

Place Clusters

Feb 2024

Background & Context

- In March 2023 Sport England Board agreed an approach to expanding our place partnerships with and through **Active Partnerships and with support from LDP's (current Place Partnerships)** via a single integrated process.
- Our ambition is to grow to a further **80-100 more places over the next 5 years**, whilst **deepening the work with our existing place partners**, alongside **an enhanced universal offer**.
- The agreed approach to expanding our place partnerships is to work **with and through Active Partnerships and LDP's (Place Partners)** via a single integrated process
- We are aiming to make some investment decisions with an **initial phase of new places by March 2024**.
- **Servicing this work needs to evolve** to bring together the sharing, learning and practice environments that have evolved both within the LDP network and Active Partnership network.

Background & Context (continued)

Opportunities:

- Collectively we are in a timely position to bring a number of elements of place work together to make it more coherent and joined up.
- We need to create the space and opportunity for better connection within Sport England.

Challenges:

- We need a more scalable and sustainable type of place relationship that enables us collectively to work together in a different way.
- With 80-100 places we can't replicate at the national level a sharing and learning environment like we have been able to do with a small number of LDPs.
- We need to invest further into building the capacity in the system to drive this work forwards through others.

Background & Context (continued)

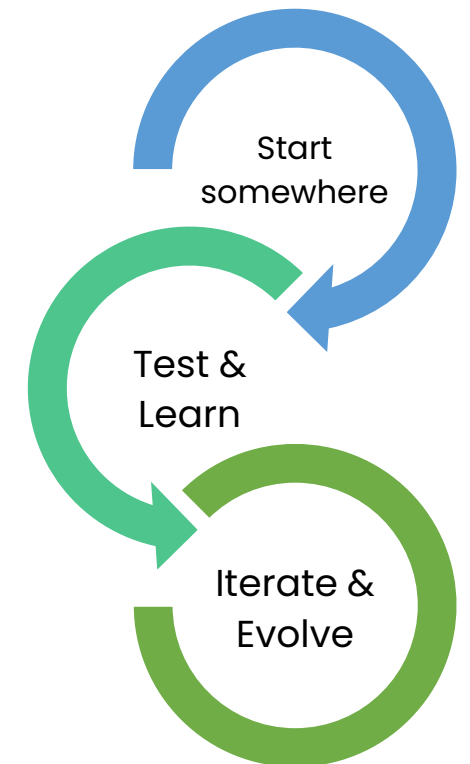
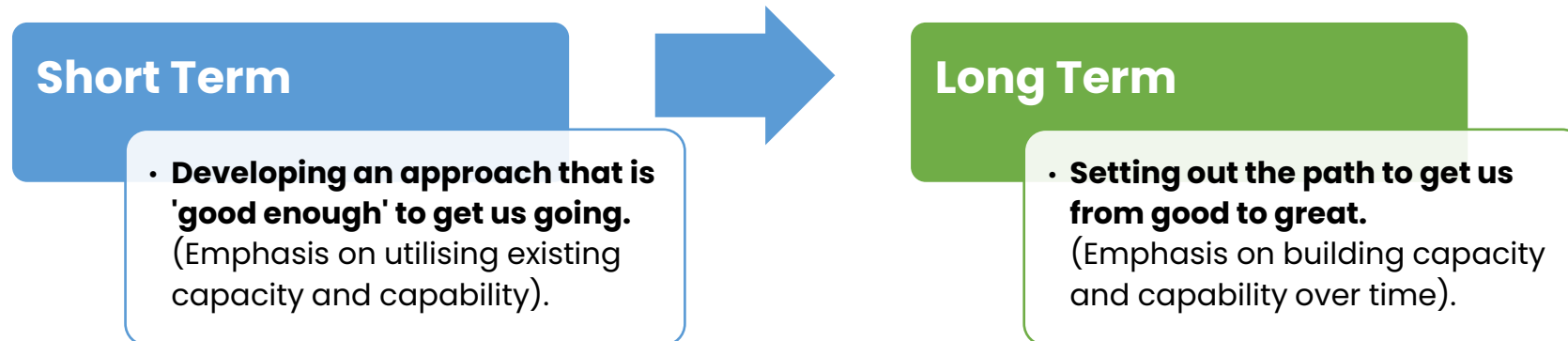
- Between September 2023 and Jan 2024 – a series of internal and external stakeholder engagement sessions were delivered to share, and further develop thinking in relation to our proposed operational framework and cluster-based approach.
- This included engagement with 200+ people from Sport England, Existing Place Partners (LDP's and Transition Fund Places) and Active Partnerships.
- In Jan 2024 – building on the stakeholder feedback, the following next steps were agreed to support the transition from design to implementation of the cluster approach:
 - 1. Development of a more refined cluster model proposal/guidance** – to provide all stakeholders with a consistent narrative and understanding in relation to the cluster approach and implementation process.
 - 2. Delivery of cluster mobilisation sessions** – to share the refined proposal and start to develop a shared understanding for how the approach is going to work on a more practical level, within the context of each region/geographical area.

Principles guiding our approach

The evolved operating model needs to:

- ✓ Create the right types and sizes of spaces for all partners to connect, learn, collaborate and support each other.
- ✓ Make sense, and be manageable, meaningful and motivational for all partners.
- ✓ Utilise the collective strengths, capacity and resources of all partners, in a way that is reasonable and proportionate.
- ✓ Build on the strengths in place locally and the networks that already exist.
- ✓ Enable us to move at the pace required for the initial phase of investment, whilst providing flexibility to expand to 80-100 places over time.

Balancing perfection with pace:



Evolved Operational Model

Place Evaluation & Learning

Place Relationship & Support Structure

Sport England Place Relationships Team

Deepening

Expansion

Other Existing Places
(11)

LDP's
(12)

AP's
(43)

New Places
(80-100)

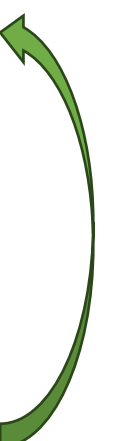
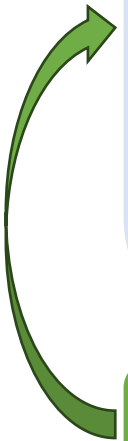
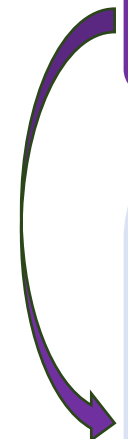
Place Collaboration & Learning Spaces

Geographical

Phase/cohort
based

Theme/topic
based

Place Universal Offer



Place Relationship & Support Structure

Sport England's **Place Relationships Team** will be the primary support to Active Partnerships and Place Partnerships from the organisation.

However, this will enable greater access and support from the wider Place Directorate and other specialist teams within Sport England:

- **Place Collaboration and Learning Team**
- **Place Development Team** (Capital advice, guidance and support)
- **Place Planning and Active Environments Team**
- Other specialist teams will include **Health, CYP, ED&I, Insight and Evaluation, National Partnerships** etc

In addition, Active Partnerships specifically will continue to engage and be supported through two other existing teams:

- **Sport England's Active Partnerships Team** who are focussed on supporting the network to be:
 - Focused on the challenges set out in UTM
 - Strong organizations delivering against the various roles & programmes that SE invest in
 - And will be raising the profile, understanding and connectivity of Active Partnerships across Sport England
- **Active Partnership National Team** who are focussed on:
 - Representing, supporting and convening the Active Partnerships Network
 - Increasing individual and collective impact

Place Clusters

Geographical Areas	North-West	Yorkshire & The Humber	North-East	West Midlands	East	East Midlands	South-West	London and the South-East
Active Partnerships (43)	5 AP's: GM Moving, Merseyside Sport, Active Lancashire, Active Cheshire, Active Cumbria	3 AP's: Yorkshire Sport Foundation, North Yorkshire Sport, Active Humber.	3 AP's: Rise North-East, Tees Valley Sport, County Durham Sport.	6 AP's: Active Black Country, Sport Birmingham, Herefordshire and Worcestershire Sport, Energize, Think Active, Together Active.	6 AP's: Active Norfolk, Active Suffolk, Active Essex, Team Beds and Luton, Hertfordshire Sport Partnership, Living Sport,	5 AP's: Northamptonshire Sport, Active Together (LRS), Active Lincolnshire, APT.	7 AP's: Active Cornwall, Active Devon, WESPORT, Active Gloucestershire, Wiltshire and Swindon Sport, Somerset Activity and Sports Partnership, Active Dorset.	8 AP's: London Sport, Active Kent and Medway, LEAP, Get Berkshire Active, Active Surrey, Active Oxfordshire, Active Sussex, Energise Me*
	Greater Manchester, Pennine Lancs and Liverpool	Calderdale, Withernsea, Bradford, Doncaster, Wakefield, Sheffield and Leeds	South Tees, Durham and Newcastle	Birmingham & Solihull and Coventry	Essex and Luton	N/A	Exeter & Cranbrook, Plymouth, Gloucester and Bristol	Southall, Hackney
Existing Place Partnerships (Previously LDPs and others)								
New Place Partnerships in 23/24	9 Places	7 Places	5 Places	5 Places	7 Places	9 Places	1 Place	8 Places
SE Relationship Leads	Strategic Lead: Justine Blomeley	Strategic Lead: Kate Ahmadi-Khattir	Strategic Lead: Kate Ahmadi-Khattir	Strategic Lead: TBC (Adam Rigarlford as interim)	Strategic Lead: Mel Bennett	Strategic Lead: Mel Bennett	Strategic Lead: James Watmough	Strategic Lead: Warren Leigh
	Place Relationship Managers: Tina Pilkington and Ben Williams	Place Relationship Manager: Laura Martin	Place Relationship Manager: Isac Mitchell	Place Relationship Manager: Richard Lockwood	Place Relationship Manager: Marie Hartley	Place Relationship Manager: TBC	Place Relationship Manager: Russ Turner	Place Relationship Managers: Mark Cook & TBC * Energise Me SL: James Watmough and PRM: Russ Turner

What is a Place Cluster?

Local Support
Network

Community of
Practice

Sharing &
Learning Space

- A network of 8 geographical 'cluster' areas: North West, Yorkshire & Humber, North East, West Midlands, East, East Midlands, South West, London & South East.
- Place Relationship Manager & Strategic Lead support connected to each area.
- Dedicated space and time for Sport England, Place Partners and Active Partnerships to connect, learn and collaborate meaningfully, within a place-based context.
- Key component of our wider collaboration & learning spaces approach.

What will they help to do?

Connection

- Building relationships and establishing common purpose. Helping to better connect/join up expertise and resource (local to national).

Sharing

- Practical approaches, tools & resources, evidence, intelligence, insight, knowledge & experiences

Learning

- Taking time to zoom out, reflect and make sense of the work from different contexts & perspectives.

Collaboration

- Taking joint action to address, advocate and influence shared issues and deliver shared outcomes.

Capacity building

- working together to share, develop and deliver approaches to building capacity and capability for place based systemic working.

Who is a place cluster for?

Primarily/initially..

- All Active Partnerships
- Existing Place Partners (formerly LDP's, Transition Places, Core Cities)
- New Place Partners
- Sport England Place Relationship Leads (PRM's & SL's)

As and when appropriate..

- Other people and organisations connected to local place partnerships
- Other Sport England colleagues
- SE System Partners interested in place-based working
- Wider strategic partners & funders interested in systemic and place-based approaches

How might they practically work?

Quarterly face to face meetings - hosted by Place Partners on rotational basis.

Co-designed and led locally - with support from Place Relationship Leads.

Lead/Coordination roles to be agreed locally - based on local needs and context.
(acceptance that this may look different across places and evolve over time).

Flexible SE resource - to support were needed (budget and parameters TBC).