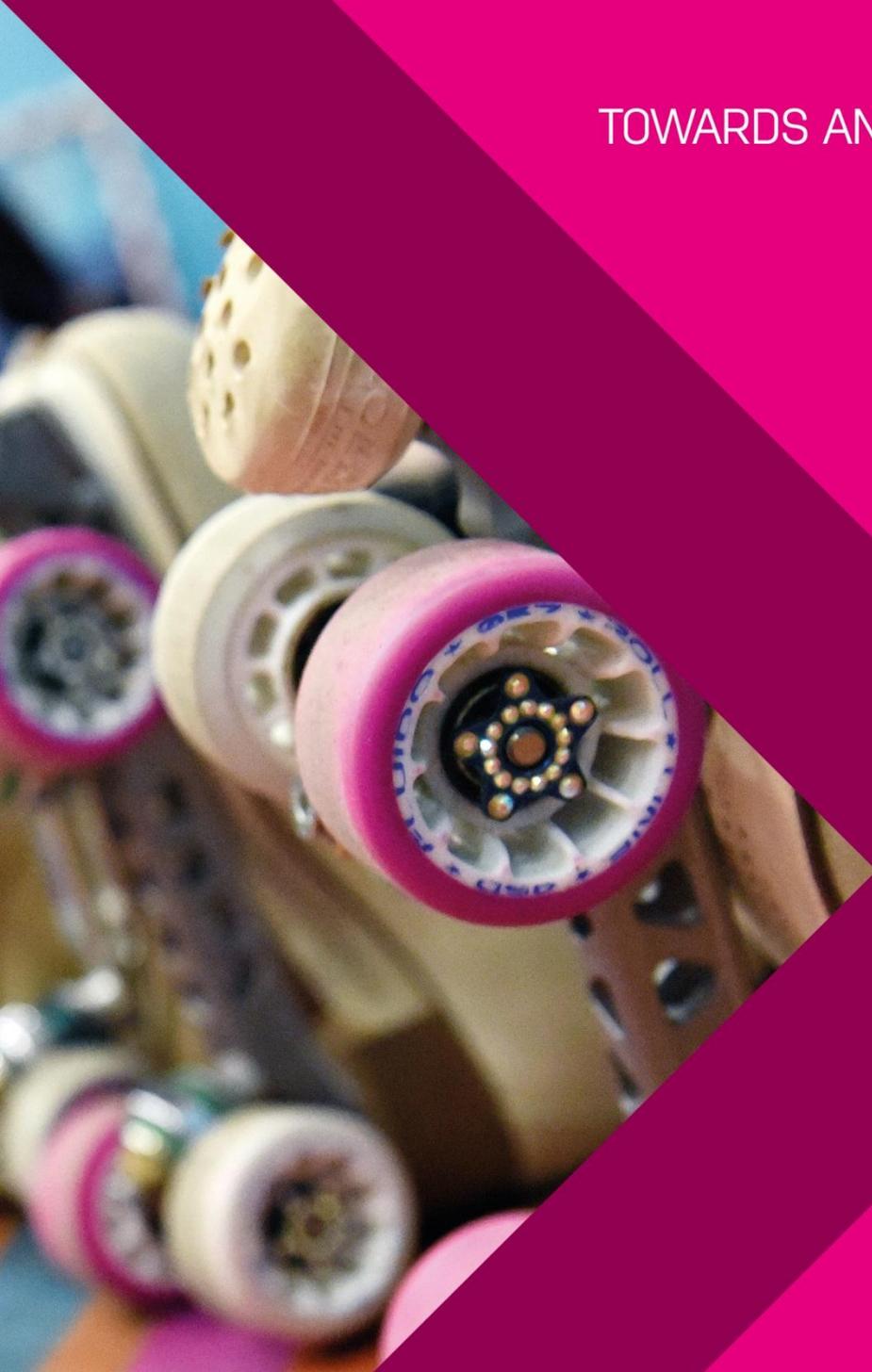


TOWARDS AN ACTIVE BLACK COUNTRY  
STRATEGIC FRAMEWORK  
2017-2033



A CALL TO  
ACTION TO WORK  
TOGETHER TO GET

# People Active



## Foreword



The Black Country has a proud record of achievement in sport and physical activity, producing UK and World leading athletes such as Olympic gymnast Kristian Thomas and Paralympic tennis champion Jordanne Whiley MBE, as well as local community project award winners Rise Up Yoga and the One Albion Disability project. We recognise that sport and physical activity are part of many Black Country residents' DNA, with physical activity being a part of their everyday lives. We understand that there is much to do to improve the conditions and opportunities to help those who are inactive to do more.

However, our hardest challenge remains in how we encourage everyone in the Black Country to be active every day, especially those who are currently inactive as well as addressing the inequalities that exist in those people. According to Sport England's Active People and Active Lives' surveys the Black Country continues to have one of the lowest levels of physical activity in England, with 54,496 additional adults needing to get active, just to get to the England average. Although England average is an important milestone, it won't lead to the positive level of change that we need. This is why we intend to take a long term view of what is required.

This focus on addressing levels of inactivity and inequalities is also consistent with Government, Sport England, West Midlands Combined Authority and Local Authority Strategies. This Strategic Framework sets out both our direction and the added value to partners that a Black Country wide approach can have in getting more people active. My Board understand that we need to cement the value of Black Country working by leading a whole system change approach to enable us to achieve our ambitions.

This Whole System approach is at the heart of our Strategic Framework, determining the changes needed in people, place and business to get people active. We realise the positive impact on physical activity as a result of the transformational changes championed by the Black Country Local Enterprise Partnership in the delivery of the Strategic Economic Plan. These include upskilling the workforce, housing growth, Super fibre optic broadband roll out and transport priorities. It is these inter-dependencies which have the potential to address the stubborn inequalities that exist in levels of physical activity. The Black Country LEP is one of our main partners moving forward.

It is also about a Call to Action to partner organisations to work with us to prioritise addressing inactivity and inequalities, work with communities to understand the barriers and motivations and to align and source new resources.

We can achieve our ambitions by working better together as a Black County. I call on you to join us to achieve our ambitions.

A handwritten signature in blue ink that reads "Deborah Williams".

**Deborah Williams - Chair, Active Black Country**

## Introduction

Sport England is working hard with local partners like Active Black Country, to realise our shared vision that “everyone, regardless of age, background or level of ability, feels able to engage in sport and physical activity”. We recognise the valuable contribution that being regularly active can have on an individual’s well-being, their mental health and personal development. We also recognise that an active society can deliver positive wider social and community benefits and enhance the local economy.



We are delighted that the Active Black Country Board has set out how it intends to contribute to the above vision and realise the benefits associated with an active community for residents of the Black Country area with a particular focus on tackling stubborn inequalities.

The call to action recognises the importance of understanding residents, their needs, issues, challenges and barriers to getting active. It also recognises the importance of a skilled voluntary and paid workforce in creating the right conditions and experiences to motivate people to start and then remain engaged in regular participation.

In difficult financial times the call to align resources and investment around shared outcomes is fundamental. Creating transformational change in activity levels is more likely to happen if we can work across sectors in a co-ordinated way to maximise impact. The recognition of building in approaches to encourage active lifestyles into major infrastructure and transport developments is a great step on this journey as is the commitment to work with business in a variety of ways to create an active workforce.

The ambition is far reaching in scale and Sport England encourages partners to sign up to the “Call to Action” to work together to deliver a more Active Black Country.

A handwritten signature in black ink that reads "Mike Diaper". The signature is written in a cursive style with a horizontal line underlining the name.

**Mike Diaper - Director Children, Young People and Activity, Sport England**

*“We want everyone to feel welcome, to find something in sport and activity that meets their needs and for the sector to value them as a customer”.* **Jennie Price, Chief Executive Sport England, from Sport England Towards an Active Nation 2016**

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## 1. Black Country Vision

To understand who takes part in physical activity, you need to understand the Black Country; its demographics and economy both the current picture and how this reflects the number of adults who are physically active as well as its long term ambitions.

In 2003, following consultation with over 150 people and organisations, the Black Country's 4 Local Authorities and Black Country Consortium Limited launched its "30 Year Vision", the "Black Country Strategy" for transformation needed to get the Black Country to national average on its Gross Value Added Performance. A wide range of outcomes covering: key areas such as skills, housing, rising incomes, health and sport. Each year the Black Country's progress is measured against these outcomes. This is why this Strategic Framework has adopted 2033 as its milestone. Our vision to support this: ***"We aim to make it easier for individuals and communities to be physically active. To be safe, secure, healthy and passionate about sport"***.

### Our 30 year Vision, The Black Country Looking Forward .....by 2033 will...

- Become globally competitive with a significant number of leading manufacturing companies;
- Comprise a network of four thriving centres, each offering a distinct mix of shopping, leisure, cultural and commercial facilities;
- Maximise the benefit of its location at the centre of the transport network, ensuring modern, convenient and reliable connectivity both within the Black Country and connecting to key areas of economic growth;
- Have a high-quality environment, including a canal network of which the area is proud and an urban park landscape including greenspace, community and heritage assets making it an attractive place to invest, live, work and visit and aspiration to secure UNESCO Geopark status;
- Become genuinely inclusive, with citizens who have a sense of belonging and who contribute to the wellbeing of the area;
- Provide high quality housing which can meet the needs of a balanced population; and
- Be ambitious and proud with effective partnership working between the private, public and voluntary sectors.

### Our Drivers of Change – People, Place and Business

#### PEOPLE - Raising Employability, Education and Skills

- Reduce the number of inactive people by 54,300 from 27.6% to 25.6%
- Increasing the number of total jobs by 131,780, from a baseline of 445,500; Sports specific jobs to increase by 2,800 from a baseline of 5,700
- Increasing the total number of people with degrees by 103,046 to 266,046, from a current baseline of 160,000; and increasing the proportion of pupils achieving 5+ A\* to C GCSEs (including Maths and English) to 53.5%, from a baseline of 49.3%; Increase sports sector degrees by 2,875 from a baseline of 4,464
- Reduce the total number of people with no qualifications by 76,000 people from the current 135,900 to 60,000. Reduce number with no qualifications across the sports sector by 1,100 from 1,998.

- A rise in incomes to the national average (+£4,129 per working resident).
- Raise the number of people with Apprenticeships by 9,300 to 23,200. Increase sports sector apprenticeships by 191.
- Raise the life expectancy of males by 3.6 years and females by 3.7 years
- Reduce the number of people in the top 10% most deprived areas by 10% from 18.9% to 8.6%.
- Reduce excess weight in year 6 children by 7.1% from 39.1% to 32% and reduce excess weight in adults by 4.2% from a baseline of 69%.
- **Sickness Absence** - The average number of sick days per worker across the West Midlands is 4.8 days per person per year. This equates to around 8,202,240 days sickness per annum across the WMCA given the 1,708,800 people currently in employment. The average daily salary across the West Midlands Combined Authority geography is £71 per person. Therefore, it is estimated that absenteeism across the WMCA costs the national economy somewhere in the region of £582m per annum. This does not include the hidden costs of absence such as temporary staff cover, return to work interviews, benefits and lost productivity.
- A Black Country that is *“safe, secure, healthy and passionate about sport”*

#### **PLACE -Transforming the Black Country Infrastructure and Environment**

- Increasing the housing stock by a minimum of 39,410 new homes from a baseline of 487,830 homes;
- Delivering an additional 828ha of employment land from a baseline of 743ha;
- Developing a sustainable, low carbon economy;
- Providing greatly enhanced movement of goods and people between the four centres, Birmingham and national and global markets;
- Grow our population to 1.2m (+33,600 residents), from a baseline of 1.17m; and
- Achieve a better population balance (home to 30,079 additional A/B households, in line with national average, from a baseline of 60,463).

#### **BUSINESS – Improving Black Country Business Competitiveness**

Increasing the business birth rate by 2,189 from 5,145 new business starts

#### **Our Strong Foundations**

- Governance: ABC operates within the governance framework of the Black Country Consortium Limited (BCC Ltd), a not for profit company limited by guarantee, informing the Consortium’s Board on direction, priorities and impact.

#### **We are measuring our progress**

- We measure progress in the Active Black Country **Performance Management Framework**, which is aligned to the Local Enterprise Partnership.

*“I want to congratulate and thank the Black Country Local Enterprise Partnership for this important work which places physical activity and mental health at the heart of their plans to support growth of local businesses in the region. I’d encourage businesses of all sizes to create a long term and sustainable approach to their employees’ health and wellbeing.”*

**Margot James, Business Minister and Local Enterprise Champion for the Black Country**

## 2. The Black Country Context

*“The focus on under-represented groups – founded in what the Paralympics showcased so fantastically, that sport is for everyone”. Tracey Crouch MP, Minister for Sport, Tourism and Heritage, in Sport England Towards an Active Nation 2016*

Comprising of the Boroughs of Dudley, Sandwell, Walsall and the City of Wolverhampton, the Black Country is made up of 30 towns and 4 Strategic Centres. Our population is 1.17 m and growing, and becoming increasingly diverse. Population projections suggest a population of 1.2 m by 2033.

The Black Country Local Enterprise Partnership’s has set out its Strategic Economic Plan<sup>1</sup> which will drive economic prosperity. We understand the importance that economic increase has on getting more people active<sup>2</sup>.

According to Sport England’s Active Lives Survey<sup>3</sup>, the Black Country continues to have one of the highest levels of inactivity in England, this impacts on health, wellbeing and social and economic development. If we are to reduce inactivity we need a whole system approach to encourage people to get active.

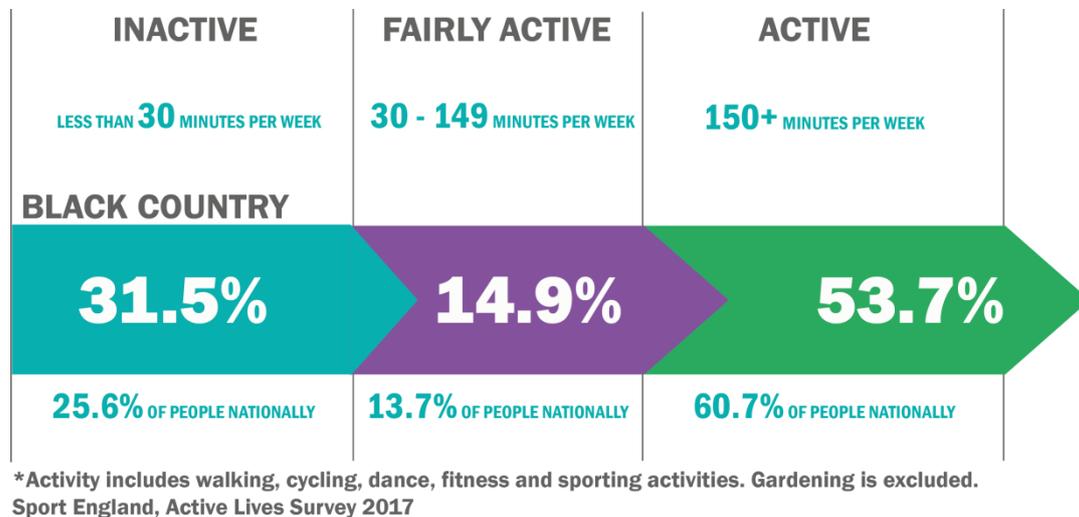


Figure 1: Sport England Active Lives Survey Analysis of no. of adults (16+) taking part in Physical activity compared to England average. (2017)

<sup>1</sup> Available from [www.blackcountrylep.co.uk](http://www.blackcountrylep.co.uk)

<sup>2</sup> Nike/Sustrans – Active Cities Report 2015.

<sup>3</sup> <https://www.sportengland.org/research/active-lives-survey/>

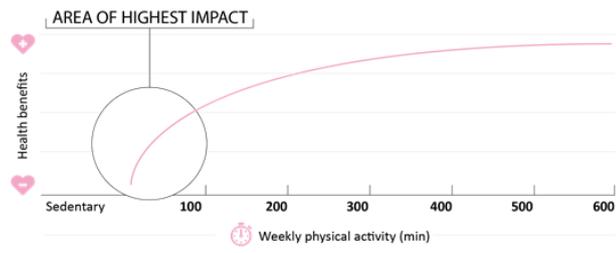


Figure 2 – Sport England “Towards an Active Nation” 2016

### 3. Our Black Country Challenges

Our insight and data led approach will be critical to every element of our Strategic Framework to understand where people across the region live, work, play and learn, to give us deeper understanding of the Black Country, identifying ways to address the “stubborn inequalities” (Sport England, Place Pilot Presentation 2016) that exist in levels of physical inactivity.

Our insight and data needs to be current and relevant if we are to inform change. We will ensure that we work with, rather than tell communities what is needed.

#### 3.1 Interdependencies

Our insight tells us that there are a number of interdependencies which have a “push and pull” impact on levels of physical activity and will influence our engagement and delivery.

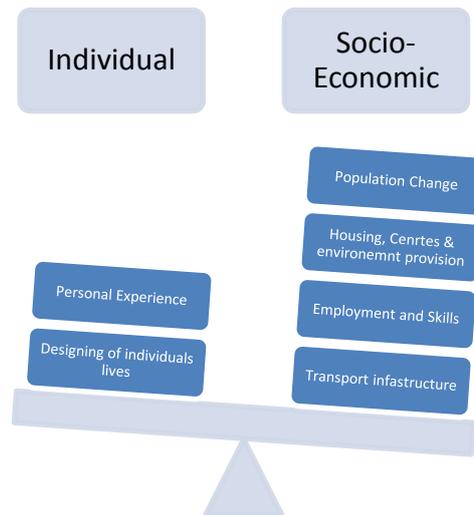
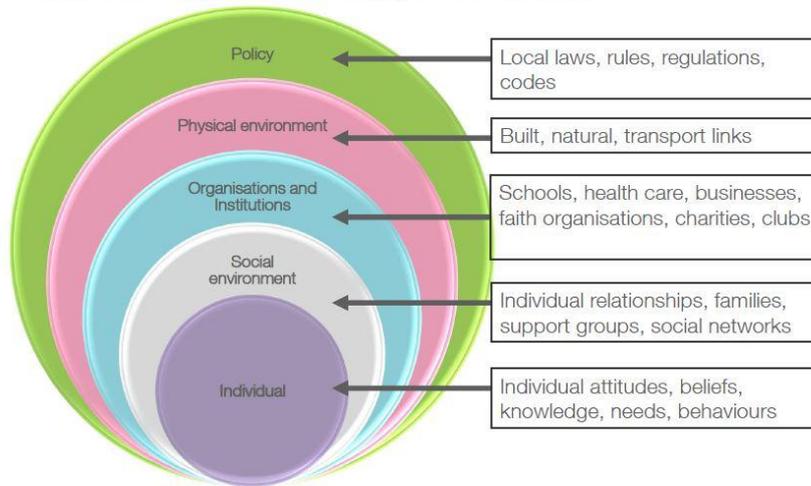


Figure 3 – Interdependencies of physical activity and economic development (BCC 2017)

Understanding both behaviour change and what will drive further economic prosperity is key. This is critical to our whole system approach. Determining how we influence behaviour change in individuals through to policy change.

## Population level change requires 'whole system' approaches



Source: Socio-Ecological Model

Figure 4 Whole System Approach (Sport England – Socio-Ecological Model 2016)

Physical Activity has an important role to play in addressing the health inequalities that exist in the Black Country. Our 2015 Health Profile identifies that the Black Country is underperforming across a number of key health inequalities including obesity, diabetes and life expectancy.

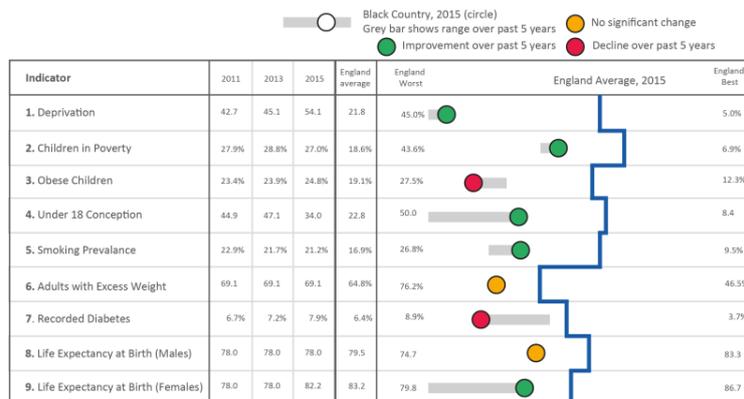


Figure 5 Black Country Health Profile BCC 2015

## 3.2 Socio-Economic Development and Physical Activity

To understand why our focus is on inactivities and inequalities is to understand the Black Country.

### Black Country Inactivity

- The Black Country has a low physical activity rate (58.2%) when compared with the national average of 65.4%.
- The physical inactivity rate is also significantly higher than the national average 27.6% in the Black Country compared to 22% nationally.
- The cost to the Black Country due to physical inactivity stands at £37m
- The challenge exacerbated by stubborn inequalities, and an occupational structure that is less suited to participation in physical activity.

### Occupation and Inactivity

- Nationally, the occupation groups who are the most physically active are managers, administrative and professional occupations (74.1% of this group do 150+ minutes of activity per week).
- However, in the Black Country the number of managers, administrative and professionals is significantly below the national average (33.2% Black Country, 44.3% UK).
- The Black Country is above the national average and overrepresented in professions requiring lower skills. The Black Country has a rate of 22.7% in the lowest SOC group (e.g. elementary occupations), compared to the UK average of 17.1%.
- 59.1% of those in these lower skilled occupational groups engage in 150+ minutes of physical activity per week.
- Hence, those in the Black Country in lower skilled professions are more likely to be less engaged in physical activity, than areas with a higher proportion of more senior level professionals.
- Those in these lower skilled (routine and semi-routine) professions are also much more likely to be physically inactive (a rate of 27.4%) as compared with managers, administrative and professionals (13.7%).
- By 2030, the WMCA aims to have 135k fewer people with no qualifications and an additional 176k more people educated to degree level. We need to plan and contribute to this through the strategy's implementation.

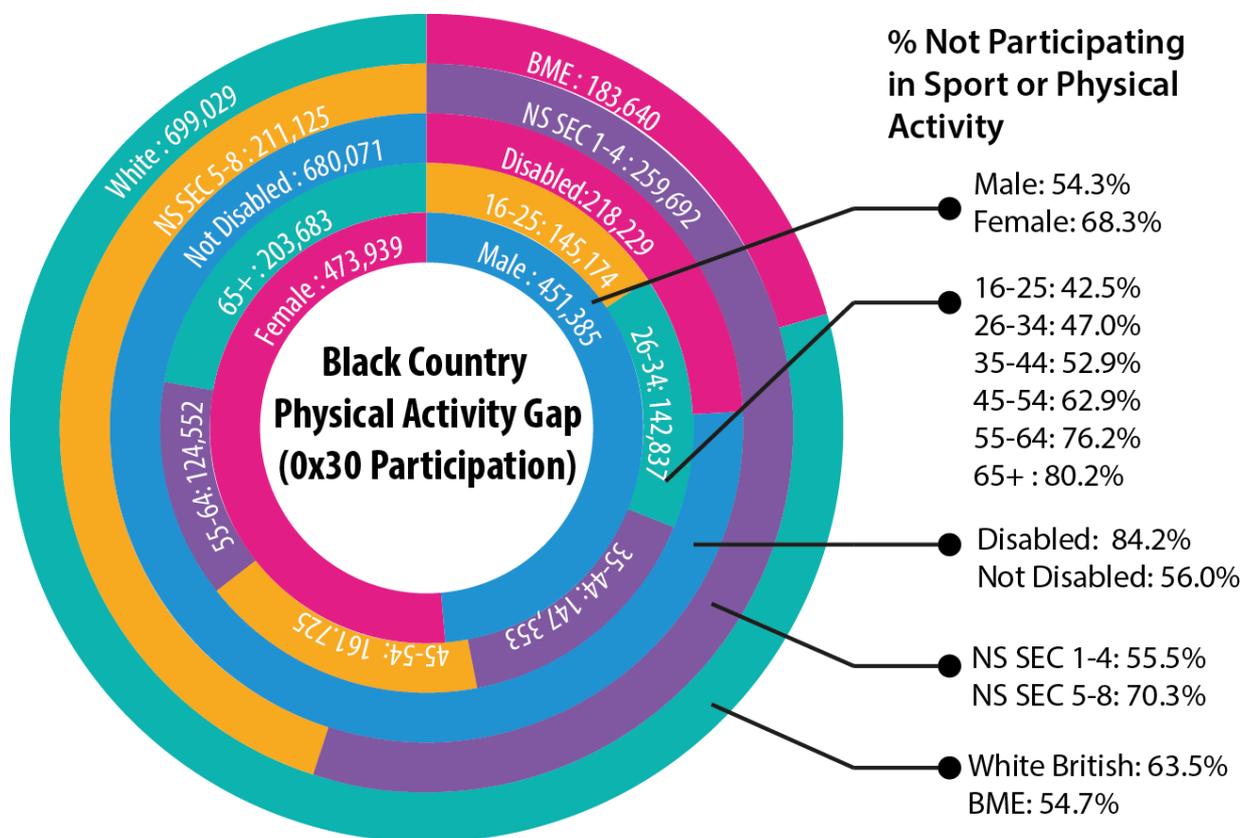
### Disability

- Nationally, those with no impairments are significantly more likely to be physically active (a rate 69.6%) than those with disabilities (ranging from 55.3% with 1 impairment to 40.8% with 3 or more impairments).

## Age profile

- Young people aged 16-24 are the most physically active group at 76.2%, and are also the least likely to be physically inactive 14.1%. Those aged 65 -74 are much less likely to be physically active 61.7%, and more likely to be inactive 24.8%.
- The age structure of the Black Country is similar to that of the national picture. According to the 2011 census young people aged 16-24 in both the Black Country and nationally both represented 12% of the population.
- While those aged 65+ represent 16.8% in the Black Country compared to 16.4 nationally.
- WMCA population increases by 510,000 people. An additional 455,000 jobs

An overview of the above data is shown in the graphic below:



Number of people in the Black Country by gender, age, disability, social status and ethnicity  
ONS, 2016

Sport England,  
Active People Survey 10,  
December 2016

Figure 6 Black Country Demographic Breakdown

### Population Profile

White British	77.1%
Mixed/multiple ethnic / other ethnic groups	4.4%
Asian/Asian British	14.4%
Black/African/Caribbean/Black British	4.1%

### APS 10, 2016 – Black Country Participation by Ethnicity

	<b>0x30</b>
White British	63.5%
BME / Mixed / multiple / other ethnic groups	54.7%
Asian	56.7%
Black / African / Caribbean / Black British	63.4%

Active Lives data is only available for England.

This strengthens both our emphasis on inactive and inequality and also the importance of our alignment with the Black Country LEPs Strategic Economic Plan. These Outcomes are especially relevant for each of the Strategic Framework outcomes outlined later in this document.



Figure 7 – Government – Sporting Futures Outcomes 2015

## 4. Why do we need a Black Country Strategic Framework?

Many of our partners are alert to the challenges that levels of physical inactivity brings and have plans to address them, but we believe by working together we have a better opportunity to influence and inform the change needed to have a cross Black Country impact.

Our re-positioning of the Active Black Country Partnership Board and team providing the Black Country leadership as the County Sports Partnership and operating within the governance Black Country Local Enterprise Partnership (LEP) and the Association of Black Country Local Authorities (ABCA) linked to the WMCA, provides an opportunity to inform and influence change by capitalising on the power of all of our partners to work towards **our ambition**.

It is time for a Black Country Strategic Framework and Call to Action:

1. It positions Black Country Ambitions, Outcomes and objectives within the National, WMCA, Local physical activity and economic priorities.
2. Provides the leadership needed to facilitate the system conditions which support others to get active and address inequalities.
3. We recognise that the Black Country as a place and its people are changing very quickly<sup>4</sup>. We need to influence and inform policy and strategy which factors-in an active lifestyle, rather than out. Too often, the physical activity sector has to adapt and amend to many policy and economic changes.
4. It has synergy with the National and Local Strategies and sets the context for our Sector Skills Action Plan (2016)<sup>5</sup>, prioritising actions needed to address the imbalance between the supply and demand for skills needed to get people physically active and the value placed on the sector by non-sport employers.
5. We are operating in a period of significant transformation within all sectors, necessitating better partnership working, efficient use of resources and evidencing impact. Working better together we can achieve greater impact and encourage efficiencies in our resources.

### **This Black Country approach will bring considerable added value to local partners by:**

1. Driving a greater scale of impact by working at a Black Country level
2. Addressing common challenges and barriers
3. Developing efficiencies in both purchasing of services and delivery
4. Securing additional investment including developing new financing
5. Informing the Black Country economic prosperity through our connection with the Local Enterprise Partnership

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<sup>4</sup> Black Country LEP annual review. [www.blackcountrylep.co.uk](http://www.blackcountrylep.co.uk)

<sup>5</sup> [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk) Sector Skills Action Plan

## 5. Call to Action

This strategy calls on Partners to work with us on the delivery of this Framework. We want to encourage partners to work against a common set of principles and values.

We are seeking commitment to 6 actions:



Figure 8: Black Country Call to Action (2017)

We will work with those partners who sign up to, and embed, this Call to Action in everything they do.

We will connect partners' priorities and actions to this Black Country Strategic Framework through improved communication, planning and governance.

This Strategic Framework is shaped and driven by values and principles, which are focused on people, organisations and communities.

We will use our logo to recognise which partners are working with us and our Call to Action.

## 5.1 Principles

The following principles will underpin our theme outcomes and objectives and will resonate in our work plans:

### Our Principles

- **Life-course approach**, recognising the long term impact of health and social experiences
- **Asset-based approach**, mobilising and utilising the skills and knowledge of individuals and the connections and resources within communities and organisations
- **Economic viability**, ensuring our approaches are affordable over the long term within the local context
- **A sustainable approach**, providing solutions which work over the long term
- **A collaborative approach**, working in partnership with individuals and communities
- Recognition of the role which sport and activity have in **educational attainment**
- **A focus on wellbeing**, incorporating any activity positively contributing to health & wellbeing
- **Inclusive** across all abilities

## 5.2 Values

The following values will underpin all our work, behaviours and motivations:

### Our Values

- Ensuring **individuals and communities are the focus** of our work
- **Respecting and promoting the diversity** of individuals, communities and businesses across the Black Country
- **Working in partnership**
- **Working in an inclusive way** so that any individual, community or organisation can contribute to our goal of getting everyone active and enjoying activity as part of their daily lives
- Ensuring a **happy, healthy working environment** for staff, Board members and people working in partnership with us
- Behaving with **integrity**
- **Creating** commitment to continually create, learn and improve

## 6. Our Plans

### 6.1 First Steps Connectivity

In taking forward the implementation of this Strategic Framework, we need to strengthen our connectivity to local, regional and national direction to ensure consistency in approach, actions and communications.

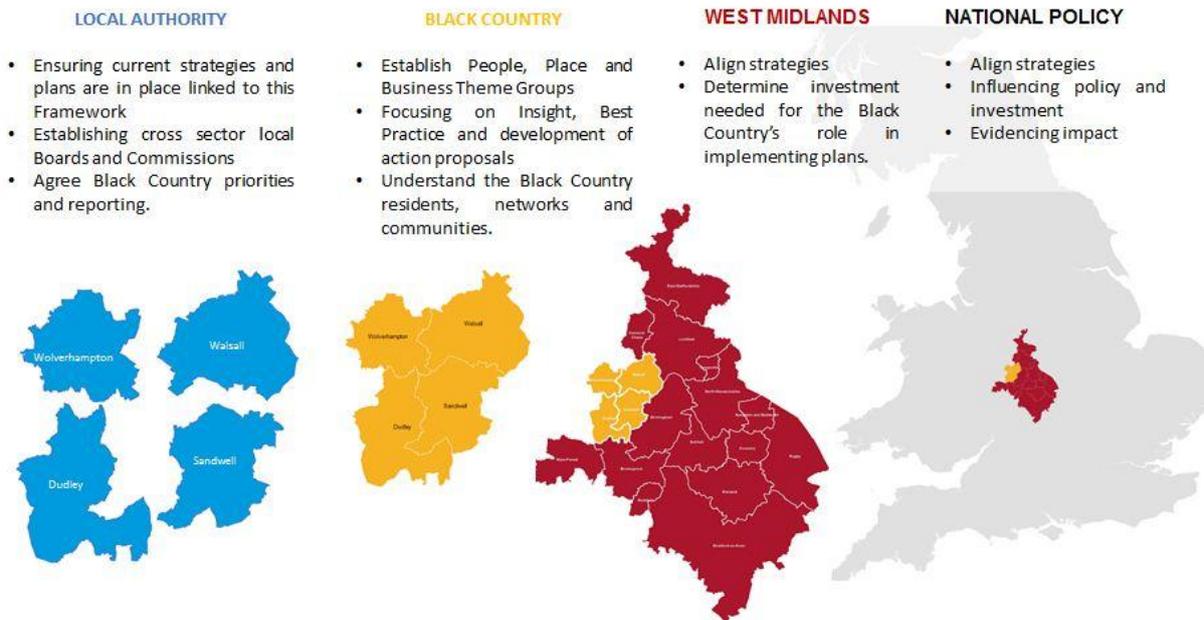


Figure 9 – First Strategic Framework priorities BCC 2017

### 6.2 Partnerships

This Framework and Call to Action recognises the importance of working well in partnership to achieve our ambitions and deliver outcomes and objectives.

We recognise there is a complex landscape and we need every partner with a vested interest to sign up to the Call to Action to work with us to deliver this Strategic Framework. We need to strengthen existing partnerships and broker new relationships with a commitment to this Call to Action.

We will evidence the sign up to the Call to Action on our website and be held to account for those joint actions and impacts that we have achieved. This will be set out in our “Partner Engagement Plan”,<sup>6</sup> and reviewed on an annual basis.

<sup>6</sup> This will be available on [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk)

## 6.3 Communication

Our marketing and communications is critical to the achievement of the Strategic Framework ensuring there is a consistency and clarity of message, progress, transparency and visibility of the Partnership. This will also be set out in our Marketing and Communication Plan<sup>7</sup>.

## 6.4 Investment and Resources

We recognise that currently there is limited investment and resources in physical activity. Our Board, through the delivery of this Strategic Framework, will provide the vehicle to explore where external investment is needed, evidenced in Business Cases. Our investment approach will be driven by:

- a) Is there an opportunity to align current resources?
- b) Determining Black Country investment priorities.
- c) Building capacity by supporting organisations to access funding.
- d) Providing up to date available funding advice, guidance.
- e) Exploring new funding options including co-financing, commissioning and, for example Social Impact Bonds.
- f) We will determine the Social Return on Investment for the Strategic Framework implementation, building on the evidence we have already gained through Black Country in Motion.

## 6.5 Social Return on Investment

Modelling the wider return on physical activity will also assist us in championing the impact of physical activity. SROI is an approach to help understand the impacts of a given project or programme, organisation or policy. It compares investments (costs) to returns (benefits) by measuring the social, environmental and economic change from the perspective of those who experience or contribute to it. It places a monetary value on outcomes that do not have market values (i.e. they are not bought and sold in market transactions). SROI analysis then provides for a financial proxy value of change, with the financial value presented as a ratio of costs to benefits (figure 9).

Whilst SROI analysis provides a headline cost-to-benefit ratio, it also provides a narrative that explains how change is created and evaluates the impact of this change through the evidence that is gathered.

Creating a list of all of the relevant benefits and costs for the service is a key step in a SROI analysis. In order to do this, we produced a logic model. Such models are useful in SROI as they help to identify the various inputs (costs) and outcomes / impacts (benefits) of an intervention. The process of establishing a logic model is also helpful in identifying why activities take place, allowing projects to see how the work they do will lead to outcomes and impacts in the future.

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<sup>7</sup> This will also be available on [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk) from May 2017

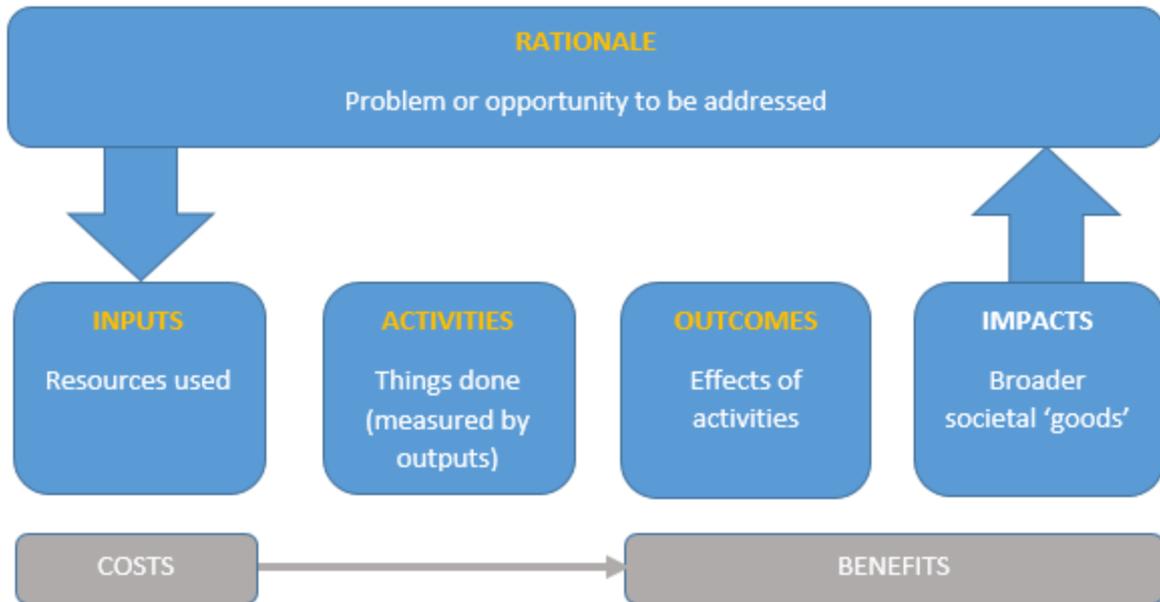
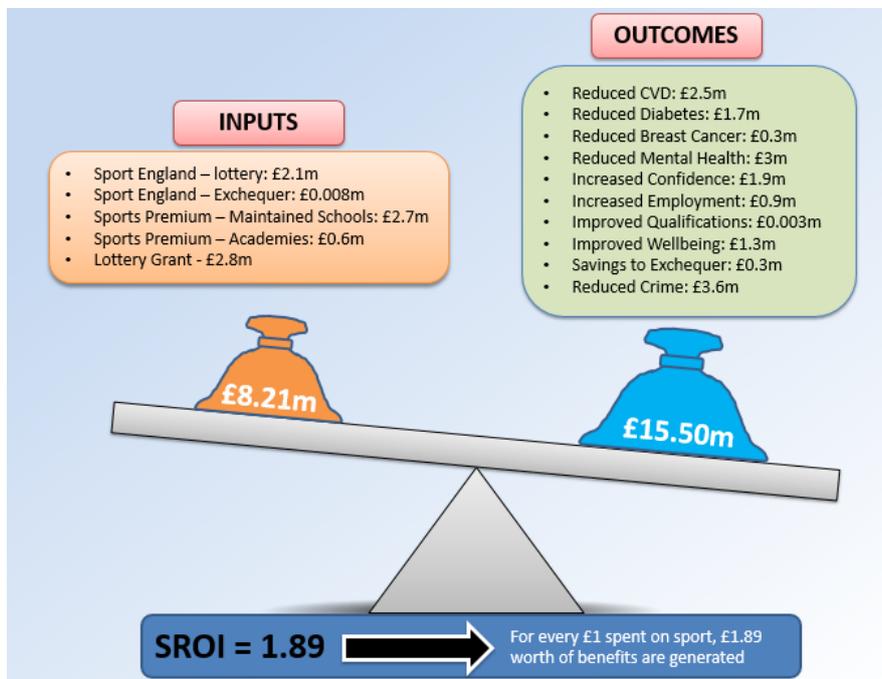


Figure 10: Social Return on Investment

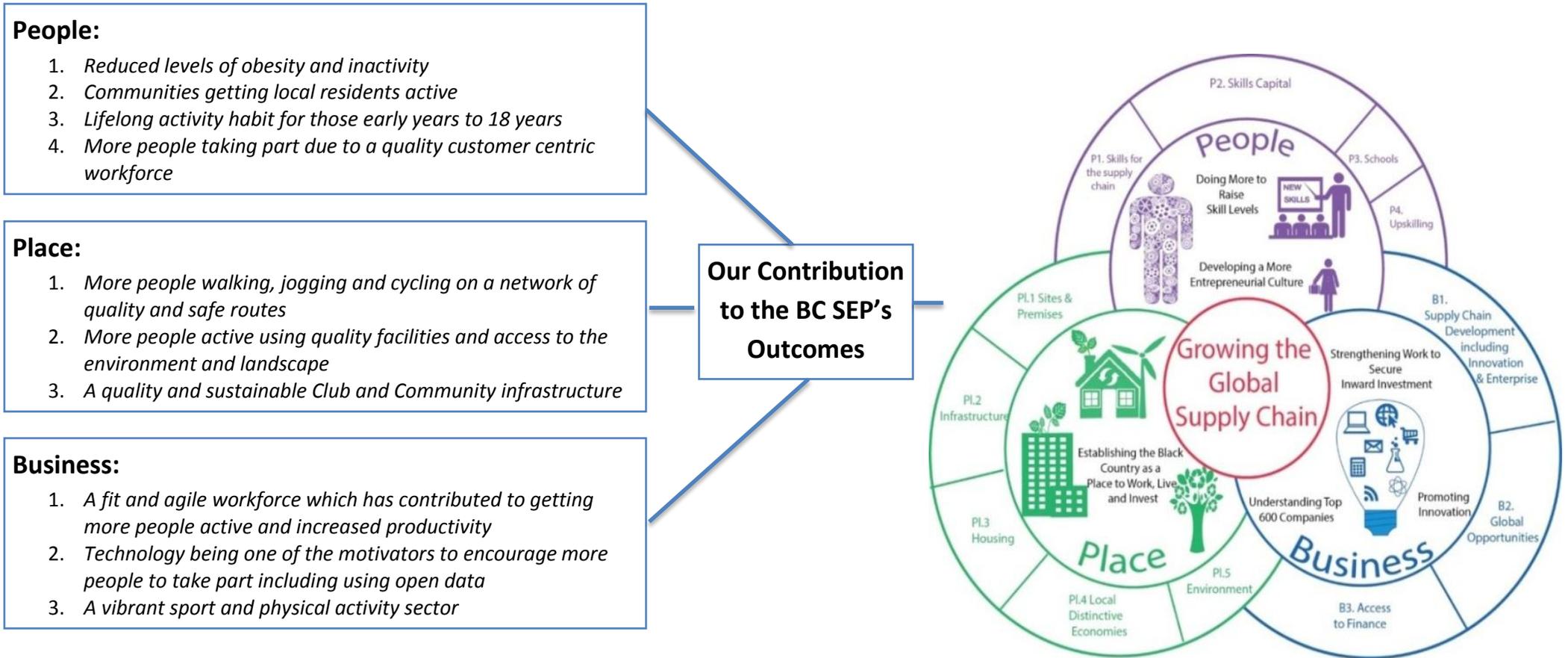
## Black Country Social Return on Investment

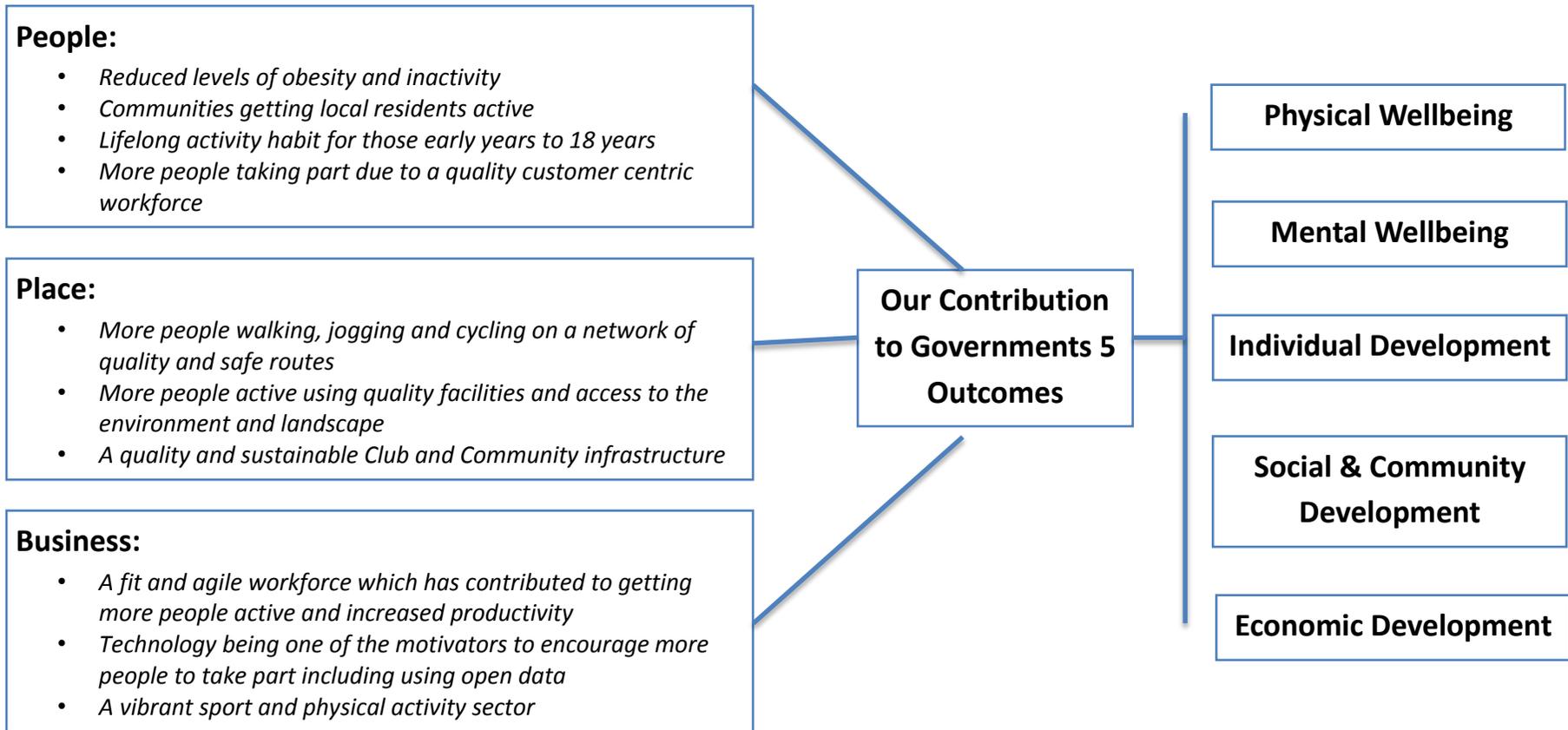
Figure 11: SROI Black Country



## 7. Priority Outcomes and 3 Year Objectives

This Strategic Framework recognises the far reaching approach needed to get people active, understanding people’s motivations and challenges, improving the Place to get people moving and the role businesses can play in getting a more active workforce. Our headline outcomes and objectives reflect the need to change behaviours, co-ordinate the offer, influence policy and secure investment. We recognise the importance of the principles of equality of opportunity and ensuring that a safe and secure environment apply to everything we do.





## 7.1 Thematic Group: People



Kristian Thomas wins Sports Person of the Year 2016



Satellite Clubs Launch

### People Outcome 1:

**Reduced levels of obesity and inactivity by more people taking part**



We know that physical activity is one of the effective strategies in weight management and lowering the risk of type II diabetes. Our insight<sup>8</sup> has told us that lack of social support, free time, lack of self-confidence were some of the barriers to people taking part. We need to work with and motivate 54,336 more adults taking part in physical activity just to get to the national average.

**Target Groups:** People from deprived communities & children and young people

#### Over the next 3 years, we will:

1. Work with partners & residents to gain a better understanding of motivations, barriers and provision across the Life Course<sup>9</sup> to inform planning and delivery. *Starting in 2017/18.*
2. Work towards scaling up projects which have evidenced a positive impact on improving physical and mental wellbeing such as Dudley Mind's "Get Set to Go". *Starting in 2017/18*
3. Gather insight and evidence to determine what is needed to get more disabled people active. *Starting in 2017/18, building on initial work.*
4. Encourage a co-ordinated approach to marketing and communicating to residents to encourage and motivate people to be physically active using national campaigns and local initiatives. *Starting in 2018/19*
5. Gather insight and intelligence around provision of sport developing an offer with National Governing Bodies committed to make a difference in the Black Country. *Continuing work in 2017/18.*

<sup>8</sup> Black Country in Motion, Sportivate and Satellite Club Participants and Coaches. Available on [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk)

<sup>9</sup> The Life Course is a Public Health term covering early years, children and young people, adults and older adults.

## People Outcome 2: *Communities getting local residents active*



Black Country in Motion, Youth Charter for Sport, Black Country Make, Rise Up Yoga and Sandwell Community Activity Network (CanDos)<sup>10</sup> have demonstrated the importance of working with communities, developing skills and transforming communities. We know that this approach can most effectively and easily respond to individual and community need.

**Target Groups:** People from deprived communities and children and young people

### Over the next 3 years, we will:

1. Work with partners and communities to target investment in the most deprived areas to address barriers and responding to need, building capacity and encourage more people to become active. *Continue in 2017/18.*

## People Outcome 3: *Lifelong activity habit for those early years to 18 years, supporting individual, physical and mental development*



We recognise that we need to develop good lifelong physical activity habits as a result of the concerns over the levels of childhood obesity in the Black Country. We know that change needs to happen. We need to evidence the added value of physical activities, demonstrating how good PE programmes lead to higher attainment.

**Target Groups:** Children and young people and people from deprived communities

### Over the next 3 years, we will:

1. Gather data and insight on the provision of PE, school and community physical activity, and children and young people's motivations and barriers to taking part to inform planning and future provision. *Focusing on Primary Schools in 2017/18, building on previous work.*
2. Focus on understanding the transition and transfer across all phases of education and community and its impact on PE and physical activity, building a better young people offer and demonstrating impact. *Starting in 2018/19.*
3. Work with young people deemed at risk in conjunction with providers, to harness the ability of physical activities to get people taking part and back into education, training and employment. *In 2017/18, building on work in previous year*

<sup>10</sup> Information on these programmes are available from [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk) and [www.sandwell.gov.uk](http://www.sandwell.gov.uk)

## People Outcome 4:

*More people taking part due to a quality customer centric workforce*



The Government's Sporting Futures Strategy (2015) challenged the sector to be at the forefront of changing the way frontline staff interact with customers; to build welcoming and inclusive environments. Our Sector Skills Action Plan (2016) has told us that 80% of employers stated that there a low number of applicants with the required skills, 82% of recipients of our survey identified that soft skills represented the greatest skills gap.

**Target Group:** Sport Employers, Education Sector, Residents wanting to help people get active especially those from deprived communities.

### Over the next 3 years, we will:

1. Instigate a cultural shift at leadership and decision making level by championing the importance of the sector and the skills required. *Starting in 2018/19.*
2. Meet the demand identified by local employers through a more integrated and responsive approach to education and training. *In 2017/18 building on previous work.*
3. Increase the number of apprenticeship opportunities and enhance the quality of provision. *From 2017/18.*
4. Lead the development of the skills system needed to ignite, retune and accelerate the workforce, creating the skills continuum to support people through their learning. *Continuing previous work in 2017/18*
5. Identify and advocate the needs of partners and customers, developing greater insight into local workforce trends, patterns and requirements. *Continuing in 2017/18.*

We recognise that a more people/customer centric approach can get more people active, but we also need to work towards a Black Country where it is easier to move and physically activity is more accessible.

### Our 'People' Call to Action



## 7.2 Thematic Group: Place



Judo at Dudley Castle



Black Country in Motion at Priory Park

### Place Outcome 1:

**More People walking, jogging and cycling on a network of quality and safe routes**



We are reliant on our partnership with Transport to provide both routes and improve access for walkers, runners and cyclists -getting more people actively travelling and being physically activity. There is synergy with the West Midlands Combined Authority 'On the Move' strategy.

**Target Group:** All residents, in particular those most inactive

#### Over the next 3 years, we will:

Work with Black Country Transport and Transport for the West Midlands to.

1. Deliver the first 3 year priority cycle routes aimed at connecting strategic and town centres. *Starting in 2017/18.*
2. Co-ordinate provision of an Active Travel campaign and programme using behaviour change tactics to get people active by using the new routes. *Starting in 2018/19*
3. Develop and implement a signage programme including utilising technology to promote usage and access. *Starting in 2019/20.*
4. Consult, develop and implement a Healthy, Active Streets plan to encourage prioritising physical activity in targeted neighbourhoods. *Starting in 2019/20*

## Place Outcome 2:

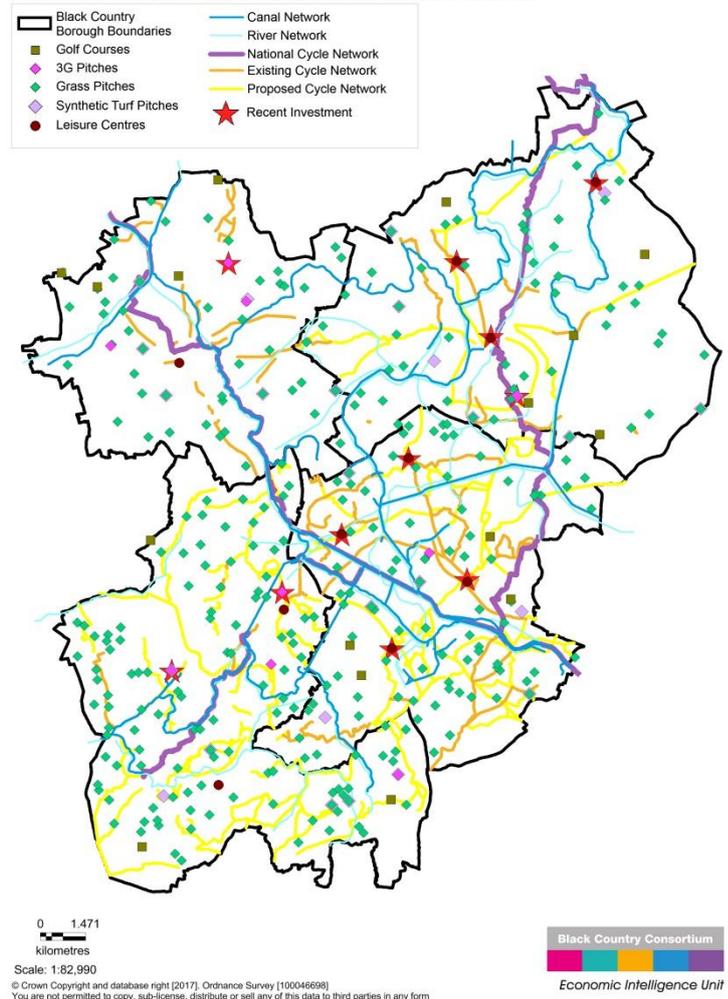
More people active using quality facilities and access to the environment and landscape



The Black Country is leading the way in the provision of new leisure facilities, but these can only get people active with imaginative programming. Paths, Open Spaces, Parks, Canal Networks, Housing Estates, Towns and City centres also provide places for people to be active.

Figure 12: Black Country Sport Facilities Provision

### BLACK COUNTRY SPORT FACILITIES PROVISION



**Target Group:** All residents

#### Over the next 3 years, we will:

1. Support each Local Authority to implement both their Playing Pitch and Built Environment Strategies and in doing so, determine Black Country Priorities. *Starting in 2017/18.*
2. Annually assess the community use of School and Academy sites, determining barriers, provide solutions based on good practice to retain current provision. *Starting in 2018/19*
3. Develop a set of physical activity priorities and policies and evidence base including active design to realise health and physical activity benefit to inform future planning and provision. *Starting in 2019/20*

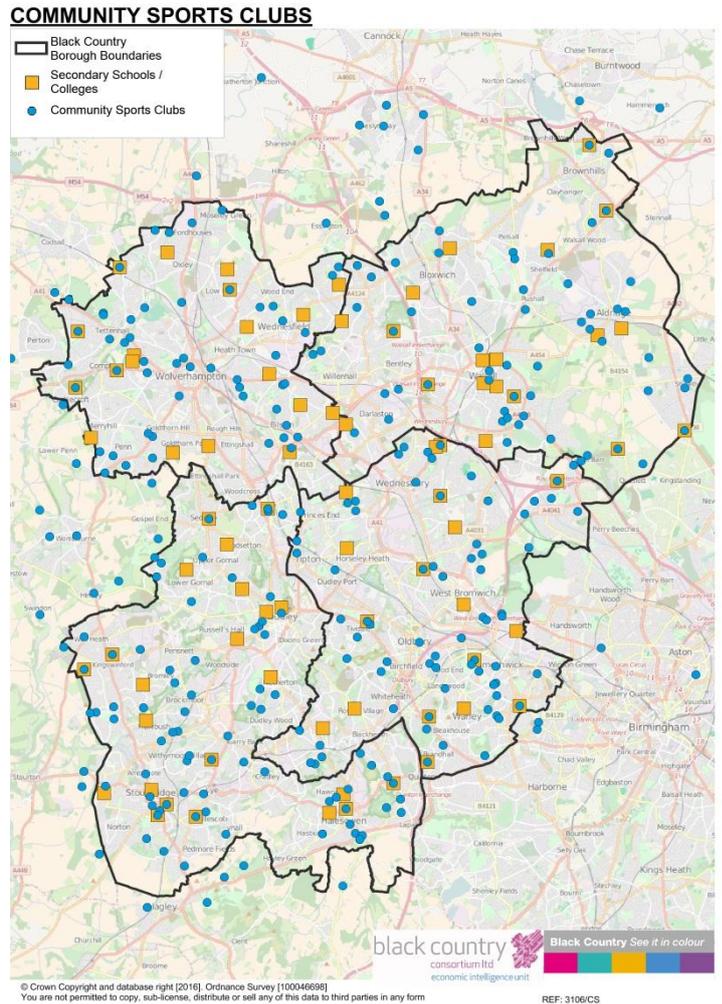
### Place Outcome 3:

*A quality and sustainable Club and Community infrastructure which has attracted more people into sport and physical activity including volunteering*



We need to help clubs and community organisations to attract new people into physical activity and in doing so, support their long term sustainability. Our work with Clubs has identified that many don't have long term plans and that there is often a disconnection between people's primary motivation to take part with that of their local clubs.

Figure 13: Black Country Community Sports Clubs

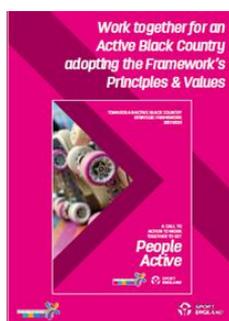


**Target Groups:** Clubs and Community organisations, especially those in deprived communities and those aiming to reduce levels of physical inactivity.

#### Over the next 3 years, we will:

1. Implement our Club & Community Organisation offer which aims to get more sports clubs and organisations planning for long term development and sustainability. *Continuing work into 2017/18.*
2. As part of the offer, analyse and respond to the trend of Clubs & Community Organisations leasing or becoming landowners or asset owners and the impact this has on their work and getting more people active. *Starting in 2017/18.*

#### Our 'Place' Call to Action



## 7.3 Thematic Group: Business



*Business in Sport winner*



*Volunteer programme at Merry Hill Centre*

Our third theme is Business and innovation, we recognise the advancements in technology and the role businesses can play in getting people active. Equally, we recognise the growing importance of a fit and active workforce and using sport to demonstrate leadership and team working skills.

### **Business Outcome 1:**

***A fit and agile workforce which has contributed to getting more people active and increased productivity***



Both stamina and agility are becoming increasingly important attributes for the Black Country workforce. There are approximately 2,285,280 sick days in the Black Country a year. Workers are 20% less likely to be absent if they are physically active.

**Target Group:** All Businesses

#### **Over the next 3 years, we will:**

1. Work with partners to gather insight into how businesses are promoting a healthy and active workforce, in doing so determine the business benefits of such actions and promote the WMCA's Workplace Commitment. *Starting in 2017/18*

## Business Outcome 2:

*Technology being one of the motivators to encourage more people to take part including using open data*



The Black Country LEP aims to get 99.4% of residents having access to Superfast Broadband by December 2017. Technology is increasingly recognised as a motivator to get people active. Over 26,500 Wolverhampton residents took part in the Beat the Streets programme utilising technology.

**Target Group:** All residents

### Over the next 3 years, we will:

1. Understand the rationale and business benefits of introducing a Black County App/Card to enable people to access facilities and opportunities including the utilisation of open data. *Starting in 2018/19*
2. Assess the impact of technology interventions on getting people active aiming to co-ordinating a Black Country technology and physical activity programme. *Starting in 2018/19*

## Business Outcome 3:

*A vibrant sport and physical activity sector*



There are 250 sport businesses and 6,000 people working in the sport and physical activity sector across the Black Country. Better connections with these companies and individuals are required, which will encourage them to play a leading role in getting people active.

**Target Group:** Sport & physical activity business sector

### Over the next 3 years, we will work with the Black Country LEP:

1. To prepare an annual Sport Sector Profile and compare against other sectors in the Black County *Building on current work in 2017/18.*
2. Work with the LEP, to determine the opportunities, barriers and actions for future business growth of the Sector. *Starting in 2019/20.*

## Our 'Business' Call to Action



## 8. Managing and Mitigating Risk

We understand that there are considerable risks associated in delivering our ambitions, due to the levels of physical inactivity and the need to harness a Black Country approach at a time of major transformation within both our Public and Voluntary and Community Sectors.

We have identified 7 priority risks essential to delivering this Strategic Framework; these are captured in the Active Black Country Risk Management Strategy<sup>11</sup>, which will be reviewed by the Board on a quarterly basis:

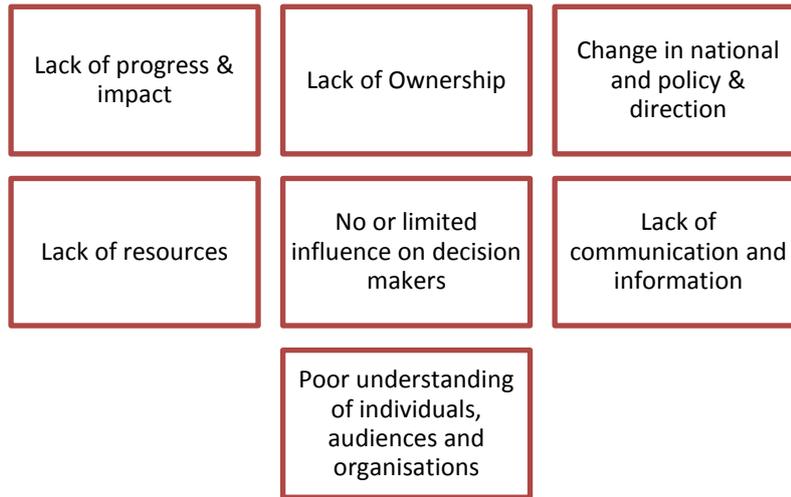


Figure 14: Strategic Framework Risks

We will look to include our proposed actions in regards to these risks within our Implementation Plan.

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<sup>11</sup> This is available on [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk)

## 9. How will we Measure Success?

**The Black Country Performance Management Framework (PMF)** provides a clear framework to monitor progress and the economic changes required to achieve our 30-year vision and the ambitions across the twelve programmes in our Strategic Economic Plan. The PMF is composed of a selection of strategic headline indicators, which measure the impact of the various programmes areas of the BC SEP. These indicators cover a range of theme areas including economic, fiscal, social and environmental impacts. The PMF will provide a framework against which BC success can be measured, both across strategic programmes and in individual projects. The ambitions are based on an agreed vision led economic future for the area underpinned by extensive modelling work undertaken using the Oxford Economic model.

This framework was politically endorsed by the Association of Black Country Local Authorities (ABCA) in 2004 and is updated and reported annually in the Black Country Annual Economic Review. The PMF is maintained and updated by the Economic Intelligence Unit (EIU) of Black Country Consortium Ltd who provide in depth cross-thematic spatial analysis on the Black Country economy on behalf of the Black Country Consortium and the Local Enterprise Partnership.

The PMF provided below shows the alignment and linkages to the physical activity agenda and the National Strategy - Sporting Futures.

### Performance Management Framework

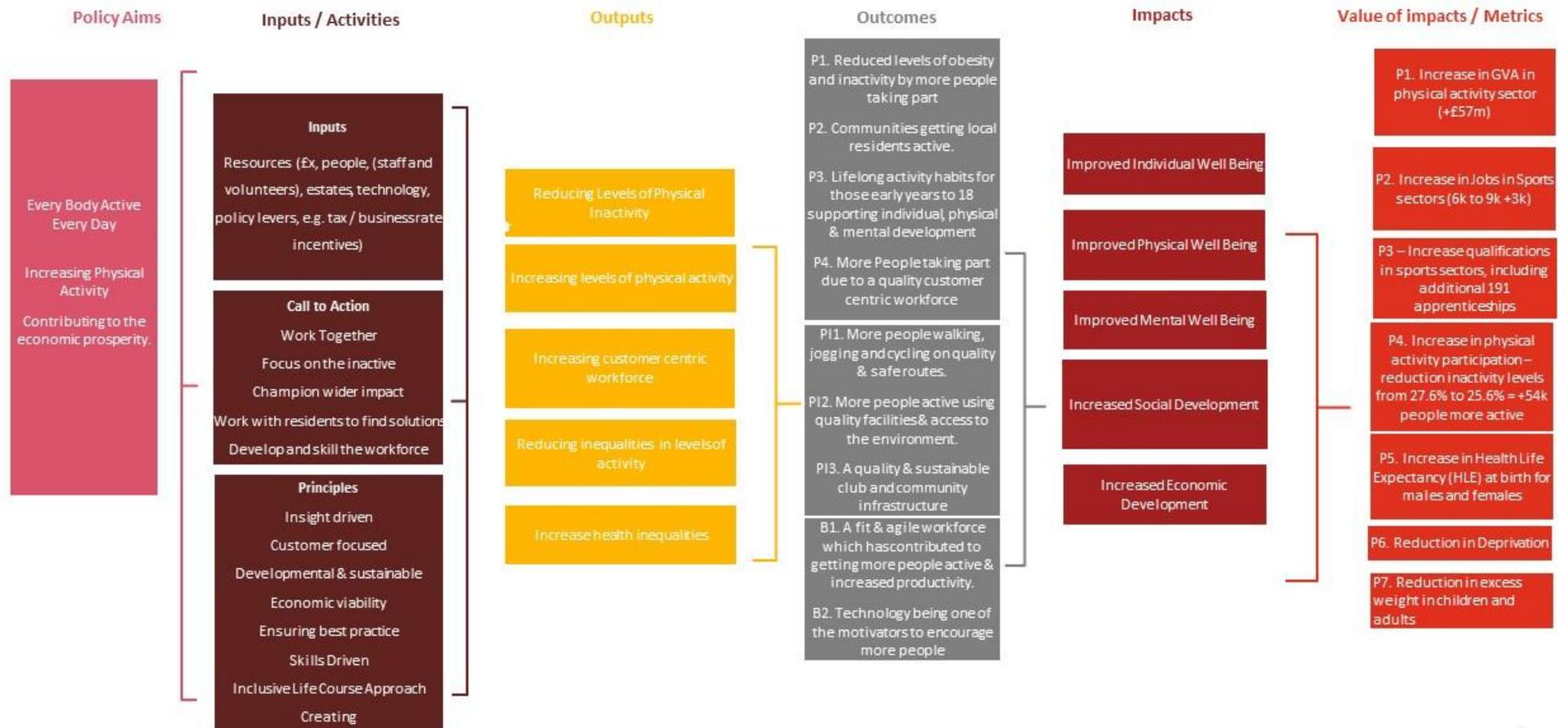
An Economically Prosperous Black Country				
In the Black Country by 2030 we will have:		Where are we now:	Black Country Vision	Impact Required
Improved our GVA per head of population alongside the UK average with the sports sector contributing 1% of total GVA	Black Country Total GVA	£19,218m	£35,970m	+£16,754m
	<b>Black Country Sports Sector GVA</b>	£96m	£153m	+£57m
Half a million people in employment with 1% of these employed in the sports sector	Black Country Total Jobs	495,000	598,000	+103,000
	<b>Black Country Sports Sector Jobs</b>	5,700	8,500	+2,800
Improved skill levels so that people have the skills and qualifications to access jobs	Black Country Total NVQ4	160,000	263,046	+103,046
	<b>Black Country Sports Sector NVQ4</b>	4,464	7,339	+2,875
	Black Country Total No Quals	135,900	60,043	-75,857
	<b>Black Country Sports Sector No Quals</b>	1,998	883	-1,115
	Black Country Total Apprenticeships	13,849	23,191	+9,342

	<b>Black Country Sports Sector Apprenticeships</b>	248	475	+191
	NEETs	1,540	0	-1,540
<b>A Healthy and Active Black Country</b>				
<b>Reduced the number of people inactive in the Black Country to national average levels</b>	<b>Inactive</b>	27.6%	25.6%	-54,336
<b>Better quality of life for all: improved health and well being</b>	<b>Healthy Life Expectancy at Birth</b>	M- 59.7 yrs F – 60.2 yrs	M – 63.3 yrs F – 63.9 yrs	M +3.6yrs F +3.7yrs
	<b>Reduce % of people in top 10% most deprived areas</b>	18.9%	8.6%	-10%
	<b>Excess weight among : children Year 6</b>	39.1%	32%	-7.1%
	<b>Adults with excess weight</b>	69%	64.8%	-4.2%

## 9.1 Measuring Impact

Understanding the impact of current and planned activity in the context of the Black Country and the WMCA SEP is fundamental to the work of the Black Country Economic Intelligence Unit. Monitoring and Evaluation (M&E) are critical elements in the development and the delivery of the Black Country Strategic Economic Plan. **Logic chains** will be used to evaluate the impact of the investment from outputs to outcomes and the impact on the strategic objectives for the area. The following page sets out the logic chain that we will use to demonstrate the impact of activity in delivering our ambitions.

# Towards an Active Black Country Strategic Framework Logic Chain



We will build our measures and evidence of impact of getting more people active against social and economic priorities, including skills, employment, GVA, crime and anti-social behaviour reduction. We have estimated the added value measures of getting to our first milestone of England average that increases in the number of adults who are physically active can bring.

This is illustrated below:

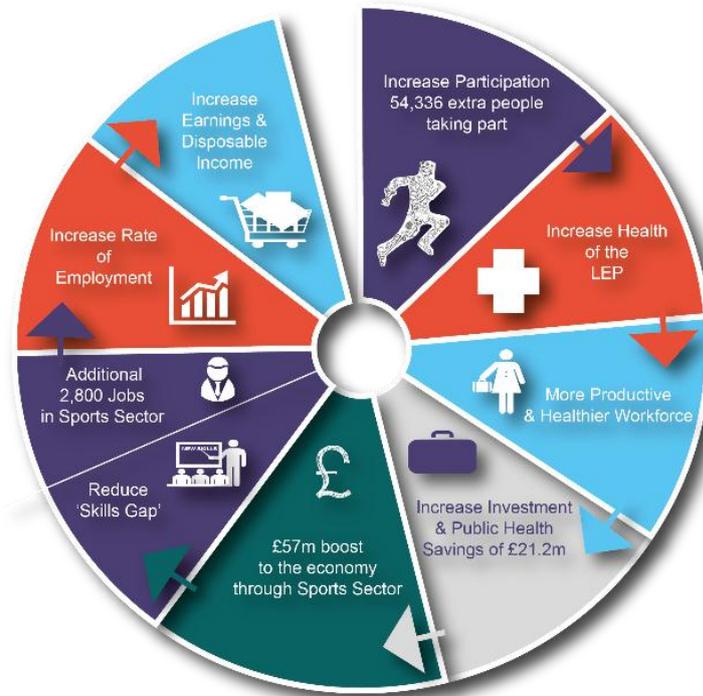


Figure 15: Potential impact of getting people active can have on the Black Country economy

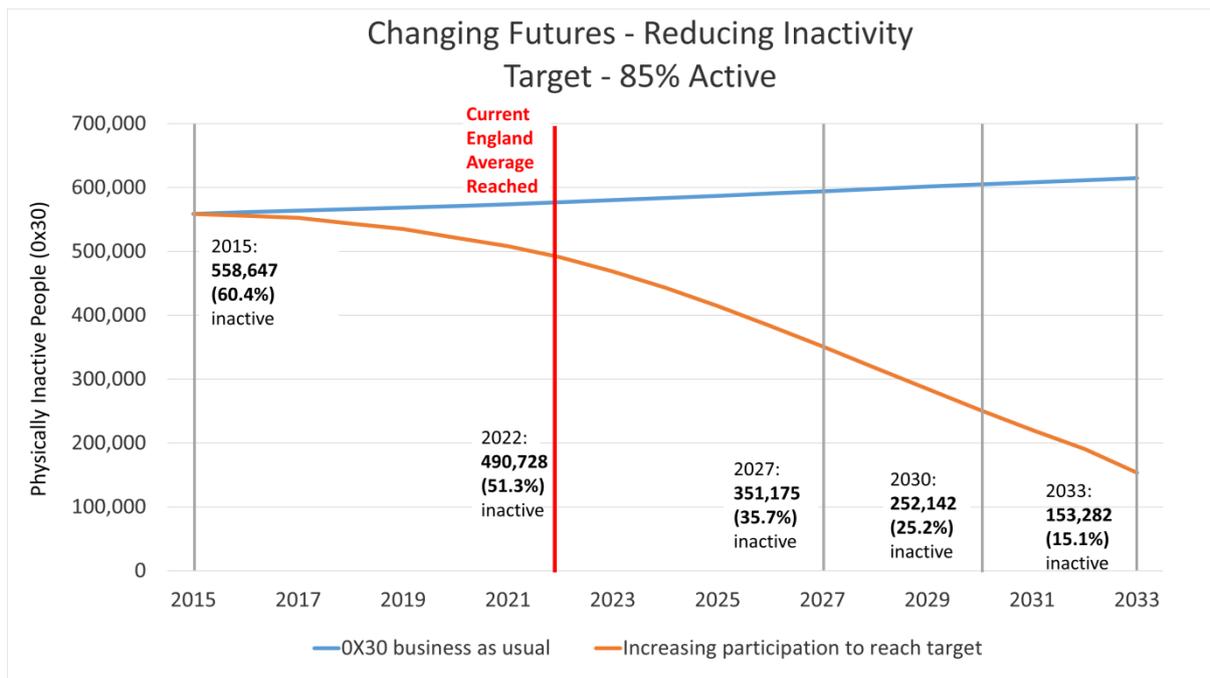


Figure 16: Changing Futures – Reducing Inactivity

## 9.2 Black Country LEP - SEP Programme Delivery

The following table sets out the alignment of our outcomes to the Black Country SEP Programmes and the link to the Sporting Future KPI's:

People	Outcomes	Outputs (Sporting Future)
P1. Skills for the supply chain	More people taking part due to a quality customer-centric workforce	<ul style="list-style-type: none"> <li>• Employment in the sport sector (KPI 16)</li> </ul>
P2. Skills capital		
P3. Schools	Lifelong activity habit for those early years to 18 years, supporting individual, physical and mental development	<ul style="list-style-type: none"> <li>• Increase in the percentage of young people with a positive attitude towards sport and being active (KPI 6)</li> <li>• The increase in the percentage of children achieving physical literacy standards (KPI 4)</li> <li>• Increase in the percentage of children achieving swimming proficiency and Bikeability levels (KPI 5)</li> </ul>
P4. Upskilling	Reduced levels of obesity and inactivity by more people taking part	<ul style="list-style-type: none"> <li>• Increase in the population taking part in sport and physical activity (KPI 1)</li> <li>• Decrease in the percentage of people physically inactive (KPI 2).</li> </ul>
	Communities getting local residents active	<ul style="list-style-type: none"> <li>• Increase in the number of people volunteering in sport at twice in the last year (KPI 7)</li> </ul>
		<ul style="list-style-type: none"> <li>• The demographics of volunteers in sport to become more representative of society as a whole (KPI 8)</li> </ul>
<b>Place</b>		
Pl1. Employment sites and premises		
Pl2. Infrastructure to Support Growth	More people active using quality facilities and access to the environment	<ul style="list-style-type: none"> <li>• Increase in the percentage of adults utilising open space for exercise/health reasons (KPI 3).</li> </ul>
	More people walking, jogging and cycling on a network of quality and safe routes	
Pl3 Housing (including in town centres)		
PL4. Distinctive Urban Centres		<ul style="list-style-type: none"> <li>• Percentage of publically owned facilities with under-utilised</li> </ul>

People	Outcomes	Outputs (Sporting Future)
PL5. Overall quality environment and low carbon.	A quality and sustainable Club and Community infrastructure which has attracted more people into sport and physical activity including volunteering	capacity (KPI 18) <ul style="list-style-type: none"> <li data-bbox="1344 272 2051 363">• The number of sustainable clubs and the no. of people taking part in sport and physical activity in clubs and organisations</li> </ul>
<b>Business</b>		
B1. Supply Chain	A fit and agile workforce which has contributed to getting more people active and increased productivity	
	Technology being one of the motivators to encourage more people to take part including using open data	
	A vibrant sport and physical activity sector	
B2. Exploiting global opportunities		
B3. Access to Finance.		

## 10. Our Governance and Purpose

The Active Black Country Partnership Board and team provide the Black Country leadership steering the work and impact needed. At the heart of the Partnership is the effectiveness of the Board and the Active Black Country team. This is a shared leadership approach to achieving our ambitions with a clear remit and function.

The Board works to its Assurance Framework<sup>12</sup> which evidences our sign up to the UK Sport/Sport England Gold Standard for the Code of Good Governance including:

- Increased skills and diversity in decision making
- Greater transparency and accountability
- Constitutional arrangements that give the Board the prime role in decision making.

The **Active Black Country Board** will lead the implementation of this Strategic Framework by:

- Providing the strategic leadership needed to implement the Strategic Framework by bringing together the right partners and resources needed.
- Adopting a whole system approach to change to get more people active.
- Determining and mitigating the leadership risks needed to implement the Framework.
- Steer the leverage of the partnerships and investment needed for the Black Country.
- Leading the co-ordinated work needed which encourages greater collaboration to achieve our twin ambitions.
- Act as the lead voice on sport and physical activity for the Black Country and be able to promote the priorities for our area.
- Connecting to the Black Country's Public, Business and Voluntary Sector Leaders.
- Being strong advocates and influencers on the role physical activity can play in delivering the Black Country's social and economic priorities.
- Bringing together communities, businesses and public services to deliver outcomes in the most effective and resource efficient way. Using our insight and experience of working with communities, we will facilitate local, inclusive solutions.
- Using our contacts, influencers and networks to promote the Partnership's ambitions and work priorities.
- Ensuring the Active Black Country Team, and where appropriate other partners are accountable and transparent in its implementation of the Strategic Framework.

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<sup>12</sup> Available from [www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk) from April 2017

## 10.1 The Active Black Country Team

The team will be accountable to the Board for delivery of this Strategic Framework, and will lead those objectives and work streams, where this is in the best interests of the Board. It also provides the secretariat.

- We work towards an understanding of individuals, networks, communities and our target groups; their motivation, opportunities and barriers and share this with partners to inform planning and delivery of physical activity.
- We strengthen the capability and capacity of community organisations helping them to become more sustainable; and to influence the behaviours of local residents - helping them to be active.
- We provide the network for Black Country working, where there is benefit to share, and scale up good practice and bring about efficiencies.
- We understand the inter-dependence between social and economic development on physical activity, and vice versa, and are positioned to inform and influence Black Country economic development decision makers.
- We understand the workforce skill gaps and shortages we have, and what needs to be done to address them - working with partners both within and outside physical activity to develop a workforce needed to get people active.
- We apply data, intelligence, strategy, behaviour change and insight to everything we do, supporting partners to assist them in their planning and delivery.
- We promote the use of the built and natural environment to get people active, not just sports facilities, but also parks, canal networks and town and city centres.
- Work with partners to find solutions.
- We promote the benefits of, and opportunities available for, physical activity including supporting national and local campaigns.
- We principally work with partners and deliverers of physical activity who, in turn, deliver physical activity to Black Country residents. Our work with individuals is principally through developing the workforce.
- We will strive for improvement and impact in everything we do.

As part of our governance, we are establishing “People, Place and Business Theme Groups” to champion and co-ordinate work needed, bringing to the Board proposals to take actions forward. Advisory and Task and Finish Groups will be in place to address specific issues and steer direction, such as the Primary PE and Sport Premium Group.

The connection and relationship between Active Black Country and Local Strategic Planning Boards, such as the Wolverhampton Active City Board, WMCA Physical Activity Group and the LEP’s governance structure are critical to our success.

## 10.2 Board Membership and Governance Structure

### **Independent Chair - Deborah Williams**

Over 30 years' Government and International experience as Chair and Adviser, and expertise in partnership development, strategic change and governance.

### **Independent Members**

**Simon Kirkland (Vice-Chair)** A governance, skills and sport development expert with over 30 years' experience of public, voluntary and commercial sectors.

### **Dave Bassett (Chair of Finance Sub-Committee & Company Audit Committee Member) until 31/3/17**

An Independent Business Consultant and Director with strong Governance and Auditing experience in the commercial sector.

**Richard Callicott (Chair of Impact Sub-Committee)** A leadership, inclusion and community and talent development expert, with a breadth of experience in projects, events and leadership.

**Carol Brown (Skills Lead)** An organisational development and human resources specialist consultant with experience in both the public and commercial sectors.

**Arwyn Jones (Inclusion Lead)** Charitable Sector Chief Executive with expertise in disability, inclusion, technology and social enterprise.

**Pauline Tomlinson** Business Development specialist in the voluntary sector and charitable expert with a strong emphasis on skills and economic development.

**Gina Wallis (Safeguarding lead)** An education, inspection and adviser expert bringing over 30 years' experience working in the public sector.

**Amanda Tomlinson** Chief Executive in the social housing sector bringing expertise on governance and social value.

### **Annually nominated by the Association of Black Country Local Authority Chief Executives with an agreed process for reporting, communication and seeking policy commitment.**

Ros Jervis, Service Director Public Health, City of Wolverhampton Council.

### **Annually Nominated by the Association of Black Country Local Authority (ABCA) Leaders and an agreed process for reporting, communication and seeking leadership and policy commitment.**

Councillor Rachel Harris, Dudley MBC Cabinet Member for Health & Wellbeing and Chair of the Dudley Health & Wellbeing Board

### **Stakeholder Representatives**

Dr Kay Biscomb Director of the Institute of Sport, University of Wolverhampton, representing the University of Wolverhampton and the Higher Education Sector

Rachel Corns (Dudley College), representing the Association of Black Country Colleges

Van Willerton, Lawn Tennis Association Participation Manager, representing National Governing Bodies of Sport

### **Advisers & Political Sporting Champions**

Shimul Haider – Sport England

Ian Austin MP – Labour Dudley North

Margot James MP – Conservative Stourbridge

For more details on the work of Active Black Country,  
or to receive news and information visit:

[www.activeblackcountry.co.uk](http://www.activeblackcountry.co.uk)

e: [sports@blackcountryconsortium.co.uk](mailto:sports@blackcountryconsortium.co.uk)

🐦 @bcbeactive

📘 /Active Black Country

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