The Healthy Stadia Programme Toolkit
Developing Sustainable Partnerships for Local Health Improvement Strategies

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Commissioned by the North West Regional Public Health Group
# CONTENTS

Acknowledgements

Introduction

<table>
<thead>
<tr>
<th>Healthy Stadia Toolkit: Part One – Getting Started</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is a Healthy Stadium?</td>
<td>2</td>
</tr>
<tr>
<td>How this toolkit was developed</td>
<td>2</td>
</tr>
<tr>
<td>The benefits of becoming a Healthy Stadium</td>
<td>3</td>
</tr>
<tr>
<td>How to use this toolkit</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Healthy Stadia Toolkit: Part Two – The Healthy Stadia Process</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Forming your partnership working group</td>
<td>5</td>
</tr>
<tr>
<td>The Partnership Checklist</td>
<td>7</td>
</tr>
<tr>
<td>The four key elements of partnership working</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Healthy Stadia Toolkit: Part Three – Process into Action</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>14</td>
</tr>
<tr>
<td>Deciding on your priorities and creating an action plan</td>
<td>14</td>
</tr>
<tr>
<td>Suggestions for initiatives</td>
<td>14</td>
</tr>
<tr>
<td>Planning and evaluating your initiatives</td>
<td>17</td>
</tr>
<tr>
<td>Accessing funding to resource your initiatives</td>
<td>18</td>
</tr>
</tbody>
</table>

Conclusion

Appendix 1: Glossary of Key Terms

Appendix 2: Resources and Links

Appendix 3: Healthy Stadia Initiative Planner
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Photos: Blackburn Rovers FC, Department of Health, Oldham Athletic FC.

¹ Heart of Mersey have funded the Federation of Stadium Communities and Mark Haig Associates to work with the six major sports stadia in Merseyside to develop Healthy Stadia initiatives. Whereas the North West Healthy Stadia Programme has focused on the development and testing of the processes (e.g. partnership working and community engagement) that are prerequisites for effective topic-based work, Heart of Mersey has focused on the development and implementation of specific health projects, with a particular focus on coronary heart disease prevention through healthy eating, smoke-free and physical activity. There has been considerable synergy between the two approaches and each programme has strengthened, informed and enriched the other.
INTRODUCTION

In October 2004, the North West Regional Public Health Group commissioned the Healthy Settings Development Unit at the University of Central Lancashire and the Federation of Stadium Communities to carry out a three-phase programme of development work – with the remit of exploring and developing a ‘whole systems’ settings approach’ to enable sports clubs in the North West to work towards becoming Healthy Stadia (see www.healthysettings.org.uk or www.stadiumcommunities.org.uk for reports and further information).

The Healthy Stadia Programme has subsequently been developed with four pilot stadia (Blackburn FC, Blackpool FC, Oldham Athletic FC and St Helens RLFC). It offers an effective and innovative means of tackling health inequalities, reducing social exclusion, building effective partnership working, engaging communities and supporting local authorities, primary care trusts (PCTs), sport and physical activity alliances (SPAAAs), county sport partnerships (CSPs) and local strategic partnerships (LSPs) to meet Local Area Agreements (LAAs) and other targets and locally determined needs.

In order to follow the programme, stadia are asked to:

- endorse the guiding principles and approaches characterising the Healthy Stadia Programme (i.e. a healthy settings whole systems approach, partnership working, community engagement)
- commit to work in partnership with users, staff, external agencies and community groups in order to develop initiatives that reflect local needs and stakeholder perspectives.

This Healthy Stadia Toolkit is a resource designed specifically for use by sports stadia and their partners and stakeholders. It offers a tried and tested process of partnership development and guidance on planning and implementing joint health-related initiatives, to enable progress towards the Healthy Stadia concept. It is divided into three parts:

- **Part One**: introduces the Healthy Stadia concept, outlines the benefits of becoming a Healthy Stadium and gives guidance on how to use the toolkit.
- **Part Two**: details the process of becoming a Healthy Stadium, introduces the Partnership Checklist and its four key elements – leadership, strategy, community participation and learning – and includes key learning points, guidance and examples from pilot stadia.
- **Part Three**: focuses on action, provides information and assistance for partnership working groups in developing and implementing their Healthy Stadia initiatives and outlines case studies.
HEALTHY STADIA TOOLKIT: PART ONE – GETTING STARTED

Summary of Part One

- What is a Healthy Stadium?
- How this toolkit was developed
- The benefits of becoming a Healthy Stadium
- How to use this resource

What is a Healthy Stadium?

Sport plays an important part within communities. Many thousands of people in the North West and indeed all over the country attend a sports stadium each week, to watch their team, to work or to use the stadium’s facilities. Whilst health might not be the at the forefront of their minds, stadia offer important opportunities for reaching large numbers of people and for improving public health and reducing inequalities. A Healthy Stadium is therefore:

‘one that promotes the health of visitors, fans and the local community – and one that provides a place where people can go and have a positive, healthy experience playing or watching sport.’

The Healthy Stadia concept is firmly based on a commitment to partnership and requires a multi-stakeholder approach comprising three elements:

- creating supportive and healthy working and living environments
- integrating health promotion into the daily activities of the setting
- developing links with other settings and with the wider community.

How the Healthy Stadia programme was developed

The Healthy Stadia programme was developed with the help of four pilot stadia in the North West: Blackburn Rovers FC, Blackpool FC, Oldham Athletic FC and St Helens RLFC. The four pilot stadia were chosen to represent a wide geographical spread across the North West region and to reflect differences in stadium size and resource capacity. This work focused on building local partnerships and developing a toolkit and guidelines to facilitate stadia in developing and improving partnership working, thereby enabling better joint working on health-related initiatives.
All sports stadia are unique: differences in size, resource capacity and the attributes of the communities they serve mean that the Healthy Stadia Programme needs to be flexible enough to reflect these differences. Although the pilot stadia that helped develop this programme were all very different, all have gone through the same process of partnership building, strategy development, action planning and implementation of health initiatives, tailoring their approach to fit their particular circumstances and their communities.

<table>
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<th>The benefits of becoming a Healthy Stadium</th>
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<tbody>
<tr>
<td><strong>Maximisation of the positive role and impact of the stadium within the community</strong></td>
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<td>Organisations and businesses, big and small, can make an invaluable contribution to social progress. Corporate Social Responsibility (CSR) is increasingly becoming part of modern organisations' core beliefs. CSR is not an ‘add-on’ – it is an intrinsic part of an organisation’s decision making. Organisations do not operate in a vacuum and their success is very much dependent on the success and the prosperity of the communities and society in which they operate. It is important, therefore, to maximise positive social and environmental impact and to bring about positive change wherever possible. CSR activities can enhance an organisation’s standing and act as a driver for good business, offering tangible bottom-line benefits to local communities and organisations. Commitment to the Healthy Stadia Programme can act as a catalyst to and enhance CSR – and is the kind of initiative recognised by Business in the Community in their ‘Clubs that Count’ initiative.</td>
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<td><strong>Improved relationships with local communities</strong></td>
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<td>Traditionally, links between sports stadia and community groups have been based around a reactive or problem-solving model. Community groups often only come together with a stadium to discuss and address problems arising from the negative effects of 'stadium life' on its surrounding communities. The Healthy Stadia Programme offers the opportunity for stadia and their partners to work together with local communities on health-related initiatives in a positive and proactive way that directly benefits local people.</td>
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<td><strong>Sustainable initiatives improving the health and well-being of stadium communities</strong></td>
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<td>Becoming a Healthy Stadium enables stadia to play a real part in improving the health and well-being of its surrounding communities and of the people that visit the stadium to watch sport and use its facilities. The programme is based on developing multi-disciplinary partnership working groups and supporting these to develop their vision, aims and objectives – and to plan and implement sustainable health-related initiatives that are achievable whatever the size of the stadium and whatever its resource capacity.</td>
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<td><strong>Local, regional and national recognition of achievement and good practice</strong></td>
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<td>There is much valuable work already being undertaken by sports stadia throughout the North West that deserves recognition. Becoming a Healthy Stadium helps to focus and profile current work as well as enabling stadia to plan and develop new health-related initiatives. Achieving Healthy Stadium status will also bring opportunities for stadia to receive endorsement of their work from local and regional public health teams and to advertise and share good practice using match programmes, press releases and websites.</td>
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<td><strong>Opportunities to seek new sources of funding for collaborative work</strong></td>
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<td>There are a number of opportunities for funding of health initiatives but these sources are often difficult to pinpoint and even more difficult to navigate. The current health agenda dictates that funding is often dependent on collaborative working and requires initiatives to be linked to strategic-level plans. Because Healthy Stadia partnership working groups are multi-disciplinary and include PCTs and other health-related agencies as lead members, they are well placed to use their members’ expertise and knowledge to apply for funding and to connect their own work into strategic plans through SPAAs, CSPs and LSPs.</td>
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</tbody>
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There is evidence of measurable improvements in sustainable partnership working within the pilot stadia’s partnership working groups, which are showing dynamism, creativity and commitment to working towards the Healthy Stadia concept. Each pilot stadium has hosted regular partnership working meetings, agreeing aims and objectives, identifying partners, formulating terms of reference and developing detailed action plans around identified health-related topics. There is also evidence that the partnership groups are beginning to develop strong communication and dissemination processes, further strengthening the sustainability of the emerging partnerships. All pilot stadia are now working to further strengthen their partnership working and are making real progress in implementing initiatives that meet local health needs and enable progress towards locally agreed targets.

Along the way valuable lessons have been learned and challenges have been met. This toolkit will detail the process of becoming a Healthy Stadia and will draw from the lessons and experience of the pilot stadia, highlighting key learning points and examples of good practice.

**How to use this toolkit**

The Healthy Stadia Toolkit is available from the Healthy Settings Development Unit (www.healthysettings.org.uk) and the Federation of Stadium Communities (www.stadiumcommunities.org.uk). The toolkit takes a self-assessment approach, offering the opportunity to develop sustainable relationships and strategies based on the four key elements of leadership, strategy, community participation and learning, and the potential to implement health-related initiatives aimed at meeting local needs.

However, work with pilot stadia has shown that facilitation and support are key to the process, especially in the initial formative stages of the programme. The Healthy Stadia process brings together a diverse range of individuals, agencies and organisations – many of which, at first glance, may not appear to be health-related. This has required many partnership members to ‘think outside the box’ in order to broaden their understanding of health and identify their role and contribution to the partnership. This process can best be enabled by an external partnership facilitator able to bring credibility based on sound knowledge and experience of good practice in the field and able to apply this to the local context. Once the partnership group is working well, it should be possible for a nominated facilitator from within the group to fulfil this role.

For further information on the Healthy Stadia Programme and on facilitation, contact Linda Ratinckx lratinckx1@uclan.ac.uk or Judy Crabb judycrabb@stadiumcommunities.org.uk.
**HEALTHY STADIA TOOLKIT: PART TWO: THE HEALTHY STADIA PROCESS**

### Summary of Part Two
- Introduction
- Forming your Healthy Stadium partnership working group
- The Partnership Checklist
- The four key elements: leadership, strategy, community participation and learning

### Introduction

The process of becoming a Healthy Stadium is underpinned by effective partnership working. Development work with the pilot stadia identified the need for guidance on developing sustainable partnerships and highlighted four key elements central to effective partnership working: leadership, strategy, community participation and learning. This resulted in the development of a simple and effective stadia-specific Partnership Checklist incorporating these key elements.

Part Two of the toolkit focuses on guiding stadia and their stakeholders through the process of developing effective and sustainable partnership working groups and will show how the Partnership Checklist and its four key elements (leadership, strategy, community participation and learning) can facilitate this process. This section will also profile good practice from the pilot stadia and highlight key learning points.

### Forming your partnership working group

Partnership is an essential yet complex way of working – and the first stage in the Healthy Stadia process is to form an effective and sustainable Healthy Stadium partnership working group. In order to begin this group development process, a number of steps are necessary:

**Step 1 – Gaining management support:** In order to get started, it is important to gain commitment and support from senior-level management – so that they are clearly signed up to the Healthy Stadia Programme and the establishment of your partnership working group.

**Step 2 – Nominating a Healthy Stadium lead:** In order to get things going, your stadium will need to nominate at least one member of staff as a key contact point to take overall responsibility for moving the Healthy Stadium Programme forward and for involving other stadia personnel as and when necessary.

**Step 3 – Agreeing membership, roles and processes:** The next step is to hold a series of meetings with lead stakeholders (likely to include key stadium personnel, the local Healthy School Co-ordinator and PCT and local authority representatives) to agree who your partners should be and establish core and extended memberships appropriate to the needs of your partnership. Once membership is established, it will be important to agree roles of group members and identify key processes necessary to the effective functioning of the partnership working group (e.g. minuting meetings and following up action).
Who are your potential partners?

- Stadia personnel
- PCTs
- County sport partnerships (CSPs)
- Community groups
- Local councils
- Healthy Schools Co-ordinator
- Police
- Sport England
- Leisure Services
- Sport and physical activity alliances (SPAAs)
- Sport governing bodies
- Voluntary groups
- Caterers
- Environmental and regeneration agencies

Step 4 – Drawing up terms of reference, aims and objectives: Once the membership is in place, the partnership working group can begin to draw up its terms of reference and define its aims and objectives – all of which are necessary to give clarity and direction. The focus, style and extent of these will, in part, reflect the size and resource capacity of your stadium and the vision and make-up of your partnership working group. To help you formulate your own terms of reference and develop aims and objectives, examples from two pilot stadia are given below. The first is from a large and financially successful Premiership football club whose Healthy Stadium programme has been championed and led by the Director of Public Health, whilst the second is from a relatively small club with limited resources whose Healthy Stadium programme has adopted a less formal approach and developed a relaxed multi-disciplinary leadership style. The former has agreed an extensive list of objectives, emphasising the importance of funding, action planning, co-ordination and creating added value, whereas the latter has set objectives appropriate to its capacity.

**EXAMPLE 1: BLACKBURN ROVERS FC HEALTHY STADIUM AND COMMUNITY PARTNERSHIP**

**Purpose of Partnership**
To ensure that the potential of the football club and its stadium to have a positive influence on the health and well-being of its communities is maximised.

**Objectives**
- To share opportunities to work collaboratively
- To ensure full representation of appropriate agencies
- To develop an action plan
- To develop, implement and evaluate new initiatives
- To share good practice and cascade information within member organisations
- To ensure effective coordination avoiding duplication
- To provide added value by working in collaboration to address agendas of individual agencies
- To maximise resources and attract funding

**EXAMPLE 2: OLDHAM FC HEALTHY STADIUM WORKING PARTNERSHIP**

**Purpose of Working Group**
To ensure, through partnership working, that the stadium promotes the health of visitors, fans, players, employees and the surrounding community and is a place where people can go to have a positive healthy experience playing or watching sport.

**Objectives**
- To ensure, where practical and possible, that health initiatives developed within the stadium environment:
  - reflect local need
  - support the local Community Plan and Public Health Strategies
  - follow the guidelines of the Partnership Checklist
- To initiate two health initiatives per year and to be open to opportunistic initiatives that may arise from time to time.
Key Learning Points: Forming your Partnership Working Group

- Securing the commitment and support of top-level management is key to the success of your Healthy Stadia Programme and partnership working group.
- Having a nominated key contact point to act as Healthy Stadium ‘champion’ is also vital.
- Although the full partnership working group may be large, it will not be necessary for all members to attend every meeting – the core membership can draw in the extended membership as and when necessary.
- Ensuring that ‘action-focused’ notes of meetings are taken and circulated to the extended membership is necessary in order to ensure that everyone is kept up to date on progress. It is also important that action points are followed up.
- Appropriate and focused terms of reference, aims and objectives are essential in order to provide clarity of remit, a shared sense of direction and a baseline against which progress can be audited. They should be challenging but achievable and should reflect the size and resource capacity of your stadium.
- Working towards the Healthy Stadia concept is not dependent on size or resources: the flexibility of the programme allows stadia of all sizes and capacities to get involved.

The Partnership Checklist

The aim of the Partnership Checklist – comprising the four key elements of leadership, strategy, community participation and learning – is to assess partnership performance in relation to opportunity, good practice, ownership and vision. It is designed to be used by stadia (ideally working with an experienced Healthy Stadia facilitator) in the initial stages of the programme as a diagnostic tool to ‘test the health’ of the newly formed partnership working group, providing a baseline from which to identify areas for improvement. The Tool is also designed to be revisited at intervals in a process of continuous improvement – in order to highlight good practice, demonstrate achievements, profile capacity building and track progress in delivering shared objectives and service improvement.

For each element of the Partnership Checklist, partners are asked (as a group) to consider and respond to a series of questions and to assess what action, if any, has been undertaken. Partners may also want to take notes on how and when to take further action and may want to draw up a more formal action plan. This process does not have to be completed in one go – there are a lot of issues to consider and different partnership working groups work at different speeds and adopt different approaches.
The Partnership Checklist

**Leadership**
- Who will lead the Healthy Stadium Partnership and on what basis will the leader(s) be chosen?
- Have the qualities and resources necessary for leadership been considered?
- Is there adequate representation from partner agencies and are a range of people needed to fulfil different leadership roles?

**Strategy**
- Does the Partnership have clear terms of reference, aims and objectives to guide strategy?
- Have local needs been identified and prioritised?
- Does the Partnership’s strategy link with policies and plans of partner organisations and other partnerships?
- Does the stadium have a corporate social responsibility vision and how can the Partnership’s strategy link to this?
- Does the Partnership have the support of senior managers?
- How will the work of the Partnership be audited and evaluated?

**Community Participation**
- Are community and voluntary sector representatives involved in the Partnership?
- Do community and voluntary sector representatives need support in developing knowledge, skills and confidence?
- Is there a Code of Conduct to allow interests/needs of the community and voluntary sectors to be heard?
- Is information easily accessible to community and voluntary sector representatives?

**Learning**
- Have partners’ individual skills and knowledge been identified?
- Is there a process for sharing information, skills and knowledge between partner agencies?
- Are mechanisms in place to capture and apply learning?
- Does the Partnership have an up to date database/directory of useful contacts?
- Does the Partnership have a strategy for disseminating learning?

The Four Key Elements of Partnership Working

1. Leadership

**Process in Action – Leadership: Blackburn Rovers FC**

The strong leadership of the Director of Public Health has helped to foster a sense of shared vision and responsibility within Blackburn’s partnership Working Group. Through his professional role, the leader has brought to the partnership a wealth of experience of working successfully with individuals, groups and agencies. The leader has been successful in promoting a feeling of ownership and commitment from all members of the partnership, and this has led to a particularly well motivated working group. This has resulted in a well thought through and inclusive strategic vision, the development of comprehensive terms of reference and challenging but achievable aims and objectives.

Partnership working can be seen as a democratic and equitable way of working. However, this perceived strength can also be a weakness, leading to the avoidance of responsibility and uncertainty about taking on leadership roles. It is, however, clear that different people can undertake different leadership roles and exercise different leadership styles at different times, according to their skills, the group dynamics and the task at hand.
Effective leadership involves:

- **Being clear about criteria for, nature of and resources for leadership:** Different partnerships will adopt different styles of and approaches to leadership. Your partnership working group needs to be clear about the qualities it considers necessary for leadership, the criteria by which leaders will be chosen, the levels of authority delegated to them by both their own organisations and the partnership, and the resources available.

- **Developing and communicating a shared vision and values:** An important role of leadership is the development and communication of a shared vision and values – creating a clear sense of direction and understanding of what can be achieved by working together.

- **Facilitating wide-ranging commitment and ownership:** Building on this shared vision and values, good leadership will encourage and motivate members to feel and articulate commitment to the partnership working group and its goals and to take joint ownership of its strategic and operational functioning.

- **Building an ethos of openness, clarity, trust and respect:** An effective leader will invest time and energy in building openness, clarity, trust and respect – qualities which are necessary if individual organisations are to understand the benefits of partnership working and the partnership working group is to function effectively and efficiently.

### Key Learning Points: Leadership

- The partnership needs to be clear about the qualities and styles of leadership it values
- Clarity is needed concerning levels of delegated authority and resources available
- Leaders should develop a common vision, shared values and clear sense of direction
- Leaders should motivate partners to develop commitment and joint ownership
- Good leadership will build openness, clarity, trust and respect

### 2. Strategy

**Process in Action – Strategy: Blackburn Rovers FC**

In order to generate a shared strategic vision for the newly formed partnership working group, the Director of Public Health (leader) asked each member to think about what they could contribute to and what they would want to take from the partnership. This was done in the early stages of the group's formation and served to identify the aims and objectives of individual group members, who were also asked to consider what they saw as success for themselves and for the group. These individual visions were then shared and used to help the group shape its aims and objectives and terms of reference. Using individual members' perspectives to help form the partnership working group’s strategic goals encouraged a sense of true partnership working and ensured that the group's aims and objectives would reflect and meet individual members’ goals.

The partnership working group needs to implement its vision through a clear strategy that is consistent with its terms of reference, aims and objectives.
An effective strategy will be:

- **Informed by local needs**: A Healthy Stadium partnership working group should take as its starting point the identification and prioritisation of local health-related needs. Your strategy and its goals and more specific objectives should therefore be guided by the local community and other key stakeholders.

- **Linked to policies and plans of partner organisations and partnerships**: These needs will very often already have been identified and documented in the existing policies, plans and targets of partner organisations and other local partnerships (e.g. LSP, SPAA, CSP) – and it is therefore vital that the Healthy Stadium strategy is linked to and supported by these.

- **Connected to a corporate social responsibility (CSR) vision**: A commitment to making a positive difference to the health and well-being of people who work in, visit, use and live near to a stadium should be part of a wider commitment to CSR – concerned with how an organisation voluntarily manages its economic, social, ethical and environmental impacts (good and bad) on society. If a stadium already has a CSR vision, then embracing the Healthy Stadia concept will enhance this work. If not, the Healthy Stadia Programme could become a driver for change in developing such a vision.

- **Supported and championed by stadia management and partner organisations**: In order to be effective, a Healthy Stadium strategy needs to be actively supported and championed by the senior management of both the stadium itself and its partner organisations.

- **Implemented through a continuous process of action and review**: Strategic development should lead to appropriate action planning and the delivery of specific health-related initiatives – undertaken through a continuous process of action and review (see Part Three).

- **Audited and evaluated**: In order to assess the effectiveness of a strategy, it is important to build in clear objectives with related targets, which are SMART (specific, measurable, achievable, realistic and with a timescale). A time line with appropriate milestones is also useful as a means of enabling progress to be measured along the way. In agreeing an approach to audit and evaluation, it will be necessary to gain a consensus about what ‘success’ looks like and to acknowledge that different sectors value different kinds of evidence and measures of performance (both qualitative and quantitative).

### Key Learning Points: Strategy

- Strategy should be informed by local needs and be linked to partners’ own policies and plans
- The Healthy Stadia process can be a catalyst to and enhance corporate social responsibility
- It is crucial that senior management endorses and supports your partnership’s strategy
- Strategy should lead to action planning and delivery of specific health-related initiatives
- Partners need to clarify what a shared vision of ‘success’ looks like
- The partnership needs to audit and evaluate delivery against clear objectives and targets
3. Community participation

Process in Action – Participation: Blackpool FC

Blackpool identified widening participation as a key focus for its partnership working group. In order to enable a diversity of groups and agencies to participate fully in their Healthy Stadium Programme, the group have nominated key leads to filter information to and link outwards to specific stakeholders. The role of these ‘leads’ includes ensuring that the smaller agencies and groups are supported and signposted to relevant contacts, in order to allow fuller participation. The partnership working group reflects this emphasis on participation and includes representation not only from voluntary agencies, but also from other sports clubs – including football, cricket and rugby. This representation ensures a co-ordination of messages across a range of sports and plans are currently being developed for a major event that will include all partners in a ‘Sport, Leisure and Laughter Week’ in which health and well-being will be a major theme.

The Healthy Stadium partnership working group is by definition a multi-disciplinary group and involves a wide range of relevant stakeholders from different sectors. These stakeholders are so-called because they are likely to be affected by and/or have the potential to affect the partnership. A danger in many partnerships is that the ‘powerful’ organisations occupy a more prominent position and exert more influence than do local people. It is, therefore, important that your partnership working group finds ways to involve local people actively in their planning and decision making processes.

Community involvement (or participation) can be described as a continuum:

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<th>Passive recipients</th>
<th>Fully involved in planning and decision making</th>
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<td>informed but not consulted</td>
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At one end of the scale the community plays no part in the planning and decision making process whilst at the other end the community are fully involved at all stages. A commitment to community participation means finding ways to move up the continuum, based on the recognition that communities are likely to have the clearest understanding of their situation and that active involvement means that initiatives and developments are more likely to be sustained.

Effective participation requires your partnership working group to:

- Develop and strengthen relationships with community groups: A first stage in enabling effective participation is likely to be strengthening existing relationships with community and voluntary sector organisations and forging new links with local community groups. This is important in engaging communities, establishing trust and demonstrating a proactive approach.
- Invite community and voluntary sector representatives to join the partnership: It is also vital that representatives from community and voluntary sector organisations are invited to join your partnership working group as equal partners with public and private sector members – confirming your commitment to listen and respond to their concerns and perspectives.
Provide support and opportunities for capacity-building: However, merely inviting community representatives to join the partnership is no guarantee that true community involvement will follow – indeed if this is the extent of the process then it is almost guaranteed to fail! Community participation is not a ‘tick box’ exercise: in order for each member to contribute equally, there needs to be a ‘level playing field’ whereby everyone has the knowledge, skills and self-confidence to become an active participant – knowledge of strategic processes and health issues; skills to be able to voice their views and wishes coherently and effectively; and the self-confidence to believe that their views and wishes matter and are worth other people hearing. This means that your partnership working group will need to develop good working relationships with neighbourhood management and umbrella organisations such as the local council for voluntary service (CVS), community empowerment network and youth parliament – in order to put in place appropriate support and offer capacity building opportunities to community groups and their representatives. This has the potential to help empower communities to take up opportunities and make positive changes. The ChangeUp process (www.changeup.org.uk) also offers important opportunities for capacity building.

Develop an appropriate ethos, style and code of conduct: As stated earlier, many stadia have traditionally taken a reactive problem-solving approach in their relationships with community groups. Your partnership working group should, therefore, consider how it can develop an appropriate ethos and style that can engage communities in a positive and proactive way. It may also be appropriate to formalise this style of working into a ‘code of conduct’ that ensures the interests and needs of community and voluntary sectors are heard and responded to. You may also want to invest in awareness raising and training amongst the wider membership, to ensure that information is accessible to community and voluntary sector representatives, to enable effective joint working and to develop respect for and recognition of the contribution that community members can make.

Key Learning Points: Community Participation

- The partnership needs to strengthen and build relationships with the local community
- Community and voluntary sector representatives should be invited to join the partnership
- Community involvement is not about ‘ticking a box’ – it is essential to the partnership process
- The partnership needs to offer appropriate support and capacity building opportunities
- Forming links with umbrella organisations (e.g. CVS) can release resources
- Capacity building can empower communities to take opportunities and work for change
- A Code of Conduct can be helpful in ensuring that all voices are heard
- Community involvement can bring detailed local understanding of issues – and opportunities
- Awareness raising and training can help partners value and facilitate community input

4. Learning

Process in Action – Learning: St Helens RLFC

St Helens RLFC is a pilot stadium for the Healthy Stadia Programme and is also involved in the Heart of Mersey Healthy Stadia Project. This has enabled the club to combine two approaches – the focus on development of partnership working and community engagement processes with the development of specific topic-based health initiatives. This dual approach has led to a wealth of learning and the identification of several examples of good practice. St Helens RLFC promotes a strong learning culture which is made possible by good communication processes and effective networking – and has been very successful in capturing that learning and using it to inform future practice. The dissemination of learning has been crucial in bringing added value and synergy not only to and between the two programmes, but also to a wider audience that can benefit from the lessons learned.
Within any partnership, learning occurs at two levels: the group level and the individual level. For learning to take place, opportunities for growth need to be present and the partnership needs to support and enable all its members (individually and as a partnership) to reach their potential, release their capacity and disseminate their knowledge.

For effective learning, your partnership working groups should prioritise:

- **Valuing, supporting and developing the learning of partnership members:** Partnerships depend on people. It is important to take time to identify the skills and knowledge of individual partnership members, to enable these to be shared and to foster a culture of creativity, innovation and learning. Furthermore, the human aspects of partnership working – communication, diplomacy, respect and mutual understanding – need time to be learned and become embedded into the fabric of the partnership. This process can be facilitated by senior managers of partner agencies expressing their commitment to the Healthy Stadia process through opening up professional and personal development opportunities for partnership members.

- **Capturing and applying learning:** Learning is precious and as it takes place within the partnership, methods need to be in place to capture and utilise this resource – within the partnership and partner organisations. Too often, learning in organisations is not captured in any formal way and mechanisms are not put in place to ensure that it is applied. This means that lessons learned are lost and cannot be used to inform strategy and develop evidence-based practice; that time and resources are wasted ‘re-inventing the wheel’; and that partners are left feeling undervalued and overworked.

- **Disseminating your learning:** Learning that occurs within your partnership working group has the potential to impact on a much larger audience – and sharing good practice can also provide a way of celebrating success. The first task in the dissemination process is to clarify the learning – to ensure a consistent message; the second task is to identify the wider audience (local, regional and/or national) appropriate to the type of learning to be shared – possibly through means of a directory or database; the third task is to identify appropriate mechanisms for the dissemination. There is a wide range of structured and unstructured channels available – including meetings, face to face discussions, papers, reports, match programmes, fan magazines, websites, emails, information boards, conferences and press releases. Furthermore, the organisations, partnerships and networks of individual members of the partnership working group are part of providing access to a wide communication web through which to share learning and good practice. It is important to document the dissemination process as far as is possible so that valuable feedback can be captured and the whole process can be recorded.

### Key Learning Points: Learning

- Learning brings added value to the partnership and its partner organisations
- A culture of innovation, creativity and learning needs to be nurtured
- Protected time is needed to identify and incorporate lessons learned
- Learning is devalued if it is not captured, utilised and disseminated
- Good communication and effective networking are vital to the learning dissemination process
- Sharing good practice is a way of celebrating your success
- Consistent messages from every partner agency are important
HEALTHY STADIA TOOLKIT: PART THREE – PROCESS INTO ACTION

Summary of Part Three

- Deciding on your priorities and creating an action plan
- Suggestions for initiatives
- Planning and evaluating your initiatives
- Accessing funding to resource your initiatives
- Conclusion

Introduction

Parts One and Two of the toolkit introduced the Healthy Stadia concept, outlined the benefits of becoming a Healthy Stadium, focused in detail on the process of partnership working and profiled good practice from the pilot stadia. Part Three moves from process to action, taking stadia through the practical steps of planning and implementing health-related initiatives.

Deciding on your priorities and creating an action plan

As part of the process of forming and developing your Healthy Stadium partnership working group, it will be important to develop a strategy that reflects local needs and is linked to and supported by the policies and plans of partner organisations and other relevant partnerships. This strategy will, in turn, help to shape and guide your choice of the health-related initiatives that make up the tangible action-focused work of your partnership. The number and size of these initiatives will, of course, be determined by the capacity of different stadia – but in all cases it will be important to ensure that they are connected with broader strategic planning and can help partners to meet their individual and shared objectives and targets.

A useful starting point is to review the health-related initiatives that are already being undertaken by your stadium, and use the Healthy Stadia Programme to build on these and take them forward. Your partnership working group should open up opportunities to network, strengthen partnership working and enable access to a wider range of information, support and expertise – thereby enabling existing initiatives to be taken forward more successfully. Your stadium might also decide to plan and implement new initiatives that help to meet local priorities.

Whether working with existing or new initiatives, it will be important for the partnership working group to draw up a ‘Health Initiatives Action Plan’ specifying aims and objectives of the different initiatives and detailing outputs, outcomes and evaluation processes.

Suggestions for initiatives

There are many possible topics that stadia may wish to choose from when developing their Healthy Stadium initiatives. A baseline audit carried out in the developmental phase of the Healthy Stadia Programme (see www.healthysettings.org.uk or www.stadiumcommunities.org.uk for report) identified a number of health-related themes being actively addressed (albeit at different levels) by thirty professional sports stadia in the North West. These themes included:

- Healthy eating
- Physical activity
- Smoking
- Alcohol
- Green travel
- Environmental issues
- Positive mental health
- Men’s health issues
- Widening access
These topics clearly link with current local, regional and national health plans, and have the potential to be both entry points for broader developments based on the principles of the Healthy Stadia Programme and drivers for tackling health inequalities, reducing social exclusion, promoting sustainable development, building effective partnership working, engaging communities and contributing to the achievement of local objectives and targets.

The pilot stadia are still in the early stages of developing and implementing their health-related initiatives. However, progress has already been made in a number of areas:

**BLACKBURN ROVERS FC**

Blackburn Rovers ‘Healthy Stadia and Community Partnership’ has begun a systematic examination of work currently being delivered at all schools in Blackburn in relation to Healthy School targets, to identify gaps that the Partnership might collaboratively address, with a particular focus on physical activity.

“It’s taken me five years to meet everyone I thought I needed to meet – at these meetings I’ve been introduced to the people in the Borough that matter and are able to make a difference and enable projects to get underway.”

**Anthony Barlow, Football in the Community, Blackburn**

Membership of the group includes representatives of the voluntary and community sectors, who have highlighted the needs of a football team for people with mental health problems. This team currently has little funding or support and was unknown to the club prior to the formation of the partnership group – which has agreed to explore how support could be given and funding could be accessed.

Active travel is also firmly on the agenda and it had been agreed that the feasibility of the club being included in a new city wide cycling initiative be examined.

“I have had a problem in raising the profile of active transport – this partnership enables transport to raise its profile and play a key part in the health agenda.”

**James Syson, Transport Policy, Blackburn with Darwen Council**

**ST HELENS RLFC**

This club is a North West Healthy Stadia pilot and is included in the Heart of Mersey Healthy Stadia Project ([www.heartofmersey.org.uk](http://www.heartofmersey.org.uk)). It is therefore a good example of what can be achieved by combining two approaches – i.e. the focus of partnership and community engagement processes with the development of initiatives linked to three major topic areas related to risk factors for Coronary Heart Disease – physical activity, smoking and healthy food.

Physical activity initiatives include a pedometer challenge (pedometers supplied as part of the Heart of Mersey Project), which has been taken up by twelve local firms that support St Helens RLFC. This will be extended to Liverpool companies, supporting the club’s strategy of developing its services in Liverpool.
Links will be made to Healthy Schools Week during which members of the club’s Academy will promote a ‘calorie map’ and the walking route from the station to the stadium. The calorie map will also be included within the Green Travel Plan event targeting schools along the route.

“It’s been good to learn what other stadia are doing.”

Gordon Pennington, St Helens RLFC

As a result of the Healthy Stadium Programme, the work that St Helens do in addition to rugby coaching, such as dance training and chair-based exercise, will be promoted in a more systematic fashion through the Health Improvement Network.

“Although we knew one another we needed this sort of focus to work together.”

Neil Davis, Health Improvement Specialist – Physical Activity, St Helens

Oldham Athletic FC

Oldham Athletic FC is at the heart of its community: they are a weekly visitor attraction, an employer and responsible for promoting health and well-being both on and off the pitch. Like most clubs, their position in the football league is subject to changing fortunes. However, their position as a community role model remains constant and the club readily agreed to become a pilot in the Healthy Stadia Programme. Their partnership working group identified smoking as an initial lead project: whilst the club had already introduced smoke-free areas, it felt that more could be done – so it set a target of 01 July 2006 for the club to go totally smoke-free.

The club’s 5000 loyal fans have a keen interest in club matters and a process of consultation was undertaken throughout March and April 2006. As part of this process, a team from the partnership observed smoking behaviour at numerous games and talked to the fans and stewards about the proposed ban. To ensure all fans had the opportunity to voice their views, ‘Smoke Free Oldham Athletic’ adverts were placed in match programmes and on the official TV station and an on-line poll was also conducted through the club’s web site. Surprisingly, there was very little resistance, with the overwhelming majority of fans supporting the smoking ban. The club decided to go smoke-free twelve months prior to legislative requirements because it believes that it should offer fans, staff and users of the stadium protection from the risks of second-hand smoke.

“Our partnership working group felt it was important to promote the harmful effects of smoking and to offer support to fans who may want to quit. We encouraged participation in our poll by offering the chance to win a signed football shirt. The findings of the poll showed that over 80% of respondents were aware of and support the forthcoming ban. NHS stop smoking programmes will be marketed to smokers at the start of the 2006 season.”

Kim Hastie, Oldham FC
Planning and evaluating your initiatives

Once your partnership working group has chosen the issues it wants to work on, the next step is to plan your health-related initiatives. The first task to consider is setting aims and objectives for your initiatives – in other words setting out what you want to achieve and how you will achieve it. For each initiative, the aim should state clearly and concisely what the intended goal or overall outcome is; and the objectives should specify the precise actions that will allow you to achieve that goal. When planning your objectives is may be useful to apply the SMART acronym:

**SPECIFIC**
Objectives (relating to a specific health-related topic, risk factor and/or population group) should be well-defined, so that it is clear what has to be done.

**MEASURABLE**
Objectives should be written in ways that allow progress towards them to be measured, using a qualitative and/or quantitative indicators.

**ACHIEVABLE**
Objectives should be achievable, taking account of available skills, time, money and other resources.

**REALISTIC**
Objectives should be realistic, taking account of the real-life situation and other priorities.

**TIME-BOUND**
Objectives should include timescales indicating what is required by when, with review dates and deadlines.

Membership of your partnership working group will include people from a range of different organisations, all of who will bring different knowledge, skills and experience to the partnership. A useful starting point when setting aims and objectives for specific health-related initiatives is to consider the resources that the partnership has readily available. In addition to drawing on these, it may be appropriate to explore the possible contribution of other networks and alliances in order to bring in useful knowledge and expertise that is not present within the partnership. A Healthy Stadia Initiative Planning template is included (see Appendix 3) to help you plan your initiatives.

<table>
<thead>
<tr>
<th>Why Evaluate?</th>
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<tbody>
<tr>
<td>1. To improve local health improvement and spread good practice</td>
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<td>2. To build on past successes and learn lessons from mistakes</td>
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<td>3. To ensure the effective use of resources and maximise gains</td>
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<td>4. To provide evidence to support the case for investing in this work now and in the future</td>
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<tr>
<td>5. To provide feedback on ‘what has worked’ and improve motivation and job satisfaction</td>
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<tr>
<td>6. To identify unplanned and unintended impacts and outcomes</td>
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<td>7. To minimise undesirable or negative outcomes</td>
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Initiatives should be monitored and evaluated in order to assess progress against objectives and overall aims. The evaluation process is an integral part of the initiative and as such should be drawn up at the planning stage – not added on at the end of the project as an afterthought! In addition to focusing on whether the objectives and aims have been achieved, it is useful to develop milestone indicators that allow you to monitor the work and measure success along the way: this enables you to gauge if you are ‘on track’ and provides an opportunity to make changes if indicators suggest that things are not going as planned.

It is notoriously difficult to measure the success of health improvement initiatives. However, there are a range of methods (e.g. questionnaires, interviews, discussion, observation, documentary analysis) that can be used to assess the impacts and outcomes of your initiatives in the short to medium term (see below). In addition, it may be appropriate to work with local agencies to measure longer term changes in health status and health-related behaviour.
Assessing your Outcomes

Changes in health awareness:
- Is there increased interest amongst your target population?
- Has there been a change in demand for services?
- What media coverage has there been?

Changes in knowledge, skills and behaviour:
- Does your target population know more about the issue(s)?
- Is your target population behaving differently?
- Is your target population using newly acquired skills to make choices or solve problems?

Changes to the environment:
- Have there been specific changes to the physical environment of the stadium?
- Is the social environment more supportive to people making ‘healthy choices’?
- Has the culture of the stadium changed in ways that influence health-related behaviour?

The partnership should also recognise that there may be wider changes that result from its initiatives. For example, an initiative which focuses on encouraging young people to give up smoking may have knock-on effects on the family, resulting in parents, siblings and other relatives changing their behaviour. It is important to capture these unexpected but important (positive or negative) outcomes where possible.

Accessing funding to resource your initiatives

There will most likely be financial implications involved in planning and implementing your initiatives. In the short term, an initial investment may need to be made which can be recouped at a later date (for example increased spending on providing a choice of healthy food options on match days may be offset by increased sales following advertising and promotion). It may be possible to take advantage of funding opportunities linked to collaborative working on initiatives that contribute to local health-related policies and plans. The partnership should also consider developing incentives for external contributors (e.g. local businesses) to support its initiatives: this may increase access to knowledge and equipment, raise the profile of both the stadium and the business and increase shared ownership. Where new funding sources need to be identified, the partnership working group should identify initial start-up and ongoing costs at the planning stage of the initiative.
CONCLUSION

The Healthy Stadia Programme offers an effective and innovative means of tackling health inequalities, reducing social exclusion, promoting sustainable development, building effective partnership working, engaging communities and supporting local authorities, PCTs, SPAAs, CSPs and LSPs to meet LAAs and other targets and locally determined needs.

The toolkit has been designed to help sports stadia work towards the Healthy Stadia concept, with appropriate external facilitation and support. For further information and advice, please contact:

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Healthy Settings Development Unit  
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Tel:  +44 (0)1772 893404

**Judy Crabb**  
Federation of Stadium Communities  
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Staffordshire ST6 1EB  
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Tel:  +44 (0)1782 790606

To download further copies of this Healthy Stadia Toolkit, the Executive Summary Brochure or the Report of Phases I and II, go to:

- Healthy Settings Development Unit: [www.healthysettings.org.uk](http://www.healthysettings.org.uk)
- Federation of Stadium Communities: [www.stadiumcommunities.org.uk](http://www.stadiumcommunities.org.uk)
APPENDIX 1: GLOSSARY

Audit
A quality improvement process that seeks to improve outcomes through a systematic review of actions against specific criteria. Where indicated, changes are implemented and further monitoring is used to confirm improvement.

Capacity Building
Developmental work and activities that increase the abilities of an organisation or a community to take action or provide services. It is used to support the process of helping local groups to take part in the social and economic regeneration of their area by encouraging and developing people’s skills and confidence, building up an infrastructure through setting up and strengthening networks and improving organisation and procedures.

Community
The web of personal relationships, group networks, traditions and patterns of behaviour that develop among those who share either the same physical neighbourhood and socio-economic situation or common understandings and goals around a shared interest.

Community Involvement/Community Participation
Actively involving and enabling the participation of groups of people who represent their community and can have a say in the prioritising, planning and delivery of services.

Corporate Social Responsibility (CSR)
How an organisation voluntarily manages its economic, social, ethical and environmental impacts (good and bad) on society. CSR applies to an organisation and its people (the public sector, charities and businesses) as they all have interactions with society and the environment.

Evaluation
A judgement/appraisal/valuation about the effectiveness of an initiative. This judgement can be about the outcome or the effectiveness of the initiative – whether you achieved your set objectives, or the process – whether the most appropriate methods were used.

Federation of Stadia Communities
The FSC is a national voluntary body, established in 1991 to represent the interests of communities that live in the neighbourhood of major sports stadia and to help improve relationships between sports clubs and their neighbours. It was formed to provide mutual support, advice and assistance to voluntary organisations and community groups, and is a Registered Charity, core funded by the Home Office Civil Renewal Unit. The aim of the FSC is to seek solutions to the unique issues faced by people living and working in stadium neighbourhoods and to help to realise the potential mutual benefits of development and to share good practice.

Health Inequalities
The gap in health status and access to health services between different socio-economic groups, and between populations in different geographic areas.

Healthy Settings Development Unit
The Healthy Settings Development Unit is based in the Lancashire School of Health and Postgraduate Medicine in the Faculty of Health at the University of Central Lancashire. It aims to support and facilitate the holistic and integrated development of healthy settings in the many places where people ‘learn, work, play and love’.

Healthy Stadia Programme
A programme that utilises a ‘whole systems’ approach to enable sports stadia to work towards becoming ‘Healthy Stadia’. The programme is firmly based on a commitment to partnership and requires a multi-stakeholder approach.
**Impact**
A measure used to describe interim or short-term outcomes. For example, the impact of an initiative to encourage men to attend health awareness sessions might be the number of attendances at the sessions, whereas an outcome might be specific changes in health status/knowledge/behaviour.

**Indicator**
An agreed measure which shows whether progress is or is not being made towards an identified target or outcome.

**Monitoring**
Routine checking of progress against and according to a plan.

**Outcome**
The effects of policies, social conditions or health initiatives on a community, population group or person.

**Output**
A short term result of an activity or initiative.

**Partner**
An individual, agency or group who participates in a partnership.

**Partnership**
The coming together of previously separate organisations into a more durable and pervasive relationship, with full commitment to a mission.

**Partnership Checklist**
A tool to assess partnership performance in relation to opportunity, good practice, ownership and vision – and to demonstrate achievements, profile capacity building and track progress in delivering shared objectives and service improvement.

**Policy**
The adoption of a course of action by the corporate or legal framework of an organisation or community.

**Process**
The internal working or functioning of a partnership.

**Stakeholders**
People, groups or institutions with an interest in an organisation or a partnership and its activities and achievements.

**Strategy**
A planned course of action concerning the main aspects of an intervention or programme.

**Target**
A specific goal against which progress can be measured.

**Whole systems Approach**
An approach that encourages organisations to link one topic to another and to organise change, thus increasing the likelihood that interventions will make an impact.
APPENDIX 2: RESOURCES AND LINKS

Pilot Stadia

Gill Kinloch  
**Blackburn Rovers FC**  
Ewood Park  
Blackburn BB2 4JF  
Tel: 01254 296178  
Email: gill.kinloch@rovered.co.uk

Helen Stannard  
**Blackpool FC**  
Seasiders Way  
Blackpool  
Lancashire FY1 6JJ  
Tel: 01253 685035  
Email: publicrelations@blackpoolfc.co.uk

Sean Jarvis  
**Oldham Athletic FC**  
Boundary Part  
Oldham OL1 2PA  
Tel: 0871 2261651  
Email: sean.jarvis@oldhamathletic.co.uk

Gordon Pennington  
**St Helens RLFC**  
Dunriding Lane  
St Helens WA10 4AD  
Tel: 0807 565276  
Email: gordon.pennington@saintsr RFC.com

Useful Web Sites

**ChangeUp**  
Capacity Builders (an agency at arms length to government led by a board of sector experts)  
An initiative concerned to strengthen the support and assistance available to voluntary and community organisations. The ChangeUp framework was developed in partnership with the sector and focuses on improving capacity building and infrastructure within the voluntary and community sector.  
[www.changeup.org.uk](http://www.changeup.org.uk)

**Creating Healthier Communities: A Resource Pack**  
Neighbourhood Renewal Unit  
A resource pack that provides a wide range of information on health, what determines good and poor health and why many suffer from inequalities in health. It also provides an overview of the structures, roles and functions of key bodies and the processes that can be used to improve health, tackle disadvantage and reduce health inequalities. It highlights key Government targets for improving health as well as programmes that contribute to achieving them.  
[www.neighbourhood.gov.uk](http://www.neighbourhood.gov.uk)
Healthy Futures: Are You a Good Corporate Citizen?
Sustainable Development Commission
A web-based self-assessment model designed to help organisations understand what good corporate citizenship means and why it is important. The web site aims to inspire, motivate and actively support organisations build their CSR profile, and allows organisations to assess performance so far and plan for improvement.
www.corporatecitizen.nhs.uk

Local Compact Guidance: Working Together Better Together
National Council of Voluntary Organisations and Local Government Association
The agreement between government and the voluntary and community sector in England to improve their relationship for mutual advantage.
www.thecompact.org.uk

Useful Organisations

Audit Commission
The Audit Commission carries out national research on public sector delivery performance, including best value and partnerships
www.audit-commission.gov.uk

Clubs that Count
Clubs that Count is a management framework to capture, communicate and celebrate the positive work football and other sports clubs are doing in society. It also provides information to clubs to help them prioritise and support them in this.
www.bitc.org.uk/programmes/programme_directory/clubs_that_count/what.html

Community Development Foundation
The Community Development Foundation aims to pioneer, study and promote new forms of community development to inform public policy, professional practice and community initiatives
www.cdf.org.uk

Football Foundation
The Football Foundation is a partnership funded by the FA, the Premier League, and the Government, and is the UK's largest charity. The foundation plays a key role in revitalising grassroots sports, promoting education and social inclusion, with a mission to improve facilities, create opportunities and build communities.
www.footballfoundation.org.uk

Joseph Rowntree Foundation
The Joseph Rowntree Foundation supports a wide programme of research and development projects in housing, social care and social policy
www.jrf.org.uk

National Council for Voluntary Organisations (NCVO)
NCVO provides information, advice and support to the voluntary sector and represents its views to the government and policy makers
www.ncvo-vol.org.uk

Supporters Direct
Supporters Direct is a government initiative, funded by public money, with offices in London and Glasgow. It aims to help people "who wish to play a responsible part in the life of the football club they support" and offer support, advice and information to groups of football supporters.
http://www.supporters-direct.org
### Appendix 3: Healthy Stadia Initiative Planner

<table>
<thead>
<tr>
<th>Name of Initiative:</th>
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<tbody>
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<td>Target Population:</td>
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<td>Identification of local health needs that initiative addresses:</td>
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<tr>
<td>Partners/Stakeholders:</td>
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<tr>
<td>Timetable (inc. start and end dates):</td>
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<tr>
<td>Aims and Objectives:</td>
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<tr>
<td>The aim of this initiative is to:</td>
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<td>In order to achieve this, the objectives of this initiative are:</td>
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<td>Outline of Initiative:</td>
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<td>Expected outcomes:</td>
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<table>
<thead>
<tr>
<th>How the initiative will be evaluated:</th>
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<table>
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<tr>
<th>Main Contact:</th>
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