

# Together an Active Burnley: The physical activity and sport strategy for Burnley 2018-2023

Final

2018

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## I. Introduction

- I.1. Together an Active Burnley sets a long-term vision for physical activity and sport in Burnley and how it can contribute to our priorities for improving life in the borough for all. This encompasses everything from creating the right environment so that the choice for the least active residents to build activity into their everyday lives in an easy and enjoyable one, through to creating the conditions for local residents to thrive, develop key life skills, and reach their potential through and in sport.
- I.2. We have some great assets to build from. These include the traditional ‘hotbed’ of community sports clubs and voluntary led activity such as parkrun; the strengths of our school sport and physical activity offer; the leisure facilities infrastructure we have in place; the natural environment providing a great place to be active; through to Burnley FC as a successful Premier League club with its roots firmly in the communities of the borough.
- I.3. However, there are some significant challenges. As a population Burnley is simply not active enough. Too many people aren’t building physical activity into their everyday lives, and we know there are huge inequalities that exist based on social background, economic disadvantage, age, gender, and ethnicity. As a result, too many residents are not living a healthy life to the full and are dying too young.
- I.4. People have a choice to be active and we need to work with communities to make physical activity an easy, attractive, and enjoyable choice. This is a challenge as over time society has become time poor and made it much easier to be inactive through reliance on cars, automation and digital technology. There is no quick fix that will solve the inactivity challenge and it requires a long-term vision and commitment to bring about a positive change across the range of policy, infrastructure, organisational, and social influences on physical activity levels in Burnley. This strategy sets out the first 5 years of that journey.
- I.5. We know that achieving the vision for physical activity and sport cannot be achieved alone. This is a strategy for Burnley, not for any single organisation. It provides a framework for action by partners working across the borough and follows the principles at the core of Burnley’s Future, the Community Strategy for Burnley. Everyone has a role to play. This includes public sector bodies, the health sector, sports clubs (professional to voluntary), national governing bodies of sport (NGBs), the education, voluntary and private sectors, communities across the borough, through to the personal responsibility that each and every one of us takes for our lifestyle choices.
- I.6. The development of this strategy has been overseen by the Burnley Activity and Wellbeing Partnership, with representation from Burnley Leisure Trust, Burnley Pendle and Rossendale Council for Voluntary Services (CVS), Lancashire Sport, Calico Group, Burnley schools, Burnley College, School Sports Partnership, Burnley FC in the Community, the Community Safety Partnership (Burnley Council), the NHS (East Lancashire CCG), Young Peoples Services (Lancashire County Council), and Up & Active (East Lancashire consortium for Healthy Lives and Healthy Weight).

- 1.7. We know that physical activity and sport plays an important role in people's lives across the borough, and there is the potential to achieve more and help improve lives in the borough. Together we can achieve an exciting vision for the role that we want physical activity and sport to play in Burnley's future and in all of our lives.

## 2. A Vision for Sport and Physical Activity in Burnley

Improving lives through physical activity and sport  
Burnley will be a place where the choice to be active is  
easy, attractive and enjoyable

### What success will look like

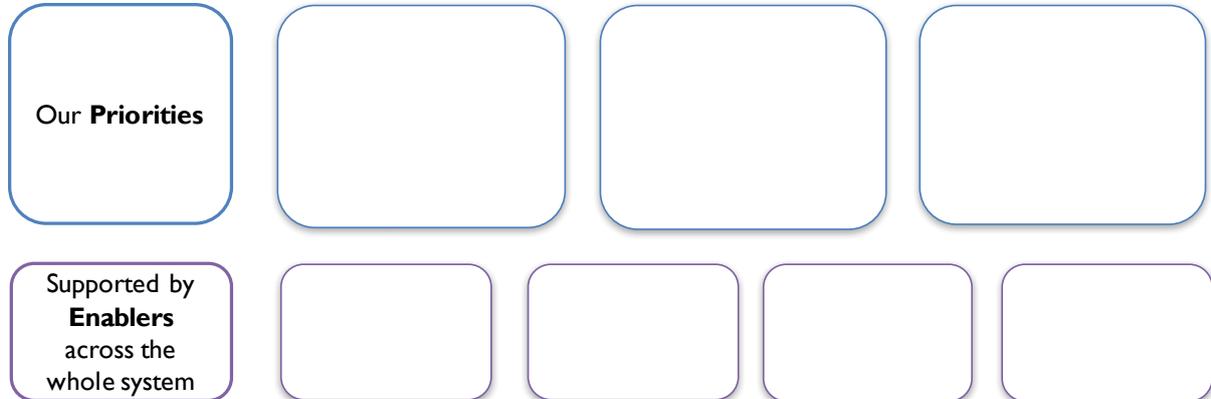
#### 2.1. **Burnley will be a place where the choice to be active is easy, attractive and enjoyable.**

This means that there will be:

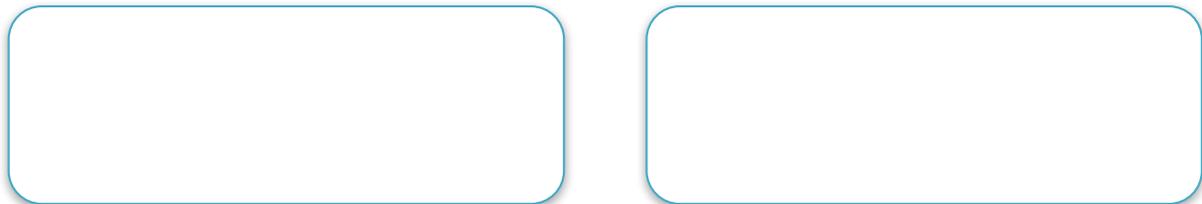
1. People of all ages, backgrounds and abilities moving more with:
  - a. Targeted help for those who need it
  - b. A trend of increasing levels of physical activity
  - c. A trend of reduced inequalities in participation.
2. Accessible opportunities and places to be active, including indoor provision and the natural environment.
3. A vibrant physical activity and sport sector with a mixed economy of provision between public, private, and the community / voluntary sector, which helps to address the barriers towards people leading a more active lifestyle.
4. Clear progression routes to advance talent and skills.
5. Borough wide strategic support for physical activity and sport where organisations buy into this collective vision for Burnley and there is a proven and recognised contribution of physical activity and sport to Burnley's priorities.
6. A workforce and general public who understand and proactively champion moving more.
7. A borough that is easier to move around, including active travel choices.
8. The continued celebration of sport, in all its forms, with the positive values and life skills that it provides.
9. A vibrant programme of events with strong community participation and engagement, that is facilitated by a clear and accessible marketing offer.

## Our priorities, enablers and specific areas of focus

2.2. We have identified three areas of priority for delivering this ambition – grouped under People, Place and Prosperity. These are supported by four enablers which cut across the work that we will do to help us deliver against our priorities.



2.3. Developing the strategy has particularly challenged us to be really clear about the things that are most important to Burnley in delivering our priorities. Stakeholders have told us that the two areas of focus that cut across everything we do are:



## Outcomes

2.4. The ultimate outcome, as highlighted within our vision and in line with Burnley’s Future, is to help improve lives for local people. This will be aligned to the five Government outcomes for sport as highlighted below.

Government Outcome	Together an Active Burnley Outcome
Physical wellbeing	Reduced inactivity, reduced inequalities, increased activity levels - contributing to identified health and wellbeing indicators
Mental wellbeing	Healthy Minds
Individual development	Fulfilling Potential
Social and community development	Safer, more cohesive communities

Government Outcome	Together an Active Burnley Outcome
Economic development	Inclusive growth where all in Burnley can benefit from economic growth

### How we will make this happen

- 2.5. We are clear that in order to achieve this type of transformation, where the choice to be active is easy, attractive and enjoyable, we are going to have to change how we work. *How* we drive change is as important as *what* we try to do.
- 2.6. This needs organisations to come together around this common vision for Burnley independent of organisational boundaries to collaborate and co-produce. This isn't always easy and needs the system leadership to create an environment of trust recognising that together we can help improve lives of residents in Burnley.
- 2.7. This means putting the right governance in place behind the strategy but also focusing on system building and embedding the principles of asset based community development in the way we work. We will 'work with' residents to develop the solutions and not 'do to.'
- 2.8. It means recognising that this goes beyond the sport and physical activity sector and involves influencing policy and practice in education, health, transport, planning, parks and open spaces, media, the voluntary sector, and business, so multiple sectors of society need to be involved in the solutions.
- 2.9. The strategy framework is shown in section 4 along with a more detailed account of the framework, and actions that flow from this (section 5).

## 3. Shaping the future of sport and physical activity in Burnley

### Shaping the challenge

#### The evidence base for sport and physical activity

*'Physical inactivity poses a serious and growing danger to society; it damages health, economy and the environment and limits the educational attainment and future lives of children.'*<sup>1</sup>

- 3.1. Physical activity and sport isn't just a nice to do. The challenges associated with physical inactivity are stark and impact on people's lives in a number of ways. The following summarises some of those challenges where evidence shows physical activity and sport has a role to play:

#### **Many people in Burnley have diseases and health conditions that are preventable**

- Physical Inactivity is one of the top ten causes of early mortality in England.
- Burnley has a high-level inactivity (over 40% of adults not meeting Chief Medical Officer guidelines) with an estimated cost to health services of over £1.5m per year<sup>2</sup> related to diseases (Heart disease, Diabetes, CVD, Cancer) that could be prevented by exercise. Under 75 mortality rates for cancer and CHD are in the bottom quartile nationally.
- The health of people in Burnley is generally worse than the England average. Burnley is one of the 20% most deprived districts/unitary authorities in England and about 28% (more than 5,000) of children live in low income families. Life expectancy for both men and women is lower than the England average.<sup>3</sup>
- There are significant health inequalities within Burnley. For instance, life expectancy is 8.1 years lower for men and 9.9 years lower for women in the most deprived areas of Burnley than in the least deprived areas.<sup>4</sup>
- 8% of households in Burnley are at risk of social isolation.<sup>5</sup> This can be a cause of poor health and wellbeing, and reduced life expectancy and has a potential cost to health and social care of up to hundreds of millions of pounds annually across Lancashire.

#### **Children and young people in Pennine Lancashire are not getting the best start in life**

- Childhood obesity as a specific example where the link with physical inactivity is well established 23.4% of children in year 6 classified as obese, which is in the bottom quartile across England.<sup>6</sup> When looking at the broader measure of excess weight (including obesity) this shows that 25.6% of 4 to 5-year-olds are overweight increasing to 34.4% of 10-11-year-olds.<sup>7</sup> Allied to the low levels of young people meeting recommended

<sup>1</sup> Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014

<sup>2</sup> Sport England commissioned data from British Heart Foundation Health Promotion Research Group for PCTs, reworked into estimates for LAs by TBR. Measure: Health costs of physical inactivity, split by disease type. Time period(s): 2009/10

<sup>3</sup> Public Health England - Burnley Public Health Profile. July 2017

<sup>4</sup> Public Health England - Burnley Public Health Profile. July 2017.

<sup>5</sup> Hidden from View: Tackling Social Isolation and Loneliness in Lancashire. A Public Health Report, October 2016.

<sup>6</sup> Public Health England - Burnley Public Health Profile. July 2017.

<sup>7</sup> NHS Digital, National Child Measurement Programme, 2016/17.

guidelines for physical activity (21% of boys and 16% of girls nationally), a trend that has been going in the wrong direction, this paints a worrying picture both now and also for the borough in the future unless it can be addressed.

- The trend continues into adulthood with 67.7% of adults in Burnley overweight or obese.<sup>8</sup>
- Educational attainment and skills development is the number one priority identified in Burnley's Future. In Burnley 50.6% of pupils achieve 5 GCSEs at grades A-C, the Lancashire average is 59%.

**Mental illness is more common in Pennine Lancashire than in other areas of the country**

- Mental illness is more common than other areas of the country with an estimated 7,600 children and young people aged between 5 and 16 in Pennine Lancashire experiencing a mental illness.<sup>9</sup> 48,000 people in Pennine Lancashire are likely to have a long-term condition and a mental health problem.<sup>10</sup>
- Estimates of life satisfaction show West Lancashire, Burnley and Preston are among the worst in the country. 26% of people have been told they have depression, anxiety or other mental health condition (at any time).<sup>11</sup>

**The benefits of an active lifestyle**

*'If a medication existed which had a similar effect to physical activity, it would be regarded as a 'wonder drug' or a 'miracle cure'<sup>12</sup>*

3.2. There is a wealth of evidence to highlight that the benefits of an active lifestyle are far reaching and impact positively on people's lives. From a health perspective *'there is strong and consistent evidence that increasing physical activity will help us live longer and improve our mental wellbeing. It has also been shown to reduce the risk of many long-term conditions, including heart disease and stroke, diabetes, cancer and dementia.'*<sup>13</sup> It's medically proven that people who do regular physical activity have:

- up to a 35% lower risk of coronary heart disease and stroke
- up to a 50% lower risk of type 2 diabetes
- up to a 50% lower risk of colon cancer
- up to a 20% lower risk of breast cancer
- up to an 83% lower risk of osteoarthritis
- up to a 68% lower risk of hip fracture
- a 30% lower risk of falls (among older adults)
- up to a 30% lower risk of depression

<sup>8</sup> Public Health England (based on Active Lives survey, Sport England) 2015/16.

<sup>9</sup> Draft Pennine Plan: Our Proposals for Improving Health, Care and Wellbeing in Pennine Lancashire. Winter 2017.

<sup>10</sup> Pennine Lancashire Transformation Programme Case for Change. Final version December 2016

<sup>11</sup> Burnley local summary - part of the joint strategic needs assessment for health behaviours in Lancashire.

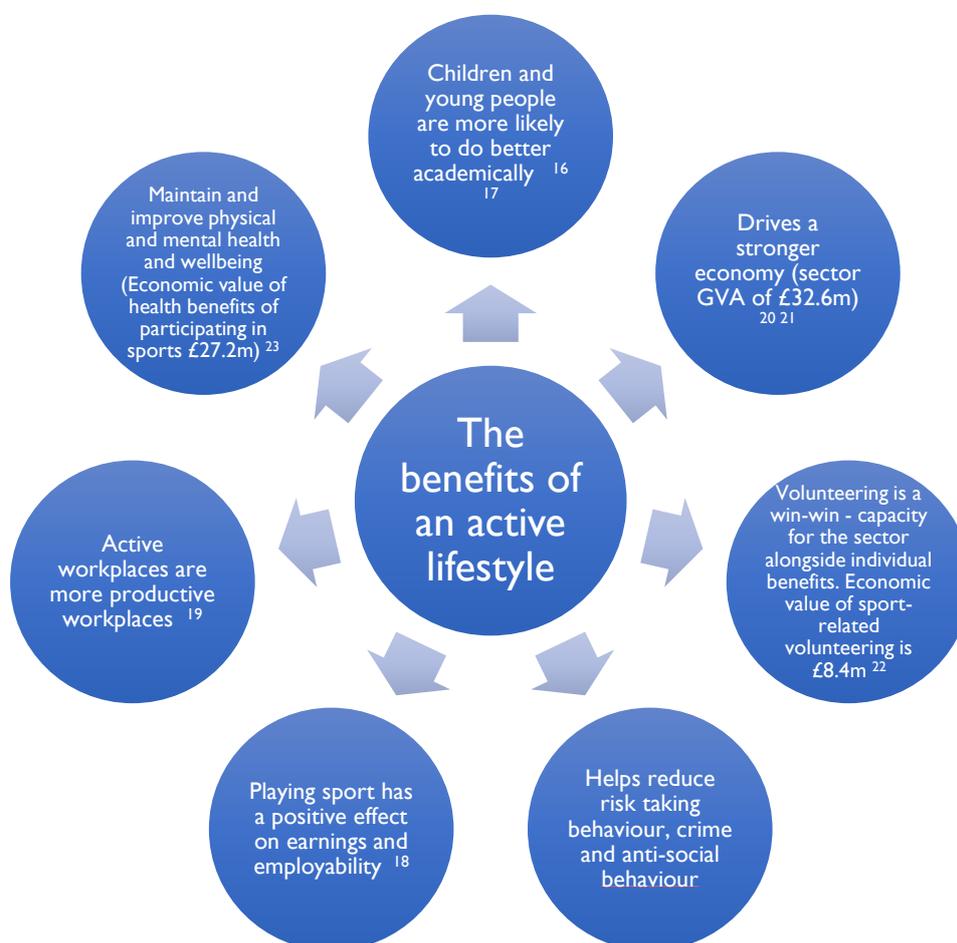
<sup>12</sup> Sir Liam Donaldson, the former Chief Medical Officer of England

<sup>13</sup> Draft Pennine Plan: Our Proposals for Improving Health, Care and Wellbeing in Pennine Lancashire. Winter 2017

- a 30% lower risk of early death
- up to a 30% lower risk of dementia.<sup>14</sup>

- 3.3. Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life.<sup>15</sup>
- 3.4. Sport has been shown to be an effective tool to help raise aspirations and ambitions for young people. It helps to build confidence, self-esteem, and resilience, and a number of 'soft' skills which are seen as crucial to employability.
- 3.5. The sector is also an important employer within the local economy, whilst there is a strong evidence base as to how a more active workforce can reduce absenteeism and improve productivity.

**Figure 1 – the benefits of an active lifestyle**



<sup>14</sup> <https://www.nhs.uk/Livewell/fitness/Pages/whybeactive.aspx>

<sup>15</sup> CASE: The Culture and Sport Evidence Programme, 2015. 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur'

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### Current levels of physical activity

3.6. Over 40% of adults don't meet the Chief Medical Officers guidelines for physical activity whilst over 1 in 4 (27.2%) are classed as inactive. This equates to 18,900 adults in Burnley doing less than 30 minutes of physical activity a week.

**Figure 2 – current levels of activity and inactivity<sup>24</sup>**



3.7. We know on the basis of national data that significant inequalities exist by way of class, age, gender, ethnicity and disability.

3.8. There are differences with the picture in Burnley compared to national data with higher levels of inactivity for males, lower levels of activity amongst 16-34 year olds, and lower levels of activity amongst over 55s.

### Overcoming the intention-action gap

<sup>16</sup> Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy, [See report here.](#)

<sup>17</sup> The link between pupil health and wellbeing and attainment: A briefing for head teachers, governors and staff in education settings.2014 London. Public Health England [See report here.](#)

<sup>18</sup> The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

<sup>19</sup> Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007) *Physical activity, absenteeism and productivity: An Evidence Review* [See report here.](#))

<sup>20</sup> UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion (UK Active, (2014), *Turning the tide of inactivity*, [http://ukactive.com/downloads/managed/Turning\\_the\\_tide\\_of\\_inactivity.pdf](http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf))

<sup>21</sup> Sport England Economic Value of Sport – local model. 2013

<sup>22</sup> Sport England Economic Value of Sport – local model. 2013

<sup>23</sup> Sport England Economic Value of Sport – local model. Measure: Economic value to the area of improved quality and length of life plus health care costs avoided due to participation in sports. Time period(s): 2013

<sup>24</sup> Active Lives, November 2016/17

- 3.9. People in Burnley want to be more active. 57.7% of adults want to do more sport than at present.<sup>25</sup>
- 3.10. However, saying that you want to do more and actually being more active are two very different things. This strategy will drive us to better understand the barriers to a more active lifestyle to help people to overcome the intention-action gap, whether this be about resources (time and money), the environment (facilities, workplace, physical environment), provision of information, or about personal confidence.

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<sup>25</sup> Active People Survey. Measure: Number and proportion of adults wanting to do more sport - overall and by current level of activity (active or inactive). Time period(s): 2015/16

## The Strategic and Policy context

- 3.11. Physical activity and sport contributes to a range of important policy outcomes for Burnley, including a significant contribution to growth, health and wellbeing and the development of stronger communities.
- 3.12. **Burnley's Future, The Community Strategy for Burnley** sets out the key strategic priorities for the borough with a focus on improving life in the borough for all. Local delivery partners are expected to align their plans around the priorities set out in the document, themed around prosperity, people and place. That has been the approach in the development of this strategy.
- 3.13. Underpinning the whole approach is the recognition that **educational attainment and skills development**, in support of the current and future labour market, is Burnley's **number one priority**.
- 3.14. The evidence base highlights that physical activity and sport does and can continue to make a strong contribution to this agenda. This includes supporting emotional wellbeing; building self-esteem and confidence; relieving stress; improving concentration and learning; teaching valuable soft skills in demand from employers such as team work, self-discipline resilience; providing opportunities for volunteering and leadership development through sport; opportunities for Apprenticeships related to physical activity and sport; or the inspirational effect that role models have in being able to build aspirations in young people.
- 3.15. This is why reaching our potential is one of the obsessions we have developed for this strategy.
- 3.16. The second obsession we have developed – reducing inequalities – is a significant issue for the borough and is a key driver behind both inclusive growth and health and social care transformation.

## Health and Social Care transformation

- 3.17. We know that Burnley faces a number of challenges that contribute to increasing demands for service provision and means that local people are more likely to experience ill health than people living in other areas of the country.
- 3.18. The **Draft Pennine Plan** sets out Health and Wellbeing Improvement Priorities where Pennine Lancashire is performing poorly compared to other similar areas for these issues, either in terms of population outcomes, quality of care, or spend on services.
- 3.19. A Prevention Framework has been agreed which will embed prevention right across every aspect of future plans and a New Model of Care which aims to improve the health and wellbeing of all who live and work in Pennine Lancashire. This puts people, their families and communities at the heart of everything, aiming to put them in control of their own health and wellbeing, so they can remain as healthy as possible for as long as possible.

3.20. Physical activity and sport is positioned as a great prevention tool to help support this new approach.

### **The sporting context**

3.21. Sport England's vision is that everyone in England, regardless of age, background or level of ability, feels able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone - meets their needs, treats them as individuals and values them as customers. (Towards An Active Nation 2016 – 2021).

3.22. To achieve this ambition Sport England will:

- Focus on sport and physical activity's contribution to five broader outcomes identified in the Government Strategy for Sport: physical wellbeing, mental wellbeing, individual development, social and community development and economic development
- Ensure its approach to sport and physical activity is built around behaviour change and the principles of behavioural science, insight and customer focus. This is a new and radically different approach, and it is essential that these principles are applied before any interventions are developed.
- Place the highest priority on tackling inactivity and prioritise demographic groups who are currently under-represented in engagement with sport and physical activity. There is a clear message that the greatest return on public investment will come from targeting the inactive.
- Help those who currently have a resilient sport or physical activity habit to stay that way, and to encourage the sector to work with them do this more efficiently and at lower public subsidy.
- Work with a wider range of partners based on the principle of '*it's what you can do that counts, not who you are*'.

3.23. There is now also a much broader view of the relationship between physical activity and sport with false distinctions between the two removed.<sup>26 27</sup> We know that people's physical activity biography is made up of a variety of forms of physical activity, of which sport has a critical role. If the strategy is true to taking a people-driven approach, making distinctions between different forms of physical activity would be a barrier to adopting a collaborative whole systems approach.

### **The evidence base of what works**

3.24. Reversing downward trends in physical activity will require places to commit to a combination of strategies aimed at the individual, social-cultural, environmental and policy determinants of inactivity. Physical activity is influenced by policies and practices in education, transportation, parks and recreation, media, and business, so multiple sectors of society need to be involved in

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<sup>26</sup> The measurement that Active Lives uses includes the activities of walking, cycling, dance, fitness and sporting activities.

<sup>27</sup> See - Sporting Future: A New Strategy for an Active Nation (page 27)

the solutions. There is the clear need to inform, motivate and support individuals and communities to be active in ways that are safe, accessible and enjoyable. There is no one single solution to increasing physical activity, an effective comprehensive approach will require multiple concurrent strategies to be implemented.

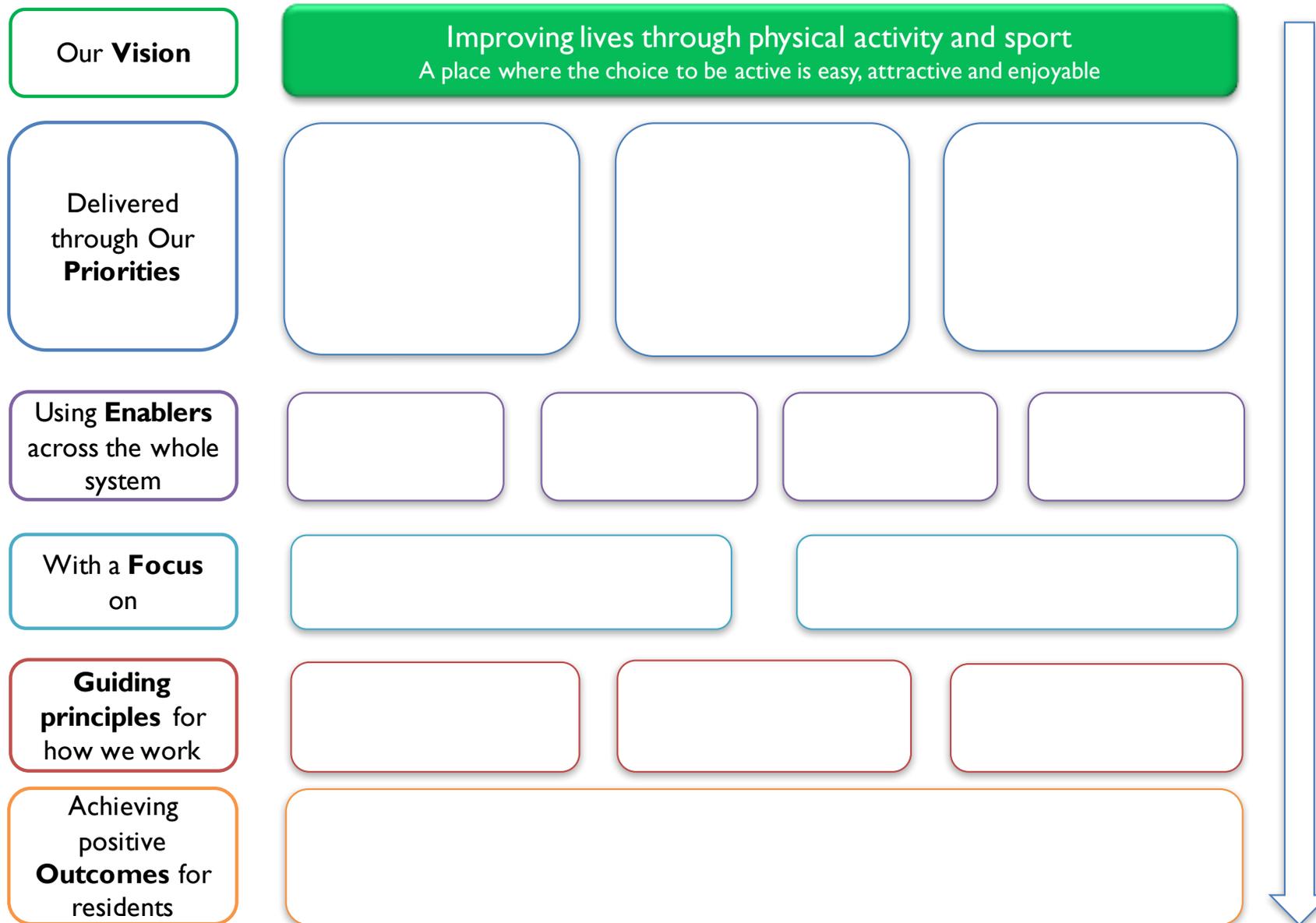
3.25. The following have been identified as the seven “best investments” for physical activity, which are supported by good evidence of effectiveness, and have helped to inform the priorities for this strategy.<sup>28</sup>

**Figure 3:**

The best investments for physical activity based on evidence
Whole school approaches (including early years)
Transport policies and systems that prioritise walking and cycling
Urban design regulations and infrastructure that provide for safe access to recreational physical activity and recreational and transport related walking and cycling across the life course.
Physical activity and non-communicable disease (NCD) prevention integrated into primary care systems
Public education including mass media to raise awareness and change social norms on physical activity.
Community wide programmes involving multiple settings and sectors and that mobilise and integrate community engagement and resources.
Sport systems and programmes that encourage ‘sport for all’ and encourage sport participation across the life course.

<sup>28</sup> Global Advocacy for Physical Activity (GAPA) the Advocacy Council of the International Society for Physical Activity and Health (ISPAH). NCD Prevention: Investments that Work for Physical Activity. February 2011. Available from: [www.globalpa.org.uk/investmentsthatwork](http://www.globalpa.org.uk/investmentsthatwork)

## 4. Strategy Framework – why, what and how



- 4.1. This Framework isn't intended to set out everything that will happen over the next few years. Developments will continue in response to the changing needs and wants of our communities. Neither will it set out additional funding streams that can be channelled into physical activity and sport. What it does do, is set out our ambitions and priorities to provide a reference point for current and future investment.
- 4.2. In doing so the Framework:
  - Sets out a vision for physical activity and sport in Burnley
  - Provides a framework within which physical activity and sport can flourish for the benefit of all sectors of the Burnley community
  - Provides an advocacy document which will influence policy and decision makers in the allocation of resources
  - Encourages more collaboration as partners and agencies work together towards the same ends
  - Identifies the broad priority actions that will form the starting point for a systematic way in which opportunities are provided across the area.

### Guiding principles for how we work

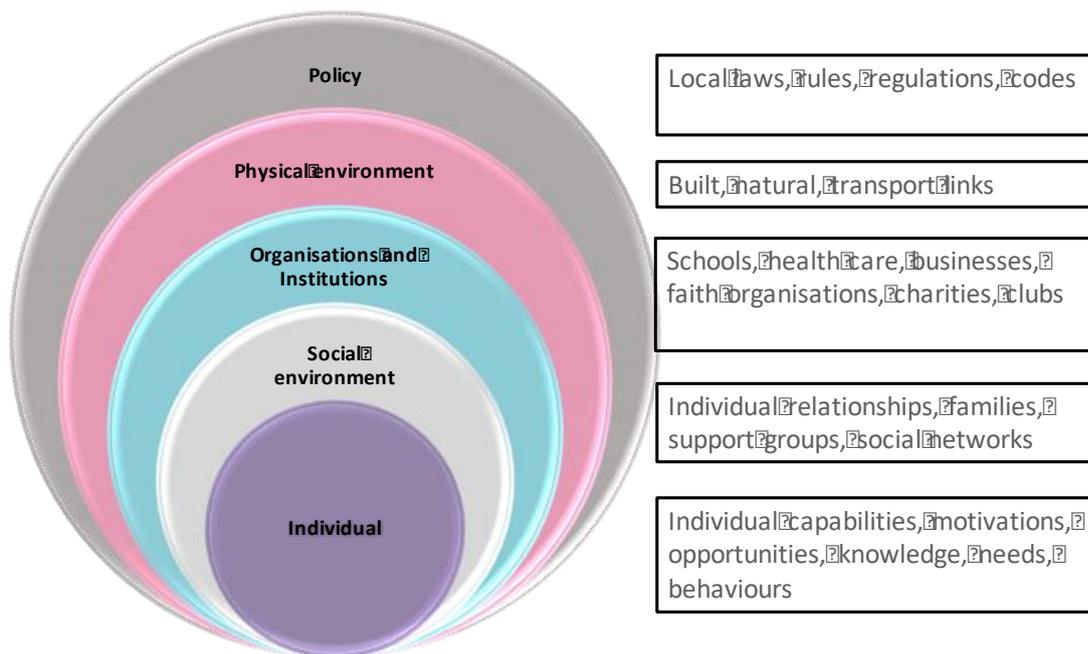
- 4.3. How we work will be as important as what we do.
- 4.4. We know that inactivity is a complex problem and that inactivity is part of the solution to a number of other complex social problems.
- 4.5. We know that addressing complex problems requires the contribution of many different actors, and no one service, organisation or person can address the root causes of need on their own. We are working towards physical activity becoming embedded with other service provision in a more integrated way so that physical activity becomes the norm.
- 4.6. This starts with securing borough wide strategic support and collective buy in to this shared vision for physical activity and sport, underpinned with an understanding that the principles of 'stronger together' are the foundation for how organisations work.
- 4.7. Moving more is at the forefront of the minds of decision makers – at all levels. This cannot just be a top down, supply side based strategy. We need to mobilise the collective power of the whole system, to make more of the sum of the parts, and to work with communities to help empower individuals in their life choices.
- 4.8. We need shared accountability for outcomes between organisations and working on the principles of shared resources and collective commissioning.
- 4.9. There are three guiding principles that encapsulates how we will work all centred around placing the individual at the heart of what we do.

#### **i. Whole Systems Approach**

- 4.10. We know that healthy communities are created when:

- Every individual, community group, neighbourhood and locality agree to work together to promote good health;
- Every organisation (voluntary, private and public), management group, governance system, decision making body and scrutiny organization, and every public policy are mobilised to support good health for all.

4.11. We know that achieving this won't be easy. We will adopt a 'whole systems approach', recognising that there is no one solution to population level behaviour change regarding active lives. We will seek to influence policy, the physical environment, organisations and institutions, the social environment, as well as the barriers, motivations, knowledge and behaviours of individuals.



### ii. Behaviour change (people and organisations)

4.12. Behaviour change is a strong theme running through national policy for physical activity and sport. Behaviour change in the context of this strategy starts with organisations, and challenging traditional ways of working that may not always bring the best results. It is about fostering the buy-in towards a collective vision for Burnley and placing people at the heart of the strategy.

4.13. It will be important that the workforce is supported in developing their understanding of behaviour change and ensuring the people's needs are central to informing action.

### iii. Collaboration

4.14. As a strategy for the whole borough it is clear that these ambitions will only be achieved through the combined efforts of many partners.

- 4.15. The network of agencies with a role/potential role in sport and physical activity in Burnley is vast and often confusing even to those who work in the sector. Whilst there are undoubtedly positive relationships in place, there are currently some missed opportunities to join up agendas and in doing so the best use of available resources is not always being made.
- 4.16. There is however a real appetite for collaboration and it will be important to ensure the mechanisms are in place to foster this. This includes establishing a set of principles for how organisations will work together in the borough, and also principles for how resources will be invested in delivery. These principles will be developed by key strategy partners and becomes a means of checking and challenging the way organisations work together.

## Priorities

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### 1. People

#### *Active across the lifecourse*

A people driven approach across the lifecourse to making the choice to move more easy, accessible and enjoyable

#### **1.1 Start and Develop Active**

Young people active helping to raise aspirations and improve life chances

#### **1.2 Live Active**

Active adults where moving more is an easy, accessible and enjoyable choice

#### **1.3 Age Active**

Active aging supporting people to live independently for longer

### 2. Place

#### *Improving Communities*

Improving communities with the best places and environments to be active

### 3. Prosperity

#### *Driving Inclusive Growth*

Maximise the contribution of physical activity and sport contributing to inclusive growth where everyone in Burnley is able to benefit from economic growth

## Enablers

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### 4. Policy

Lead policy and system change to support everyone in Burnley in leading a more active lifestyle

### 5. Workforce

A collaborative, customer focussed workforce who start with the customer (person) in mind and work backwards

## 6. Insight and Evaluation

Continuing to build our understanding of people and place, capturing and learning about what works and why, to support people to be more active

## 7. Communications

Ensure that we have clear and accessible marketing and communications so the right message reaches the right person in changing attitudes and behaviours towards physical activity and sport

### Our Focus

4.17. Developing our strategy means making choices about where we prioritise our resources. We have identified two areas of focus that will help to influence the alignment of resources.

#### i. People reaching their potential

4.18. Education and skills development is the number one priority for the borough. In the context of physical activity and sport reaching our potential plays through in many different conations from the role of physical activity and sport supporting the holistic development of young people, through to creating the environment to allow those with aspirations to fulfil their potential through sport.

#### ii. Reducing inequalities

4.19. The aspiration is for everyone in the borough to have the same opportunities, life chances and potential to lead safe, healthy, happy and fulfilled lives, no matter where they are born or live.

4.20. Inclusivity has to be a golden thread. In the context of hard to reach communities and the less able such as those with mental health challenges, learning difficulties, the homeless, the disabled, carers, and asylum seekers, joining up the system will be key to make sure these groups are represented and opportunities are accessible.

4.21. In aiming to reduce inequalities the intention is for actions to be universal, but with a scale and intensity that is proportionate to the level of disadvantage – so they will inevitably target the most vulnerable and disadvantaged.

### Making a difference

4.22. We have developed an initial range of measures that will help us to understand and demonstrate the difference we are making. These will be finalised with baselines established as part of the initial phase of implementation, with most of these below aligned to existing metrics.

### Draft Performance measures

- People of all ages and backgrounds moving more

<ul style="list-style-type: none"><li>• Reduced levels of physical inactivity</li></ul>
<ul style="list-style-type: none"><li>• Reducing inequalities in participation</li></ul>
<ul style="list-style-type: none"><li>• Increased awareness of the benefits of an active lifestyle</li></ul>
<ul style="list-style-type: none"><li>• Increased GVA from sport and physical activity</li></ul>
<ul style="list-style-type: none"><li>• Improved quality and accessibility of green spaces</li></ul>
<ul style="list-style-type: none"><li>• Increased modal share for cycling and walking</li></ul>
<ul style="list-style-type: none"><li>• Increased levels of volunteering</li></ul>
<ul style="list-style-type: none"><li>• Identifying and removing barriers to physical activity</li></ul>

## 5. Our Actions

5.1. This section presents our detailed actions that accompany each of the priorities and enablers and outline our areas of focus that have been shaped in consultation with the partners involved in this strategy. They are the things that partners have said are important in helping us to achieve each respective priority or enabler.

### People – Active Across the Lifecourse

5.2. Priorities under the umbrella of ‘active lives across the lifecourse’ are presented together acknowledging that many of the actions may relate to more than one of those priorities. We know that people’s physical activity and sporting biographies change over the course of their lives and that we need a diverse supply of opportunities to cater for differing needs and motivations. At the heart of this will be an understanding of people and places and of the work we need to do to influence people’s attitudes and behaviours towards physical activity and sport.

Priority Actions – We will...	1.1: Start & Develop Active	1.2: Live Active	1.3: Age Active
Embed physical literacy into young people’s lives <b>(0-5s)</b> through parental education, through Early Years settings, and through raising awareness and education for the Early Years workforce.	✓		
Embed physical activity and sport with the strategy aimed at <b>increasing life chances amongst 0-19 year olds</b> , with an emphasis on supporting parenting.	✓		
<p><b>Help all children in Burnley enjoy an hour of physical activity every day</b> including:</p> <ul style="list-style-type: none"> <li>• Championing <b>Whole School Approaches</b></li> <li>• Supporting primary schools to make effective use of the <b>Primary PE and Sport Premium</b>, and evidence its impact</li> <li>• <b>Managing transitions</b> between settings – early years to school, to FE, to HE and to community</li> <li>• The development of a high quality coordinated <b>CPD offer</b> for staff and deliverers</li> <li>• Positioning physical activity as a key part of the solution to <b>tackle childhood obesity</b></li> </ul>	✓		

Priority Actions – We will...	I.1: Start & Develop Active	I.2: Live Active	I.3: Age Active
<ul style="list-style-type: none"> <li>Influencing and championing the role of sport and physical activity in <b>contributing to holistic wellbeing and emotional resilience</b>.</li> <li>Embedding physical activity and sport as part of the solution in delivering step change in <b>educational attainment</b> in Burnley.</li> <li>Capitalising on the development of the <b>Children’s University</b> in the borough.</li> </ul>			
Champion more <b>family focussed</b> opportunities that engage the whole family	✓	✓	✓
Champion the role of sport and physical activity as a <b>positive engagement and diversionary tool for young people</b> to help address crime and anti-social behaviour. This includes maximising developments such as the new Youth Zone.	✓		
Harness the <b>power of brands and athlete role models</b> to contribute to our aspirations for participation and engagement through physical activity and sport	✓	✓	✓
Embed physical activity and sport as a key part of the <b>prevention agenda for health and social care in Burnley</b> (aligned to the delivery of the Lancashire Sustainability and Transformation Plan).	✓	✓	✓
Embedding physical activity as part of <b>social prescribing</b> approaches, for example community connector roles and Prescription for Wellbeing project		✓	✓
Prioritise a focus on <b>Mental health and resilience through physical activity</b> (aligned to the Sport England Local Delivery Pilot work)	✓	✓	✓
Help address obesity through approaches such as <b>Active Lives Healthy Weight</b> services	✓	✓	✓
Ensure that the borough is well served with a network of <b>high quality, inclusive and sustainable clubs</b>	✓	✓	✓

Priority Actions – We will...	I.1: Start & Develop Active	I.2: Live Active	I.3: Age Active
covering a diverse range of sports and activities to meet the needs of residents			
For <b>key providers</b> across the borough (e.g. Burnley Leisure, Burnley FC in the Community, Burnley College and others) to adopt a collaborative approach in ensuring their offer is <b>diverse, inclusive and is tailored towards an understanding of customer motivations and barriers</b>	✓	✓	✓
Support programmes and activities with <b>mass appeal</b> (e.g. Burnley 10k), work with <b>open data, embrace technology</b> , and different partners who can open <b>new opportunities</b> , in order to help sport and physical activity become part of everyday life.	✓	✓	✓
Embed physical activity as a key strand of <b>work with older people</b> in Burnley.			✓

2. Place
Improving communities with the best places and environments to be active
<b>Priority Actions – We will...</b>
<ul style="list-style-type: none"> <li>• Develop <b>integrated place based approaches</b> based on the principles of Asset Based Community Development. This is based around the Transforming Lives work and new Neighbourhood Hub model.</li> <li>• Ensure that our work goes beyond infrastructure in the way we work with communities, alongside a range of public, voluntary services, and faith groups, to help <b>influence demand</b>, and <b>raise awareness</b> of the environments and how people can use them to be more active.</li> <li>• Make Burnley an <b>easy place to move around</b> supporting walking and cycling including active travel and ensuring connectivity to neighbourhoods</li> <li>• Champion the principles of <b>Active Design</b> across all development</li> <li>• Ensuring <b>quality, accessible and well used indoor provision, playing pitches, and green spaces</b> across Burnley.</li> </ul>

- Use physical activity and sport to provide positive experiences for young people and help **develop community safety**
- Grow **'hyper' local provision** for physical activity, e.g. GP surgeries, community and faith centres.

### 3. Prosperity

Maximise the contribution of physical activity and sport contributing to inclusive growth where everyone in Burnley is able to benefit from economic growth

#### Priority Actions – We will...

- Utilise physical activity and sport as a vehicle to **develop employability skills, and create pathways to employment, including apprenticeships**
- As a network of strategy partners, take a lead in increasing the physical activity levels of their own workforces, and champion a borough wide focus on **active workplaces**. We will champion this with the private sector through the Burnley Bond Holders.
- Deliver **sporting events** that help to promote Burnley and deliver local benefits.
- Leverage **external investment** to support our aspirations for physical activity and sport

### 4. Policy

Lead policy and system change to support everyone in Burnley in leading a more active lifestyle

#### Priority Actions – We will...

- Embed the contribution that physical activity and sport can make to borough priorities across policy and strategy.
- Ensure there are effective governance arrangements in place to support the delivery of this strategy.

### 5. Workforce

A collaborative, customer focussed workforce who start with the customer (person) in mind and work backwards

**Priority Actions – We will...**

- Develop our understanding of the skills and requirements of the current workforce to help deliver the ambitions of this strategy
- Influence the broader (non-sector) workforce to **make every contact count**, including the influencing role of people of trust such as GPs
- Develop **volunteering and work experience opportunities** to provide **employability skills** to local FE and HE students whilst supporting the ambitions of this strategy

**6. Insight and Evaluation**

Continuing to build our understanding of people and place, capturing and learning about what works and why, to support people to be more active

**Priority Actions – We will...**

- Create a **data hub** for information on physical activity which includes insight about people and place within the borough. This will help us to further understand barriers and motivations relating to physical activity and tailor our work accordingly.
- Work with UCLan to explore and **align research and evaluation approaches** across the work that we do
- Put in place a **clear measurement framework** with relevant baselines identified to understand the impacts of our work
- **Support the workforce** to ensure that existing insight is being used to inform design and delivery

**7. Communications**

Ensure that we get the right message from the right person to support in changing attitudes and behaviours towards physical activity and sport

**Priority Actions – We will...**

- Develop insight led **campaigns** to help communicate the benefits and opportunities to Burnley residents and drive behaviour change. This includes aligning to existing sport, physical activity and public health, and public transport, for e.g. the national PHE ‘One You’ campaign or This Girl Can.

- |   |
|---|
| <ul style="list-style-type: none"><li>• Create and promote an <b>online information centre</b> to highlight the range of physical activity opportunities in the borough.</li></ul>  |
| <ul style="list-style-type: none"><li>• Develop a more <b>coordinated approach across partners</b> to maximize the efficiency and effectiveness of communications activity for physical activity and sport in the borough</li></ul> |
| <ul style="list-style-type: none"><li>• Take a coordinated approach to <b>celebrating successes</b> across all priorities in the strategy including the annual Sports Awards.</li></ul>   |

## 6. Implementation

- 6.1. The actions in section 5 have a strong alignment to the areas of focus of a number of different organisations. It is expected that individual organisations will (continue to) deliver in these respective areas but with the intention of partners coming together around this common vision independent of organisational boundaries to drive ongoing collaboration and co-production. This will maximise the return on investment and the impact of the available expertise and resources. Specific areas of action will also be centrally owned and driven by the Burnley Health and Wellbeing Partnership.
- 6.2. These actions will be accompanied by a detailed annual action plan that will identify some SMART measures of success.
- 6.3. This action plan will be developed and owned by the Burnley Health and Wellbeing Partnership and will be used to report progress to other partnership and strategic bodies within the borough.
- 6.4. As noted in section 1, the Partnership is ultimately responsible for the strategy, with membership and terms of reference aligned to provide appropriate oversight against the priorities identified. The Partnership is also responsible for considering the wider governance and reporting arrangements with the aim of helping to influence the policy, infrastructure and organisational practices that constrain or enable physical activity, but which may be out of its direct control.
- 6.5. Whilst the above highlights the more formal aspects to driving implementation we know that everyone has a role to play in delivering the transformation and this cannot be a top down strategy. We will focus on system building and embedding the principles of asset based community development in the way we work. It is vital that we 'work with' residents to empower them to develop and co-design the solutions that work for them.