

*Inspiring People to Live Well
& Feel Great*

Active Tameside Company Strategy

Active **C**hampion **T**ogether **I**ntegrity **V**alue **E**nthusiasm

Introduction

I am delighted and privileged to lead a Charity that delivers great outcomes for our communities, and that is underpinned by a socially inclusive ethos and commitment to address inequalities. Active Tameside is a great business employing fantastic people with a track record of providing high quality, leading-edge, value for money leisure, sport, physical activity and wellbeing services for people of any age or ability in Tameside.

Physical inactivity is recognised as the fourth greatest cause of ill health globally and, tragically, evidence suggests the tide of inactivity is worsening. Consequently, our society is facing the major challenge of increased avoidable health conditions associated with inactivity, and urgent, radical, and new solutions are required to meet this challenge. Evidence also suggests that the provision of high quality leisure facilities play a significant role in encouraging and sustaining the take-up of physical activity and, perhaps surprisingly, more so than green spaces. Our Strategy involves adopting innovative people and community-centred approaches to build new relationships that will empower more people and communities to take charge of their own health to live well and feel great.

Councils across the country are under great financial pressure to maintain their leisure facilities and associated services. Implicit to this Strategy and its action plan is the development of an even better, exciting and secure business that does not depend on public funding, and a business that is benchmarked to evidence performance excellence. To achieve this, we will continue to invest in exciting, new services so that we can generate financial surplus to reinvest into our charitable objectives. This will allow us to improve the quality and range of our services, become self-sustaining and extend our reach and impact to conquer inactivity and improve wider social and economic outcomes in our communities.

It gives me great pleasure to endorse this Strategy as Active Tameside's manifesto to conquer the challenge of inactivity, and to deliver a sustainable improvement to the healthy life expectancy of Tameside's people.

Mark Tweedie Chief Executive – Active Tameside

Foreword

I became Chair of Active Tameside in 2010, and I am delighted to have seen the Board of Directors, leadership team and wider workforce go from strength to strength during this time. Together, we have overcome huge financial and service development challenges, which is why I am confident that we have the best team in place to deliver this exciting new Strategy.

Tameside Council continues to successfully deal with the consequences of reductions in Government spending, coupled with rising costs due to increasing demands on health and social care services; a large proportion of which are due to society becoming increasingly more inactive.

Tameside commissioners, providers and stakeholders are working closely together to co-design, innovate and invest in services to successfully respond to these challenges. This response includes radical new approaches to upgrade and sustain early intervention and preventative services that are necessary to conquer the tide of inactivity and deliver sustainable improvement to healthy life expectancy.

Physical activity and sports participation is also closely linked to better economy, employment levels, community safety and educational outcomes for our communities. This is why Tameside Council is investing over £20million (period 2016-18) to improve its leisure facility estate to support Active Tameside in delivering this Strategy.

I am proud to state that this investment and innovative approach will ensure we can continue to provide leading-edge leisure, sport, physical activity and wellbeing services for this generation of Tameside people, and the next.

John Taylor Chair Active Tameside Board of Directors

Background

- Active Tameside is a registered charity which means our fundamental purpose is to deliver public benefit, and in keeping with this, all our surplus revenue is reinvested into our services.
- Active Tameside is the operating name of Tameside Sports Trust established in 1999 with a Board of 11 voluntary Directors; each Director provides unique expertise and experience to help run our business.
- Active Tameside delivers a wide range of leisure-facility and community-based services that generate participation in physical activity and sport to improve health and wellbeing, predominantly in the Tameside area but also with our partners across Greater Manchester.
- Active Tameside employs 300 people and has a turnover which has grown to £9 million (2016-17). Income is generated from an annual management fee from Tameside Council, specific commissioned work, grants plus income from schools and paying customers.

Factors Driving our Strategy

1. Address the barriers to physical activity, health and wellbeing.
2. Stimulate population level demand to be physically active.
3. Create services that meet people's health and wellbeing goals.
4. Develop new relationships with our communities and stakeholders.
5. Deliver high levels of social return on investment.
6. Generate surplus revenue to reinvest in great services.
7. Exceed our clients', customers' and partners' expectations.
8. Ensure a sustainable business against public sector spending reductions.

What we do and where we want to get to

OUR MISSION

‘To source and use resources and evidence to design, develop and provide high quality, leading-edge, value for money leisure, sport, physical activity and wellbeing services that empower people of any age or ability to be physically active, live well and feel great’

OUR VISION

‘The “go-to” organisation to conquer inactivity and improve healthy life expectancy’

Strategy Overview



Our Goals

1. To undertake a lead role working with our partners and stakeholders to:

- I. Achieve a sustainable population scale reduction in physical inactivity and*
- II. deliver a sustainable improvement to healthy life expectancy.*

2. To undertake a key role working with our partners and stakeholders to:

- I. Address health inequalities and create a system that focusses on improving health and wellbeing and*
- II. improve social and economic outcomes in our communities.*

3. To design and deliver the appropriate scope of innovative leading-edge services.

- 4. To develop and maintain the best partnerships.**
- 5. To develop, attract and retain the best people.**
- 6. To achieve the highest levels of service excellence.**
- 7. To grow financial returns to invest more in our communities.**

Best Services

That are evidence-based, sustainable and have an asset-based development focus that recognise and build upon existing local community resources, and that use behavioural insight methodology to ensure barriers are removed to allow people to ***start, stay and succeed*** in an active healthy lifestyle.

Best Services – Easy to make a start...

We will empower **people** to **start** an active and healthy lifestyle by:

- Raising **'awareness'** of the opportunities to take part in physical activity and by simplifying the messages around the benefits to health and wellbeing.
- Providing easy access to **'try out'** physical activity in an appropriate and welcoming environment.
- Providing **'convenience'** to access physical activity opportunities at a suitable location and time.

Best Services – Easy to form a habit...

We will empower **people** to **maintain** an active and healthy lifestyle by:

- Providing **‘positive experiences with rewards’** to increase the likelihood of continued participation.
- Providing a wide **‘choice and variety’** of opportunities to maintain interest and to encourage progress.
- Providing opportunities to make friends and become part of a social network to develop a sense of **‘belonging and commitment to others’**.

Best Services – Routes to achieve and succeed...

We will empower **people** to **achieve** results by:

- Providing access to specific, and when relevant, specialist **‘support, guidance and coaching’**.
- Providing services that allow individuals to reach their **‘personal best’** by achieving suitable and meaningful **‘goals’**.
- Encouraging experience in appropriate personal **‘challenges’** and **‘competitive’** opportunities.

For Everyone

Services with the appropriate scope that support and empower people to meet their desired state of health and wellbeing for a lifetime, that eliminate the boundaries of inequality and meet the needs of all people across the *start well, develop well, live well and age well* components of the life course.

In the Best Places

Services that are underpinned by strong new relationships with our communities and partners, that adopt place-based community-centred approaches emanating out of high quality wellness, leisure and sports facilities.

Delivered by the Best People

Who are highly motivated, dynamic and responsive to new opportunities, and work within a strong *values-based culture* underpinned by access to the highest quality learning and development opportunities.

With a Great Brand

That is locally credible, recognisable as a leading-edge social enterprise, that delivers the highest standards of customer service excellence, evidenced by accredited industry quality standards.

Our Values Based Organisational Culture

Active

We encourage everyone to be healthy and active. Whatever your current health and wellness situation, we are here to support you to improve your lifestyle and live well for longer.

Champion

We work and adapt so that we can be the best. We will always support you to achieve your maximum potential and achieve your dream.

Together

We are there for people that need our help. If you are struggling, and need advice along your life-changing journey, we are here to help!

Integrity

We are genuine and honest with people. We will never mislead you and always give you the best advice possible to support your health improvement pathway.

Value

We respect people's opinions and differences. We will always listen to your thoughts and feelings to help support you on your life-changing journey.

Enthusiasm

We enjoy what we do and act positively; our enthusiasm influences others.

Putting our Strategy into Action with our Corporate Growth Plan

Our Corporate Growth Plan contains three business development strands each with specific objectives and measures to ensure we effectively deliver our goals and successfully monitor, evaluate and continually improve.

- 1. Services and Business Development**
- 2. Operations and Asset Development**
- 3. Resource and Business Management**



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