

STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Cabinet

4 October 2022

TITLE:	SMDC Refreshed Sports and Physical Activity Strategy
PORTFOLIO HOLDER:	Councillor Mark Deaville - Deputy Leader & Portfolio Holder for Leisure and Sports
CONTACT OFFICER:	Robert Wilks - Principal Officer (Leisure and Recreation)
WARDS INVOLVED:	(All Wards)

Appendix A: Draft Move More Staffordshire Moorlands Strategy

1. Reason for the Report

- 1.1 The purpose of the report is to inform the Panel as to the work completed to develop the Move More Staffordshire Moorlands Strategy in replacement of the current Physical Activity and Sport Strategy.

2. Recommendation

- 2.1 That the Cabinet approve the Move More Staffordshire Moorlands Strategy.

3. Executive Summary

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

The five strategic outcomes:

1. Develop a strong local universal offer for sport and physical activity. Support the growth of the "core market" and local infrastructure for physical activity and sport and encourage local organisations who

support the already physically active to continue to thrive.

2. Address participation inequalities, supporting the inactive to become physically active with a focus on:
 - a. Women and girls
 - b. People with a limiting illness or disability
 - c. People aged 55 years and over
 - d. Children and young people aged 5 to 18.
 - e. Young People involved in antisocial behaviour and crime
 3. Establishing a 'place based approach' with strategic partners to improve the health and wellbeing of residents in the areas facing multiple challenges and deprivation. Initial focus areas will include:
 - a. Leek (North)
 - b. Biddulph (East)
 - c. Cheadle
 - d. Forsbrook
 - e. Cellarhead
 - f. Endon.
 4. Maximise physical activity and sporting opportunities using the outdoor and natural environment.
 5. Supporting our existing club and voluntary sector base to build local capacity, strengthen their community offer, and encourage diversity.
- 3.3 In May 2020, an Information Digest report was published to showcase progress of the work undertaken against the aspirations of the strategy, highlighting pieces of work which have been completed since 2017.
- 3.4 Since the Information Digest was published in May 2020 and despite the challenges presented by the pandemic, the Council, together with its partners, has still been able to deliver a range of projects and pieces of work which contribute towards existing priorities;

Key achievements

- Over £1.2m of investment has been secured across the Moorlands into a range of capital projects;
- A new Play Investment and Delivery Plan has been approved to ensure Council owned facilities continue to provide excellent spaces for young people to access, learn and be active;
- More resources are being focused on the people and places identified in the Towards an Active Staffordshire Moorlands Strategy;
- The Moorlands' first full sized 3G artificial grass pitch has been installed at Harrison Park, home of Leek Town FC, including £100k contribution from the Council and over £500k secured from the Football Foundation;

- Place based roles have been established with the voluntary sector in Biddulph and Leek, which have produced new local opportunities, excellent case studies and valuable learning;
- Improvement works to play and outdoor sports facilities have been completed in Brough Park, Leek;
- Staffordshire Moorlands was selected as one of 3 pilot areas for the 'Better Health Staffordshire' project - a whole systems approach which aims to promote a healthy weight and an active lifestyle;
- Allocation of Outdoor Sports Capital Funding to projects in Waterhouses, Whiston, Endon, Leek. Further projects in Biddulph Moor and Upper Tean are currently in development;
- Developed an 'Active Communities Plans' with Parkwood Leisure (Lex Leisure) to connect strategy priorities to local delivery via Council owned leisure facilities;
- Submitted 3 applications containing 'Leisure' related projects to the Governments Levelling Up Fund (LUF).

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

Strategy refresh process

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

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

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

3.8 Existing meetings and forums along with two stakeholder engagement sessions were used to capture the views from a wide range of partners

including those from education, sport, health, voluntary and community, and public sectors. An online survey was also used capture the views of stakeholders and partners who were unable to attend the facilitated sessions and the key themes fed into the production process for the new strategy, which has been titled 'Move More Staffordshire Moorlands'

Move More Staffordshire Moorlands Strategy

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

How will we know if people are moving more

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

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

Next steps

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

4. How this report links to Corporate Priorities

4.1 Aim 1 of the Council's Corporate Plan (2019-2023) seeks to help create a safer and healthier environment our communities to live and work. Within this aim, there is an objective to review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives

5. Alternative Options

5.1 In effect, there are two options:

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

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)

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

6.2 Workforce

There are no workforce implications as it proposed that the

Council's current staff resource will manage delivery of the strategy.

6.3 Equality and Diversity/Equality Impact Assessment

As outlined in the associated EIA document.

6.4 Financial Considerations

There are no financial considerations.

6.5 Legal

There are no legal implications.

6.6 Climate Change

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

6.7 Consultation

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

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

6.8 Risk Assessment

None required.

Mark Trillo

Executive Director (Governance & Commissioning)

**Web Links and
Background Papers**

[Towards an Active Staffordshire Moorlands Strategy:](#)

[Towards an Active Staffordshire Moorlands Strategy.
Information Digest May 2020](#)

[Towards an Active Staffordshire Moorlands Strategy.
Information Digest July 2022](#)

Contact details

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7. Detail

7.1 In June 2017, the Cabinet approved a new physical activity and sport strategy called 'Towards an Active Staffordshire Moorlands'. The main focus of the strategy was to use an evidence based approach to enable the Council and

other partners from across Staffordshire Moorlands to better support people to become more physically active.

7.2 The strategy was developed in order to be the catalyst for change. It intended to frame an understanding that physical activity levels of people and communities do not stand in isolation, but are interconnected to many other influencing factors that affect everyone's life, and that this needs to be better understood if there is to be a positive impact on activity levels.

7.3 The strategy outlined five strategic objectives for focus, underpinned by partnership working and collaboration, which would be the key to having an impact in the future:

The five strategic outcomes:

- 1) Develop a strong local universal offer for sport and physical activity. Support the growth of the "core market" and local infrastructure for physical activity and sport and encourage local organisations who support the already physically active to continue to thrive.
- 2) Address participation inequalities, supporting the inactive to become physically active with a focus on:
 - a. Women and girls
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- 3) Establishing a 'place based approach' with strategic partners to improve the health and wellbeing of residents in the areas facing multiple challenges and deprivation. Initial focus areas will include:
 - a. Leek (North) b. Biddulph (East) c. Cheadle d. Forsbrook
 - e. Cellarhead f. Endon.
- 4) Maximise physical activity and sporting opportunities using the outdoor and natural environment.
- 5) Supporting our existing club and voluntary sector base to build local capacity, strengthen their community offer, and encourage diversity.

7.5 In May 2020, an Information Digest report was published to showcase progress of the work undertaken against the aspirations of the strategy, highlighting pieces of work which have been completed since 2017.

7.6 Since this Information Digest was published, the world has been affected in an unprecedented way by the Covid19 pandemic. Restrictions placed on the

whole population meant that, overnight, people's ability to access physical activity opportunities changed and some of us found it difficult more difficult than others to maintain our active habits.

7.7 During the pandemic, the importance of positive health and wellbeing was being emphasised on a national level almost every day. The view that everyone doing that little bit more was good for our physical and mental health helped to enable conversations locally that we may never have had pre pandemic, particularly with health organisations.

7.8 It was noticed that the angle of these conversations was very different to the angle we may have used with existing partners pre-pandemic. The shift from 'people being physically active and playing sport' to 'moving more to benefit people's health and wellbeing' was a clear change. If we are to hold onto this and build more effective relationships with these partners, this shift in language and focus needs to be recognised sufficiently in the refresh of the strategy.

Key achievements

7.9 Since the Information Digest was published in May 2020 and despite the challenges presented by the pandemic, the Council, together with its partners, has still been able to deliver a range of projects and pieces of work which contribute towards existing priorities:

- Over £1.2m of investment has been secured across the Moorlands into a range of capital projects;
- A new Play Investment and Delivery Plan has been approved to ensure Council owned facilities continue to provide excellent spaces for young people to access, learn and be active;
- The Moorlands' first full sized 3G artificial grass pitch has been installed at Harrison Park, home of Leek Town FC, including £100k contribution from the Council and over £500k secured from the Football Foundation;
- More resources are being focused on the people and places identified in the Towards an Active Staffordshire Moorlands Strategy;
- Place based roles have been established with the voluntary sector in Biddulph and Leek, which have produced new local opportunities, excellent case studies and valuable learning;
- Improvement works to play and outdoor sports facilities have been completed in Brough Park, Leek;
- Staffordshire Moorlands was selected as one of 3 pilot areas for the 'Better Health Staffordshire' project - a whole systems approach which aims to promote a healthy weight and an active lifestyle;
- The Council has allocated Outdoor Sports Capital Funding to projects

in Waterhouses, Whiston, Endon, Leek. Further projects in Biddulph Moor and Upper Tean are currently in development;

- Developed an 'Active Communities Plans' with Parkwood Leisure (Lex Leisure) to connect strategy priorities to local delivery via Council owned leisure facilities;
- Submitted 3 applications containing 'Leisure' related projects to the Government's Levelling Up Fund (LUF).

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

7.11 The reason for developing this plan is to encourage the centres to look beyond their existing customer base and, by doing so, widen the reach and contribution that the staff, teams and assets make to the places and people we know are less likely to use them. By working differently and in collaboration with new partners, the learning taken from this approach will help enrich, refine and deliver more effective services in the future that more fully reflect local need.

7.12 Proposals contained within the corresponding report to the Cabinet set out the proposed investment options and future delivery model for the leisure centres. It is important that future investment and service delivery of the leisure centres is fully aligned to the Move More Staffordshire Moorlands Strategy.

8. Strategy refresh process

8.1 Typically, the Sport England Active Lives Survey (ALS) has been the main source of data we have used to inform strategic direction when it comes to levels of physical activity, including when the current strategy developed in 2017. The review of data for this refresh has included the latest ALS, but has also included health data, particularly where connections can be made between less active groups that ALS identifies. The main focus for the review of data is detailed below:

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

- 8.2 The current strategy was primarily approved as a Council strategy, but with a call to action for other partners in the Staffordshire Moorlands to contribute towards the delivery of the priorities identified. The aspiration is for this updated strategy to be more co-produced. As such, officers have engaged with a wide range of stakeholders in its development, to help position it as much as a strategy for the Council as it is for wider partners across the Moorlands.
- 8.3 There are various conversation spaces already established for partners across the district to collaborate. Officers used these to help inform the review along with coordinating two stakeholder engagement sessions that were facilitated working jointly with Together Active. The sessions captured views from a wide range of partners including those from the education, sport, health, voluntary and community, and public sectors.
- 8.4 An online survey was also used to capture the views of wider stakeholders and partners who were unable to attend the facilitated sessions and the key themes taken from this approach fed into the production process for the new strategy, which has been titled 'Move More Staffordshire Moorlands'

9. Move More Staffordshire Moorlands

- 9.1 As previously outlined, the Move More Staffordshire Moorlands (MMSM) Strategy is a ten year strategy that collectively reimagines how we move more every day – from walking and gardening to being active at the gym or playing sport.
- 9.2 This strategy (Appendix A) is an evolution of Towards an Active Staffordshire Moorlands (2017) and draws on experiences and learning from the intervening years, which includes the exceptional circumstances we all found ourselves in during the coronavirus pandemic. A time when some people found it more difficult than others to maintain our active habits.
- 9.3 The refresh of this strategy sits in context with a new national strategy, launched by Sport England in 2021. 'Uniting the Movement' highlights 5 big issues;

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

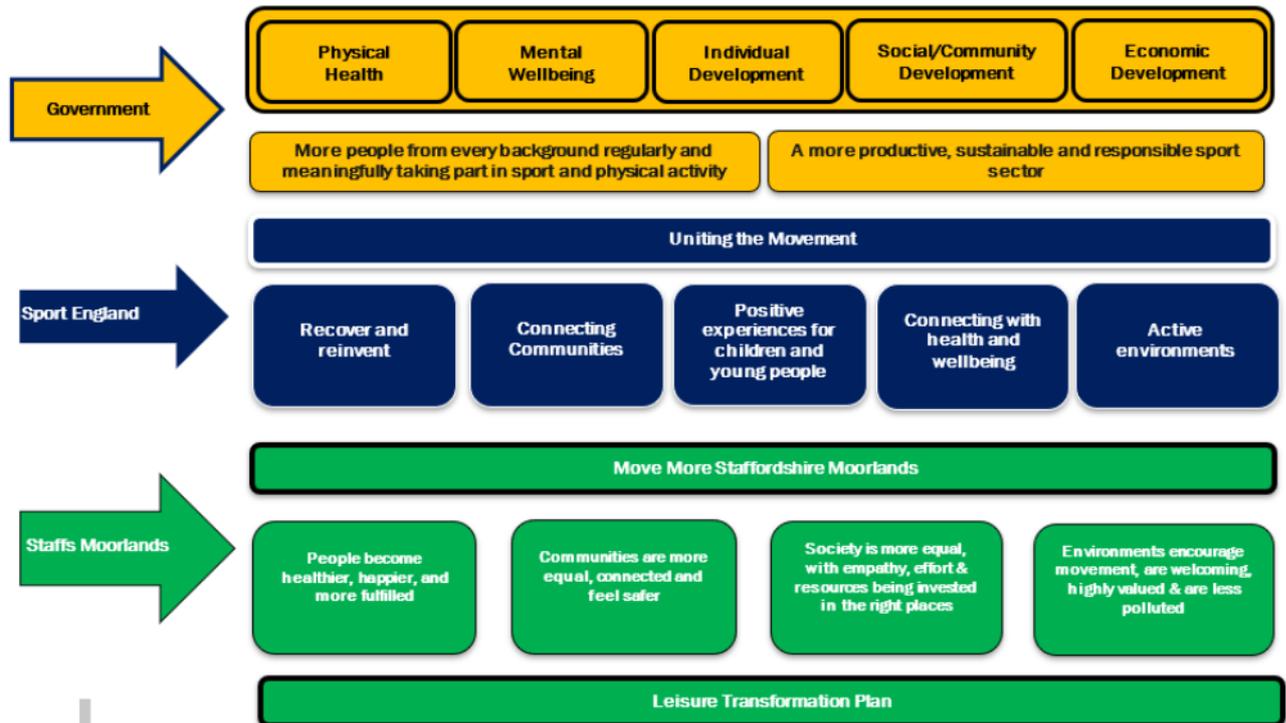
Connecting Communities - Sport and physical activity's ability to make better places to live and bring people together.

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

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

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

- 9.4 This national driver provides an essential context for understanding the picture in Staffordshire Moorlands and where the same priorities exist, use them to help facilitate even greater engagement in the future with public health partners, education, business sectors and potential funders.
- 9.5 The diagram below summarises how government strategy feeds through to Sport England strategy which then connects to the MMSM Strategy;



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

Local data review

- 9.3 Data from the latest Sport England Active Lives Survey (ALS Nov 20/21) suggests that 6 in 10 adults (63%) across the Staffordshire Moorlands are active enough for it to benefit their health, which means doing more than 150 minutes of physical activity a week. This is positive and collectively we need to retain our focus and resources towards helping people maintain this habit.
- 9.4 As shown in the graphic below, over 2 in 10 adults are inactive (25%), which means doing less than 30 minutes of physical activity a week. And over 1 in 10 adults are doing no physical activity at all each week (15%). In the Moorlands that equates to approximately 12,000 people, a figure that has risen during the

pandemic.



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

- 9.5 Whilst active habits are positive, this level of inactivity hides distinct inequalities within our population. For example, within our younger adult population, just over 2 in 10 are inactive (22%), but this rises as we age, particularly once we pass the age of 55, where inactivity is over 3 in 10 adults (33%).
- 9.6 There is much cross over between aging and experiencing a limiting illness or disability, with 80% of people who have a long-term health condition or disability aged over 50 years (Census 2011). Inactivity among this part of our population is almost as high as 5 in 10 (46%).
- 9.7 The table below summarises the most prevalent long term health conditions which exist in the Moorlands when considering data from Primary Care Network, taken from National General Practice Profiles and Public Health Outcomes Framework. Under the 'Better Health' priority outlined in 9.17 of this report, it is proposed that the Council together with relevant health organisations work collaboratively to explore how movement and physical activity could support people living with these conditions, thus working more effectively towards the aspiration of people moving more.

Indicator	Leek and Biddulph PCN	Moorlands Rural PCN	Staffs Moorlands	Staffs	England
Hypertension prevalence	18.6%	19.5%	19%	16%	14.1%
Diabetes prevalence	8.0%	8.1	8%	8%	7%
Depression: Recorded prevalence	13.5%	12.8%			11.6%
% reporting a long-term mental health problem	14.4%	11%			11%
% reporting a long-term MSK problem	24.5%	19.4%	24.4%	22.4%	18.6%
Back Pain prevalence in people of all ages			18.8%	18.1%	16.9%
Hip Osteoarthritis (in people aged 45 and older)			11.2%	10.7%	10.9%
Knee Osteoarthritis (in					

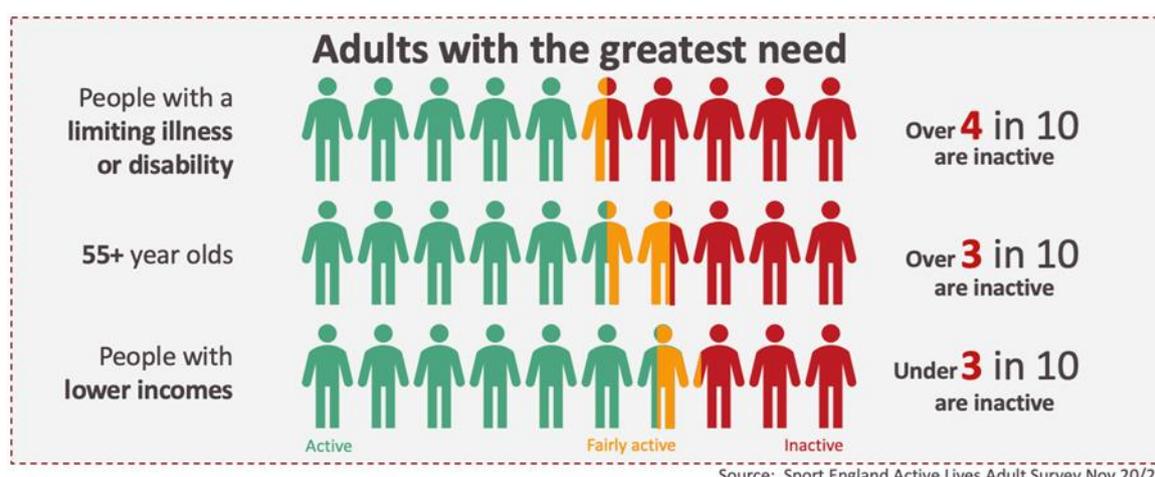
people aged 45 and older)		18.8%	18.6%	18.2%
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Red – Worse than England Orange – Similar to England Green – Better than England Grey – No data available

9.8 Staffordshire Moorlands has higher than average levels of obesity in certain age bands as highlighted in the table below. Again, by understanding this data and the complexities as to the systemic causes of obesity, the contribution of movement and physical activity could be more effectively aligned to help support the work to encourage healthier and more active choices.

Indicator	Staffordshire Moorlands	Staffordshire	England
Reception Excess Weight Prevalence	24%	25%	23%
Reception Obesity Prevalence	10%	10%	10%
Year 6 Excess Weight Prevalence	34%	34%	35%
Year 6 Obesity Prevalence	18%	20%	20%
Adult Excess Weight and Obesity Prevalence	67%	67%	63%

9.9 Those people on lower incomes also experience higher levels of inactivity, with almost 3 in 10 adults inactive (28%). Where the three characteristics of ageing, limiting illness or disability and low socio-economic status come together, inactivity is likely to be higher still. These groups are summarised below.

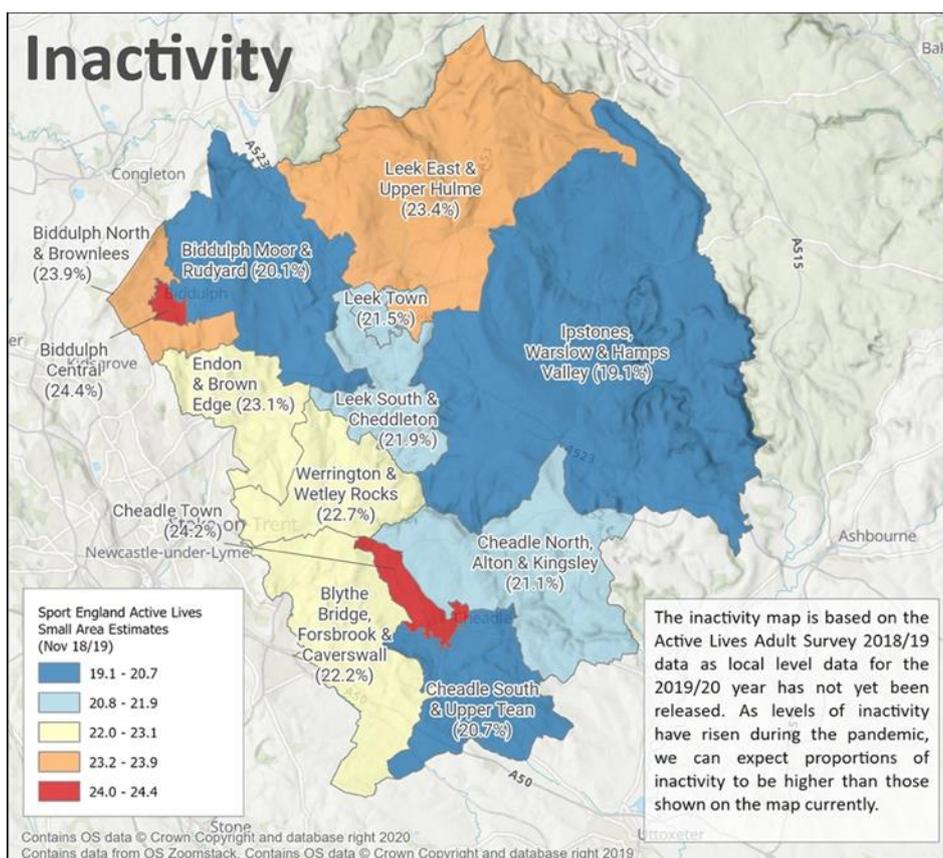


9.10 Collection methods and measures for data relating to children and young people’s activity levels are different to that of adults, and across the district we do not always have a sufficiently large enough sample for detailed analysis relating to young people’s active habits.

9.11 The data we do have suggests that more than half of our children and young people are not active enough for it to benefit their health and development. Children in school years 3 and 4, young people in school years 9 to 11 and children from lower income families are far less likely to be active. We also see fewer girls being active than boys.



9.12 Where we live also makes a difference to activity levels and the map below shows clusters of neighbourhoods around Biddulph, Cheadle and Leek where inactivity is greatest. It is proposed that place based working continues as a priority and where there is opportunity, expanded, particularly with a focus on Cheadle.



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

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

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

Shared Principles

9.15 Developed collaboratively and at the heart of the new strategy, is a set of four shared principles defined to guide how partners across the Staffordshire Moorlands intend to act when working together to implement the strategy:

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

Shared priorities

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

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

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

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

positively impact on how likely people are to move more and maintain active habits.

10. How we will know if people are moving more

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

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

A focus on learning

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

Ongoing review of data

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

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

Stories of change and case studies

10.5 We will observe what change is happening at system, organisational and community level and use stories and case studies to help explain what factors have contributed towards that change. This detail will be built from a range of perspectives, so that what is collected can help shape collective learning and

influence our future approach. This approach will bring the work to life, using case studies to positively influence others.

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

11. Next steps

- 11.1 As outlined in section 9.18, implementation plans will be developed once approval of the MMSM Strategy is confirmed and this will involve creative spaces being organised where a range of partners can collaborate around each priority identified in the strategy. Key actions that we collectively need to take will be detailed, along with how resources should be allocated or secured, the timescales associated to these and any outcome measure that will be captured to help demonstrate impact
- 11.2 Subject to approval, officers will complete further work to finalise the document ready for full release, including undertaking a copywriting process, final document design and creation (via an external company) of a 'explainer' video clip/animation, to be used with a range of stakeholders or colleagues to help confirm understanding and commitment.