communities

- Place based / Whole Systems Approach

Capacity

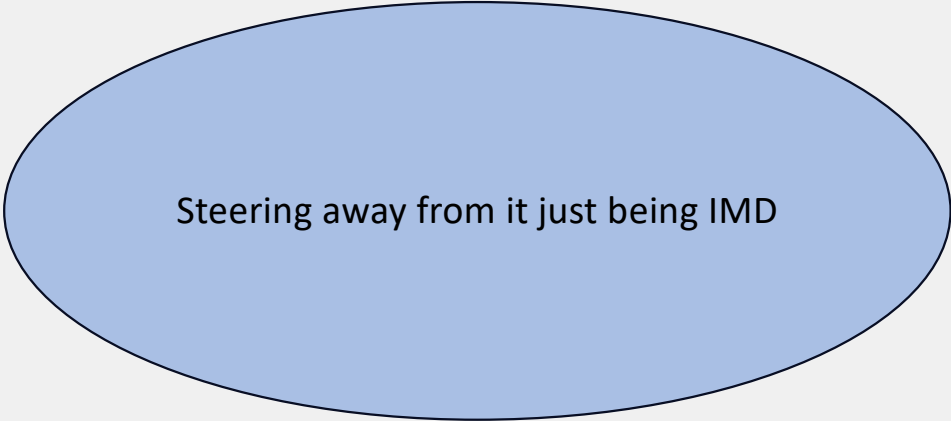
Behaviour change / Advocacy for PA / Influencing / Inspiring / Leading

Community centred / led approach – building power

- **It's a way of working not a role!**

Identifying our places

- Mapping
- Our existing work
- Data and Insight
- Colleague knowledge
- Partner knowledge
- What's already happening
- Inequalities
- Community assets
- Who is in the place? – YP, older people etc
- What is the community offering – transport, health systems, education, workplaces etc



Steering away from it just being IMD

Our places

- **Hyper local areas**
- Selby (Town):
 - Index of Multiple Deprivation (3rd decile)
 - Existing networks
 - FEAST
- Broughton Road
 - Cultural Diversity.
 - Barriers such as social isolation and segregation.
 - Conversations with sporting contexts/partners to assist reduce barriers.
 - Anti Racism pledge with the clubs.
 - Influencer within community to drive activity (Ruksana.)

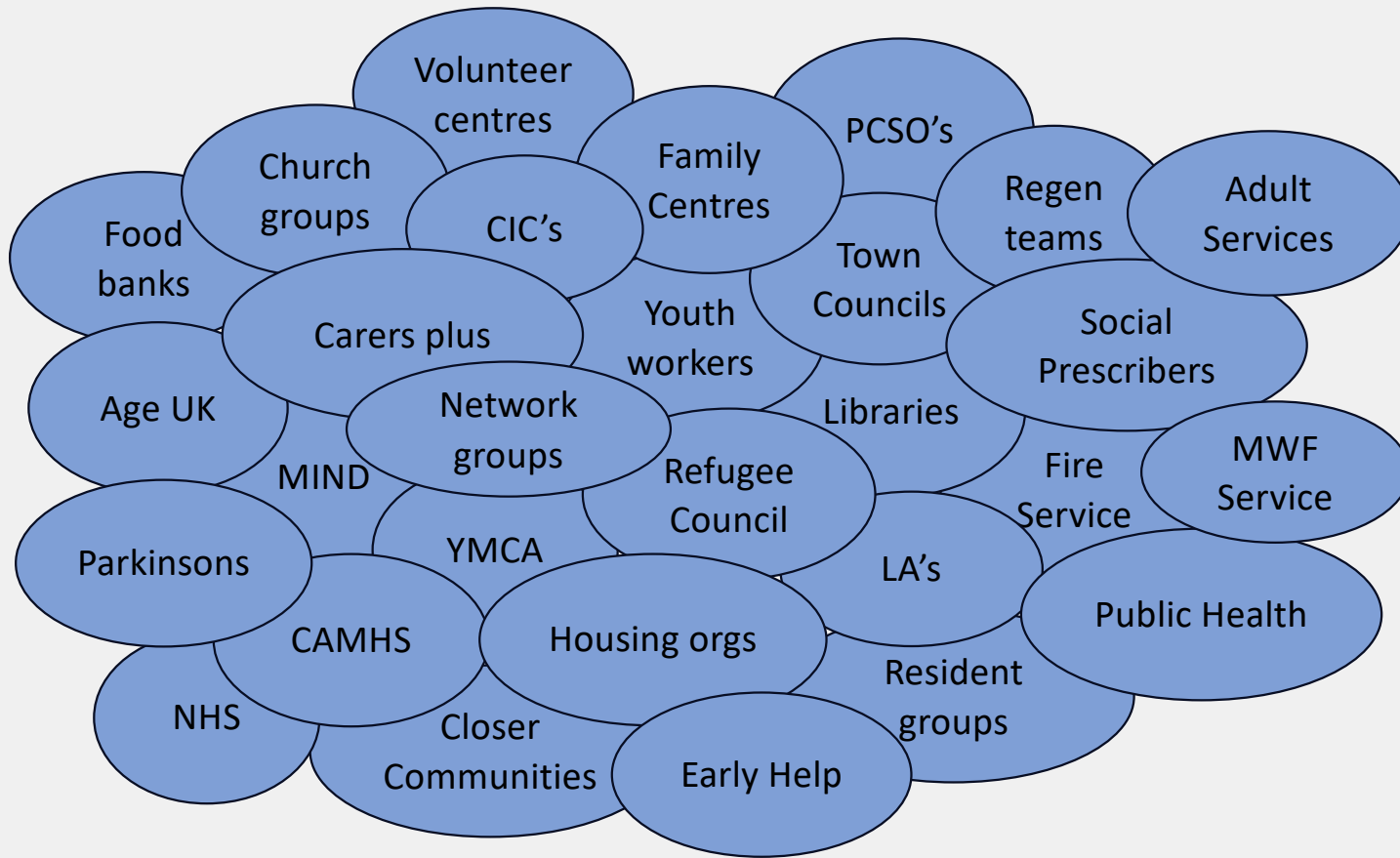
Our places

- Scarborough:
 - Coastal area of opportunity
 - IMD
 - Seasonality
 - So why Central ward?
- Colburn:
 - Previous work
 - Military
 - ASB
 - FEAST
 - Opening School Facilities

Starting our work in place

- Speaking to people!!
(organisations and community members)
- Learning, getting to know the place
(organisations and community members)
- Identifying needs / gaps / issues / barriers
- Are there any crisis points
- This will be ongoing.....

Who we have /will connect with



Using this learning
Building a picture
Mapping

North Yorkshire Sport

- Started with 3 AC managers
- What we are working towards – team effort
- UKSPF secured
- Using UKSPF as a tool
- Not just a grant – place-based / community led work at the heart

Table Discussions

- What are the boundaries of the system we work within? How far does it stretch and who does it include?
- How do you maintain momentum when things are challenging?

Thank you

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