



Place Based Leisure Transformation: 'Pivot'

The Pivot to Active Wellbeing Programme would like to thank Bury Council for permission to adapt and reproduce this model

Introductions

Greater Manchester Moving:

Richard Davis-Boreham:
Strategic Director

Life Leisure:

John Oxley:
Chief Executive Officer

Be Well:

Chris Essex Crosby
Wellbeing Development & Operations Manager



Ice Breaker

5 minutes, talking to the person next to you, discuss the question below:

- What do you think of when people talk about leisure, leisure services and leisure centres?



Questions to consider

- What resonates in what you hear?
- What challenge would you make about what you have heard?
- What haven't you heard that you thought you might?
- What questions does this raise about your role and/or the role of your organisation in the future of public leisure?

What 'Pivot' is NOT

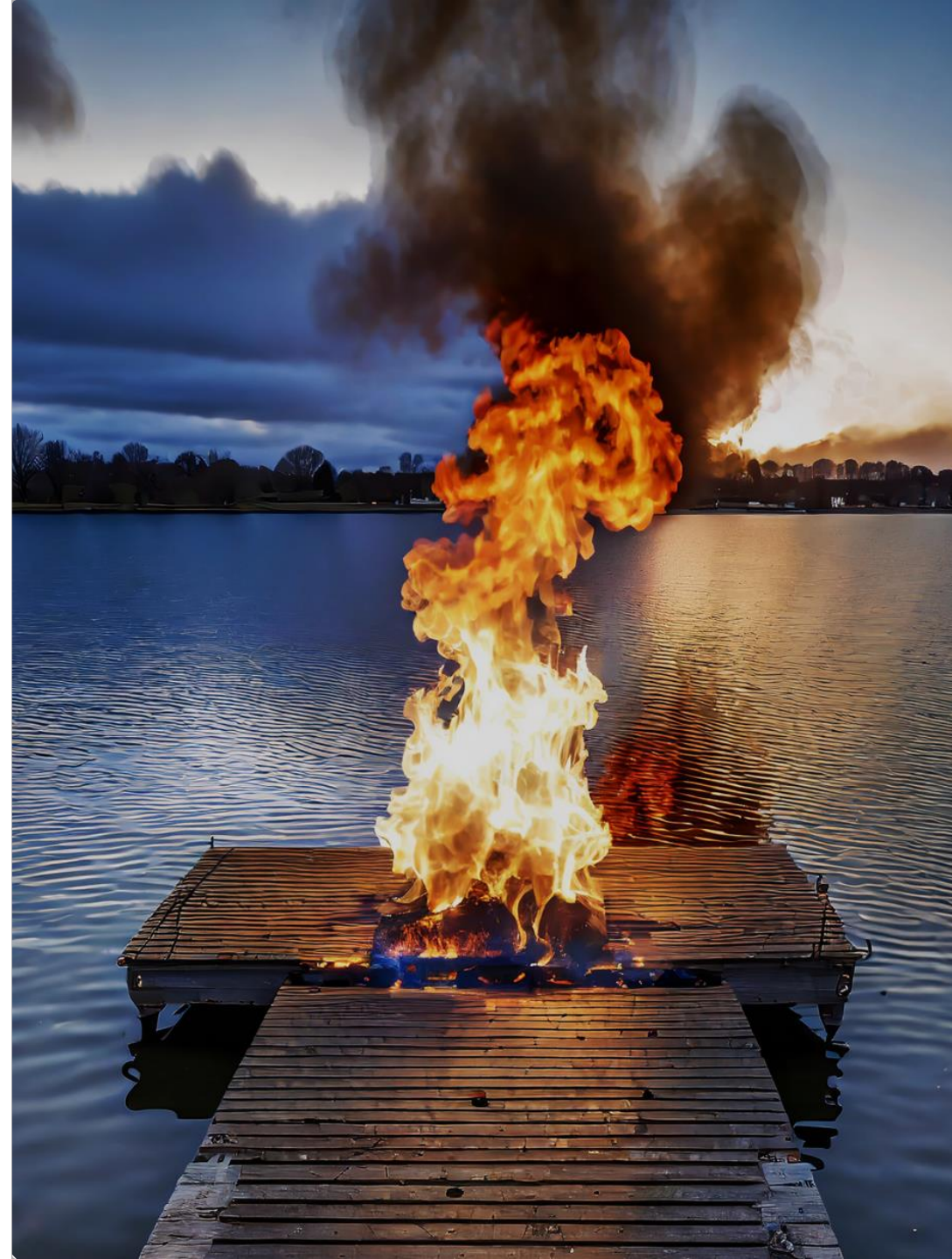
A rationale for closing facilities or reducing investment into Leisure Services

Pivot to Active Wellbeing

In Summer 2020, Local Authority Chief Executives come together in a conversation about the future of public sector leisure.

Two key aims :

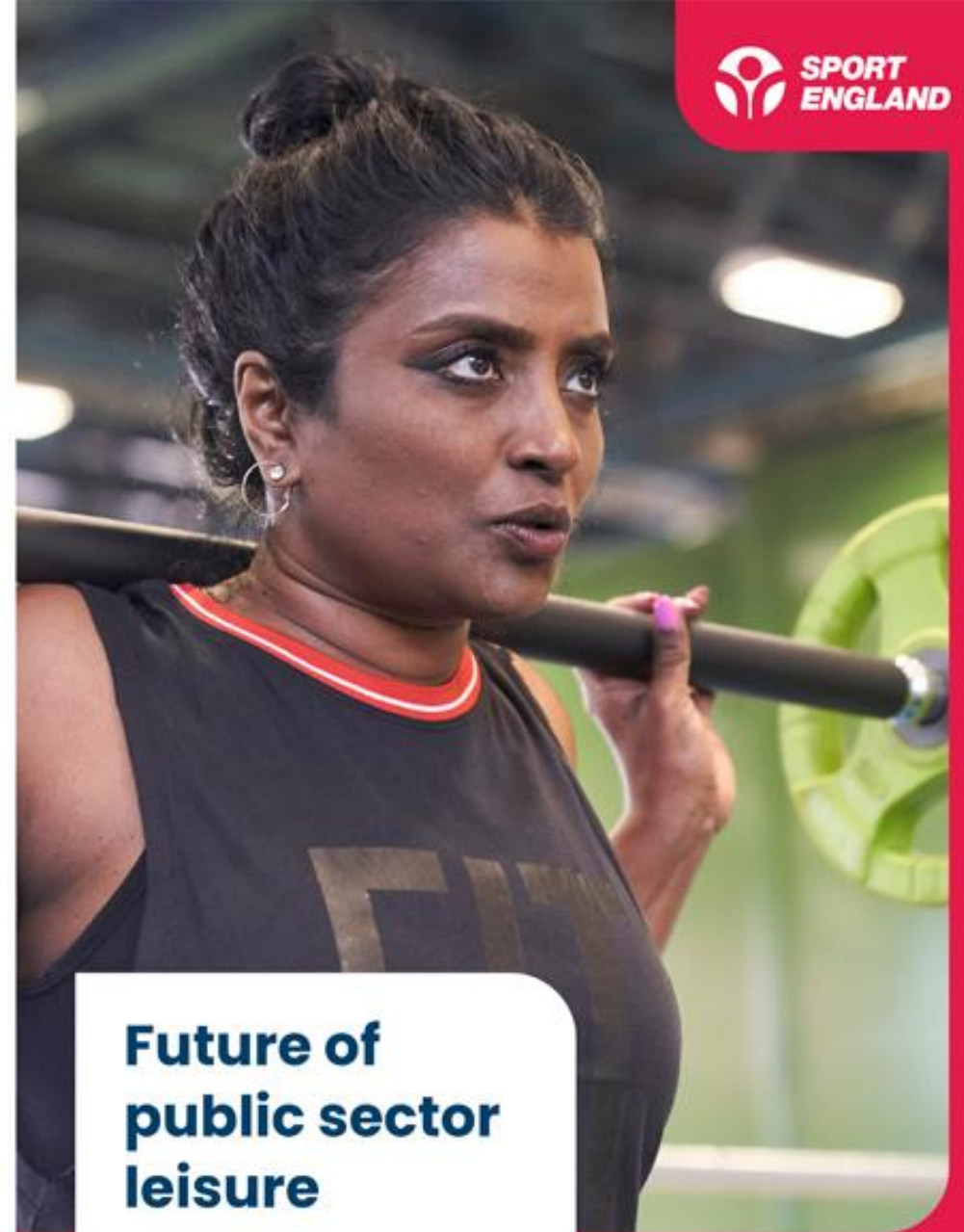
- To sustain the public sector leisure infrastructure through the pandemic and beyond.
- To maximise the future contribution of the leisure providers to the population health picture in Greater Manchester as we seek to Build Back Fairer.



Future of Public Leisure

7 broad themes

- High-quality data and insight
- Environmental sustainability
- Strengthening the connection to health
- Digital transformation
- Coordination and partnerships
- Leadership and workforce development
- Championing equality, diversity and inclusion



**Future of
public sector
leisure**

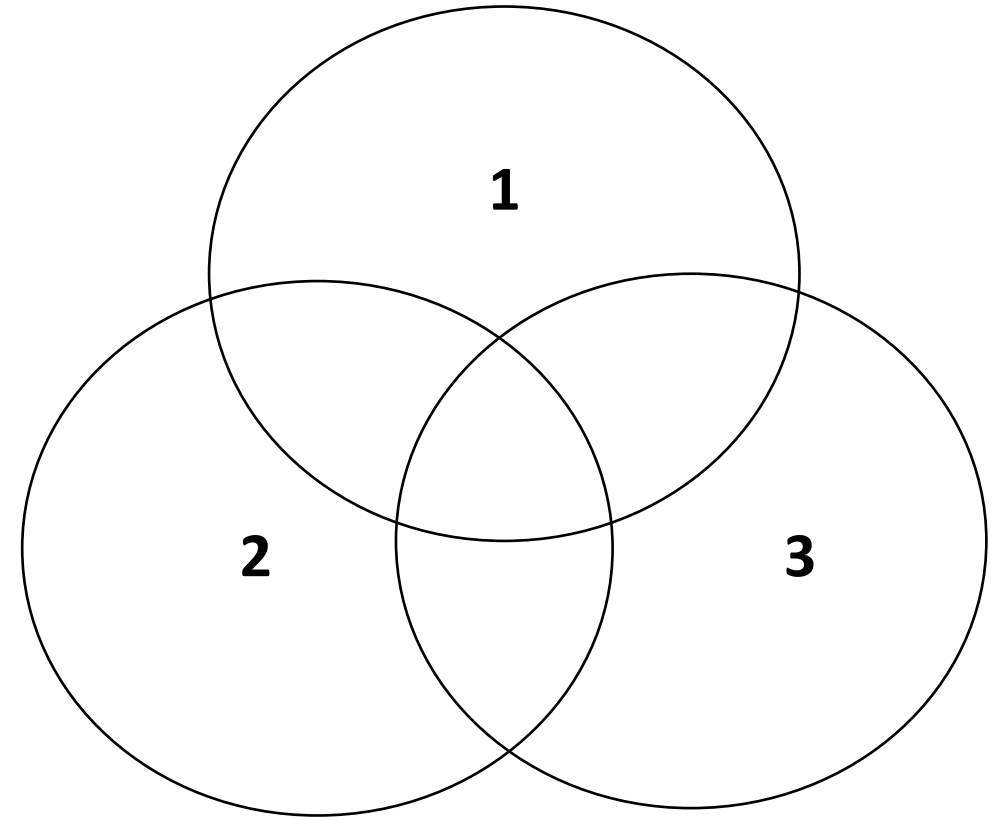
December 2022

Pivot to Active Wellbeing

- The approach seeks to support the transformation of leisure services across Greater Manchester. This is underpinned through supporting everyone to *Live Well* through movement, with sustainable solutions designed together.
- A collaborative approach with partners across GM (local authorities, GM Active, University of Keele & Greater Manchester Moving), and nationally (Sport England, Future Fit & SLC).
- A change in mindset and behaviours working with system partners

3 interconnected strands:

1. Transforming public sector leisure services
2. Transforming the public sector leisure workforce
3. Active Academic Partnership



1. Transforming Public Sector Leisure Services

Greater Manchester
Moving > ^ < v

Conversations with all 10 localities to understand the state of play with regards to:

- Commissioned services
- Budgets
- Future thinking



1. Transforming Public Sector Leisure Services

Model Active Wellbeing Hubs

- Adapted facility design
- New build facility design
- Narrative on designs
- Staffing structures, revenue business plans and capital costs



2. Transforming the Public Sector Leisure Workforce

- A digital learning platform for all 3500-leisure staff.
- 3 strands:
 - Transformational leadership
 - Digital induction
 - Aspiring managers



3. Active Academic Partnership



Building a GM Core Outcome Set for Physical Activity in the Care of Long-Term Conditions

- Potential of Physical Activity to help prevent and manage many long-term conditions.
- Yet many (of those who could most benefit) are not physically active
- Harness system levers to change determinants of physical activity e.g.
 - Research & evidence
 - **Whole system collaboration**
 - Place based & person-centred solutions



Pivot to Active Well-being

www.lifeleisure.net



From leisure operator...

Headwinds

- Pandemic
- Energy Crisis

Challenges

- Ageing facilities in need of substantial lifecycle investment
- Facilities that no longer present a modern and contemporary customer experience
- Increased commercial competition
- Escalating energy costs placing burden on the viability of the company
- Escalating cost-of-living pressure that will affect the capability of parts of the community to personally invest in their own well-being
- Increasing financial burden on public services

To activity enabler

'Leisure Centres' become 'Community **Wellbeing Hubs**'; a 'hub' within a 'place' from which in-venue and in-community activity can take place, and where the physical, social and mental well-being of people can be improved.

Stockport Active CIC becomes a credible and valued contributor to life in Stockport, existing to:

- Address **health inequality**
- Improve the **health** and **happiness** of the community
- Support the **productivity** and **prosperity** of the Borough
- Function responsibly in support of an improved and **sustainable environment**

It becomes an essential and pivotal partner enabling local Borough objectives to be fulfilled whilst acting as a **beacon of best practice** in support of the wider Greater Manchester ambition.

Its **social** contribution is valued, and it is **commercially** sustainable.

Purpose and mission

Our purpose

We exist to improve the lives of others!

Our mission

To develop a healthier and more active community”

Brand pillars

Promote

Daily activity as part of the wider system.

We use data insight and make data connections through a dynamic digital-led strategy.

Connect

Across the system with health, social care, educational, criminal justice etc to improve the lives of others.

We use interventions and preventative programmes that mean we can respond to known demands and be a credible contributor (and commissioned service) to public health as part of the ICS.

Provide

Facilities and activity programmes that enable the communities to take charge of their own health.

We provide opportunity within facilities and programmes that is universal and inclusive, and where those traditionally disadvantaged are proportionally supported.

Brand reposition



Brand values and campaigns



WELLBY, QALY & Value

The general benefits in being physically active is **£2,000 per person**.

PARiS delivers a **£17,500 benefit per person** and is therefore estimated **at being 8 times more beneficial** than physical activity in general population

This life outcome value is more than **twice as big as the wellbeing effect of an unemployed person finding a job**.

If we take the estimate and apply this calculation to the **known 789 participants who completed PARiS** in the same year, this will deliver a **£13, 798, 889 of social value to Stockport**

Life Leisure's approach to health is **12 times more cost effective than the NHS** highlighting the value of investing in prevention v treatment for ill health





Pivot to active wellbeing (PAW)

Welcome

Wigan Council 
NHS

Wigan Central & Wigan North Primary Care Network

Pemberton Surgery
Newtown Medical Practice
Bradshaw Medical Centre
Sullivan Way Surgery
Longshoot Health Centre
Mesnes View Surgery
Wrightington Street Surgery
Marsh Green Medical Practice
Dicconson Group Practice
Aspull Surgery
Beech Hill Medical Practice
Shevington Surgery
Standish Medical Practice

 01942 369690

 wbfh.pncorrespondence@nhs.net

 Like us on Facebook





Our Mission

To transform our services for those who need us most in our communities; establishing partnerships and providing personalised life-changing support that enables local people to live longer, lead better lives and Be well

Our Vision

To create a culture of health and wellbeing across our neighbourhoods.



at the heart of communities

transitioning from traditional leisure facilities to community focused wellness centres

broader range of services

new range of audiences

open longer hours

supporting health priorities

Be Well Leisure Centres



Workforce Development and Integrated Services



Be Well Leisure & Wellness Village

The Theory



1. **IF** we work with different stakeholders, **THEN** we will introduce new audiences to health & wellbeing opportunities and improve population health **BECAUSE** more people will get the support they need to lead a happy, healthy life.
2. **IF** more people understand the health and wellbeing offer, **THEN** more people will visit their local leisure centre which will improve the sustainability of the leisure industry **BECAUSE** we will be able to prove concept to enable future investment.

The story so far



Key PAW events timeline

April 2021

Be Well is launched

Decision taken to bring Leisure & Wellbeing Services back in-house

November 2021

Howe Bridge Pilot Starts

Wigan Council and Wigan Borough CCG senior leaders agreed to test new approaches to increase engagement at Howe Bridge Leisure Centre.

Public health one of the lead partners

June 2022 - present

SLC Masterplan commissioned

Master plan commissioned to inform the strategic development of a wellness model at Howe Bridge and Robin Park. Productive stakeholder engagement has taken place and outline proposals are being developed to share back with stakeholders.

November 2022

Robin Park Proof of Concept

Initial discussions with strategic health leads and Working group set up with operational leads.

1 Pivot Room (HBLC) & 4 Pivot Rooms (RPISC) created.

Spring 2023

Multiple Health Roadshows leading to regular bookings

Joint health roadshows delivered led by PCN / Be Well including a number of partner services across the health and wellbeing system including Local Authority & VCSE.

Led to multiple regular health clinics being run

Health (PCN) as one of the lead partners

Summer 2023

Recognition for direction of travel

£70k Investment secured to convert 1 Pivot Room into a CQC compliant space to enable medical procedures to take place.

APSE Award – Best Neighbourhood Initiative.

So What? Howe Bridge



Be
Well

Achievements

- Café Iris opened acting as a “Warm Space” and “Chatty Café”
- Community Link Workers drop-in service
- VCSE involvement - Well Women charity
- Broadmead users visiting and using the facilities
- Dementia carers sessions 9 (including use of pool)
- Pharmacists and Patient Participant Groups Meetings
- Pain Management sessions delivered
- APSE Award – Profile

Challenges

- IT
- Stakeholder Engagement
- Too focused on clinical outcomes
- Site accessed by Professionals rather than patients, e.g. pharmacists meeting

So What? Robin Park

Be
Well

Highlights

- Multiple Health Roadshows
 - Population Health outcomes
 - System benefits
 - Leisure outcomes
- Multiple Access points installed for better IT connectivity
- Investment secured for creation of multiple chargeable Pivot Rooms
 - Within 3months at 90% occupancy which has led to £70k investment in a CQC compliant room (Council invest to save funds)
- Other opportunities – gym challenge with GMMH and Memberships offer – The Brick.
- iNetwork Award - Shortlisted

Challenges

- Maximising opportunity of the “Teachable” moment to take people on a health and wellbeing journey
- Still no ‘pump priming’ health investment?

Conditions for Success



Be
Well

Conditions for Success

- Strategic Leadership – Elected Members / Senior Leaders across LA & Health (not Public Health)
- Joint ownership – Be Well & PCN : Empower & Give space to Operational Staff to try something different
- Wider system buy in
 - A network of stakeholders willing to support to ensure that advice and guidance is available when it is needed, e.g. Wigan & Leigh Carers Centre.
 - a network of people asking us what we can do for them?
- Ability to run services at a time that is right for the patient (weekends and evenings), e.g. sole trader connected to Apprenticeship support.
- Ability to patients to attend clinical and wellbeing services together, e.g. Cardiac Rehab
- IT Accessibility for all services
- Start small and build impact to prove concept
- Sharing the good news stories - iNetwork Awards : Shortlisted for Public Service Innovation Award

[Health and wellbeing open day v1 \(youtube.com\)](#)

Feedback

Be
Well

“I really appreciated your help with my blood pressures at your event at Robin Park. Thanks for making me go to hospital. You did scare me by saying how serious it was and that I was so young. I’ve started the tablets the doc gave me and I’m walking more to lose weight”.

James

“You will be pleased to know I have been started on medication and I will be around for a lot longer to bring you more bad jokes. On a serious note, I think you’re doing a smashing job with those blood pressure clinics. I’ve ignored the texts from the GP as you well know 🤔 but being self-employed I could never close the shop; I need all the money for the joke books!!!”

Barrie

“I just wanted to take the time to thank you for seeing me a couple of weeks ago at Robin Park. I’m not sure if you remember me, I know you see a lot of patients but I saw your door open and knocked and you were so lovely inviting me in. I think it’s a wonderful initiative. I never make time for my health but you really inspired me to have a re-think about my health. I appreciate your time and I wanted to thank you for listening to my woes”.

Sarah

Next Steps

Be
Well

In Progress

Be Well Staff Transformation Process

Clinical Room Creation

More requests in other neighbourhoods / leisure assets:-

- Lung Screening – Hindley & Leigh
- Health Checks at Ashton Leisure Centre
- Approach from Leigh PCN re. space at Leigh Leisure Centre
- Hindley Leisure Centre opportunity

Future Plans

- Be Well Movement – memberships / pricing informed by economic characteristics not health condition or age?
- Master Planning & Capital Investment:-
 - Howe Bridge Leisure Centre
 - Robin Park Leisure Centre
 - Hindley Leisure Centre

Questions to consider

- What resonated in what you heard?
- What challenge would you make about what you have heard?
- What haven't you heard that you thought you might?
- What questions does this raise about your role and/or the role of your organisation in the future of public leisure?