



QUEST ASSESSMENT REPORT

Active Cumbria

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Right Directions
quality and safety



Leisure-net
Solutions Ltd



sportwales
chwaraeon cymru

sportscotland

sport
Northern Ireland

OVERALL ASSESSMENT SUMMARY

OVERALL

VERY GOOD



EXECUTIVE SUMMARY

STRENGTHS

This is a strong CSP. The new skills based Board is passionate about the organisation and its work and provides focussed strategic leadership. The Board is focussed on the future and adds much value to the work of Active Cumbria (AC). The Board opens doors for the CSP and is highly engaged in the development of strategies and plans and has robust performance management processes in place to provide oversight and direction.

There is a shared vision and Active Cumbria's role as the accountable body for the 'Tackling Inactivity in Cumbria' evidences its important role in the landscape. AC is recognised as the strategic go to organisation for physical activity and sport in the area. "If we did not have them we would have to invent them" was one partners comment. There were good examples of the CSP leading on relevant local Boards and groups and where more appropriate 'leading from behind' through influence and support.

The hosting arrangement with Cumbria County Council works well and its place in the Public Health team provides for strong synergy with a range of national and local agenda's. The embedding of the AC team within Public Health has been well managed and forged good working relationships through a shared agenda. This is an example of good practice and one that other appropriate CSPs could benefit from through learning from the approach.

The Active Cumbria team is highly regarded by partners at all levels including senior politicians, policy and decision makers and programme deliverers. Pro-active, committed, collaborative, enthusiastic and great energy were some of the adjectives partners used to describe the organisation.

The strategies and plans are owned by the Board and team and partners. There was evidence that strategies and plans are co-designed and co-owned.

AC has adapted to the new agenda well and the focus on providing a comprehensive CPD programme that puts the customer at the heart of the organisation's work, upskills staff and builds their confidence to work on this is an example of good practice.

The partnership is inclusive and good evidence of listening to partners in the development of strategies, plans and programmes was evident. The 'Cumbria Workforce Development Framework and Delivery Principles' was an excellent example of this.

The Partnership's collection, collation and analysis of data and insight was highly valued by partners and clear evidence was provided to demonstrate how it had been used to influence strategy development and support for interventions and programmes.

Aligned to the above point, the rationale for and focus on key target groups in the priority locality areas, through the use of insight demonstrates a very good understanding of 'place and people'.

AC has good evidence of how it has developed and is working with a wide range of non-traditional partners in support of the new agenda for CSPs.

The organisation demonstrated a keen willingness to learn from other CSPs, national and local learning and through the 'Quest Performance Management and Improvement Framework'.

AC has an excellent working relationship with BBC Cumbria which presents many opportunities and is an example of good practice. The Assessor had not evidenced a similar relationship on other assessments.

The CSP has a positive approach to secondments of staff, which help personal development and also help extend the promotion of the role of the Partnership and its reach.

AREAS FOR IMPROVEMENT

Active Cumbria (AC) has a number of pilot schemes that have been implemented across target groups and areas and may wish to consider how it can move at pace with partners and local community champions and deliverers, to turn the testing and learning from these into traction, scale and sustainability consistently across all appropriate locality areas.

To support this AC may wish to consider developing the asset mapping programme in the priority localities to carry out a 'Deep Dive' to identify potential community champions and local community deliverers. Developing the planned 'Visual Mapping' concept to help visualise opportunities and barriers at pace will support this process and provide AC and partners with valuable insight.

To support its work in the priority locality areas the CSP could consider how it can best support, either directly or through partners, identified community champions and deliverers. Active Partners Trust has carried out similar work with some success and it may well be worth talking to them regarding their approach.

To evidence the impact of the CSP's work further, AC may wish to consider if the use of relevant social impact toolkits are appropriate to use for

programmes and interventions. Kent Sport has used the HACT toolkit to good effect in programmes with housing associations, which has led to additional external resources being invested.

The AC Board and team may wish to develop a strategy which can be used to make a compelling offer to potential private sector partners with the aim of drawing down from companies, Corporate Social Responsibility agenda. Some success has been achieved with New Balance and additional resources has the potential to support the development of programmes in localities at pace and scale.

AC may wish to consider how it can improve the sharing of learning between team members efficiently bearing in mind the geographical spread of team members and travel times across the County. Team members would value specific learning sessions as part of regular team meetings to enhance understanding across the team, co-ownership and support.

The CSP may wish to consider if introducing the 'Reflective Log' practice across the team will help capture some of the important intangible impact of their work. The CRM system has the functionality and would seem to be the ideal system for capturing this. Active Partners Trust has used this technique to good effect but needs to improve the functionality of its CRM system so there may be the opportunity for both organisations to share strengths.

AC's insight work is highly valued by partners and the CSP may wish to consider how they track partners use of insight to be able to further demonstrate the impact of this service. Introducing a consistent regular system for collecting this detail from the wide range of partners will also help identify future priority work areas for the insight team.

AC has an excellent 'Performance Management Dashboard' in place and may wish to consider including baseline data in relevant measures in order to be able to track trends over time.

The CSP currently records areas for improvement in a number of documents. To improve efficiency and monitoring, AC may wish to consider developing one improvement plan that captures the priority areas for improvement.

The Executive may wish to consider how it can consistently communicate the rationale for relevant decisions to the whole team.

AC is highly regarded by many partners but may wish to consider a more pro-active approach in future with any detractors. The perception currently is that it tends to be a defensive reaction. The CSP may wish to consider using the 'Best Alternative To Negotiated Agreement' (BATNA) approach in any future instances.

AC has finite resources and is in demand. The CSP may wish to take time to reflect on its future work priorities and how it can support the increasing number of requests for support to ensure it can continue to provide the strategic leadership for this agenda and maximise local delivery opportunities in order that AC does not become the default direct delivery agency. Building and supporting capacity, as referenced in the first and third bullet points above, will be key to this reflection.

ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
GENERAL	Collaborative Leadership	Excellent
GENERAL	Continuous Improvement and Learning	Excellent
GENERAL	Partnerships and Brokering	Very Good
GENERAL	Team and People Development	Very Good
GENERAL	Understanding Place and People	Very Good
GPLUS	Contribution to Health & Wellbeing (AC)	Very Good
GPLUS	Engaging with Older People (AC)	Good
GPLUS	Getting the Inactive Active	Excellent
BAND >		VERY GOOD

GENERAL - Collaborative Leadership

SECTION	BAND
Plan	Excellent
Do	Very Good
Measure	Excellent
Review	Excellent
Impact	Very Good

GENERAL - Collaborative Leadership

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others. The relationship between the CSP Board and its Executive is built on mutual respect and trust.	Active Cumbria may wish to consider extending the Board champion roles, which are working well in a number of areas, to encompass all aspects of the CSPs work.	E
Do	The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy. The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way. The CSP leadership focuses on building authentic relationships based on mutual trust.	AC may wish to consider extending the use of project groups across all key interventions. There are some good examples of where such groups have added value and the learning from these could be used across a wider range of services. AFI cross referenced to Team and People Module impact section - avoiding overload. AFI cross referenced to Team and People Development Module review section - dealing with challenge.	VG
Measure	The CSP leadership assesses and understands the assets of the place and its people.	AFI cross referenced to the Understanding Place and People Module do section - use of case studies.	E
Review	The CSP leadership embraces risk through resilience and promotes the case for change through continuous improvement and learning. The CSP leadership support the creation of opportunities for innovation and new ways of working. The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.	AC may wish to consider how it can maximise the opportunities presented by the new digital platform for social prescribing and how this might be used to scale up activity. One of the Board's ambitions is to source higher levels of income from private sector partners through their corporate social responsibility programmes. There has been some success through sponsorship of the 100 mile challenge which has enabled this programme to be scaled up. AC may wish to consider developing a compelling offer using its insight and evidence from evaluation to make the case to private sector partners to support work in the priority locality areas to enable it to move at pace and scale.	E
Impact	The CSP leadership create teams and ways of working that operate across organisational boundaries with a mutual commitment to shared outcomes.	Currently the locality plans do not include any reference to multi-agency risk assessments. AC may therefore wish to consider including these to be able to fully understand the wider risks and their role in mitigating for these. AFI cross referenced to the review section above - CSR funding opportunities. AFI cross referenced to measure section above - use of case studies.	VG

SECTION	QUESTION	STRENGTH
Plan	The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others. The relationship between the CSP Board and its Executive is built on mutual respect and trust.	<p>Feedback from partners, Board members and the team confirmed that leadership qualities and commitment are widely recognised, respected and appreciated both internally and externally. The new skills based Board, from the original representative one, was highlighted as a positive move by a number of partners.</p> <p>The culture is clearly defined in Active Cumbria's (AC's) strategies and plans. These were clearly owned by the Board and the team and partners confirmed that the culture and values were intrinsic to the way in which AC worked.</p> <p>The leadership are regularly seeking feedback on their own performance and being open to challenge and review from others. This includes feedback from partners and self assessment including the Board.</p> <p>The Board has collectively set a clear strategic direction for the CSP through the its strategies and plans. It was evident from discussions with Board members and information supplied that the Board ensures it delivers its agreed objectives and upholds the agreed values.</p> <p>The Board and staff team are working well together. Feedback reflected high levels of mutual respect and trust, to raise standards of performance, to reach new partners and to engage new target markets/ communities with Board members taking on champion roles to propel the organisation forward and outward. Examples of Board members being proactive in their champion roles were provided including governance, finance, risk and workforce development.</p> <p>The Board is collectively holding the organisation to account by effective internal and external scrutiny and monitoring to help ensure the organisation is performing and collaborating well to achieve its priority objectives and effect change</p>

while remaining solvent and in full compliance with all its legal and other obligations. The 'Performance Management Dashboard' report to the Board is comprehensive and an example of good practice.

Feedback from partners confirmed that the organisation is well regarded and has an excellent reputation for the way it works and delivers. AC is continually seeking to enhance its service and reputation by proactively searching for new leaders and strengthening the leadership capabilities of its Board, team and partners.

The existence of 'leaders' at all levels of the CSP was evident and examples were provided of where the CSP leads from the front and where it is happy to take on a supporting role.

There are clear examples of innovation, enterprise and positive change in the strategic approach to locality working and at programme development and delivery level.

The CSP's unique selling points or specialisms are widely recognised and well regarded by stakeholders who provided several examples of where the CSP adds value to their work:

"If we did not have them, we would have to invent them" was one senior policy makers comment.

The CSP's leading role in building strong evidence, data and insight across the Partnership and how it has used its influence to shape policy in Cumbria and its engagement in transformational locality working is evidenced later in this report.

Do

The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy. The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way. The CSP leadership focuses on building authentic relationships based on mutual trust.

The organisation has a well-defined "high performance" culture that is evident to its staff, Board members, partners, stakeholders and funders. This is reflected by partners who can testify to the quality of leadership, the improvement in service delivery and the quality/competence of the organisation, its Board and the staff team.

AC has a clear focus on community outcomes; community engagement and stakeholder satisfaction at all times. AC was part of the 'Customer Centricity' national pilot scheme and as a result of this reviewed its values to ensure that customers are at the heart of its services.

Unusual suspects' take the lead based on their capability or capacity rather than relying on the same leader(s). Examples were provided of local community champions taking on responsibility for the delivery and support of programmes in localities. The same senior people are not always sitting on every decision-making meeting - AC has engaged with a wide range of non traditional partners who have been involved in the development and leading delivery of interventions.

Guiding coalitions are formed to lead work. Examples provided included early years physical literacy, walking, 'Activate' and workforce development programmes. Partners confirmed that credit is given and taken by the coalition as a whole and not by a senior individual or the CSP.

There is an approach to leadership development that crosses organisational boundaries. Several examples of secondments of AC staff were referenced to evidence this approach.

There is a high degree of trust between people within the organisation and across the partnership - enabling people to feel safe to 'let go', to learn from failure and to innovate/do more of what works as appropriate in the drive to achieve systems change, behaviour change and positive outcomes for local people. Team members confirmed that they were empowered to make decisions within specified protocols.

Examples were provided of how AC had influenced the incorporation of physical activity and sport into a wide range of non traditional agendas. There were also examples of co-owning and co-producing interventions together with intelligence sharing and joint bidding for funding.

Behaviour change training has been integral to the work of the CSP and this has been used in developing and delivering interventions.

AC has supported community engagement in the priority localities and has worked with these communities to support the co-design and co-production of interventions. Examples provided include the 'Mirehouse Mams' and 'Activate' programmes.

Measure

The CSP leadership assesses and understands the assets of the place and its people.

There are clear measures and evidence of success, with improvements in quality and reputation. Feedback from partners confirmed this to be the case. This is underpinned by robust and transparent governance arrangements, open consultation and feedback involving stakeholders such as the use of: "challenge groups"; "Thought Leadership"; 360-degree reviews and appraisal processes.

External accreditation (Quest) and measurement is a feature of this organisation and includes qualitative analysis of the effect of collaborative leadership at a strategic, influencing level around building coalitions as well as engagement at grassroots/community level through understanding network values and utilising positive capacity. Measures have been agreed with the Board partners and stakeholders to assess performance. Performance Indicators are published and there is evidence of improvement.

AC has a deep understanding of levels of under-representation and local need across its area and they communicate this understanding across the CSP and to partners. The performance and approach of the CSP enjoys a high reputation and confidence inside and outside of the organisation because of the applied use of local knowledge, skills and lived experience of those in communities.

AC is facilitating a more participatory approach to change, drawing on the human, social and physical capital that exists.

Review

The CSP leadership embraces risk through resilience and promotes the case for change through continuous improvement and learning. The CSP leadership support the creation of opportunities for innovation and new ways of working. The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.

The collaborative leadership approach is underpinned by robust internal and external review processes in place involving Board members, partners and funders to drive systems and behaviour change in organisations and in local communities.

There is good knowledge of what works best in the organisation/across the sector/across boundaries/into communities and why. There is a drive to identify what can be done/changed/adapted/created to achieve improvement, create new, more effective ways of working or delivery as well as involve and include others in a leadership role. AC has used learning from interventions to shape future delivery and focus on what works best.

There is clear evidence of change, innovation and improvements which have been recognised internally and externally as beneficial. Examples referenced in this report evidence that users, participants and communities are encouraged, supported and facilitated to be an integral part of the process to help define and deliver solutions.

There is evidence that evaluation has been built in to a number of interventions from the outset and learning refines delivery and improvement across the sector.

There is evidence that through the shared agenda approach, locality working and co-ownership and co-production of interventions existing providers are being more productive, sustainable and responsive to the needs of priority

individuals and communities.

There is evidence of mainstreaming things that work and decommissioning things that don't.

Impact

The CSP leadership create teams and ways of working that operate across organisational boundaries with a mutual commitment to shared outcomes.

There is evidence that leaders are playing an influential role in: profiling the contribution of sport and physical activity and helping to shape the local place; supporting behaviour change; and shaping relevant areas of the wider agenda in pursuit of national and local priorities around inactivity and, inequality as well as wider societal outcomes around physical/mental health and well-being, community development, personal developments and economic development.

Currently two members of the AC team are seconded to other organisations/departments and there was evidence that this approach is contributing to widening partners understanding and advocacy of the value of physical activity and sport.

Leadership has created clear roles - internally and externally - based on an effective assessment of roles, skills, assets and competencies. This is evident at Board and team level.

There is evidence that leaders have gained the respect and trust of major players within other sectors such as public health, education, community and social services, planning and environment as well as in local communities and can now begin to demonstrate the contribution and impact physical activity and sport is having in these areas through the locality working, interventions and programme.

There are examples of Board members and staff acting as peers and coaching colleagues.

AC has a comprehensive Risk Register, which is reviewed regularly by the Board. As part of the Cumbria County Council Public Health team, AC is party to the departments Risk Register. These are solution focused and encourage reflective practice.

The CSP is delivering results against its stated priorities in terms of outputs and proxy measures set against short term outcomes using logic plans and shared knowledge/skills as appropriate.

There is evidence that non-sector partners understand and advocate the value of physical activity and sport.

GENERAL - Continuous Improvement and Learning

SECTION	BAND
Plan	Excellent
Do	Excellent
Measure	Excellent
Review	Very Good
Impact	Excellent

GENERAL - Continuous Improvement and Learning

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities. The CSP is committed to and can evidence it is raising its operating standards.		E
Do	Stakeholders help shape planning and thinking from the outset. They are involved throughout in determining priorities and standards, in service development, in the design of interventions and the allocation of resources. The CSP has plans and tactics in place based on strong insight and manages its resources effectively to achieve its strategic priorities.		E
Measure	The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role, business objectives and priorities. The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.	To enhance the 'Performance Management Dashboard' further AC may wish to consider including baseline data for relevant measures included in the Strategic Outcomes to provide a greater understanding of trends and direction of travel.	E
Review	The CSP has effective review processes involving both staff and stakeholders that helps shape and inform what it does and how it does it. The CSP shares its learning across the organisation, with stakeholders and other CSPs so it learns from others and actively promotes more of "what works"	AC may wish to consider the use of appropriate evaluation or social impact toolkits across all relevant work areas. AC currently records its areas for improvement in a number of documents and may wish to consider collating the priority areas in one document to improve efficiency and make monitoring of progress against the plan easier. AFI cross referenced to the Team and People Module do section - team meetings sharing of learning.	VG
Impact	The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.	There are a number of pilot schemes that have been implemented in locality areas. AC may wish to consider how it can most effectively move at pace, with partners, local community champions and deliverers, to turn testing and learning from these programmes into traction, scale and sustainability across the appropriate areas. Some additional funding has been sourced but partners commented that greater consistency and availability across all localities would be welcomed.	E

SECTION	QUESTION	STRENGTH
Plan	The CSP has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities. The CSP is committed to and can evidence it is raising its operating standards.	The Business Strategy, Delivery Plan, Workforce Development Framework and District Locality Plans have been developed with stakeholders and are well communicated/understood internally and externally. Stakeholder events such as 'Getting Cumbria Ready' were evidenced as an important part of this process. There is good alignment with national and local strategies. They set out a clear purpose, vision, values and business objectives with success measures and targets. The 'Plan on a Page' format is easy to read and clearly articulates the culture, values, behaviours and role of AC. Feedback evidenced that there is a culture of continuous improvement/high performance embedded throughout the Board and team and that it is positively influencing partners and helping to raise service standards locally. There is an unrelenting focus on the stated end goal and why the organisation does what it does with specific reference to addressing inequalities and improving life chances. There is a theory of change/logic model in place for major interventions, including walking and early years, demonstrating their outcomes and contribution to the core business. Evaluation has been built in from the outset of all relevant interventions.
Do	Stakeholders help shape planning and thinking	Service planning, design and development is truly inclusive at strategic and more local levels. Examples were provided

from the outset. They are involved throughout in determining priorities and standards, in service development, in the design of interventions and the allocation of resources. The CSP has plans and tactics in place based on strong insight and manages its resources effectively to achieve its strategic priorities.

to evidence the role of strategic partners in developing strategies and interventions including the Advisory Board, Health and Wellbeing Board, 'Thought Leadership' and 'Getting Cumbria Ready' events and at a local level through the Locality Plans and programme development. There are clear priorities that have been agreed and are now being implemented/embedded in the workings of the CSP

It has led to significant change, innovation and success in the engagement and involvement of new partners and agencies who can reach target audiences and generate increased levels of activity and participation in physical activity and sport locally. The new agenda has opened up more opportunities to work with a wider range of partners including other local authority departments where physical activity is now seen as important in adding value to their agenda.

AC has successfully engaged with and delivered a range of interventions with non traditional partners such as MIND, Copeland Occupational and Social Care Group and Mirehouse Mams.

Measure

The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role, business objectives and priorities. The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.

There is a comprehensive set of Key Performance Indicators /measures in place across finance, quality, people and customers/stakeholders, which are outcome based and clearly shows improvement and alignment with the primary purpose, vision and business objectives. The 'Performance Management Dashboard' is comprehensive and an example of good practice. Performance is monitored by the Board and communicated to the team and partners.

The 'Core Services Evidence Tracker' is an example of good practice. The organisation can show trends and evidence performance/achievement and direction.

AC has influenced other organisations to include their KPIs into wider strategic Public Health plans. For example Health and Wellbeing Board Delivery Plan, Public Health Service plan, Children's Trust Board and Cumbria County Council Area Plans.

There is a comprehensive Board Member survey carried out to review skills, experience and performance. This is an example of good practice.

The CSP can show how it has used benchmarking and best practice to drive improved performance. For example improvements in the NPS from partners, due to the focus on locality working.

Review

The CSP has effective review processes involving both staff and stakeholders that helps shape and inform what it does and how it does it. The CSP shares its learning across the organisation, with stakeholders and other CSPs so it learns from others and actively promotes more of "what works"

There is a system and culture for capturing learning. This includes team planning days, 1:1 meetings, development Team meetings, stakeholder and customer surveys.

There is a good range of check and challenge processes including use of self- assessments, peer review and themed reviews with actions being taken that improve the organisation's health and its service delivery.

The CSP is developing is knowledge base around "what works" and how to adopt an evidence-based approach.

AC uses evaluation in some projects to refine delivery and improvement.

Impact

The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.

There is good evidence from a wide range of traditional and non-traditional partners that the track record of the organisation, the changes and improvements that have been made as well as the communication of its value and benefit has resulted in sustained core funding and growing influence on key decision makers as well as support/direction for local providers/enablers.

Partners confirmed that AC has an excellent reputation for the quality, value and impact of its work and is helping to inform and shape local/strategic priorities and local/strategic assessments of need.

There is evidence that as a result of evaluation, learning has refined delivery and improvement across the sector locally and nationally.

GENERAL - Partnerships and Brokering

SECTION	BAND
Plan	Very Good
Do	Very Good
Measure	Very Good
Review	Very Good
Impact	Excellent

GENERAL - Partnerships and Brokering

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place. The CSP strategic priorities have been developed in collaboration with key priority partners. The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.	AC may wish to consider how it can develop a plan with partners to identify and support, either directly or through partners, more local community champions and deliverers to be able to scale up interventions, make them peer led and sustainable. Partners commented that there needed to be more dialogue at the locality level to be able to fully understand the different locality needs to fully engage with community groups to increase impact.	VG
Do	The CSP creates and supports open and transparent communications across teams and organisations by nurturing of trust and mutual respect and harnessing collective intelligence. The CSP is a broker with and between partners and other stakeholders to achieve a shared purpose by aligning resources and learning to achieve greater economies of scale, less duplication, better performance and improved outcomes.	<p>AC may wish to consider adding a roles and responsibilities element to the Locality Plans to identify which key partners they will be working with on each of the tasks or activities. Currently this is clear in some areas but not all. A consistent approach may help communicate a greater understanding and sense of ownership by partners and the community.</p> <p>Partners also commented that more organised campaigns and events aimed at the appropriate target groups would be beneficial. A number of recommendations were noted in the Marketing and Communications Plan which highlighted similar areas for improvement and AC may wish to implement these at pace and also consider if developing a 'Branding' approach may be beneficial. Kent Sport has recently developed its branding around 'Everyday Active' and is investing significant resources into this. AC may wish to talk to them about their approach to see if it has value and relevance to Cumbria.</p> <p>AC has a very good working relationship with Public Health and other colleagues at Cumbria County Council. A number of partners referenced that AC should continue to develop these relationships and identify further opportunities to raise their profile and explore further opportunities whereby the physical activity and sport agenda could add benefit to a wider agenda. AC may therefore wish to review the Stakeholder Engagement Plan to explore further opportunities both in Cumbria County Council and wider externally, particularly with non-traditional partners.</p> <p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p>	VG
Measure	The CSP continually consults and measures its performance with partners and stakeholders at a strategic and operational level to make improvements, set priorities and targets, review performance, share best practice and learning.	To enhance the 'Performance Management Dashboard' further AC may wish to consider including baseline data for relevant measures included in the Strategic Outcomes to provide a greater understanding of trends and direction of travel.	VG
Review	The CSP regularly reviews its partnership and brokering arrangements to ensure they remain effective and continue to be of mutual and wider benefit. Feedback is welcomed and challenge/conflict is a potential source of creativity and breakthrough.	<p>AC may wish to consider extending its use of focus groups in target communities to support the review of delivery and shape future services.</p> <p>AFI cross referenced to do section above - Stakeholder Engagement Plan.</p> <p>AFI cross referenced to Team and People Development Module measure section - use of 'Reflective Logs'.</p> <p>AFI cross referenced to Team and People Development Module review section - dealing with challenge.</p> <p>AFI cross referenced to Team and People Development Module do section - communication on a deeper understanding of skill sets.</p>	VG
Impact	There is growing evidence of sport and physical activity connecting to other sectors as the CSP creates contexts in which people can learn and grow, organisations share accountability and co-responsibility, and the value/impact of working together in putting the citizen first is at the centre of decision making and business approaches.	<p>AFI cross referenced to do section above - moving at pace to scale up.</p> <p>AFI cross referenced to Team and People Module impact section - avoiding overload.</p>	E

SECTION	QUESTION	STRENGTH
Plan	<p>The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place. The CSP strategic priorities have been developed in collaboration with key priority partners. The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.</p>	<p>Feedback from a range of partners evidenced that collaborative working is well established. AC has developed a significant library of insight, which partners confirmed was highly valued and is used to deepen reach and widen access.</p> <p>AC's approach and the shared strategies clearly identify the outputs and outcomes partner organisations want to see achieved through joint working and by sharing skills/knowledge/resources that are available. Evidence was provided of significant investment from Public Health into prevention programmes and emerging private sector investment through sponsorship of programmes such as the New Balance contribution to the '100 Mile Challenge'. The CSP can therefore show how it has directly influenced decision makers to maintain or increase the net investment in levels in sport and physical activity.</p> <p>AC has demonstrated that through its strategic and locality working collaborative engagement systems are embedded to reach and retain priority audiences including strategic influencers, the wider workforce, local participants and champions. There is emerging evidence that they are succeeding.</p> <p>The CSP influences directly, changes in policy and is engaged in transformational change programmes taking place in their area. Examples provided include: helping shape the Cumbria Joint Public Health Strategy; Cumbria Children and Young People Plan; leading a cross directorate team on deploying Healthy Pupils Capital Programme; and influencing social prescribing. Examples of emerging co-ownership of programmes were also demonstrated.</p> <p>Feedback from partners evidenced that AC pro-actively seeks to build new mutually beneficial collaborations or strengthen relationships with existing key partners including local councils. The CSP is highly regarded by its partners and stakeholders who are eager to share their plans and priorities and actively seek out its support and advice.</p> <p>Outcome based planning provides focus and stakeholders and partners are routinely and regularly involved in planning and review processes.</p> <p>The CSP understands the non-sport agenda/landscape and can demonstrate through its working arrangements that it is realising opportunities to connect this to sport and physical activity.</p> <p>The CSP influences directly, changes in policy and is engaged in transformational change programmes taking place in their area. Key policy documents and plans show that sport and physical activity is seen as important to the delivery of local outcomes.</p>
Do	<p>The CSP creates and supports open and transparent communications across teams and organisations by nurturing of trust and mutual respect and harnessing collective intelligence. The CSP is a broker with and between partners and other stakeholders to achieve a shared purpose by aligning resources and learning to achieve greater economies of scale, less duplication, better performance and improved outcomes.</p>	<p>There is emerging evidence that AC can demonstrate it is co-owning/co-producing interventions, which go beyond shared budgets with providers from other sectors to enhance service provision for target audiences and beneficiaries. Examples include walking programmes, 'Activate' and early years projects.</p> <p>Evidence can be provided of intelligence sharing, service development, joint bids, clearly identified roles and responsibilities, innovation and celebrating of success/achievement to develop the trust and respect that underpins performance.</p> <p>The CSP has enabled the use of behaviour change models in work with priority communities for example the 'Activate' programme in care homes and with homeless groups.</p> <p>There is evidence that relationships with new or potential providers outside the 'traditional' physical activity and sport sector are being engaged to support priority communities because of their particular reach or specialism. Examples are referenced above.</p> <p>The CSP has enabled and supported community engagement with priority communities to facilitate and support the co-design and co-production of interventions with and by these communities.</p> <p>Partners are brought together as a collective to explore potential areas for improvement and to widen the scope of the partnership in pursuit of common goals and/or local priority needs. This includes such vehicles as the Cumbria County Council Local Area Committees, Cumbria County Council Service Team and Thought Leadership Events.</p> <p>Partnerships are built on a shared vision and there is documented evidence in a number of strategies that each partner understands their individual or shared roles/responsibilities. Where necessary the CSP is working through stakeholders to influence and broker relationships where they are better placed to do so. There is a clear process for accountability, particularly where external investment or pooled resources supports delivery so that learning and success is shared.</p>
Measure	<p>The CSP continually consults and measures its performance with partners and stakeholders at a strategic and operational level to make improvements, set priorities and targets, review performance, share best practice and learning.</p>	<p>Measurement and target setting is fully embedded using national tools/processes as well as local initiatives to help "take the temperature". AC has a comprehensive 'Performance Management Dashboard' to monitor performance. This includes strategic and operational aspects and is an example of good practice. Performance is clearly monitored by the Board and the Executive team.</p> <p>Feedback from partners confirmed that there are clear signs of improved satisfaction levels with the things that matter most to stakeholders with evidence of a growing reputation around relationship management, capacity building, staff knowledge, staff competence and effective collaboration.</p> <p>Logic models are used in project design and a number of programmes have external evaluation in place. Partners confirmed that learning is shared.</p> <p>The CSP is in the top quartile of performance across the CSP network for partner satisfaction.</p>
Review	<p>The CSP regularly reviews its partnership and brokering arrangements to ensure they remain effective and continue to be of mutual and wider benefit. Feedback is welcomed and challenge/conflict is a potential source of creativity and breakthrough.</p>	<p>Both consultation and review processes are well structured at a strategic level as well as clearly designed to drive improvement and development of services across organisations and partnerships. A number of forums exist for strategy and programme development and review.</p> <p>There is a good balance between global thinking and local action planning with partners driving the agenda when needed. Evidence was provided that AC work strategically across Cumbria with partners on relevant strategy and programme development and at the locality level within the six priority areas to help identify and address local needs.</p> <p>Partnership and brokering are a vital part of the market development work supported by the CSP and key agencies are identified as vital routes to market and supported as such. Partners confirmed that AC were highly valued for this role.</p> <p>Good use is being made of national resources/information as well as local skills, knowledge and data to make the case for sport and physical activity and to help evidence its value and impact.</p>

Partners and team members confirmed that communication is good inside and outside of the CSP and AC is a hub for knowledge and joint working in the way it operates.

Impact

There is growing evidence of sport and physical activity connecting to other sectors as the CSP creates contexts in which people can learn and grow, organisations share accountability and co-responsibility, and the value/impact of working together in putting the citizen first is at the centre of decision making and business approaches.

Evidence was provided by partners and the team that the benefits in terms of efficiencies, effectiveness and results of partnership and/or collaborative, commissioning work are clear to see against measures and targets set. It was particularly evident that with AC being embedded within Cumbria County Councils Public Health Team that this had resulted in improved efficiencies, effectiveness and collaborative commissioning work. "If we did not have them, we would have to create them" was one senior partners comment.

There is real and significant progress being made in delivering strategic outcomes that have been agreed. These are aimed at improving activity levels among priority communities and audiences and evidence highlighted increasing levels of take up.

AC can demonstrate strong relationships locally and partners confirmed that they understood and valued the role that they play within the system. The CSP is firmly in the "Collaboration" space and moving forwards with confidence towards the "Co-Ownership" space.

Feedback from non-sector partners evidenced that they understand and advocate the value of sport and physical activity. AC has identified and works with a wide range of non traditional partners in the development of plans, programmes and the delivery of them.

AC has carried out a significant amount of work, including workforce development, in its focus on 'customer centricity'. The 'Customer Centric Project Planning Checklist' is an example of good practice.

GENERAL - Team and People Development

SECTION	BAND
Plan	Excellent
Do	Very Good
Measure	Very Good
Review	Very Good
Impact	Very Good

GENERAL - Team and People Development

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it. The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.	Active Cumbria has developed its workforce plan in conjunction with partners and it may wish to consider establishing a Workforce Development Group including relevant team members, partners and Board representatives to help shape future developments.	E
Do	Staff feel they work in a positive environment that stretches their performance but supports them through supervision, guidance, training and professional development. The CSP recruits people with the right skills, behaviors and competencies to work effectively together and, with partners, to deliver local outcomes. The CSP has people focused leaders at all levels.	<p>Team members commented that it would be useful to have an even deeper understanding of each others skill sets. This would help in identifying the most relevant team member to support or action specific work areas in localities, develop a greater sense of co-ownership, share learning and improve team engagement. The latter seemed to relate to the spread of geographical locations in which some team members worked and the time taken to travel to team meetings which was raised as an issue as was the fact that at times the information flow between the Development Team and Operations Team needed improvement. AC may wish to consider how best this can be facilitated to address the points raised by colleagues.</p> <p>Feedback indicated that team members engage with the Board champions for their work area but AC may wish to consider how they can develop the engagement between the whole Board and the team members further. A Board/team engagement day has been proposed. AC could also consider if in the future appropriate team members could present reports to the Board relative to their specific work area.</p>	VG
Measure	Staff and stakeholder feedback are an integral part of the CSP's measurement processes and feedback/findings have been used to make clear improvements.	AC may wish to consider adding the use of 'Reflective Logs' across the team to enhance its stakeholder engagement measures. This practice has been used with some success by Active Partners Trust and has helped them identify some of the more intangible elements of their stakeholder engagement processes, which has led to developing different ways of working for the CSP and partners.	VG
Review	The CSP encourages everyone to seek feedback on their own performance and be open to challenge and review from others. Conflict is seen as an opportunity for discovery, growth and creativity.	<p>Feedback from team members indicated that AC may wish to consider how it can adopt a less defensive approach to conflict when it arises. It appeared that the initial response was to become defensive to the situation rather than use pro-active negotiation to understand concerns and agree a way forward thus turning detractors into advocates. This may entail having a fallback position or a 'Best Alternative To Negotiated Agreement' (BATNA) approach.</p> <p>The Executive may wish to consider how it can consistently communicate the rationale for appropriate decisions to team members. Feedback indicated that at times this did not happen in a timely manner.</p> <p>AFI cross referenced to do section - sharing of learning and team meetings.</p> <p>AFI cross referenced to measure section above - use of 'Reflective Logs'</p>	VG
Impact	The CSP is agile and flexible in addressing opportunities for change whilst remaining resilient in its pursuit of clearly stated outcomes and goals. The CSP facilitates the building of teams that can operate across organisational boundaries comprised of passionate and talented people with a commitment to a common purpose. Investment in workforce development and skills can also be seen to be making a difference.	<p>AC may wish to consider the use of 'Social Impact Tools' across all relevant programmes and interventions to help further evidence its impact and support the raising of its profile with a wider range of non traditional partners.</p> <p>The CSP may wish to take time to reflect on how it can most effectively utilise its resources to support the increasing number of requests for support. It is important to avoid overload and AC could consider how it can develop more capacity and the skills in the system with other agencies and partners to support work at the locality level. Active Partners Trust has adopted a successful approach with one of their local authorities in a locality. AC may wish to speak with them to learn from their experience.</p>	VG

SECTION	QUESTION	STRENGTH
Plan	The CSP has clear purpose and vision shared with partners, stakeholders which is clearly	There is evidence of transformational and collaborative leadership within the organisation. Partner organisations stated that there is a strong collaborative approach with them when working with Active Cumbria. Board members, the team

developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it. The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.

and partners confirmed that the CSP has a clear purpose and vision which is clearly developed and owned by the wider partnership. There is a sense of purpose that is evident across the team and with partners. The Tackling Inactivity in Cumbria articulates in a clear 'plan on a page' format the vision, mission, values, ways of working and outcomes.

Active Cumbria has focussed on skills and workforce development inside and outside the CSP. This is evidenced through the Cumbria Workforce Development Framework and Delivery Principles 2018-2, which provides an excellent framework that it is clearly linked to tackling inactivity in Cumbria and the assessor considers this to be an example of good practice. Skills and workforce development is championed at Board level.

Workforce development planning is being championed by Active Cumbria and partner organisations. It has a clear rationale, clear priorities and clear processes for monitoring and evaluation. The 'Smart Start' Early Years Physical Activity Pilot in Cumbria, in association with the Youth Sports Trust, provides an example of good practice in the evaluation of workforce development and evidence of impact.

Do	<p>Staff feel they work in a positive environment that stretches their performance but supports them through supervision, guidance, training and professional development. The CSP recruits people with the right skills, behaviors and competencies to work effectively together and, with partners, to deliver local outcomes. The CSP has people focused leaders at all levels.</p>	<p>Feedback from team members evidenced that, following a period of uncertainty, they felt that they worked in a positive environment which stretches their performance. They confirmed that they felt supported, guidance and coaching, and professional development opportunities were good. The range of CPD opportunities available for both team members and partners were focussed on upskilling relative to the new agenda including locality working with communities and customer centricity, behaviour change and influencing skills.</p> <p>Team members confirmed that they were empowered to make decisions in their work area and at locality level.</p> <p>Teamworking, networking and engagement with paid and volunteer workforce through partnering, collaborative work, forums, Thought Leadership Events, leadership development initiatives and funded programmes/projects is pro-active and focused in key areas to help effect change and lend support.</p> <p>There are development pathways and opportunities for staff and volunteers including secondment opportunities within Cumbria County Council.</p>
Measure	<p>Staff and stakeholder feedback are an integral part of the CSP's measurement processes and feedback/findings have been used to make clear improvements.</p>	<p>Survey results and staff/stakeholder feedback indicate that this is top performing team with high levels of engagement, alignment and productivity.</p> <p>There is a dynamic culture focused on change, innovation and end outcomes.</p> <p>The team have a track record of achieving results and can recognise and celebrate success with stakeholders and partners.</p> <p>Survey results are in the top quartile of performance across the CSP Network, for partner satisfaction and well above the CSP average for staff satisfaction. The CSP makes a direct link between staff satisfaction and partner satisfaction levels as an improvement driver. Stakeholder engagement mapping is reviewed and specific improvements tactics identified.</p> <p>There is a clear sense of team that goes beyond paid staff and embraces partner organisations and the volunteer base.</p>
Review	<p>The CSP encourages everyone to seek feedback on their own performance and be open to challenge and review from others. Conflict is seen as an opportunity for discovery, growth and creativity.</p>	<p>There is a pro-active and formalised approach taken to people and workforce development issues which involves Board members and external partners on priorities that have been identified around diversity, equality, policies and procedures, survey findings and results, working practices and recognition. As mentioned previously the Cumbria Workforce Development Framework and Delivery Principles 2018-2, provides an excellent framework, is clearly linked to tackling inactivity in Cumbria and Skills and workforce development is championed at Board level.</p> <p>It was pleasing to see that the Board undertook an annual skills, knowledge and experience audit to identify gaps and also an 'Annual Performance Evaluation Assessment' to identify strengths and areas for improvement, this is an example of good practice.</p> <p>Equality Impact Assessments are an integral part of the way in which AC works.</p> <p>Team members confirmed that an effective appraisal system is in place and together with 1:1 meetings these are used to support improvement and identify training and development needs.</p> <p>Examples were provided to evidence that managers are open to learning from training and reflect and adapt their management approach.</p> <p>Team members confirmed that they felt able to express their views in meetings and that there was a culture of respect across the organisation.</p>
Impact	<p>The CSP is agile and flexible in addressing opportunities for change whilst remaining resilient in its pursuit of clearly stated outcomes and goals. The CSP facilitates the building of teams that can operate across organisational boundaries comprised of passionate and talented people with a commitment to a common purpose. Investment in workforce development and skills can also be seen to be making a difference.</p>	<p>The sport and physical activity workforce understands, engages and contributes by building physical activity and sport into the other services and interventions. Examples provided included: work with early years; care homes; 'Activate' programmes in localities; Walking for Health; and the 100 mile challenge contributing to the whole school agenda.</p> <p>Cultural and organisational change is well embedded and underpins clear outcome-based planning. Significant work has gone into developing and implementing the culture, values and behaviours of the organisation at both Board and team level. Feedback from partners confirmed that the AC team is highly skilled, well-motivated and who work closely in support of the wider workforce and partner organisations.</p> <p>The CSP Board and team has positioned AC to be the 'go to' organisation for the physical activity and sport agenda and has adopted a pro-active approach to the changes. There is a robust process in place to monitor progress against the new agenda. The CSP has been effective in communicating the new agenda to partners and influencing changes in approach.</p> <p>Partners confirmed that the quality of the CSP leadership at all levels is recognised and can be validated because of: the clarity of purpose; the focus on priorities; the collaborative approaches adopted; the quality of support provided; the ability to provide good quality evidence; and the willingness to adapt and respond when asked to. This reflects qualities around resilience, a readiness to learn, political astuteness and the drive to deliver change that will lead positive results/outcomes.</p>

GENERAL - Understanding Place and People

SECTION	BAND
Plan	Very Good
Do	Excellent
Measure	Very Good
Review	Very Good
Impact	Excellent

GENERAL - Understanding Place and People

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making	<p>AC may wish to consider what additional tactics it can bring into play to ensure that physical activity and sport become identified priorities in the Cumbria County Council Local Area Planning/District Priorities Locality Plans. The production of a suite of 'Killer Facts' for each locality may further assist in making a compelling case.</p> <p>AC has carried out some asset mapping relating to the locality areas and it may wish to consider how it can develop this further in terms of identifying potential local champions and delivery partners, including informal community groups, who can be developed to support the delivery, scaling up and sustainability of interventions.</p> <p>Linked to the above the team referenced an exciting concept to visualise the mapping to help identify opportunities and barriers for communities to participate. Visualising the mapping could help bring this to life and help provide a greater understanding and AC may wish to develop this concept at pace to explore its potential and value across the CSP network.</p> <p>AFI cross referenced to the Partnerships and Brokering Module do section - roles and responsibilities in locality plans.</p>	VG
Do	The CSP has depth and breadth to its knowledge, developed through quality information and data that is translated into meaningful insight. The CSP communicates insight tailored to the audience that facilitates its direct use within decision making, based on the needs of the people and the place.	<p>AC may wish to consider developing its portfolio of case studies to expand its qualitative insight and further demonstrate the impact of its work in real life terms.</p> <p>AFIs cross referenced to plan section above - asset mapping and visualising.</p>	E
Measure	The CSP can measure and evaluate the impact of its work, sharing and applying the learning across the team and partners.	<p>Partners value the insight service that AC provides and obviously make use of it in strategy and programme development. Monitoring partners use of the insight is currently ad hoc and AC may wish to consider how it can consistently monitor partners use of insight in order that it can further demonstrate the value of this service.</p> <p>AC may wish to consider the use of appropriate Social Impact Toolkits for projects where external evaluation is not currently carried out. Kent Sport has made good use of the HACT Toolkit in work they have done with a housing association, as a result of this the project has been upscaled with additional resource provided.</p>	VG
Review	The CSP reviews its use of insight and data regularly to determine its usefulness/effectiveness. Learning and development is embedded in the whole CSP team so insight is up to date and useful.	<p>AFI cross referenced to Team and People Development Module do section - team meetings sharing learning and development.</p> <p>AFI cross referenced to Team and People Development Module measure section - use of 'Reflective Logs' to capture learning.</p> <p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p> <p>A partner commented that AC may wish to consider how it can improve the communication of information between organisations and the localities that they are working in.</p>	VG
Impact	The CSP is leading or making a major contribution to evidence, data and insight across local partnerships. The insight provided or supported by the CSP is being used to inform and influence change in decisions, brokering of partnerships or delivery that has directly and can be evidenced to tackle inactivity and inequality in a place.	AFI cross referenced to Team and People Development Module impact section - identifying capacity to support/deliver in order to avoid overload.	E

SECTION	QUESTION	STRENGTH
Plan	The CSP is clear about its role as a CSP and	The CSP has used its understanding of people and place to set out its role and objectives. This is clearly articulated in

	<p>its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making</p>	<p>the strategies and plans and there is a clear narrative behind this, which includes clarity around the audience it is trying to influence. Insight has been used to identify the priority target groups for example older people (Cumbria has a super aging population) and lower socio economic areas of deprivation with a focus on those who are inactive within the identified localities.</p> <p>AC locality working and the jointly developed Locality Plans help support partners and local stakeholders understand where it fits/adds value in the landscape.</p> <p>Asset mapping evidences that there is a good understanding of who else operates in the place and for whom. The Stakeholder Engagement Plan and progress tracker have supported this process.</p> <p>Strategies and plans including the 'Tackling Inactivity in Cumbria', the 'Cumbria Workforce Development Framework and Delivery Principles' and 'Locality Plans' show what its priorities are and why.</p> <p>There is evidence of increasing insight led decision making within the CSP. A number of examples were provided to support this including: early years physical literacy 'Healthy Movers' project, built facility and playing pitch strategies, social prescribing interventions, workforce development and programme development.</p> <p>There is a known individual or team responsible for insight, supported by an embedded budget allocation.</p> <p>Ongoing training and development with staff and the Board is in place to support this culture change. Insight is important for the CSP. The Board, Senior leadership and all staff, understand the importance of insight driven decision making. Staff can clearly see and articulate an understanding of the people and place it is working in.</p> <p>The CSP can evidence that it is increasingly using insight to drive decision making around strategy, projects and implementation. AC is working hard to ensure that physical activity and sport are included as identified priorities in the Cumbria County Council Local Area Planning/District Priorities Locality Plans.</p>
Do	<p>The CSP has depth and breadth to its knowledge, developed through quality information and data that is translated into meaningful insight. The CSP communicates insight tailored to the audience that facilitates its direct use within decision making, based on the needs of the people and the place.</p>	<p>The CSP has an excellent understanding of what good market insight, good audience insight and good organisational insight looks like. This was highly valued by partners, AC is seen as the 'Data Insight Hub' for physical activity and sport and is a useful connector to other organisations that hold relevant data.</p> <p>AC is very aware of major trends that can impact on the local area and has excellent awareness of the supply of sport and physical activity in the area. The CSP has the right people and systems, including a new CRM system, to gather quality data and information.</p> <p>The CSP develops insight collaboratively using a range of national and local sources that includes key knowledge and data held by key local stakeholders as well as that held and created by the CSP itself. The CSP has good working relationships with the Cumbria County Council Performance and Intelligence Team and Cumbria Observatory.</p> <p>The CSP is engaging with individuals and communities and is seeking to co-design and co-produce interventions with them. Examples include: walking programmes, Satellite Clubs, 'Activate', workforce development and 'Mirehouse Mams'</p> <p>There is a mix of qualitative and quantitative information used to build its insight. The CSP has excellent knowledge of different primary research methods that will help them gather data and is able to analyse any data and translate it into meaningful insight related to their priorities.</p> <p>The CSP tailors any insight for the decision makers so it is relevant, clear and easy to understand. This include headline data for local authority areas and more detailed information to locality level. Insight communication is action orientated and easy to understand for different audiences. There is good use of infographics.</p> <p>Insight is used to inform strategy development and management decisions such as using it to broker the most effective relationships to achieve the CSPs priorities. There is strong evidence demonstrating how it tailors its insight to different audiences and how it is used to inform decisions and the partnerships it has brokered. For example influencing the decision to include physical activity with the Cumbria County Council poverty agenda.</p> <p>Insight is regularly reviewed as new learning is created and there is a focus on evaluating what works.</p>
Measure	<p>The CSP can measure and evaluate the impact of its work, sharing and applying the learning across the team and partners.</p>	<p>The CSP can competently measure the impact of its work. A number of programmes have external evaluation in place. The 'Performance Management Dashboard' is used to track and report performance to the Board and team.</p> <p>There is increasing evidence that the CSP does act in response to the success and failure of programmes or projects for example, by changing delivery, adjusting funding and/or working with partners to deliver at scale. Examples include changes to the focus for Satellite Clubs and testing and learning from the walking and 'Activate' programmes.</p> <p>The CSP has basic processes in place to monitor partners and stakeholders use of insight.</p> <p>AC has processes in place to allow them to collect and share learning with partners and stakeholders.</p> <p>The CSP makes a strong case to stakeholders and evidences the impact of their investment in sport and physical activity locally through the evaluation of projects. It has used the evaluation to make the case for investment from partners such as New Balance.</p>
Review	<p>The CSP reviews its use of insight and data regularly to determine its usefulness/effectiveness. Learning and development is embedded in the whole CSP team so insight is up to date and useful.</p>	<p>The CSP reviews its use of insight and data to determine its usefulness/effectiveness to ensure it aligns with the priorities identified in the three year plan.</p> <p>Learning and development is embedded in the CSP team including the Board. Recent training has focussed on developing the teams skills in relation to the new agenda for CSPs for example behaviour change.</p> <p>Insight is kept up to date and Active Lives Surveys trigger the release of information sharing to partners and the media.</p> <p>Partners value the insight provided by AC and confirm that it is useful.</p> <p>AC utilises a number of methods to capture learning including team and sub group meetings. There were examples provided about the sharing at a local and national level what is working and not working. For example the OOMPH and YST Early Years Physical Literacy project.</p> <p>Examples of where learning has been translated and used to change delivery, adjust funding and/or work with partners to deliver were evidenced.</p>
Impact	<p>The CSP is leading or making a major contribution to evidence, data and insight across local partnerships. The insight provided or supported by the CSP is being used to inform and influence change in decisions,</p>	<p>Examples referenced throughout this report provide evidence of where AC has contributed towards learning locally that has impacted upon changes in decision making around strategic planning or delivery approaches to targeting inactive people and those from underrepresented groups.</p> <p>AC can evidence where they have used their understanding and insight to identify new opportunities locally both in</p>

brokering of partnerships or delivery that has directly and can be evidenced to tackle inactivity and inequality in a place.

terms of developing interventions and supporting local community partners in their delivery.

The CSP can evidence through the locality plans how insight has shaped partnerships and collaboration in the local area.

The CSP has taken learning from what has worked locally to remove barriers or blockages for inactive people or those from underrepresented groups and shared this with colleagues nationally and with other CSPs.

It can clearly demonstrate how it's insight, evidence and learning is influencing change both in strategic policy and decision making and in the development and delivery of interventions.

GPLUS - Contribution to Health & Wellbeing (AC)

SECTION	BAND
Plan	Excellent
Do	Very Good
Measure	Very Good
Review	Very Good
Impact	Very Good

GPLUS - Contribution to Health & Wellbeing (AC)

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	What plans exist to improve the health and wellbeing of the local community?	AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify and support community champions and local deliverers.	E
Do	How do you communicate your commitment to improving the health & wellbeing of the local population?	AFI cross referenced to the Understanding Place and People Module do section - use of case studies. AFI cross referenced to Understanding Place and People Module review section - communication of information between organisations and the localities that they are working in.	VG
Do	What evidence or best practice has been considered to inform your programme / intervention design?	AC may wish to consider using its learning to identify new groups, including informal community groups, in the priority localities with whom it can share good practice and support them in becoming local delivery agents.	VG
Measure	How do you measure what you do?	AFI cross referenced to Continuous Improvement and Learning Module - 'Performance Management Dashboard'. AFI cross referenced to the Understanding Place and People Module do section - use of case studies. AFI cross referenced to the Understanding Place and People Module measure section - use of social impact toolkits.	VG
Review	How do you review what you measure?	AC may wish to consider if it can quantify the potential savings in healthcare that individual interventions will contribute. The OOMPH scheme referenced QUALYS, if this was used consistently across all programmes it would quickly build a valuable source of evidence. AFI cross referenced to the Understanding Place and People Module review section - sharing of information in localities.	VG
Impact	What measurable differences are you able to demonstrate?	AC may wish to consider how it can strengthen its engagement with NHS Integrated Services and use its influence further with social prescribing and Primary Care. AFI cross referenced to the Understanding Place and People Module measure section AC - use of appropriate Social Impact Toolkits AFI cross referenced to Team and People Development Module impact section - identifying capacity to support/deliver in order to avoid overload. AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.	VG

SECTION	QUESTION	STRENGTH
Plan	What plans exist to improve the health and wellbeing of the local community?	<p>Tackling inactivity in Cumbria is a key priority in the Cumbria Health and Wellbeing Strategy and in the Cumbria County Council Public Health Service Plan. This theme underpins the AC vision and mission.</p> <p>The 'Tackling Inactivity Across Cumbria' Strategy was developed in consultation with a wide range partners through the 'Getting Cumbria ready' event. Partners confirmed that it provides a shared vision for work across Cumbria. The AC Board is the accountable body for 'Tackling Inactivity Across Cumbria'.</p> <p>The above Strategy is underpinned by a number of other relevant plans including priority area 'Locality Plans' and the 'Cumbria Workforce Development Framework'. AC and partners data and insight has been used to inform the strategy and plans. The plans relate to key drivers for change at locality level.</p> <p>Plans feed into both the Cumbria Health and wellbeing Board and into locality level working through local area planning groups.</p> <p>AC is part of the Public Health team for Cumbria and the Director of Public Health, who is also an AC Board member, is directly involved in the development and monitoring of progress against the Strategy and plans.</p>

Programmes and interventions are developed and agreed with partners and participants and are focussed on encouraging participation from inactive populations.

Do	How do you communicate your commitment to improving the health & wellbeing of the local population?	<p>Health and wellbeing and tackling inactivity is embedded throughout the organisation. This underpins the vision and mission of the organisation.</p> <p>Strategies, plans and interventions are developed in consultation with partners and participants. Feedback from partners confirmed that they shared the vision and that AC communicated their commitment and role in improving health and wellbeing.</p> <p>The CSPs strategies and plans form a key element of the health and wellbeing agenda across Cumbria and link strategically with the Health and Wellbeing Board and wider Cumbria County Council agenda.</p> <p>Progress on this agenda is reported to and monitored by the AC Board. This information is shared with partners across Cumbria.</p> <p>AC has a marketing and communications plan which provides the framework for communication to partners and participants. Communication methods include web site, newsletters, case studies and an annual report.</p>
Do	What evidence or best practice has been considered to inform your programme / intervention design?	<p>AC uses a range of data, insight and expert partner input from national and local levels to develop strategies and interventions. Examples include early years physical literacy projects with the Youth Sport Trust and Early Years Service at Cumbria County Council, the OOMPH project, Walking to Health programme and the Workforce Development Framework, which is an example of good practice.</p> <p>AC has adopted a customer centric approach to its work and this focusses on including partners and potential participants/participants in the design of interventions. This approach has seen the co-production and co-ownership of plans.</p> <p>Evaluation by external bodies is built into many interventions at the outset and this is used to inform future development and delivery.</p> <p>AC sits on a number of national CSPN groups which develop and share best practice across a range of themes.</p>
Measure	How do you measure what you do?	<p>AC has a comprehensive 'Performance Management Dashboard' which encompasses all aspects of its work including the use of national and local data to measure progress against targets. This is reported to the Board on a regular basis. Measures are developed in conjunction with partners including the Cumbria County Council Performance and Intelligence Team and external evaluators.</p> <p>External evaluation is built into a number of interventions from the start which provides quantitative and qualitative evidence.</p> <p>Partner and participant feedback is formally captured to measure satisfaction at events, activities and via an annual survey.</p> <p>Case studies are also utilised for some projects.</p> <p>Partners confirmed that relevant information is shared with them.</p> <p>The CSP can evidence that insight informs and is central to their work and decision making.</p>
Review	How do you review what you measure?	<p>There is a good range of check and challenge processes including use of self-assessments, peer review and themed reviews being used to take actions that improve the organisation's health and its service delivery. Review involves peer reflection from both inside and outside of the organisation. For example AC has a good working relationship with the Cumbria County Council Performance and Intelligence Team and participants and deliverers form part of the review process.</p> <p>The AC Board is the accountable body for tackling inactivity across Cumbria and monitors performance against the plans.</p> <p>Deliverers, local community champions and potential users have been involved in the development and changes to service delivery. Examples provided included the Mirehouse Mams and care homes.</p>
Impact	What measurable differences are you able to demonstrate?	<p>External evaluation is built into a number of interventions from the start which provides quantitative and qualitative evidence.</p> <p>Programmes across a range of themes are in demand with evidence of increasing numbers of the target groups engaged.</p> <p>A number of case studies evidenced the positive impact programmes have had on participant's lives.</p> <p>There is evidence that local community groups are engaging and spreading the word in their communities. For example the Mirehouse Mams.</p> <p>Partners confirmed that AC effectively communicates impact information with them.</p> <p>AC has had success in drawing down new funding for projects from both the public and private sectors. It has also used its influence to incorporate physical activity and sport into strategies and plans and the use of capital and revenue funding to support this agenda. Examples were provided regarding use of capital funding to support schools and social prescribing.</p> <p>AC has been recognised for good practice, for example early years physical literacy programme with the Youth Sports Trust.</p> <p>Senior policy and decision makers confirmed that AC is widely recognised for its success and as a 'can do' organisation by a number of key strategic decision making bodies in Cumbria.</p>

GPLUS - Getting the Inactive Active

SECTION	BAND
Plan	Excellent
Do	Excellent
Measure	Excellent
Review	Very Good
Impact	Very Good

GPLUS - Getting the Inactive Active

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	How do you plan to engage inactive people and increase their activity levels?	AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify community champions and local deliverers.	E
Do	What do you do and who do you work with to engage and change the activity levels of inactive people?	AFIs cross referenced to Understanding Place and People Module plan section - asset mapping and visualising. AFI cross referenced to the Understanding Place and People Module measure section AC - use of appropriate social impact toolkits.	E
Measure	How do you measure the difference you are making?	AC may wish to consider use of the National Obesity Framework for relevant projects. AFI cross referenced to the Continuous Improvement and Learning Module measure section - developing 'Performance Management Dashboard' baselines. AFI cross referenced to the Understanding Place and People Module measure section AC - use of appropriate Social Impact Toolkits. AFI cross referenced to the Understanding Place and People Module do section - use of case studies.	E
Review	How do you review what you do and what you measure?	AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify and support community champions and local deliverers. AFI cross referenced to the Team and People Module impact section - take time to reflect and avoid overload.	VG
Impact	Do your programmes and interventions make a difference?	AC may wish to prioritise their focus on a few key programmes to enable the most effective use of resources in order to gain maximum impact in the targeted localities. AC may wish to consider how it can further cultivate its working relationship with BBC to maximise the opportunities presented to promote the vision and healthy lifestyles and celebrate AC, partners and individuals successes. Sport England Active Lives data, although useful in providing a county-wide analysis, has limitations in terms of allowing interrogation down to a local priority level. The CSP may wish to consider moving quickly to open up discussions with Sport England to explore the value and validity of utilising the small area estimates to help AC be able to further demonstrate the impact of its work at locality level. AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability. AFI cross referenced to the Understanding Place and People Module do section - use of case studies.	VG

SECTION	QUESTION	STRENGTH
Plan	How do you plan to engage inactive people and increase their activity levels?	Tackling inactivity in Cumbria is a key priority in the Cumbria Health and Wellbeing Strategy and in the Cumbria County Council Public Health Service Plan. This theme underpins the AC vision and mission. The 'Tackling Inactivity Across Cumbria' Strategy was developed in consultation with a wide range partners through the 'Getting Cumbria ready' event. Partners confirmed that it provides a shared vision for work across Cumbria. The above Strategy is underpinned by a number of other relevant plans including priority area 'Locality Plans' and the 'Cumbria Workforce Development Framework'. Plans clearly reflect local priorities and DCMS/Sport England KPI's. AC and partner's data and insight has been used to inform the Strategy and plans. Plans are SMART. The plans relate to key drivers for change at locality level. The AC Board is the accountable body for 'Tackling Inactivity Across Cumbria' and for monitoring its performance. Plans feed into both the Cumbria Health and wellbeing Board and into locality level working through local area

planning groups.

AC is part of the Public Health team for Cumbria and the Director of Public Health, who is also an AC Board member is directly involved in the development and monitoring of progress against the strategy and plans.

Programmes and interventions are developed and agreed with partners and participants and are focussed on encouraging participation from inactive populations.

Evidence was provided that AC is continuing to influence commissioners in the shaping of commissioning plans and allocation of resources.

Do	What do you do and who do you work with to engage and change the activity levels of inactive people?	<p>The AC Board is the accountable body for 'Tackling Inactivity Across Cumbria' and for monitoring its performance. The CSP's plans link to the wider Cumbria health and other agenda's.</p> <p>Programmes and interventions are developed and agreed with partners and participants and are focussed on encouraging participation from inactive populations.</p> <p>AC 'Workforce Development Framework' provides the key principles for the development of the wider workforce and quality standards.</p> <p>Insight, national and local, has been used to tailor interventions to local need, learning from pilot projects and best practice has informed future delivery. For example the 'Activate' project.</p> <p>Programmes and interventions are delivered in localities and encourage local champions and leaders to be engaged. For example the Mirehouse Mams.</p> <p>Insight including asset mapping has been used to identify barriers to participation in localities and programmes have been adapted to help overcome some of the challenges. Examples include developing equipment bags that can be used to adapt activities suitable for use in a variety of community settings.</p> <p>AC was a pilot CSP for the 'Customer Centricity' programme and behaviour change is a key focus of the CSPs work. Staff have been trained in behaviour change techniques.</p> <p>Case studies are produced for a number of interventions.</p> <p>AC has been successful in drawing down funding from public and private sector sources to support the delivery of interventions.</p>
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Measure	How do you measure the difference you are making?	<p>Strategies and plans have clear objectives and aims. Delivery plans are SMART.</p> <p>The AC Board is the accountable body for 'Tackling Inactivity Across Cumbria' and for monitoring its performance. The CSP's plans link to the wider Cumbria health and other agenda's.</p> <p>AC has a comprehensive 'Performance Management Dashboard' in place which includes Active Lives key indicators. DCMS and Sport England KPIs are at the heart of the measures. AC has been successful in getting these measures recognised in a number of other Cumbria wide strategies.</p> <p>The Board monitors performance regularly.</p> <p>Active Lives data is interpreted and the findings shared with partners. Insight and data are collected from a range of settings and partners, this helps provide a picture of local participation and barriers and is used in the review and development of programmes.</p> <p>External independent evaluation is built into a number of programmes from the start to develop knowledge of what works and what does not work and the impact of programmes on individuals and communities.</p> <p>Case studies are used in some projects and these are shared across appropriate media.</p>
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Review	How do you review what you do and what you measure?	<p>There is a good range of check and challenge processes including use of self- assessments, peer review and themed reviews with actions being taken that improve the organisation's health and its service delivery. Review involves peer reflection from both inside and outside of the organisation. For example the AC has a good working relationship with the Cumbria County Council Performance and Intelligence Team and participants and deliverers form part of the review process.</p> <p>Project working groups are in place for some programmes such as Walking for Health who support the review process.</p> <p>Deliverers, local community champions and potential users have been involved in the development and changes to service delivery. Examples provided included the Mirehouse Mams and care homes.</p>
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Impact	Do your programmes and interventions make a difference?	<p>AC has a comprehensive 'Performance Management Dashboard' in place which includes Active Lives key indicators. This is monitored regularly by the Board and progress is fed back to the Cumbria Health and Wellbeing Board and to partners.</p> <p>The CSP has a Marketing and Communications Plan which has been reviewed to improve the sharing of information and celebrating success. A number of communication channels were evidenced including website, social media, news releases, annual report, case studies, partner events, working group meetings, locality meetings and evaluation reports. It was noted that AC has a good working relationship with BBC Cumbria which has resulted in a number of items featuring on BBC TV and radio. This is an example of good practice and the approach should be shared with the CSP network.</p> <p>Interventions are clearly focussed on improving activity levels in the target groups and are delivered at scale, contributing towards increasing participation.</p> <p>External independent evaluation is built into a number of programmes from the start to develop knowledge of what works and what does not work and the impact of programmes on individuals and communities.</p> <p>Case studies are used in some projects and these are shared across appropriate media. There were some excellent examples of how participation in the interventions had helped change individuals lives for the better.</p>
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GPLUS - Engaging with Older People (AC)

SECTION	BAND
Plan	Very Good
Do	Very Good
Measure	Good
Review	Good
Impact	Good

GPLUS - Engaging with Older People (AC)

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	How does the organisation pro-actively use insight and engage Older People in the planning and design of its services and programmes?	<p>AC may wish to consider if it can consistently quantify the potential savings in healthcare that individual interventions will contribute. The, now discontinued, OOMPH scheme referenced QUALYS and savings over a 12 month period. If this was used consistently across all programmes it would quickly build a valuable source of evidence.</p> <p>AFI linked to above and cross referenced to the Continuous Improvement and Learning Module review section evaluation and social impact toolkits.</p> <p>AFI cross referenced to the Getting the Inactive Actice Module impact section - prioritise focus on a few key programmes.</p> <p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p> <p>AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify community champions and local deliverers.</p>	VG
Do	How does the organisation communicate its commitment, and demonstrate its ability, to provide services for older people?	<p>AC may wish to consider the consistent use of the message: "If you would like to request a copy of this document in different formats such as large print, Braille or audio...." on all its marketing and communication materials.</p> <p>The CSP could consider how it can attract and support older people to become champions and leaders for the activities provided in the priority localities. The recruitment of a well trained team of older leaders will assist with the promotion of the programmes to peer groups and help with scaling up and sustainability.</p> <p>AFI cross referenced to Getting the Inactive Actice Module impact section - prioritise focus on a few key programmes.</p> <p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p>	VG
Do	How do you ensure that staff are confident and knowledgeable in engaging with older people?		VG
Measure	What measurement tools are in place to enable the organisation to assess uptake and satisfaction levels of older people?	<p>AC may wish to consider moving at pace to develop a range of measures including baseline data and specific targets for the programmes aimed at older people and incorporate these into the 'Performance Management Dashboard'.</p> <p>AFI linked to above and cross referenced to the Continuous Improvement and Learning Module review section - evaluation and social impact toolkits.</p> <p>AFI cross referenced to plan section above - quantify the potential savings in healthcare.</p>	G
Review	How are older people fully involved in the shaping of services and the review of performance?	<p>AFIs cross referenced to the measure section above.</p> <p>AFI cross referenced to the do section above identifying older people to be champions and leaders. This will also provide a forum for greater input into the review of services provided for older people.</p> <p>AC may wish to consider the establishment of working groups, including partners, deliverers and participants, for all key interventions in order to provide for greater consistency with the review process.</p>	G
Impact	How do stakeholders clearly identify the positive impacts the programmes have on the lifestyle, health and well-being of older people?	<p>AFIs cross referenced to the measure section above.</p> <p>AFI cross referenced to the do section above identifying older people to be champions and leaders.</p> <p>AFI cross referenced to the Getting the Inactive Active Module impact section - prioritise focus on a few key programmes.</p>	G

SECTION	QUESTION	STRENGTH
Plan	How does the organisation pro-actively use insight and engage Older People in the planning and design of its services and programmes?	<p>Engaging with older adults is a priority area for the Public Health agenda in Cumbria prefaced on the rising cost of health and social care provision. Insight has been used to identify older adults as a priority focus across Cumbria. Cumbria has a super ageing population.</p> <p>Demographic insight was used to identify the localities upon which interventions should be focussed.</p> <p>Plans clearly identify older adults as a priority group, actions to support this cohort are stated in the plans. Locality plans identify key partners and providers who work with this cohort in local communities. For example Age UK, day centres and GP practices through the 'Living Well Coaches' resource.</p> <p>Logic Models are used in the planning process for interventions. For example the Walking for Health in Cumbria programme.</p> <p>Evidence, that participants and deliverers were involved in activity development, was provided. For example the 'Activate' project via pilot groups. AC has also used learning from previous programmes such as OOMPH and from organisations who work with this cohort, for example the Bowls Development Alliance, to shape interventions. There was evidence that learning had been actioned for example in the provision of adaptable kit bags to suit activities in a range of community settings including hostels and cancer care homes.</p> <p>Providing pathways to other services such as health checks was evident.</p>
Do	How does the organisation communicate its commitment, and demonstrate its ability, to provide services for older people?	<p>There are a number of programmes on offer to older adults and a number of these can be adapted to the needs of the participants and the setting that they are delivered in. Activities are inclusive.</p> <p>Marketing material is produced for programmes, which uses positive imagery of older people.</p> <p>The AC Marketing and Communications Plan sets out the range of communications channels used by the CSP. Health and wellbeing events have also been delivered in settings that attract this cohort to promote programmes and health services. A marketing toolkit has been produced for Walking for Health Leaders.</p> <p>Careful planning has gone into making activities adaptable to the different needs of groups and individuals.</p> <p>Intergenerational activities are provided.</p> <p>Wider workforce development is a key priority for AC and support is provided to upskill volunteers and provider agency teams in the delivery of programmes. Mentoring by AC staff is a feature of this support.</p> <p>AC has been successful in drawing down funding to support the delivery of programmes, for example Walking for Health and funding from ACRE to support activity in care homes.</p>
Do	How do you ensure that staff are confident and knowledgeable in engaging with older people?	<p>There is a wide ranging CPD programme (including behaviour change, safeguarding, walk leader and dementia awareness training) that has been undertaken by the AC team to better equip them in working with older people.</p>
Measure	What measurement tools are in place to enable the organisation to assess uptake and satisfaction levels of older people?	<p>Measures for the wider Walking for Health programme are in place. Attendance information for walking groups has only been collected since August 2018.</p> <p>Performance measures for the 'Activate' programme are in development.</p> <p>Feedback is sought from participants and deliverers, which is used to develop future programmes and improve delivery as required. Evidence was provided of examples where changes had been made.</p> <p>Feedback from partners involved with older peoples services was highly complimentary about AC and the role and support that they have provided.</p>
Review	How are older people fully involved in the shaping of services and the review of performance?	<p>There is a range of check and challenge processes including use of self-assessments, peer review and themed reviews being used to take actions that improve service delivery. Review involves peer reflection from both inside and outside of the organisation. Examples provided included input from Mencap.</p> <p>Internal project working groups are in place for some programmes such as Walking for Health and 'Activate' which support the review process.</p> <p>Deliverers, users and potential users have been involved in the development and changes to service delivery. Examples provided included care homes.</p> <p>Customer satisfaction is measured at programme level.</p>
Impact	How do stakeholders clearly identify the positive impacts the programmes have on the lifestyle, health and well-being of older people?	<p>Evidence, including a 12 month evaluation of the now discontinued OOMPH project, demonstrated a positive change in participants attitudes and behaviours towards an active lifestyle. The evaluation of the OOMPH scheme referenced QUALYS and savings to the healthcare system over a 12 month period, this provides a valuable source of evidence.</p> <p>AC 'Activate' programme includes signposting participants to other social and health support services.</p> <p>The 'Cumbria Workforce Development Framework' sets out the delivery principles for wider workforce development across Cumbria. This document was launched recently and will need time to implement to maximise the impact. Training to providers in a range of community settings has been provided by AC including the Walking for Health and the 'Activate' programmes. AC team members provide ongoing support and mentoring to these volunteers.</p> <p>Programmes take place in appropriate settings and activities are adapted to the participants needs and specific facilities in which they take place.</p> <p>AC has robust safeguarding procedures in place. Team members receive regular safeguarding training together with other appropriate training to develop and equip them for working with older people.</p> <p>Interventions, including Walking for Health and 'Activate' can be scaled up. Walking for Health is the priority currently.</p>

ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
QA	Team and People Development	Active Cumbria has developed its workforce plan in conjunction with partners and it may wish to consider establishing a Workforce Development Group including relevant team members, partners and Board representatives to help shape future developments.
QA	Team and People Development	<p>Team members commented that it would be useful to have an even deeper understanding of each others skill sets. This would help in identifying the most relevant team member to support or action specific work areas in localities, develop a greater sense of co-ownership, share learning and improve team engagement. The latter seemed to relate to the spread of geographical locations in which some team members worked and the time taken to travel to team meetings which was raised as an issue as was the fact that at times the information flow between the Development Team and Operations Team needed improvement. AC may wish to consider how best this can be facilitated to address the points raised by colleagues.</p> <p>Feedback indicated that team members engage with the Board champions for their work area but AC may wish to consider how they can develop the engagement between the whole Board and the team members further. A Board/team engagement day has been proposed. AC could also consider if in the future appropriate team members could present reports to the Board relative to their specific work area.</p>
QA	Team and People Development	AC may wish to consider adding the use of 'Reflective Logs' across the team to enhance its stakeholder engagement measures. This practice has been used with some success by Active Partners Trust and has helped them identify some of the more intangible elements of their stakeholder engagement processes, which has led to developing different ways of working for the CSP and partners.
QA	Team and People Development	<p>Feedback from team members indicated that AC may wish to consider how it can adopt a less defensive approach to conflict when it arises. It appeared that the initial response was to become defensive to the situation rather than use proactive negotiation to understand concerns and agree a way forward thus turning detractors into advocates. This may entail having a fallback position or a 'Best Alternative To Negotiated Agreement' (BATNA) approach.</p> <p>The Executive may wish to consider how it can consistently communicate the rationale for appropriate decisions to team members. Feedback indicated that at times this did not happen in a timely manner.</p> <p>AFI cross referenced to do section - sharing of learning and team meetings.</p> <p>AFI cross referenced to measure section above - use of 'Reflective Logs'</p>
QA	Team and People Development	<p>AC may wish to consider the use of 'Social Impact Tools' across all relevant programmes and interventions to help further evidence its impact and support the raising of its profile with a wider range of non traditional partners.</p> <p>The CSP may wish to take time to reflect on how it can most effectively utilise its resources to support the increasing number of requests for support. It is important to avoid overload and AC could consider how it can develop more capacity and the skills in the system with other agencies and partners to support work at the locality level. Active Partners Trust has adopted a successful approach with one of their local authorities in a locality. AC may wish to speak with them to learn from their experience.</p>
QA	Partnerships and Brokering	AC may wish to consider how it can develop a plan with partners to identify and support, either directly or through partners, more local community champions and deliverers to be able to scale up interventions, make them peer led and sustainable. Partners commented that there needed to be more dialogue at the locality level to be able to fully understand the different locality needs to fully engage with community groups to increase impact.
QA	Partnerships and Brokering	<p>AC may wish to consider adding a roles and responsibilities element to the Locality Plans to identify which key partners they will be working with on each of the tasks or activities. Currently this is clear in some areas but not all. A consistent approach may help communicate a greater understanding and sense of ownership by partners and the community.</p> <p>Partners also commented that more organised campaigns and events aimed at the appropriate target groups would be beneficial. A number of recommendations were noted in the Marketing and Communications Plan which highlighted similar areas for improvement and AC may wish to implement these at pace and also consider if developing a 'Branding' approach may be beneficial. Kent Sport has recently developed its branding around 'Everyday Active' and is investing significant resources into this. AC may wish to talk to them about their</p>

approach to see if it has value and relevance to Cumbria.

AC has a very good working relationship with Public Health and other colleagues at Cumbria County Council. A number of partners referenced that AC should continue to develop these relationships and identify further opportunities to raise their profile and explore further opportunities whereby the physical activity and sport agenda could add benefit to a wider agenda. AC may therefore wish to review the Stakeholder Engagement Plan to explore further opportunities both in Cumbria County Council and wider externally, particularly with non-traditional partners.

AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.

QA Partnerships and Brokering

To enhance the 'Performance Management Dashboard' further AC may wish to consider including baseline data for relevant measures included in the Strategic Outcomes to provide a greater understanding of trends and direction of travel.

QA Partnerships and Brokering

AC may wish to consider extending its use of focus groups in target communities to support the review of delivery and shape future services.

AFI cross referenced to do section above - Stakeholder Engagement Plan.

AFI cross referenced to Team and People Development Module measure section - use of 'Reflective Logs'.

AFI cross referenced to Team and People Development Module review section - dealing with challenge.

AFI cross referenced to Team and People Development Module do section - communication on a deeper understanding of skill sets.

QA Partnerships and Brokering

AFI cross referenced to do section above - moving at pace to scale up.

AFI cross referenced to Team and People Module impact section - avoiding overload.

QA Understanding Place and People

AC may wish to consider what additional tactics it can bring into play to ensure that physical activity and sport become identified priorities in the Cumbria County Council Local Area Planning/District Priorities Locality Plans. The production of a suite of 'Killer Facts' for each locality may further assist in making a compelling case.

AC has carried out some asset mapping relating to the locality areas and it may wish to consider how it can develop this further in terms of identifying potential local champions and delivery partners, including informal community groups, who can be developed to support the delivery, scaling up and sustainability of interventions.

Linked to the above the team referenced an exciting concept to visualise the mapping to help identify opportunities and barriers for communities to participate. Visualising the mapping could help bring this to life and help provide a greater understanding and AC may wish to develop this concept at pace to explore its potential and value across the CSP network.

AFI cross referenced to the Partnerships and Brokering Module do section - roles and responsibilities in locality plans.

QA Understanding Place and People

AC may wish to consider developing its portfolio of case studies to expand its qualitative insight and further demonstrate the impact of its work in real life terms.

AFIs cross referenced to plan section above - asset mapping and visualising.

QA Understanding Place and People

Partners value the insight service that AC provides and obviously make use of it in strategy and programme development. Monitoring partners use of the insight is currently ad hoc and AC may wish to consider how it can consistently monitor partners use of insight in order that it can further demonstrate the value of this service.

AC may wish to consider the use of appropriate Social Impact Toolkits for projects where external evaluation is not currently carried out. Kent Sport has made good use of the HACT Toolkit in work they have done with a housing association, as a result of this the project has been upscaled with additional resource provided.

QA Understanding Place and People

AFI cross referenced to Team and People Development Module do section - team meetings sharing learning and development.

AFI cross referenced to Team and People Development Module measure section - use of 'Reflective Logs' to capture learning.

AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.

		A partner commented that AC may wish to consider how it can improve the communication of information between organisations and the localities that they are working in.
QA	Understanding Place and People	AFI cross referenced to Team and People Development Module impact section - identifying capacity to support/deliver in order to avoid overload.
QA	Continuous Improvement and Learning	To enhance the 'Performance Management Dashboard' further AC may wish to consider including baseline data for relevant measures included in the Strategic Outcomes to provide a greater understanding of trends and direction of travel.
QA	Continuous Improvement and Learning	AC may wish to consider the use of appropriate evaluation or social impact toolkits across all relevant work areas. AC currently records its areas for improvement in a number of documents and may wish to consider collating the priority areas in one document to improve efficiency and make monitoring of progress against the plan easier. AFI cross referenced to the Team and People Module do section - team meetings sharing of learning.
QA	Continuous Improvement and Learning	There are a number of pilot schemes that have been implemented in locality areas. AC may wish to consider how it can most effectively move at pace, with partners, local community champions and deliverers, to turn testing and learning from these programmes into traction, scale and sustainability across the appropriate areas. Some additional funding has been sourced but partners commented that greater consistency and availability across all localities would be welcomed.
QA	Collaborative Leadership	Active Cumbria may wish to consider extending the Board champion roles, which are working well in a number of areas, to encompass all aspects of the CSPs work.
QA	Collaborative Leadership	AC may wish to consider extending the use of project groups across all key interventions. There are some good examples of where such groups have added value and the learning from these could be used across a wider range of services. AFI cross referenced to Team and People Module impact section - avoiding overload. AFI cross referenced to Team and People Development Module review section - dealing with challenge.
QA	Collaborative Leadership	AFI cross referenced to the Understanding Place and People Module do section - use of case studies.
QA	Collaborative Leadership	AC may wish to consider how it can maximise the opportunities presented by the new digital platform for social prescribing and how this might be used to scale up activity. One of the Board's ambitions is to source higher levels of income from private sector partners through their corporate social responsibility programmes. There has been some success through sponsorship of the 100 mile challenge which has enabled this programme to be scaled up. AC may wish to consider developing a compelling offer using its insight and evidence from evaluation to make the case to private sector partners to support work in the priority locality areas to enable it to move at pace and scale.
QA	Collaborative Leadership	Currently the locality plans do not include any reference to multi-agency risk assessments. AC may therefore wish to consider including these to be able to fully understand the wider risks and their role in mitigating for these. AFI cross referenced to the review section above - CSR funding opportunities. AFI cross referenced to measure section above - use of case studies.
QA	Contribution to Health & Wellbeing (AC)	AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify and support community champions and local deliverers.
QA	Contribution to Health & Wellbeing (AC)	AFI cross referenced to the Understanding Place and People Module do section - use of case studies. AFI cross referenced to Understanding Place and People Module review section - communication of information between organisations and the localities that they are working in.
QA	Contribution to Health & Wellbeing (AC)	AC may wish to consider using its learning to identify new groups, including informal community groups, in the priority localities with whom it can share good practice and support them in becoming local delivery agents.
QA	Contribution to Health & Wellbeing (AC)	AFI cross referenced to Continuous Improvement and Learning Module - 'Performance Management Dashboard'. AFI cross referenced to the Understanding Place and People Module do section - use of case studies.

		AFI cross referenced to the Understanding Place and People Module measure section - use of social impact toolkits.
QA	Contribution to Health & Wellbeing (AC)	AC may wish to consider if it can quantify the potential savings in healthcare that individual interventions will contribute. The OOMPH scheme referenced QUALYS, if this was used consistently across all programmes it would quickly build a valuable source of evidence. AFI cross referenced to the Understanding Place and People Module review section - sharing of information in localities.
QA	Contribution to Health & Wellbeing (AC)	AC may wish to consider how it can strengthen its engagement with NHS Integrated Services and use its influence further with social prescribing and Primary Care. AFI cross referenced to the Understanding Place and People Module measure section AC - use of appropriate Social Impact Toolkits AFI cross referenced to Team and People Development Module impact section - identifying capacity to support/deliver in order to avoid overload. AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.
QA	Getting the Inactive Active	AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify community champions and local deliverers.
QA	Getting the Inactive Active	AFIs cross referenced to Understanding Place and People Module plan section - asset mapping and visualising. AFI cross referenced to the Understanding Place and People Module measure section AC - use of appropriate social impact toolkits.
QA	Getting the Inactive Active	AC may wish to consider use of the National Obesity Framework for relevant projects. AFI cross referenced to the Continuous Improvement and Learning Module measure section - developing 'Performance Management Dashboard' baselines. AFI cross referenced to the Understanding Place and People Module measure section AC - use of appropriate Social Impact Toolkits. AFI cross referenced to the Understanding Place and People Module do section - use of case studies.
QA	Getting the Inactive Active	AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify and support community champions and local deliverers. AFI cross referenced to the Team and People Module impact section - take time to reflect and avoid overload.
QA	Getting the Inactive Active	AC may wish to prioritise their focus on a few key programmes to enable the most effective use of resources in order to gain maximum impact in the targeted localities. AC may wish to consider how it can further cultivate its working relationship with BBC to maximise the opportunities presented to promote the vision and healthy lifestyles and celebrate AC, partners and individuals successes. Sport England Active Lives data, although useful in providing a county-wide analysis, has limitations in terms of allowing interrogation down to a local priority level. The CSP may wish to consider moving quickly to open up discussions with Sport England to explore the value and validity of utilising the small area estimates to help AC be able to further demonstrate the impact of its work at locality level. AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability. AFI cross referenced to the Understanding Place and People Module do section - use of case studies.
QA	Engaging with Older People (AC)	AC may wish to consider if it can consistently quantify the potential savings in healthcare that individual interventions will contribute. The, now discontinued, OOMPH scheme referenced QUALYS and savings over a 12 month period. If this was used consistently across all programmes it would quickly build a valuable source of evidence. AFI linked to above and cross referenced to the Continuous Improvement and Learning Module review section evaluation and social impact toolkits. AFI cross referenced to the Getting the Inactive Active Module impact section - prioritise focus on a few key programmes.

		<p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p> <p>AFI cross referenced to Partnerships and Brokering Module plan section - working with partners to develop a plan to identify community champions and local deliverers.</p>
QA	Engaging with Older People (AC)	<p>AC may wish to consider the consistent use of the message: "If you would like to request a copy of this document in different formats such as large print, Braille or audio...." on all its marketing and communication materials.</p> <p>The CSP could consider how it can attract and support older people to become champions and leaders for the activities provided in the priority localities. The recruitment of a well trained team of older leaders will assist with the promotion of the programmes to peer groups and help with scaling up and sustainability.</p> <p>AFI cross referenced to Getting the Inactive Active Module impact section - prioritise focus on a few key programmes.</p> <p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p>
QA	Engaging with Older People (AC)	<p>AC may wish to consider moving at pace to develop a range of measures including baseline data and specific targets for the programmes aimed at older people and incorporate these into the 'Performance Management Dashboard'.</p> <p>AFI linked to above and cross referenced to the Continuous Improvement and Learning Module review section - evaluation and social impact toolkits.</p> <p>AFI cross referenced to plan section above - quantify the potential savings in healthcare.</p>
QA	Engaging with Older People (AC)	<p>AFIs cross referenced to the measure section above.</p> <p>AFI cross referenced to the do section above identifying older people to be champions and leaders. This will also provide a forum for greater input into the review of services provided for older people.</p> <p>AC may wish to consider the establishment of working groups, including partners, deliverers and participants, for all key interventions in order to provide for greater consistency with the review process.</p>
QA	Engaging with Older People (AC)	<p>AFIs cross referenced to the measure section above.</p> <p>AFI cross referenced to the do section above identifying older people to be champions and leaders.</p> <p>AFI cross referenced to the Getting the Inactive Active Module impact section - prioritise focus on a few key programmes.</p> <p>AFI cross referenced to the Continuous Improvement and Learning Module impact section - turning test and learn to scale and sustainability.</p>