2017-2021 Business Plan Summary

Everyone in Gloucestershire Active Every Day

(Updated Jan 2019)
1. Introduction

**Physical inactivity**
One in five people in Gloucestershire is inactive, and a third don’t move enough to benefit their health. Being physically inactive kills as many people as smoking and costs our local NHS £9m a year. If you’re older, poor, or are disabled you are more likely to be inactive. This puts you at greater risk of high blood pressure, heart disease, type two diabetes, depression and some cancers. Today’s children may be the first generation to live shorter lives than their parents.

There have been plenty of health campaigns that encourage us to be fitter – and for some of us they work. But they tend to make already active people a bit more active, leaving inactive people even further behind.

We can’t keep doing the same things and hope they’ll help everyone. It’s time to think differently.

**Becoming an organisation determined to transform the ‘whole system’**
Active Gloucestershire’s 2017-2021 Business Plan is primarily an internal document. It provides focus and motivation for our people to increase physical activity levels in the county through our ‘whole system’ approach, Gloucestershire Moves, which we will pilot for three years.

In order to properly test the Gloucestershire Moves proposition, it will also be necessary for us to test our ability to become a ‘backbone organisation’ able to support and drive a movement.

Created by our staff team, in consultation with the Board of Trustees, our plan has been particularly informed by:

- Extensive research and consultation with more than 200 organisations and individuals, leading to the development of Gloucestershire Moves, our ‘whole system’ approach to physical activity using the latest behaviour change theory and practice
- Greater commitment to physical activity from policy-makers across the county, including Gloucestershire’s County and District Councils and Clinical Commissioning Group
- Sport England’s strategy, which prioritises behaviour change and the most inactive people

**Planning for change**
2017 and 2018 saw the charity make substantive progress. While we remain in a transitional period, our strategic and organisational development priorities over the next few years are now clearer. However, the plan will be regularly reviewed and modified to meet the changing needs of our internal and external environment.
2. About Active Gloucestershire

2.1 Who we are

**Vision:** Everyone in Gloucestershire active every day

**Mission:** We will unite organisations and people around our vision and enable them to make it a reality

**Brand essence**

**Agents of change:** we see opportunities and bring people together to drive change

**Brand values**

- **Collaboration:** we network, create partnerships and work together
- **Innovation:** we build on what works and look for new ideas
- **Sustainability:** we do things for the long-term

2.2 Who we work with and what we do

We have shifted our strategy of how best to increase physical activity (especially amongst the most inactive) and will now take a ‘whole system’ approach. We call this Gloucestershire Moves.

Achieving large-scale behavioural change, particularly amongst people facing multiple challenges, will require a movement of people with shared agenda and ‘will to act’ across every community and every part of our government, civil society and business infrastructure.

**Who we will work with**

- **The most inactive individuals** – as we model targeted interventions using behavioural insight techniques
- **The wider public** – through campaigns designed to increase physical activity and sustain that behaviour within certain communities, we expect the most engaged will become part of our movement
- **Service providers** – whether public, private or not-for-profit, anyone who provides a service or support that could potentially change people’s behaviour will be welcomed into our movement
- **Decision-makers** – we will collaborate with individuals and organisations from across the movement to target those decision-makers who can help deliver an environment that encourages physical activity
What we will do

We cannot expect a movement to arise spontaneously, it will need support and encouragement. Active Gloucestershire may need to become a different kind of organisation – a ‘backbone’ organisation – in order to offer this support. We need to test our ability and appetite for doing so during this business plan period. Our current core service offer is described below but this may change over the next couple of years as we become clearer on what we need to do to be an effective “backbone” for Gloucestershire Moves.

<table>
<thead>
<tr>
<th>ROLE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence policy- &amp; decision-makers</td>
<td>We work across sport, fitness, health, education, business, communities, tourism, housing and planning to ensure physical activity is a countywide, social priority</td>
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<tr>
<td>Support organisations</td>
<td>Provide insight</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make activity happen</td>
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<td></td>
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<tr>
<td>Find funding</td>
<td>We turn ideas into reality by increasing investment in our sector and county and providing guidance and resources to secure funding</td>
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<tr>
<td>Campaign to the public</td>
<td>We run consumer campaigns that increase public demand to be active and connect people to the supply of physical activity initiatives</td>
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2.3 What we mean by physical activity

In a physically active culture, everyone must feel that being active is for them, whatever their age, interest or ability. Consequently, we use ‘physical activity’ to mean any activity that involves body movement, uses energy and produces a health benefit, including structured, competitive sport.

This is reflected by Sport England’s recent replacement of Active People with a new survey, Active Lives, to measure the country’s physical activity levels. Active Lives includes a much broader range of activity than just sport, such as dance and walking and cycling for travel, measured over a longer time frame: 12 months rather than 4 weeks. It also removes the previous distinction between sport and physical activity, addressing three categories of activity:

1. **Inactive**: individuals who do less than 30 minutes of physical activity per week
2. **Fairly Active**: individuals who do between 30-150 minutes per week
3. **Active**: individuals who do more than 150 minutes per week
3. Context

3.1 Physical inactivity in Gloucestershire

<table>
<thead>
<tr>
<th></th>
<th>Inactive</th>
<th>Fairly Active</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>England</td>
<td>25.2%</td>
<td>12.5%</td>
<td>62.3%</td>
</tr>
<tr>
<td>South West</td>
<td>21.8%</td>
<td>11.7%</td>
<td>66.6%</td>
</tr>
<tr>
<td>Gloucestershire</td>
<td>22.7%</td>
<td>12.1%</td>
<td>65.2</td>
</tr>
</tbody>
</table>

Inactivity levels had been rising, but in the last two years they have stabilised with no significant changes. Our research has identified six priority groups with the highest levels of inactivity:

1. Older Adults.
2. Children and Young People.
3. Disabled People and those with Life-limiting Conditions.
4. People living in low socio-economic areas
5. Women
6. BME communities.

Factors driving inactivity
In addition to an ageing population, stark inequalities between districts, youth obesity and mental health problems and a variety of rural and urban locations, our analysis revealed:

- Considerable resource is devoted to physical activity across the county, but for too long, funding has been going to short-term, isolated, reactive projects that tend to get those who are already active a bit more active, rather than engaging the inactive
- Projects have focused on targeted beneficiary groups without looking sufficiently at the environment in which they spend their time. Because physical activity is not the norm in their social groups they have not sustained activity
- Interventions have been well intentioned, but have not been rooted in behaviour change theory and adequate insight. Often the “loudest voices” get funded, not the best thought through and commissioners and funders do not have a clear decision-making protocol
- Things are not joined up. The county has a number of people and community assets that are not currently being used as well as they could. Similarly, there are some really good projects showing change at a micro level but these are not being shared
- Focus has been almost exclusively on change at an individual or organisation level. There has been very little effort placed on the wider system such as infrastructure or policy
- Networks are strong and there is a strong sense of “county” in Gloucestershire but there is no single platform to unite these different networks
- The need for a “whole system” approach that integrates policy, infrastructure and on-the-ground delivery is increasingly recognised. The challenge is to transfer this to local policy and implementation
a. The physical activity system in Gloucestershire 2018
### 3.3 Internal

<table>
<thead>
<tr>
<th>Change</th>
<th>We’ve changed extensively in the last two years, from a delivery focused, “mediocre” CSP, to one considered innovative and high performing. We remain, however, in a transitional period, adopting Gloucestershire Moves, including making the decision whether to become its “backbone” organisation.</th>
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</thead>
<tbody>
<tr>
<td>People</td>
<td>Our staff team has embraced change and taken great strides in a rapidly changing environment. A new senior management has been put in place. Gaps remain in insight capacity and skills development is needed in the areas of collaborative/adaptive leadership; movement building and behaviour change.</td>
</tr>
<tr>
<td>Performance management improvement framework</td>
<td>Our self-evaluation scores us highly in most areas and shows how much the CSP has developed in the last couple of years. We are weakest in the areas of measurement and review, which are a focus for the next year.</td>
</tr>
<tr>
<td>Governance</td>
<td>We have been through an extensive review of our governance both to comply with Sport England’s code and to explore the best governance for Gloucestershire Moves. The focus in the next year is to test our role as a “backbone organisation”.</td>
</tr>
</tbody>
</table>

### 3.4 External

<table>
<thead>
<tr>
<th>Sport England strategy</th>
<th>Sport England five-year strategy for 2016-2021, focuses on inactive groups (particularly low socio-economic areas and women), utilisation of behaviour change models and working across the system. They expect CSPS to be strategic and influential, insight- and beneficiary-led, partner-neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>Local authorities and the NHS remain economically stretched and opportunities for commissions/funding are reducing. This puts pressure on trusts and foundations with more charities competing for funding.</td>
</tr>
<tr>
<td>Vision 2050</td>
<td>Leadership Gloucestershire has been developing a vision for Gloucestershire in 2050 which includes 9 ambitions and seven big ideas. Being happy and healthy was the number one ambition when the county was consulted.</td>
</tr>
</tbody>
</table>
| Local policy priorities | We have to reflect the county’s priorities and areas of health inequality. Key emerging strategies in 2018 are:  
  • The health and wellbeing strategy  
  • The industrial strategy  
  • The joint core strategy for housing |
| Delivery bodies | Skills need to be improved across all sectors, which also require support to think in different ways to increase participation. Most are struggling financially, so funding is a priority |
4. Strategy

4.1 Strategic framework

Our strategy is presented in a framework that provides a direct line of sight from our vision to the individual activity plans of each of our staff.

- **Vision**: The world we’d like to see
- **Mission**: Our role in making that a reality
- **Aims**: Quantified ambitions to realise our vision and mission
- **Objectives**: Targeted & measurable intentions to fulfil our aims
- **Delivery approach & plans**: “Whole system” approach + function & individual plans
- **Brand**: The essence and values that underpin all our work
4.2 Aims and Objectives 2017-2021

Our over-arching aim for the next four years is to test the Gloucestershire Moves approach to getting people active and to decide Active Gloucestershire’s role in delivering it. Within this we have a set of aims and objectives for the business plan period.

<table>
<thead>
<tr>
<th>Aims</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get inactive people active</td>
<td>30,000* inactive people active (based on Gloucestershire Moves analysis)</td>
</tr>
<tr>
<td>Make physical activity the social norm</td>
<td>A movement of at least 1,000 organisations and people signed up and actively contributing to Gloucestershire Moves</td>
</tr>
<tr>
<td></td>
<td>Demonstrable changes in Gloucestershire’s culture/system</td>
</tr>
<tr>
<td>Be a strong and sustainable charity</td>
<td>Decision made on whether to be GM’s backbone organisation</td>
</tr>
<tr>
<td></td>
<td>High-performing staff and board</td>
</tr>
<tr>
<td></td>
<td>Have a healthy and sustainable income that supports our developing role within GM</td>
</tr>
</tbody>
</table>

* This figure is a long-term figure that has been agreed for Gloucestershire Moves. Because this is a new way of working, precise targets for this business plan period cannot be wholly predicted, although we anticipate movement towards this figure.

4.3 Delivery approach – Gloucestershire Moves

Our approach to getting inactive people more active, and to making physical activity the norm, is called ‘Gloucestershire Moves’. It is described in this short film: https://youtu.be/7hOvpZ0dxrM and was developed based on extensive consultation with more than 200 organisations and 100 individuals, from physical activity experts to programme beneficiaries.

We now know that, in order to change and sustain their behaviour, the least active people need layered circles of support and motivation. We’ve identified three steps to start building those circles. They are circles that will adapt and change as we understand people better.
Step 1 – support the individual (behaviour-change-based insights & interventions)
What gets in the way of the least active people becoming more active? What will motivate them to start their journey? We can’t assume we know – we must get out, start a conversation, and use tested behavioural change insights.

Step 2 – build the community (our social movement)
The next circle of support and motivation is the community we live in. Friends and family are vital. But so are schools, employers, religious organisations, neighbourhood groups, social clubs, charities. In fact, anyone who influences the way we think and feel. They will become a movement of people and organisations who want to make being active a normal part of everyday life.

Step 3 – change the world around us (whole-systems change)
The help we offer the least active people must be underpinned by the world around them. One where our workplaces don’t force us to sit still all day. Where we learn in ways that keep us moving. Where our local travel options encourage us to get out and about and walk rather than drive.

Realising the approach
We intend to develop Gloucestershire Moves from an approach into a collectively “owned” movement that will support and promote all physical activity in the county.
4.4 Strategy summary

VISION
Everyone in Gloucestershire active every day

MISSION
We will unite organisations and people around our vision and enable them to make it a reality

Aims & objectives

Get inactive people active
30,000 inactive people active

Make physical activity the social norm
A movement of at least 1,000 organisations and people signed up and actively contributing to Gloucestershire Moves
Demonstrable changes in Gloucestershire’s culture/system

Be a strong and sustainable charity
Decision made on whether to be GM’s backbone organisation
High-performing staff and board
A healthy and sustainable income that supports our developing role within GM

Delivery approach & plans
Gloucestershire Moves ‘whole system’ approach
Function & Individual Activity Plans

BRAND
Essence: Agents of change
Values: Collaboration + Innovation + Sustainability
## 5. Delivery

### 5.1 Delivery model

Our model delivers the three steps identified as crucial to ‘whole system’ change, building the ‘circles of support and motivation’ required for lasting behaviour change.

### 5.2 Backbone model

In order to stimulate people’s desire for change and understanding of how best to achieve it, we believe Active Gloucestershire may need to become a ‘backbone organisation’ for the Gloucestershire Moves movement.

This is a role we have already partially fallen into as we developed Gloucestershire Moves. We will, therefore, spend a year testing our ability and appetite to fulfil the ‘backbone’ role, after which time a final decision will be made.

We will start to adapt our internal structures and thinking to deliver the six key roles of a ‘backbone organisation’. These do not conflict with the more traditional activity that we will continue to deliver during the test year, but they will allow us to be more effective in our planning, delivery and testing of the Gloucestershire Moves model.

The roles are:
- Guiding vision and strategy
- Supporting aligned activities
• Establishing shared measurement practices
• Building public will
• Advancing policy
• Mobilising funding

After one year of growing into the backbone approach, we will evaluate it by looking at:

• **The need** – Does Gloucestershire Moves show signs of being effective, and is it likely to need a ‘backbone organisation’? If so, what type? What other organisational models could serve this purpose?
• **Our fit** – Is Active Gloucestershire the right organisation to occupy the role? Do we have a ‘licence to operate’ as a result of the trust, reach and expertise we have? Are we willing to make the necessary changes to our governance?
• **Our capacity** – Do we have the right level of staff, funding, infrastructure and skills in place (or can we quickly adapt) to deliver the role outright?
• **Our focus** – Being a ‘backbone’ organisation is not an extra that a traditional organisation can bolt on, so is Active Gloucestershire willing to become a new kind of organisation? In particular, is it willing to stop work on anything that falls outside the backbone role?

### 5.3 Delivery targets

<table>
<thead>
<tr>
<th>Inactives to actives</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Older adults</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,000</td>
<td>3,000</td>
<td>4,500</td>
<td>6,000</td>
</tr>
<tr>
<td>Place</td>
<td>Barton and Tredworth</td>
<td>250</td>
<td>500</td>
<td>750</td>
</tr>
<tr>
<td></td>
<td>Tbc</td>
<td>150</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td><strong>Disabled people</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,000</td>
<td>1,500</td>
<td>2,500</td>
<td>3,700</td>
</tr>
<tr>
<td><strong>Children and young people</strong></td>
<td>4-11 years</td>
<td>500</td>
<td>1,000</td>
<td>2,000</td>
</tr>
<tr>
<td></td>
<td>11-18 years</td>
<td>250</td>
<td>500</td>
<td>750</td>
</tr>
<tr>
<td></td>
<td>Satellite Clubs (14-19 years)</td>
<td>470</td>
<td>750</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,220</td>
<td>7,000</td>
<td>11,400</td>
<td>16,750</td>
</tr>
<tr>
<td>Orgs/people active within GM Movement</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
</tr>
<tr>
<td>--------------------------------------</td>
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</tr>
<tr>
<td>Older adults</td>
<td>70</td>
<td>200</td>
<td>280</td>
<td>360</td>
</tr>
<tr>
<td>Place</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barton and Tredworth</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
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<tr>
<td>Tbc</td>
<td>20</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabled</td>
<td>100</td>
<td>120</td>
<td>130</td>
<td>150</td>
</tr>
<tr>
<td>Children and young people</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-18 years</td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>300</td>
</tr>
<tr>
<td>18-25 years</td>
<td>20</td>
<td>35</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Women</td>
<td>240</td>
<td>300</td>
<td>350</td>
<td>400</td>
</tr>
<tr>
<td>Total</td>
<td>600</td>
<td>885</td>
<td>1,110</td>
<td>1,340</td>
</tr>
</tbody>
</table>

**DETAILED ACTION PLANS FOR ALL DELIVERY AREAS ARE AVAILABLE ON REQUEST.**