



Active Partnerships

Engaging Communities, Transforming Lives

2018-19 Member Report:

**Working together to create the
conditions for an active nation**





Working together to create the conditions for an active nation

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Introduction

Welcome to our Annual Member Report in which we reflect on the work we have done together as a network in creating the conditions for an active nation and consider the next 12 months of our journey.

Overall, we have been supporting the changes you have all been driving across the network to better address the needs of our communities and tackle the levels of inactivity and inequalities that still exist.

We saw through the recent 'Round Table' meetings the progress being made in 'creating the conditions for an active nation' and we are now regularly hearing of examples of Partnerships coming together around shared priorities and opportunities, indicating the network is strengthening its connections and knowledge is spreading. With every Partnership now independently accredited through Quest, as well as achieving Tier 3 of the Governance Code, we are well placed to drive impact in our communities and pursue new opportunities that lie ahead.

This new positioning was reinforced in our network re-branding as Active Partnerships, which has been well received across the network and amongst stakeholders, and is helping us raise awareness of the collaborative, place based systems approach being adopted.

We have introduced a new operating model (see diagram) and we will continue to refine our approach to align with each Partnership's priorities and improvement needs. We look forward to continuing to work closely with each of you: progressing our priorities for the year (see page 8), strengthening our 'ways of working as a network' (see page 9), fostering a learning culture (see page 5) and beginning to plan for the next funding and strategy cycle.

Doug Patterson, Chair
Lee Mason, Chief Executive

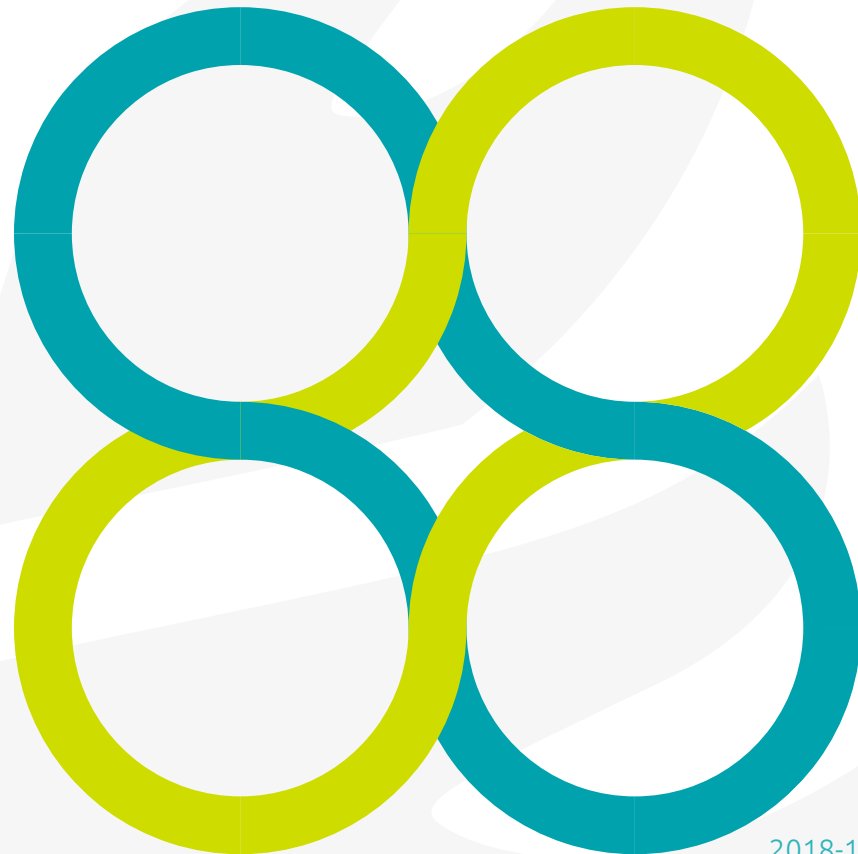


Our shared mission is to increase levels of engagement in sport and physical activity, reduce levels of inactivity, tackle stubborn inequalities and use the power of sport and physical activity to transform lives.

Our shared core purpose is to create the conditions for an active nation.

The Active Partnerships National Team is the improvement and innovation agency that leads, supports and represents the 43 Partnerships, learning what works locally and driving collaboration and impact across the network.

Our objectives to deliver the mission and purpose are:



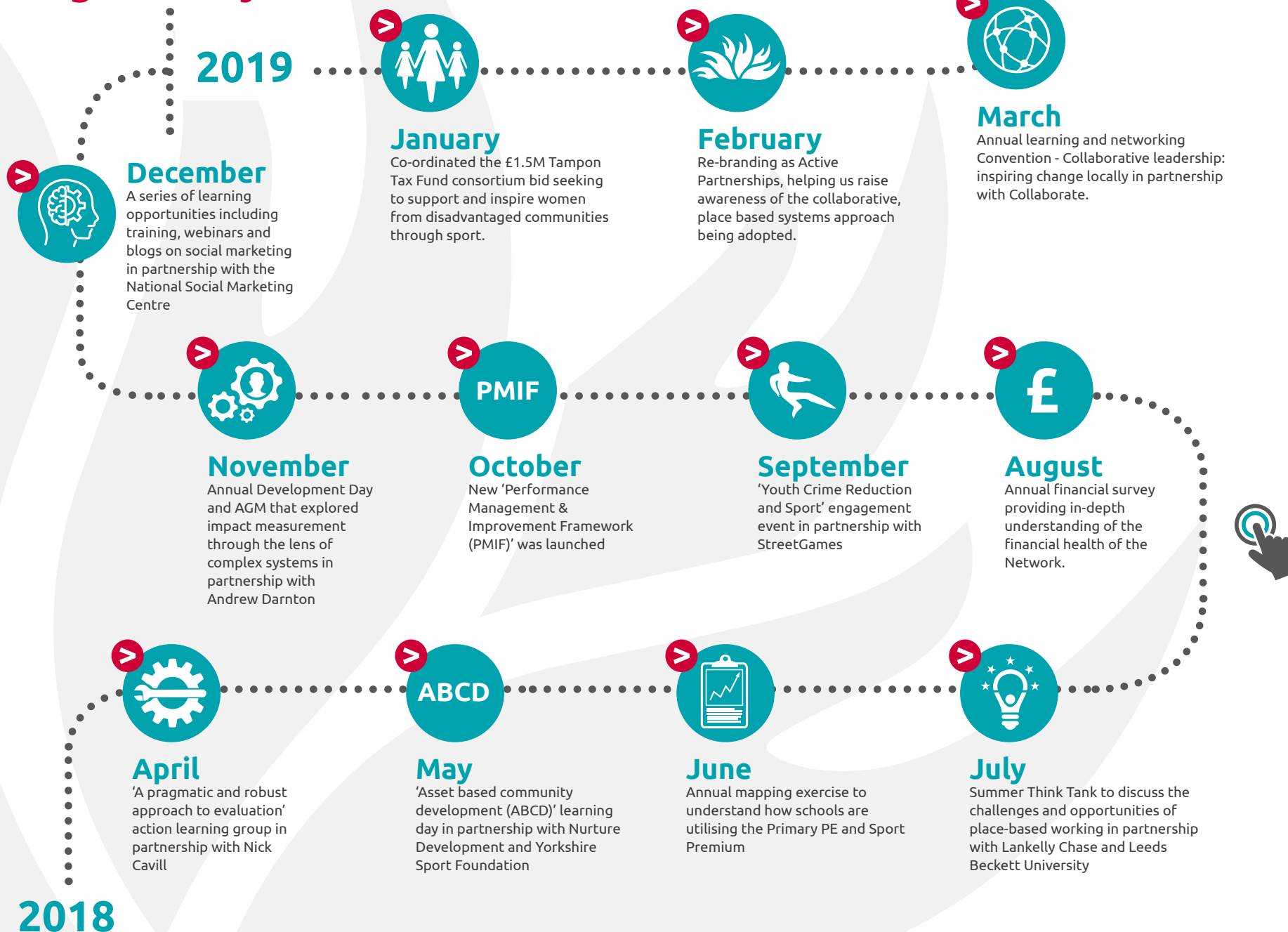


Reviewing Progress

Progress against 2018-19 priorities

Priority	Network progress
Priority Active Partnerships Supporting the 7 partnerships with one year primary role funding to improve and secure long term funding awards.	Intensive 1-1 improvement support provided in partnership with other agencies. All 7 Active Partnerships have now secured long-term funding, although there remains significant work to be done in 2 of them where we continue to actively support.
Performance Management Framework Supporting Sport England to put in place an effective framework that provides a shared and robust assessment of performance.	Co-designed the new PMIF alongside Sport England and supported its implementation. All Active Partnerships have undertaken a self-assessment, 2-day Quest assessment and round table meeting. A review is underway to assess its effectiveness and consider improvements required.
Implement new 'Raising the Bar' improvement programme Building a more detailed understanding of individual Active Partnerships. Creating a new 'learning' ethos and processes to enhance understanding of what works locally.	<p>New relationship management approach with Active Partnerships developed and implemented; building a detailed picture of Active Partnership context, priorities, strengths, areas for improvement, opportunities and challenges, enabling us to more effectively support Partnerships and facilitate connections within and outside of the network.</p> <p>Brought Partnerships and relevant organisations together for specific learning opportunities, including events related to older people, crime diversion for young people and social marketing. Themes of place based working, collaborative leadership and implications for measurement ran throughout the Summer Think Tank, AGM & Development Day and Convention.</p>
Primary PE & Sport Premium Supporting Active Partnerships to influence schools and school leaders to utilise the funding effectively and demonstrate impact. Develop, resource and roll out the Supplier Hub. Align CYP programmes with the primary role.	Ongoing support provided to Partnerships to continue to improve their support to schools. Supplier Hub developed and implemented in London, roll out plans developed but not yet resourced. Strengthened relationship with Sport England regarding aligning CYP programmes and supported discussions regarding extensions to CYP related funding.
Business Development & Workplace Challenge Devising and implementing a new approach to business development. Finalise and implement the future strategy for Workplace Challenge.	New approach to business development finalised and new Business Development Manager appointed in January 2019, who is in the process of working with Partnerships to develop the business development strategy. The Workplace Challenge programme ended, and the new approach for 'Active Working' is in development.

Learning Journey



National Partnerships & Advocacy

We have been strengthening existing and developing new partnerships nationally to support and raise awareness of your work locally. Below are a few examples of this work.

Local Government Physical Activity Partnership

We have worked with this new informal partnership of LGA, CLOA, Community Leisure UK, APSE and Sport England, supporting the critical role that the public sector needs to play alongside other partners in driving better local outcomes through physical activity. This group has published its first 'think piece' which may be useful to aid discussions with your Authorities.

Government School Sport Board

We have worked with partners, officials and ministers to develop a new School Sport Action Plan, in particular advocating a place-based whole system approach to tackling children's activity levels. It is anticipated the plan will be launched in the summer.

StreetGames

Given the increasing focus across the network of on lower socio economic groups and deprived communities, we have working closely with StreetGames to develop a partnership framework which can be tailored locally to realise a range of opportunities for collaboration.

Public Health England

We have worked with Public Health England to identify shared priorities such as the Moving Professionals programme, and encourage collaboration between their regional centre leads for physical activity and Active Partnerships.

Sport for Development Coalition

We have worked with a range of national charities to develop the Sport for Development Coalition which aims to drive profile, impact and funding of the sector. We are currently procuring a social outcome portal, working with Connect Sport to raise the profile of the sector, and are collaborating with 'Made by Sport' a charity being launched in June to create a public facing campaign and raise new funds for the sector.

Sport England

Regular contact at all levels to improve the awareness and connections to Active Partnerships, encouraging co-creation and the value we can add to achieve the goals contained in 'Towards an Active Nation'.



Looking Forward

2019-20 priorities

Based on local priorities and identification of national opportunities we will focus on the following...

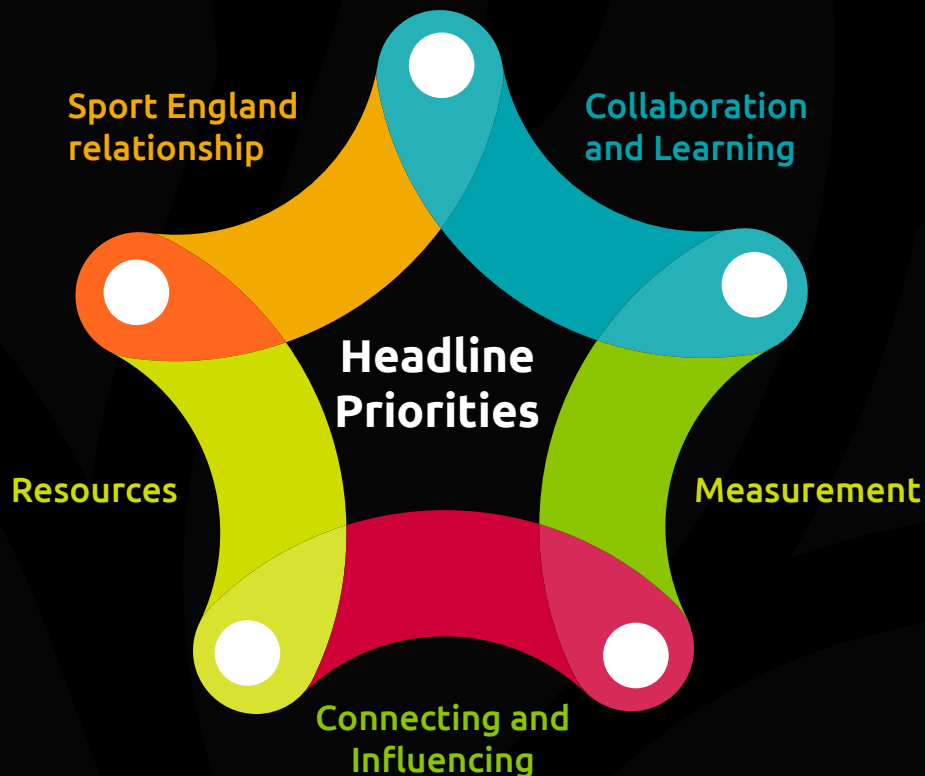
Collaboration and Learning – continuing to build our understanding of each Active Partnership and our approach to learning. Enhancing our action learning approach to more effectively connect and support Active Partnerships on themes around individual strengths, opportunities and challenges.

Connecting and Influencing - utilising our new brand re-alignment, our understanding of Active Partnership priorities and the groupings to build wider relationships across key national agencies and policies to address local blockages, grasp opportunities within local systems and improve local-national connectivity.

Resources – building our new Business Development support service for Active Partnerships, building our relationships to secure additional funding to support local priorities.

Measurement – working with Active Partnerships to build our approach to impact measurement, aligning with system leadership thinking and agendas we are seeking to position sport & physical activity within.

Sport England relationship - continue building a strong relationship with Sport England both nationally and locally. Positioning Active Partnerships as a valuable place-based partner and improve connections between local priorities and Sport England teams. Begin planning for 2021-2025 to further embed the role, resourcing and relationship with the network to deliver the national strategy.





Ways of Working as a Network

To enhance the culture of learning and connectivity across the network, we think that ‘how we work’ is as important as ‘what we do’.

Behaviours we intend to exhibit and encourage are:

Increased emphasis on connecting people together, encouraging learning around local priorities and stages of development and strengthening feedback and communication loops across the network

Increasing the focus on local strategic impact and how collaborative leadership as a way of thinking and acting can help us achieve our goals

Opportunities, tensions and challenges are aired more transparently to co-design solutions and the way forward as a network



Encouraging individuals to lead the agendas where greater expertise and experience may sit

Building a narrative of learning as we go and less of a search for the perfect answers

This is based on our learning from the last 12 months on what has created improvements and what tensions have surfaced. We would like to keep discussing these as a network through the lens of how we all work towards creating the conditions for an active nation.





Examples of Joint working and learning

Month	How we worked together	What we learned
April 2018 	<p>A small group of Active Partnerships advanced in their thinking on evaluation of physical activity interventions came together with Nick Cavill, (author of the Public Health England Standard Evaluation Framework), and Sport England Health and Evaluation colleagues to share learning and consider, <u>a pragmatic and robust approach to evaluating</u> the 5 Government social outcomes at a local level. This group have continued to work together since and support discussions at a national level.</p>	<p>Find the balance between evaluation that is pragmatic in the field with the partners and audiences you are working with, and robust/validated evaluation that meets the evidence requirements of the agencies and agendas on which you are trying to influence.</p> <p> further reading...</p>
May 2018 ABCD	<p>Yorkshire Sport Foundation (YSF) had been working for some time with Nurture Development on developing their <u>asset based community development (ABCD)</u> approach. As a result of sharing this approach at the Convention, a number of Active Partnerships expressed an interest in learning more and YSF helped to co-design a <u>learning day</u> for 23 members of Active Partnership staff to come together, share experiences and ideas, and receive expert input from Chris Chinnock at Nurture Development to help guide their local approach.</p>	<p>Build on strengths</p> <p>Find the people who can inspire change within communities</p> <p>Work with, not for, communities</p> <p> further reading...</p>
June 2018 	<p>For the last 6 years Active Partnerships have conducted an <u>annual mapping exercise to understand how schools are utilising the Primary PE and Sport Premium</u>, the impact it is having and the support requirements of schools. The information from all 43 areas informs a report which is presented to Ministers and Department for Education officials, helping to further understand how Active Partnerships and sector partners can work in collaboration to support schools to utilise the funding.</p>	<p>Significant support is needed for schools to understand the swimming grant conditions</p> <p>The lack of accountability schools are held to is a key weakness in the system and needs to be strengthened</p> <p>The Active Lives CYP Survey data presents a big opportunity to influence school thinking</p> <p> further reading...</p>







Examples of Joint working and learning

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<p>July 2018</p>	<p>80 Active Partnership staff, board members and partners attended a <u>Summer Think Tank to discuss the challenges and opportunities of place-based working</u>, and how, through developing collaborative leadership approaches and by thinking like a system, we can seek to make sport and physical activity everyone's business.</p> <p>Supported by Lankelly Chase and Leeds Beckett University, colleagues were provided with the space to develop and apply thinking and learning to their local challenge.</p>	<p>Don't try to fix a 'whole system' – start somewhere and go everywhere with action inquiry at their heart.</p> <p>Build behaviours – lead by example in developing and displaying the positive behaviours that we want all parts of systems to display.</p> <p>Start and end certain relationships – if an organisation is not developing what is needed to connect systems together then do something about it. Do not reward what is not working.</p> <p>Connect previously unconnected parts of system – person centred services will only come from the relevant organisations connecting around mutual goals.</p> <p> further reading...</p>
<p>August 2018</p>	<p>For 5 years each Active Partnership has reported <u>annual financial information</u> in a consistent format, enabling longitudinal benchmarking across different metrics and an in-depth understanding of the financial health of the Network.</p>	<p>There are 100 less FTE staff working within Active Partnerships than there were 12 months ago</p> <p>Hosted and incorporated partnerships continued to drive efficiencies in administration costs.</p> <p>For the first time since we captured the data, both Sport England and non-Sport England income was down.</p> <p>There remained an appetite across the network to focus on business development and that capacity was needed to drive forward this agenda - Matt Liggins was recruited to the national team with this specific remit.</p> <p> further reading...</p>
<p>Sept 2018</p>	<p>The Active Partnerships national team co-facilitated an <u>engagement event</u> with StreetGames, the Police and Loughborough University, bringing together Active Partnerships working on the StreetGames <u>Youth Crime Reduction and Sport</u> project funded by the Home Office.</p>	<p>Lots of learning exists within the network around engaging Criminal Justice Partners.</p> <p>Youth offending is mainly transitory for most young people who require minimal intervention and maximum diversion.</p> <p>Desistance is a journey where young people 'start to stop' offending and sport interventions are a valuable tool when designed well.</p> <p> further reading...</p>

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<p>October 2018</p> <p>PMIF</p>	<p>The <u>new Sport England Performance Management Improvement Framework (PMIF) was launched</u> following a comprehensive review involving Active Partnerships.</p> <p>Building on the previous process, this new framework sought to harness a learning and development culture and placed a greater emphasis on understanding the strategic impact of the network, as well as organisational effectiveness.</p>	<p>Self-assessment has worked well creating awareness and ownership across the whole team.</p> <p>The Quest process has helped to validate self-assessment, however, the process needs streamlining</p> <p>The roundtables have helped to develop an open and honest relationship focused on maximising strengths and opportunities and addressing improvements.</p> <p>The roles and responsibilities of the Active Partnerships national team and Sport England CSP Team need to be clearer.</p> <p> further reading...</p>
<p>November 2018</p> 	<p>The Chairs and Chief Executives of Active Partnerships came together for an <u>annual development day and AGM that explored impact measurement through the lens of the complex systems</u> that we operate in.</p> <p>To help us through the complexity, Andrew Darnton and his 'Revaluation' approach was introduced as a different way of thinking about measurement.</p>	<p>"Some of the intangible things will make the biggest difference. No one person, programme or funder can claim it as theirs, and it might not be measurable in the traditional sense. We need to get comfortable with that."</p> <p>How something is done is as important as what.</p> <p>There is no single, perfect methodology to understand impact within complex systems.</p> <p>Enable people to tell stories about what matters to them as that is where the value is.</p> <p>Measurement is part of the job of creating change, not a stand alone conversation.</p> <p> further reading...</p>
<p>December 2018</p> 	<p>Working in partnership with the National Social Marketing Centre, <u>a series of learning opportunities including training, webinars and blogs</u> were developed for Partnership staff who had expressed an interest in enhancing their understanding and <u>approach to social marketing.</u></p>	<p>We are not rationale, having knowledge doesn't change behaviour</p> <p>Be clear about what behaviour you are trying to change</p> <p>Be clear on who your audience is and really understand what they value / feel</p> <p>Ideas for developing the intervention mix and benefits exchange</p> <p>The role of evaluation</p> <p> further reading...</p>

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Month	How we worked together	What we learned
January 2019 	<p>Matt Liggins <u>co-ordinated the £1.5M Tampon Tax Fund consortium bid</u> seeking to support and inspire women from disadvantaged communities through sport, working with 14 Active Partnerships and Women in Sport.</p>	<p>Network can mobilise quickly to engage in opportunities</p> <p>Project co-design provides flexibility based on local need within a national framework</p> <p>Well-established capability across the network to support for women and girls</p> <p>Bid feedback suggests consistent outcome measurement is important</p> <p> further reading...</p>
February 2019 	<p>Over the last 18 months, we have been changing and strengthening our approach to help us to better address the needs of our partners and communities and tackle the levels of inactivity and inequalities that still remain.</p> <p>After extensive internal and external consultation, February was used to prepare to <u>rebrand from CSP Network to Active Partnerships</u> to better reflect our change of approach.</p>	<p>Need to be clear on rationale for rebrand</p> <p>Need to be clear on messaging, what the brand aims to achieve</p> <p> further reading...</p>
March 2019 	<p>281 members of staff and board members from Active Partnerships came together for the <u>annual Convention</u>, which had a new format based on peer learning and was themed around 'Collaborative leadership – inspiring change locally.'</p>	<p>Collaborative leadership is a process and an outcome.</p> <p>Great collaborative leadership is taking place across all levels in Active Partnerships but could be more 'intentional'.</p> <p>The collaborative leadership development journey is very personal and local and future support should be aligned as such.</p> <p> further reading...</p>



Active Partnerships

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