



***ISPAL HEALTH & PHYSICAL ACTIVITY  
RECOGNITION PROGRAMME***

***Assessment Record***

Assessment Reference No: 5017

Assessors: Lee Ross

Assessment Date: 26/27<sup>th</sup> August 2009

Name of Organisation: Moray Council

Address: Moray Council Headquarters  
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Manager/Contact: Kim Paterson, Sports Development Officer

Scope of assessment: Sports Development Unit

**KEY STATEMENT ONE:**

*The Organisation develops active partnerships with a range of other agencies/organisations to promote healthy living through physical activity and healthy lifestyles.*

No	Question	Shade the appropriate box				
1.1	We actively promote innovative and imaginative partnership working.	A	B	C	D	E
1.2	We work in partnership with different agencies/organisations, including local health professionals, the private sector, the voluntary sector and public sector agencies.	A	B	C	D	E
1.3	We are committed to tackling health inequalities in its community.	A	B	C	D	E
1.4	We monitor opportunities for partnership working including seeking appropriate grants.	A	B	C	D	E

**Key Strengths:**

- There are many examples of innovative and imaginative partnership working. Asda in the private sector, Sport Moray in the Voluntary Sector and the NHS in the public sector to name just a few. These partnerships are widely promoted to raise awareness. Partnerships are sought as a vehicle to increase capacity of providers in Moray. Good use is made of local media to promote initiatives and partnership working.
- Strong strategic partnership working is in place and led by the physical activity strategy document and Community Planning Partnership (CPP). There appears to be a culture of partnership working and shared objectives. A broad range of partnerships was demonstrated. The partnerships are a vital part of the sports development unit (SDU). There is evidence of a good understanding of shared outcomes and objectives amongst partners. Involvement in partnership working covers all user groups and the PASH identifies 4 key themes which the SDU is part of. There is a strong link, particularly at point of delivery between the SDU and Active Schools and the areas appear to work closely together with the same shared outcome expressed.
- A strong working partnership which the NHS was demonstrated in order to tackle health inequalities. The demographic make up of Moray is rural which can create inequalities itself. Activities run by the SDU take place within local communities removing many transport and accessibility barriers. There is also recognition that pricing must be considered to attract those with less disposable money.
- The opportunities for partnership working appear to be an ongoing process. The SDU is a key partner within the local CPP, and being represented on Sport Moray and tennis and badminton Moray forums they are in a position to hear the views of the local clubs and groups. Passing grant aid funding to Sport Moray allows clubs themselves to decide how money can be best allocated. Support is given via staff and resources to local clubs and organisations seeking funding.
- There is a very positive partnership with the local college where students get the opportunity to carry out work placements with SDU and Active Schools. Any stand out students get the opportunity to take up part time work going forward. This is a good example of partnership working where everyone benefits.
- The partnership with Sport Moray appears very close and productive and is clearly to designed to support increasing local capacity to provide sport opportunities.

**Areas For Improvement:**

- Develop private sector partnerships such as that with Asda. Such partnerships offer the opportunity to reach a broader audience.
- There exists an opportunity to develop partnerships with groups who can target harder to reach groups, and reduce health inequalities to ensure that resources are allocated as specifically as possible.
- The self realised area for improvement – “to ensure issues and challenges.....are communicated to strategic level” – could be realised by harnessing a Councillor to formally promote physical activity and sport at every opportunity ie becoming a physical activity champion, and help in raising the profile of the work the unit does politically.
- In order to promote more adult based activities SDU could investigate whether they could become more involved in the exercise referral programme.
- More detail could be provided on the web site as to exactly how the unit works with partners to achieve it’s vision and goals. It could also include information as to why people should be active. A link to Take Life On could be included: <http://www.takelifeon.co.uk/>

**KEY STATEMENT TWO:**

*Organisational policy and strategy reflect a commitment to the promotion of healthy living by underpinning local health priorities and targets.*

No	Question	Shade the appropriate box				
		A	B	C	D	E
2.1	We are fully aware of the national health agenda and relevant legislation. It is communicated appropriately throughout the organisation.	A	B	C	D	E
2.2	The service is backed up by a comprehensive and sustainable business plan that supports the delivery of the organisational health objectives.	A	B	C	D	E
2.3	We are contributing towards the achievement of the local health improvement agenda.	A	B	C	D	E
2.4	We take a responsible attitude towards environmental issues.	A	B	C	D	E

**Key Strengths:**

- The SDU is an intergral part of the CPP. As part of this they have, for a number of years been involved in production of the physical activity, JHIP and now the Single Outcome Agreement. These direct local policies and action plans.
- The SDU takes an almost Community Development model approach to developing and delivering its service. Key to this are the areas of partnership working and capacity building which it does particularly well. Given the increased pressure on resources over the next few years this approach will become even more important, in particular giving clubs and communities the tools to develop their own actions ie BALL projects will encourage sustainability.
- Community participation has its own action plan aimed at delivering the goals of PASH. SDU has a role in this and the three other working groups which make up the strategy group. There is service improvement plan for Education (where SDU sits in the LA) which will include targets of the SDU. The new and developing Healthy Eating Active Living (HEAL) group will produce objectives derived from the national policy document of the same name, for the Moray area, and correctly created even strong links between physical activity and healthy eating.
- SDU play an important role in contributing to the local health improvement agenda. This was underlined by comments from the NHS Grampian Health Lead during the interview process, who stated the SDU were a vital partner in the CPP, to realise their health improvement goals. The SDU has a particularly important role to play in encouraging today's children to follow a healthy lifestyle but was also found to be a key partner in adult health improvement as well.
- In relation to environmental issues, the SDU is driven by Council policy where applicable. They have ongoing partnerships with groups such as the Forestry Commission; Paths to Health etc to develop initiatives which utilise the natural environment.
- Involvement in Child Healthy Weight Intervention is key to targeting childhood and future adult obesity.

**Areas For Improvement:**

- Greater use could be made of the "Potential of Sport" document issued by Sport Scotland to demonstrate the contribution of sport to realising the Scottish Governments strategic objectives and national outcomes. This could help to raise the profile of sport and physical activity locally and underline the broad role it has to play. Greater linkage to national outcomes may assist in protecting funding for the unit.
- The SDU could develop more obvious linkage to Lets Make Scotland More Active. This may only require being references as many of the activities delivered follow the recommendations made by LMSMA.

- Clarify where all the existing policies sit in relation to sport and physical activity provision within the local authority and the CPP. At the moment there appears to be quite a few policies but it is not immediately clear where they all sit.
- Make staff at the delivery end clear as to what the overall purpose of their activity is and where it fits into the broader strategy.
- Create a framework/pathways for children and families going through Child Health Weight programme to maintain the lifestyle they have developed through access to activities and areas they can be active, particularly as a family.
- The SDU could consider how it can develop a legacy plan in relation to the Glasgow Commonwealth Games 2014. Links to a recently published document are here:
- <http://www.scotland.gov.uk/Topics/ArtsCultureSport/Sport/MajorEvents/Glasgow-2014/Commonwealth-games/about>.

**KEY STATEMENT THREE:***Operational activities are delivered in a professional and responsible manner.*

No	Question	Shade the appropriate box				
		A	B	C	D	E
3.1	We take a responsible approach to the provision of food and beverages offering consumer choices for healthier options.	A	B	C	D	E
3.2	We have effective Health and Safety management systems and procedures that are evaluated and reviewed periodically.	A	B	C	D	E
3.3	We are fully committed to ensuring equitable access to the services.	A	B	C	D	E
3.4	We are effectively monitoring the success of the programmes being delivered and responding accordingly.	A	B	C	D	E

**Key Strengths:**

- There was isolated evidence ie rugby coaching (SRU) where eating and physical activity are linked and done so in partnership with the Food Standards Agency. Street Football has had water supplied for participants from a local drinks company. Evidence was also presented of activities such as Jog Scotland where participants are offered fruit and water, and information is regularly given on healthy eating. The new HEAL theme group should ensure this approach becomes prevalent through more aspects of delivery.
- Adequate health and safety procedures are in place and the training of these procedures appears to be understood and ongoing amongst delivery staff and volunteers. The Sports Development Officer is involved in assisting local sports clubs through Club Cap accreditation which encourages clubs to take a comprehensive look at how they manage health and safety, in addition to other areas. This is a good example of building capacity and improving quality within community sports clubs.
- A comprehensive Activity Leaders Handbook is issued to all activity leaders (including unpaid) for the SDU and Active Schools. This is a comprehensive document covering operating procedures to deliver safe and effective activities to school aged children.
- Activities are delivered throughout the community, reflecting the areas rural nature. Charges note the potential for price to be a barrier and reflect this. Disabled users views are heard through forums. A disabled users sport and leisure sub group is currently being set up to develop this further. SDU organises events such as the annual Moray Great Bike Race for Grampian Society for the Blind. Integrating disabled users into mainstream activities is good practice. Programmes have developed to reflect the needs of hard to reach groups such as females with dance, trampolining and circuits used as examples.
- Outputs of all activities are monitored closely. Break even costs/numbers are known for activities to be sustainable and action taken where numbers are not meeting these targets. The impact of street football on local communities in terms of anti social activities are recorded via call out information from local police, and given local prominence.
- Action plans are in place which follow the SMART format and link to strategic objectives.
- The development of issuing pedometers to the BALL participants is a great idea and one which offers a good opportunity to measure effectiveness of activities on the individual ie outcome measurement

**Areas For Improvement:**

- Develop the healthy eating message eg promoting the message in advertising materials, pre course materials to participants and parents.
- A great fun demonstration tool to link physical activity and healthy eating can be seen at the following link; <http://bikeblender.com/>
- Continue to develop partnerships to further increase equitable access to services
- Attempt to gain some soft outcomes from activities through feedback other than just outputs and develop these as part of the monitoring and evaluation framework. In particular this could be done through BALL.
- The SDU could consider taking a lead in evaluating whether sport and leisure facilities maintain the healthy living message or hinder it by offering sugary snacks etc.

#### KEY STATEMENT FOUR:

*The activity programme reflects a diverse range of physical activity options, which are widely available to the community.*

No	Question	Shade the appropriate box				
		A	B	C	D	E
4.1	We offer a diverse activity programme designed to improve health and wellbeing.	A	B	C	D	E
4.2	Fees and charges encourage participation by all sections of the community in a sustainable way.	A	B	C	D	E
4.3	In order to address health inequalities, mechanisms exist to reduce pricing barriers where appropriate.	A	B	C	D	E
4.4	We actively promote the health improvement benefits of the activities that are being delivered.	A	B	C	D	E

#### Key Strengths:

- The organisation directly offers activities for young to old, for those starting an activity or for the more seasoned exerciser. It offers sport related activities and more general activities such as walking. Where the SDU does not directly offer activities it is a supporter/partner to organisations ie Jog Scotland and Active Schools. Be Active Life Long (BALL) is a great example of not only offering physical activity but social development to aid broader well being.
- As mentioned previously the pricing is a barrier to participation for many which is reflected in charges. There are also incentives for families where more than one child per family may be taking part. This is important as it recognises the pressure on families which activities can bring with the desire of the children to take part. Sustainability is an issue and pricing recognises the need for the activity to cover costs whilst remaining affordable.
- The SDU appears responsive to feedback via forums, from partners, councillors etc and has a very open policy to suggestions. This appears to be reflected in the diversity of activities on offer. There is a realisation, given resources it can only offer so much which requires the partnership working approach they follow.
- Get Moray Moving weekend where a range of activities are offered in numerous locations free of charge, with a range of partners, is a good example of raising awareness of opportunities available throughout Moray.
- A good example of linking physical activity and broader health benefits is use of the mobile information bus which has attended street sports/football sessions, and offers information on many areas which could improve broader well being.
- The Sports Development brochure is of good quality and given it is distributed through schools and other public facilities it's reach should be quite extensive.

#### Areas For Improvement:

- Attempt to record how many inactive people take part in mass participation events such as Get Moray Moving as use these as indicators for future events.
- Attempt to get more information from non users and use this information for programming decisions.
- The BALL initiative with the MCHSCP is a great intervention which may be the way forward, as it has a broader remit than just physical activity. The SDU could closely monitor this and use it's success to seek funding for similar interventions targeting different populations in the future. Is there any reason a similar programme couldn't be targeted at women of all ages or female teenagers?
- Consider whether pricing could be targeted even more specifically at poorer families, and where those who can pay a suitable amount and those who can't are offered bigger discounts.
- There was no evidence that there is a link in pricing between the SDU and facilities. Do

facilities recognise that price can be a barrier and do they encourage a pathway from sports development activities to facility activities?

- Utilise information from BHF and Take Life On to promote broader health benefits of activities.
- Continue to develop partnerships with groups who use the natural environment to support more Active Living.
- Greater attempts to measure the success and reach of Sports Development brochure ie via vouchers returned to win a prize or for free family swim sessions etc. In particular something which indicated how many adults read the brochure would be useful information.
- Given the diversity of activities which the SDU is involved in, particularly the increasing number of non sports related activity it may be worthwhile considering a change of name for the unit to reflect this.

**KEY STATEMENT FIVE:**

*The Organisation facilitates staff in maintaining a healthy lifestyle and develops them to increase their capacity to delivery effective interventions.*

No	Question	Shade the appropriate box				
		A	B	C	D	E
5.1	We offer health promoting incentives to its staff.	A	B	C	D	E
5.2	We use suitably trained and experienced staff and provide opportunities for continuous professional development.	A	B	C	D	E
5.3	We involve our staff in planning and developing the service at appropriate levels.	A	B	C	D	E
5.4	We have a process for identifying skills gaps and providing training in areas to address identified gaps.	A	B	C	D	E

**Key Strengths:**

- The Council offers discounts to leisure centres; access to bike to work scheme and a range of welfare support services for broader well being. These are promoted in sites and through the Council Connect newspaper and intranet.
- The staff and coaches are well qualified for their roles. Appropriate governing body qualifications are required. Opportunities for continuous professional development were evidenced and through interview. There is a broad range of coaching skills available within the SDU. Training courses are offered free of charge to team members as part of their CPD.
- Although staff numbers are limited the structure appeared to be conducive to staff members offering feedback and suggestions which were openly welcomed and taken on board.
- The organisation has a Employee Review and Development Process system in place. This is a 30 minute individual interview done each 6 months. In service days cover training needs as identified. These are also attended by Active Schools. Team members are expected to attend the required number of training events.

**Areas For Improvement:**

- The council could make an attempt to measure success of schemes such as take up of multi use discount card to leisure centres.
- The council could attempt to discover how many of its own employees achieve the 30 minutes activity target and put a programme of activities together to improve this figure and contribute to the local and national target. On the back of this a plan to increase physical activity levels of its own staff could be considered.
- The ERDP could attempt to link personal goals and responsibilities to strategic goals, and give a broader vision of how each team member contributes to, for example the goals of PASH.
- Utilise the in service days give team members an opportunity to contribute to the planning and developing of the service.
- Work towards gaining Healthy Working Lives. (for Council)

## KEY STATEMENT SIX:

*There is a Quality Assurance framework in place that ensures the service is measured to meet the objectives of the overall strategy and there is a planned approach to continuous improvement.*

No	Question	Shade the appropriate box				
6.1	We have a Quality Assurance system that ensures the service has an established set of procedures and systems of work that are regularly measured for compliance.	A	B	C	D	E
6.2	A monitoring and evaluation framework that measures the outputs and outcomes of the service.	A	B	C	D	E
6.3	Outputs and outcomes are clearly aligned to the local community health improvement objectives.	A	B	C	D	E

### Key Strengths:

- The SDU is part of the CPP, which has a framework in place for performance measurement.
- The SDU was involved in developing the original physical activity strategy and continues to play an important part in PASH and now HEAL. This allows them to play a significant role in contributing to the broader health priorities locally.
- Action plans are in place which state specific actions and who is responsible. These are monitored by the appropriate theme groups.
- Programmes are measured against indicators.
- Programmes are monitored and undergo scrutiny by Councillors. The activity analysis and service standards are reported quarterly to the audit and performance review committee of the Council.
- Action plans relating to PASH are monitored by relevant sub groups of the CPP.
- Performance measures are included in reports to partners.
- The promotion of Club Cap amongst local clubs will increase the likelihood of improved quality provision locally.
- In general there appears to be a culture of monitoring and evaluation in place and the need to evidence success.

### Areas For Improvement:

- There is scope for the CPP to attempt to show how Moray contributes to Lets Make Scotland More Active goals of 50% of adults being active for 30 minutes at least 5 days a week and 80 % of children for at least 60 minutes by 2022. At present there doesn't seem to be a baseline figure which Moray can measure themselves against this target. Although the results from last years Scottish Health Survey will come out later this year these will relate to Grampian. Consideration should be given to trying to get a baseline for Moray which will then give a target for all activities and partners in Moray to feed into and which has a direct line into a national strategy goal.
- NHS Health Scotland have developed a framework to support physical activity in relation to SOA planning. This is available at the following link:
- <http://www.healthscotland.com/topics/settings/local-government/SOA-tools.aspx>
- If the above baseline is achieved PA participation rates locally can be used as an indicator for improved health in the Moray SOA.
- Attempts could be made to measure impacts of interventions on peoples lives ie through new media such as dvd testimonials. The BALL project would be a good vehicle for this.
- Develop a set of indicators which explicitly show how the SDU will contribute to the strategic goals and objectives of the department, Council and CPP.

## Follow-up Action for Assessor/QLM/Organisation

Please note any follow-up action that is required either by the Assessor or QLM.

Action Required	By when
By Assessor/QLM: None	
By Organisation: None	

**Assessor's Recommendation: CERTIFICATION Yes**  
*(delete as appropriate)*

I agree with the content of this report and accept the Assessor's recommendations. I am aware that a charge is normally incurred if an additional visit is required.

Signature of Manager:  .....

Signature of Assessor:  .....

Date: 8/9/08 .....

**Contact Wayne Wiggins on 01451 861084 should further clarification be required.**

