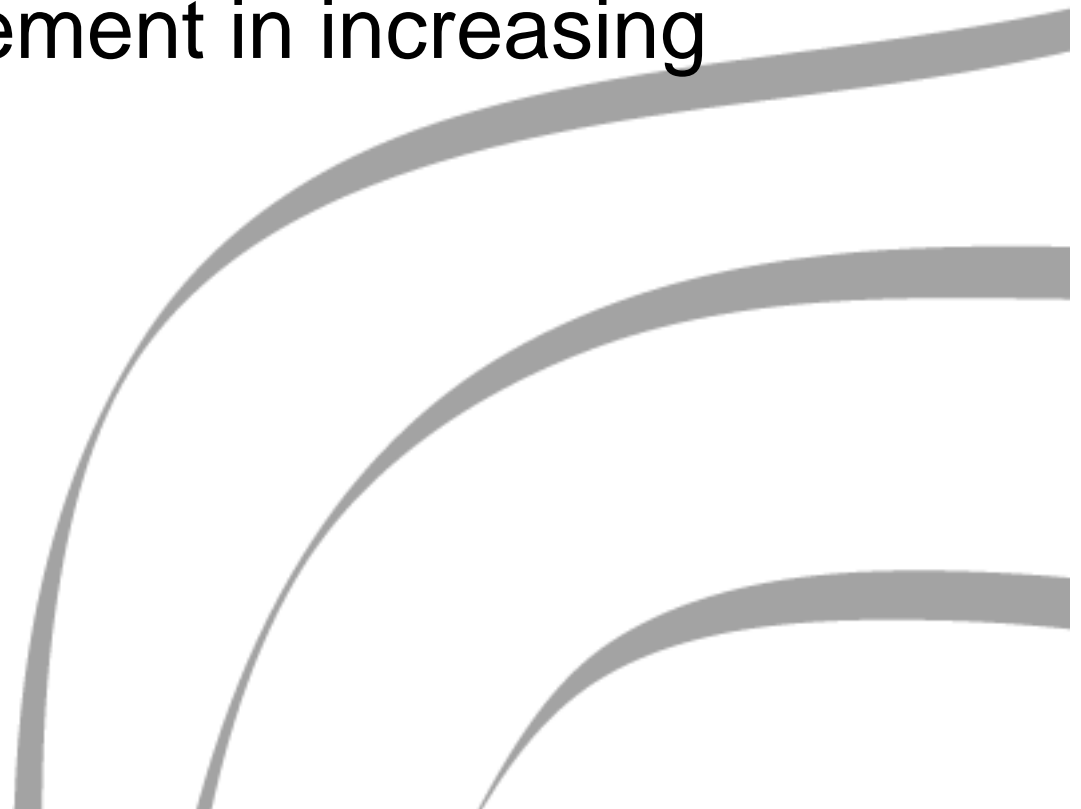




## Increasing physical activity

Coordinating action planning and the role of performance management in increasing physical activity

Huw Rees and Jeremy Morgan





# Physical activity study



## Rationale

- Physical activity levels low; related health problems in Wales
- Topical – NAO/ACiW/HC report: “*without clearer leadership from Departments there is a risk that the Government’s target to halt the rise in obesity in children under 11 will not be met*”
- Complex and large topic involving numerous national and local public bodies; voluntary sector and private sector – delivery chain



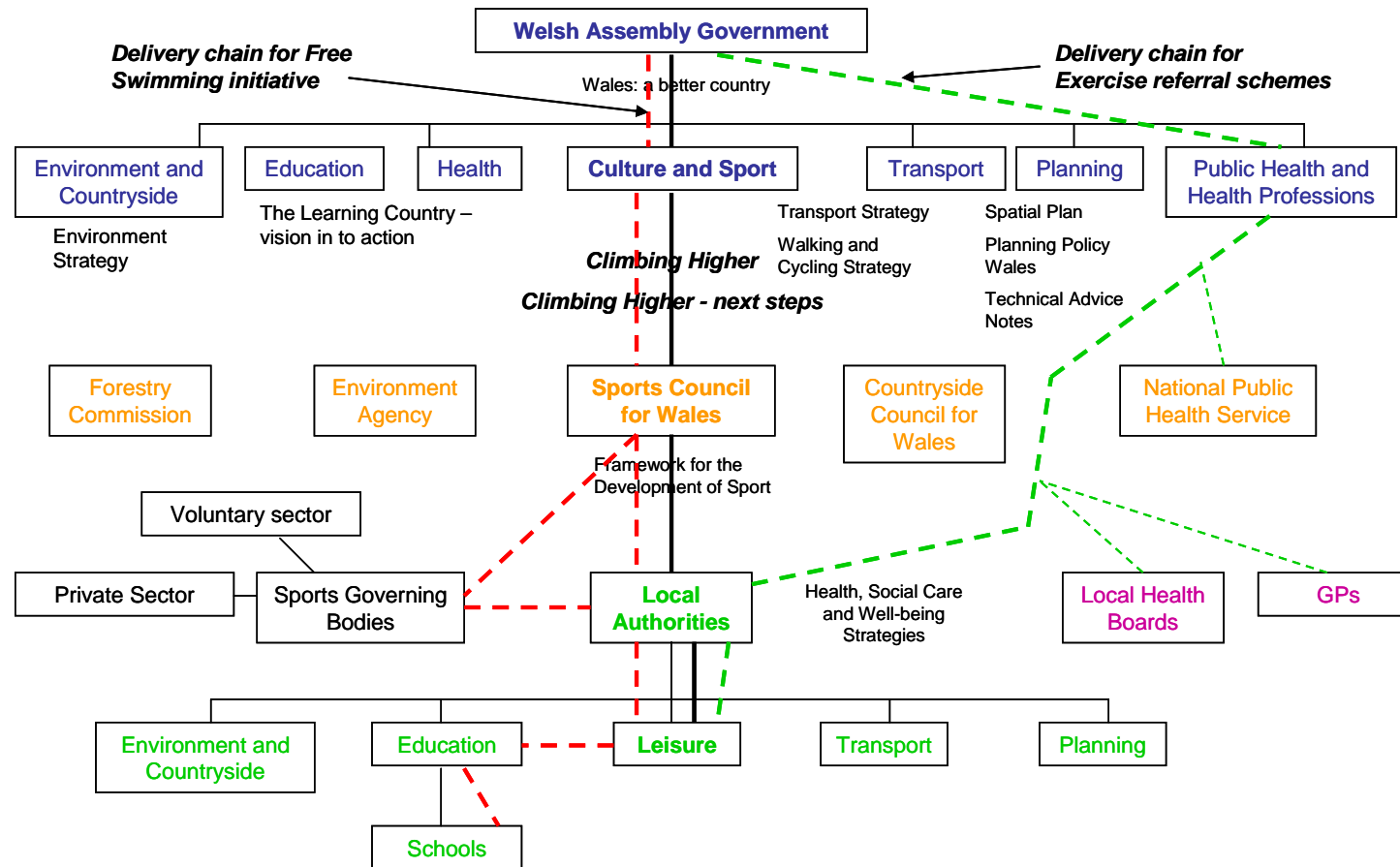
# Delivery chain



The complex networks of organisations, including central and local government, Government Sponsored Public Bodies and organisations from the private and voluntary sectors that need to work together to achieve or deliver an improved public sector outcome or target



# Physical activity in Wales – delivery chain





## The situation in Wales



### Percentage adults taking part in physical activity in Wales 2002/03 and 2004/05

Level of activity	2002/2003	2004/2005
5 x 30 mins per wk or more	30	34
30 mins on 3 or 4 occasions per wk	10	9
30 mins on 1 or 2 occasions per wk	16	13
Inactive	44	45

Source: Sports Council for Wales, Adult Participation in Sport, 2006

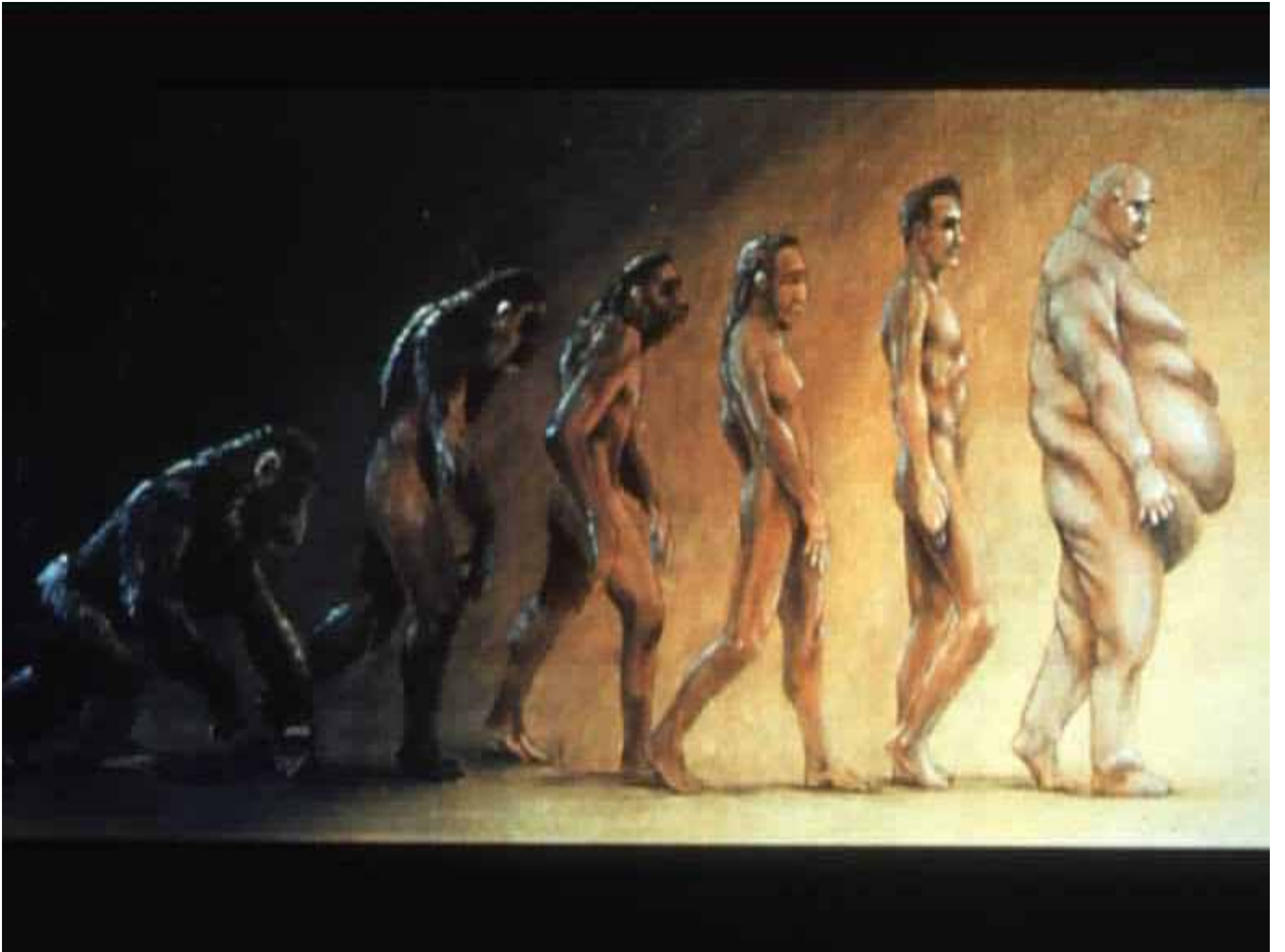


## The situation in Wales

### Percentage children and young people taking part in physical activity in Wales 2001-2004

	% Children				% young people			
	5 days +	3-4 days	1-2 days	0 days	5 days +	3-4 days	1-2 days	0 days
2004	41	25	22	12	24	24	28	24
2002	40	27	23	10	No data	No data	No data	No data
2001	No data	No data	No data	No data	28	26	30	16

Source: Sports Council for Wales





# Physical activity study



## Rationale

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- Complex and large topic involving numerous national and local public bodies; voluntary sector and private sector – delivery chain

## Focus

- Need for tight focus to make study manageable
- Focus on *Climbing Higher* – Assembly’s Strategy for Sport and Physical Activity



# The Policy Context

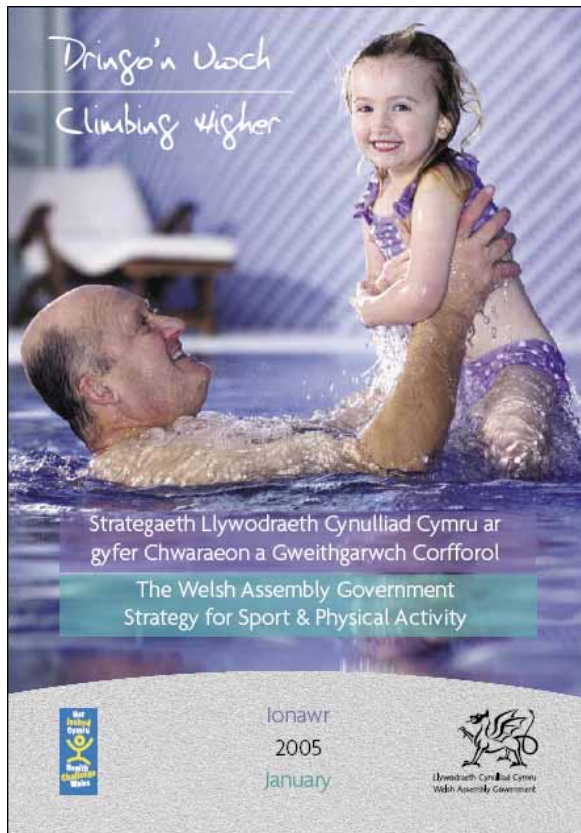


- **Climbing Higher**
- **Climbing Higher – next steps**
- **SCW Corporate Plan 2005-07**
- **Health policies**
  - **Wanless Reports**
  - **Health Challenge Wales**
  - **Choosing Health**
- **Framework for Development of Sport (SCW)**



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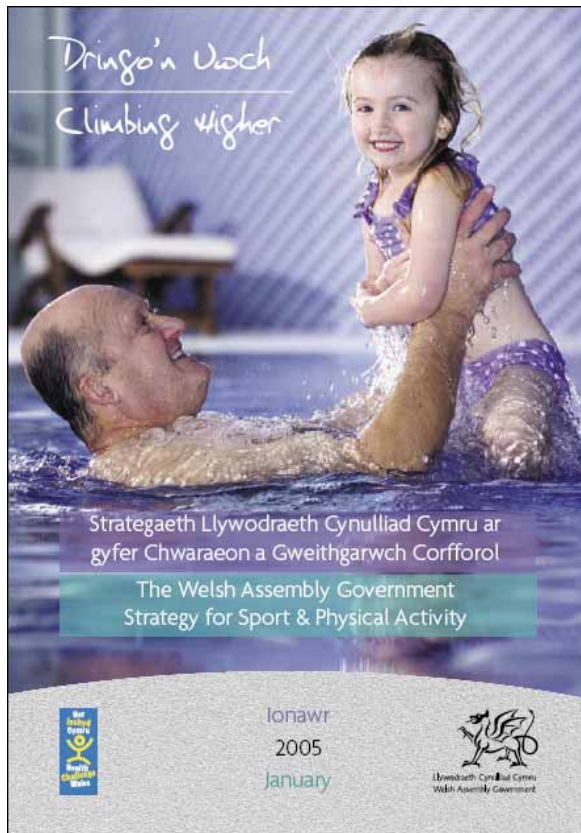
# Climbing Higher



- Strategy for sport and physical activity in Wales;
- 20 year strategy;
- 16 targets, 11 of which relate to sport and physical activity
- (four relate to elite sport and one to job creation)



# Climbing Higher



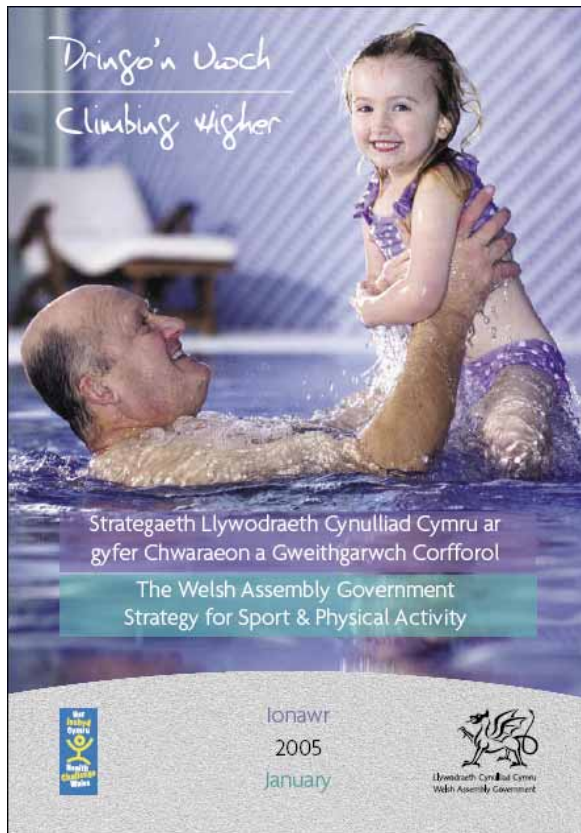
## Main Targets:

### Adults:

*In the next 20 years Wales will match the best global standards for levels of sport and physical activity, defined, for adults, as at least 5x30 minutes of moderate intensity physical activity per week. To achieve this we need an annual increase in overall physical activity levels of at least one percentage point per annum*



# Climbing Higher



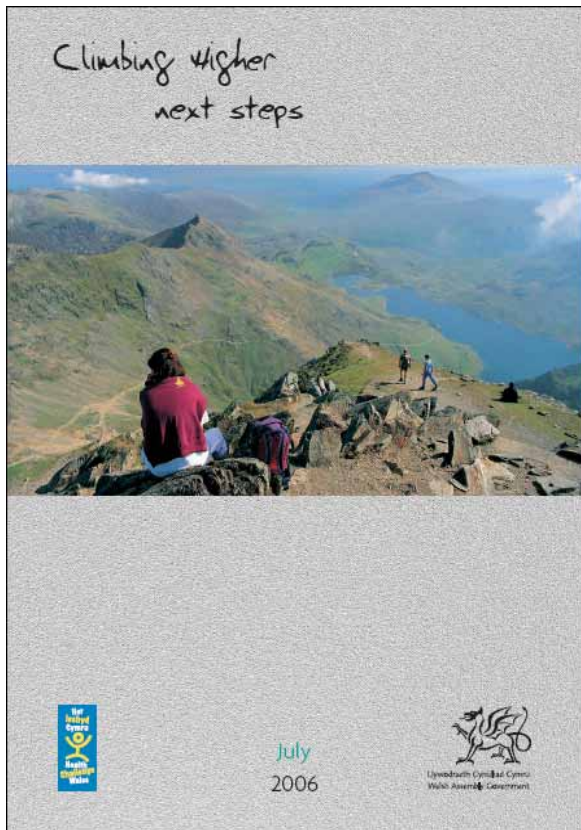
## Main Targets:

### Children:

*All children of primary school age will participate in sport and physical activity for at least 60 minutes, five times a week. All primary schools will provide a minimum of 2 hours of curricular based sport and physical activity per week*



## Climbing Higher – next steps



- details of areas to be targeted for major investment to deliver Climbing Higher targets;
- not an action plan;
- £15.6 million worth of investment over two years (2006 – 2008); and
- planned investment in other portfolios that contribute to Climbing Higher



## Main study question



“Is the Welsh public sector’s approach to physical activity coherent and likely to meet the Assembly Government’s targets?”



7 June 2007  
www.wao.gov.uk

WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

## Increasing physical activity

Physical Activity

**Physical activity funding**

- ii These bodies responsible for delivery, such as local authorities, Local Health Boards (LHBs) and voluntary sector organisations, are hindered by various factors relating to funding: its short-term nature, the number of funding streams, and funding not being flexible enough to adapt to local needs.
  - The Assembly Government and its delivery partners, should carry out a detailed assessment of its funding strategy for supporting physical activity and delivering Climbing Higher targets; allowing for the flexibility to enable recipients to adapt projects to their local needs and encourage greater innovation.

**Alignment of plans**

- iii Climbing Higher sets the overall direction for increasing physical activity in Wales. But given that a wide range of organisations in Wales, within and outside the Assembly Government, need to take action to achieve its targets, it is important that all relevant strategies are pointing in the same direction. This is particularly important in the case of local authorities, a key delivery agent in terms of physical activity, where relevant strategies include the Community Strategy and Health, Social Care and Wellbeing Strategy.
  - All relevant national, regional and local plans and strategies should recognise their potential to contribute to Climbing Higher, and identify how they can help achieve its targets. Local physical activity plans are likely to be most effective if they are developed in partnership with all relevant local authority departments as well as LHBs, the Sports Council and any other relevant public, private or voluntary local organisations.

**Challenge and evaluation**

- iv There has been relatively little increase in physical activity levels in recent years. This means that the Assembly Government and its local authority and health board partners need to fundamentally challenge and evaluate current public sector approaches to increasing physical activity in order to determine their effectiveness and opportunities in meeting the aspirations set out in Climbing Higher. Effective evaluation would examine whether resources are being used efficiently, demonstrate impact and ensure accountability; and inform future policy and strategy.
  - The Assembly Government and its partners should draw up a research and evaluation plan for Climbing Higher.
  - The Assembly Government should establish an evaluation and monitoring framework to support the policy direction set out in Climbing Higher, that:
    - embeds Climbing Higher targets into all stakeholder plans;
    - clarifies and further defines targets; and
    - clarifies responsibilities for data collection and performance monitoring.

**Free Swimming**

- v Since 2003, the Assembly Government has been piloting the provision of free swimming for children and older people throughout Wales, as a major scheme for increasing physical activity. The final evaluation of the scheme is not due until later in 2007, but the work done so far, together with our own analysis, indicates that there is scope for improvement, especially in terms of determining whether the scheme is delivering value for money.

10      Increasing physical activity

Slide 15



# Main findings (1)

- some progress in partnership working;
- complex delivery chain increases risk of inefficiency and ineffectiveness;
- need for more coordination of effort; more leadership at national level and greater alignment of strategies and plans;
- no cross-departmental/agency group overseeing Climbing Higher –potential for duplication of effort, confusion and inefficiency;
- no action plan to underpin Climbing Higher - no definition of roles and responsibilities and accountabilities;
- funding is short-term compared to Climbing Higher’s 20 year horizon;



## Main findings (2)



- need for more effective evaluation, a solid evidence base and more robust data;
- little challenge to traditional approaches of sport and physical activity provision – either to its rationale or to the way services are delivered;
- lack of a sound evidence base to ensure that resources are targeted at those approaches/initiatives likely to have the most impact;
- neither Climbing Higher or next steps set out specific evaluation mechanisms or performance management arrangements; and
- Climbing Higher targets generally lack clear definition, baselines, milestones and measurability



# The end game



- Ownership of the problem
- Clarity of purpose and desired outcomes
- Strategic framework – clear governance arrangements
- Joint planning and commissioning
- Flexible delivery structures (and funding)

Underpinned by....

- Robust needs assessment
- Clearly defined outcomes and targets
- Reliable data to assess effectiveness



## Challenges in Wales



- Improve Leadership, ownership and advocacy
- Agree roles, responsibilities and accountabilities
- Examine funding strategies
  - More flexible, coordinated
- Align strategies and plans across all services and partners
- Work in partnership – cross sector and cross boundary
- Coordinate approaches and initiatives
- Evaluate effectiveness – evidence, measures and targets
- Challenge existing approaches



**“If you do what you  
always did,  
you will get what you  
always got.”**

Kenneth W. Jenkins  
President, Yonkers NY NAACP



## Two key issues



- Coordinating action planning; and
- Evaluation and performance management.



## Good Practice example

# City and County of Swansea Council 'Climbing Higher Strategy'



“If I include you,  
you will be my partner.

If I exclude you,  
you will be my judge.”



## AIMS

- A healthy population
- Clear plans and strategies
- High Quality, efficient and effective services/facilities
- Effective Partnerships
- Sustainable services
- Improved learning opportunities
- A prosperous Swansea
- Access for all
- Fully engaged and involved communities
- Increased users/visitors (participation)

**Climbing Higher  
Sport & Physical Activity Strategy Board**

**Climbing Higher  
Sport & Physical Activity Management Steering Group**

**Active  
Communities**

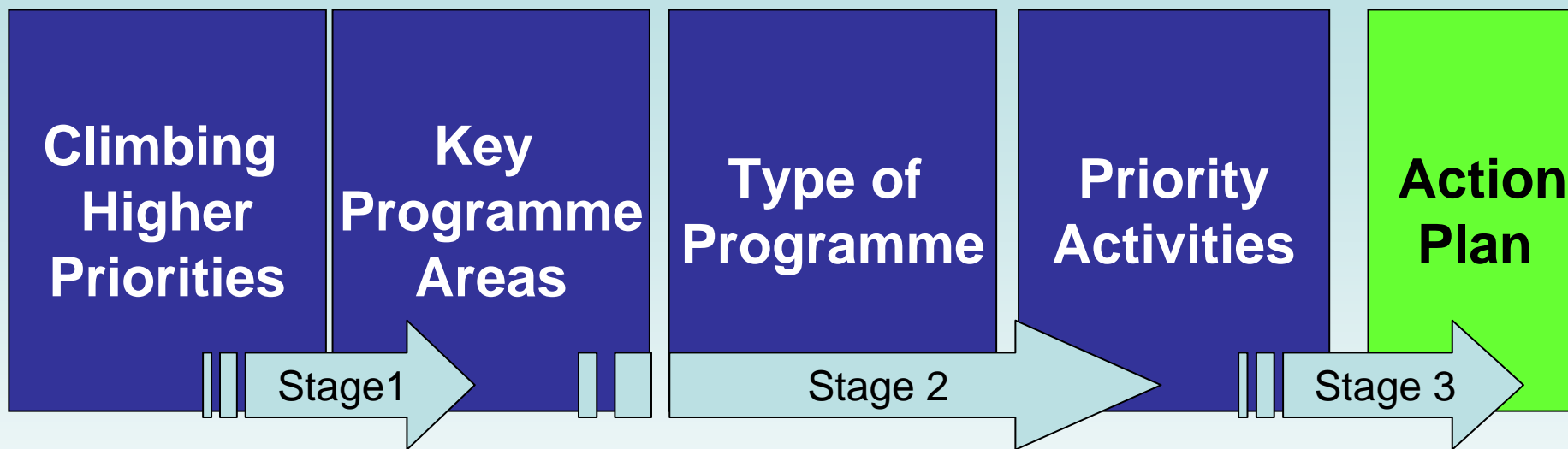
**Active  
Young  
People**

**Developing  
People**

**Developing  
Places**

**Developing  
Performance &  
Excellence**

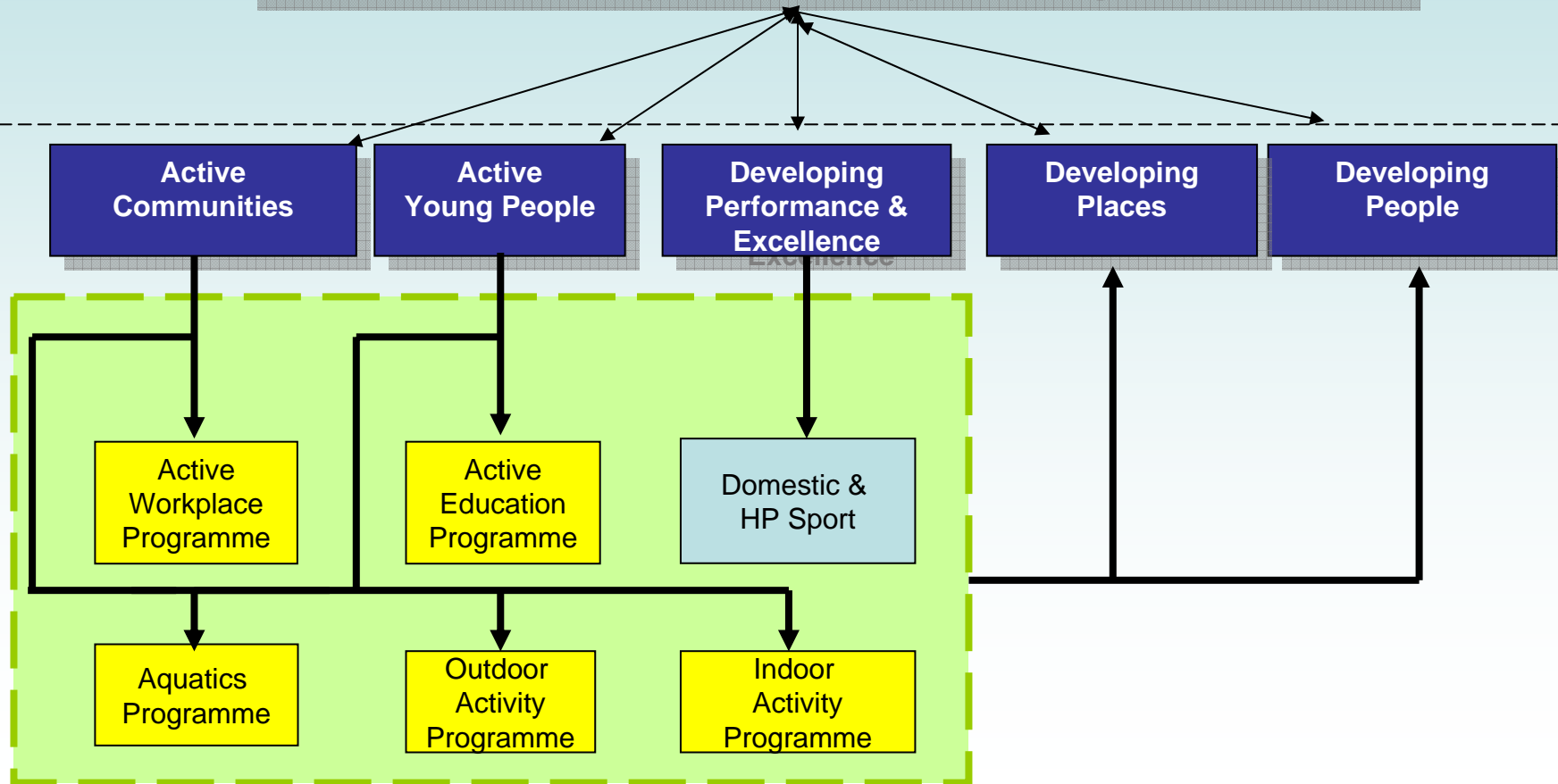
# Action Plan Process



More People More Active More Often

**Climbing Higher  
Sport & Physical Activity Strategy Board**

**Climbing Higher  
Sport & Physical Activity Steering Group**





## Action Planning - Swansea



The Action Plan outlines the major key themes under which the majority of targets will be delivered over the next five years.

- All programmes take into account corporate aims and underpinning principals laid down by the Community Plan.
- Programmes are aligned to the key themes agreed by the board which include a balance of Corporate, Service and WAG/SCW
- Programme selection is scrutinised to ensure a balanced analysis of what is value for money and will produce high levels of participation,
- Activities selected as part of major programmes also undergo a balanced selection process in order to justify decisions made.



## Scrutiny criteria

- **Value for money**
- **Quality of the plan or proposal**
- **Track record**
- **Development & support**
- **Demand or unmet latent demand**
- **Sound financial base**



# What is success?



Success is **NOT** completing the actions

Success is delivering the **'OUTCOMES'**



# Performance Management



Should.....

- Focus on outcomes that are important to citizens;  
and
- Support improvement.



# Performance Management



Should integrate.....

- Challenge & innovation
- Leadership and strategy
- Planning & coordination
- Monitoring and evaluation



## Challenge



Good performance management allows informed challenge by:

- Providing clarity of purpose
- Demonstrating value and influencing policy
- Assisting needs assessment
- Testing effectiveness of interventions
- Building evidence base
- Quantifying the gap and setting targets



# Leadership



Good performance management requires leadership that:

- Provides clear vision and direction;
- Seeks accountability;
- Focuses on performance;
- Commits to exposing services to external challenge or competition to ensure that they are providing value for money;
- Rewards achievement.



## Planning & coordination

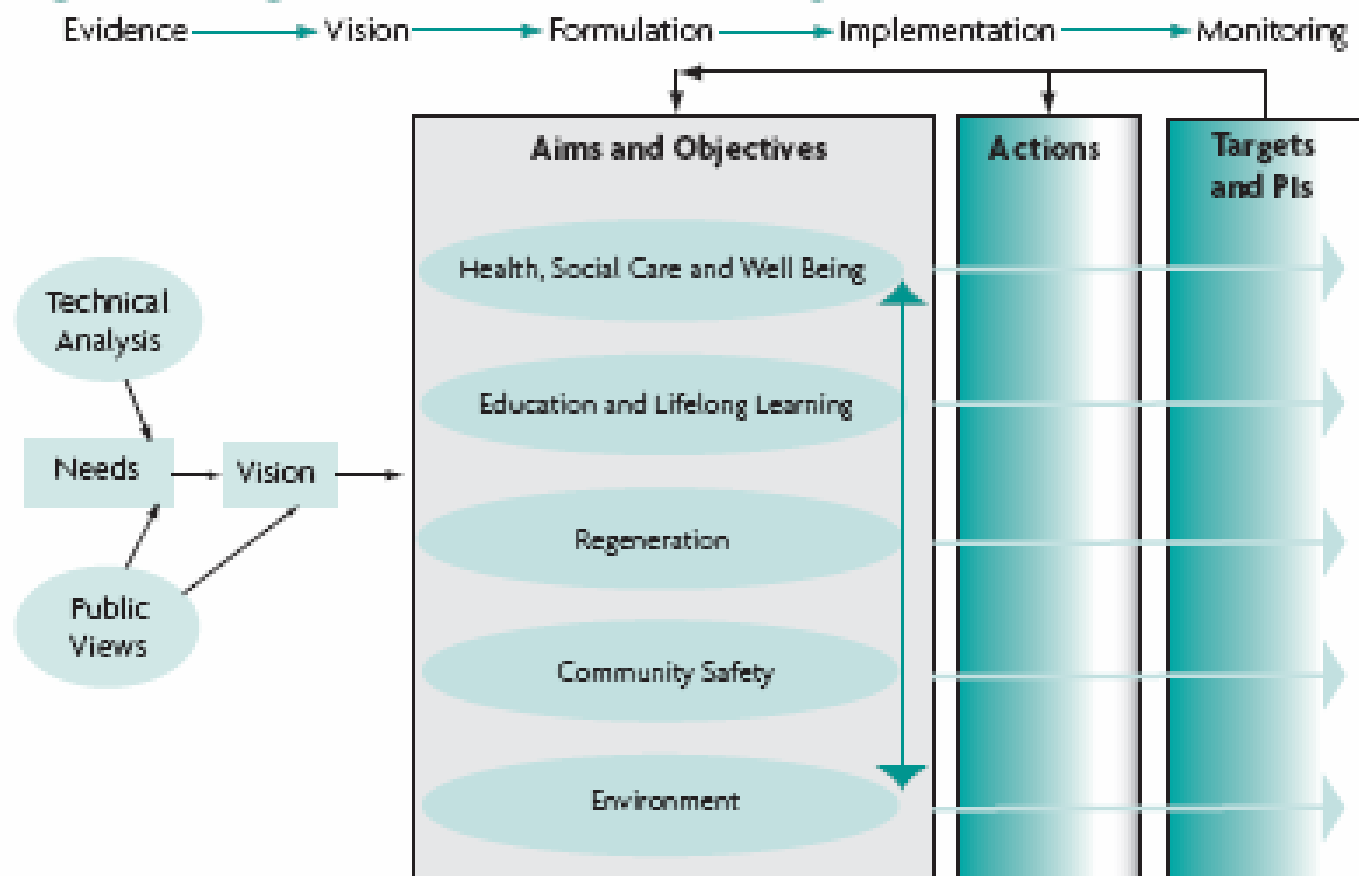


Good performance management leads to plans that:

- Focus resources and effort on what is really important to the citizen;
- Identify the steps for successful change;
- Establish timeframes for completion;
- Organise tasks and resources;
- Give ownership and accountability; and
- Support effective monitoring and evaluation.



Figure 7: Stages in the Rational Planning Model





# The end game



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Underpinned by....

- Robust needs assessment
- Clearly defined outcomes and targets
- Reliable data to assess effectiveness