Overview

This document outlines our new four year plan which builds on our work to date with our many partner agencies across Oxfordshire. Critically it aims to align and contribute to Oxfordshire’s Prevention Framework produced by the County Council and the Clinical Commissioning Group and adopted by the Health and Well-Being Board in 2019. The Framework sets out to:

- Improve the quality of life by creating and promoting health and wellbeing.
- Reduce health inequalities across the County.
- Save our public services from the spiralling costs of treating avoidable illness and ongoing needs and improve the efficiency and wellbeing of the workforce.

Cardiovascular disease (CVD) has been identified as a key priority in the Prevention Framework as it is one of the “big four” diseases affecting our population. There is compelling evidence that Physical activity can help to prevent and manage CVD risk factors as well as the disease itself. Furthermore, physical inactivity is an independent risk factor for CVD. We need to “work together” and collaborate with partners across all sectors to make a difference.

Active Oxfordshire is one of 43 Active Partnerships across England. All Active Partnerships are expected to: have a strong understanding of their local place; have the the ability to broker and network effectively; create the right relationships; and facilitate high quality interventions to increase physical activity and develop sport in their communities. The focus of Active Partnerships across the Country is increasingly on inactive people and under-represented groups in physical activity and sport. Our Plan reflects the primary role of Active Partnerships agreed with Sport England, who remain our biggest supporter.

Our Plan also reflects a change of approach which is based on three inter-related disciplines: system change- which makes physical activity everyone’s business; asset based community development- which builds on local strengths and opportunities; and behaviour change- which engages and empowers inactive people to be active as part of their everyday lives.
Theory of Change Model

Active Oxfordshire has developed a Theory of Change model with its partners. A common problem has been identified along with six long term outcomes that we want everyone to understand, own and work together on.

The Problem:

➢ There are significant health inequalities linked with pockets of higher multiple deprivation and higher levels of inactivity. There is a lack of cohesion and integration to address barriers to existing services including knowledge, physical assets and targeting of resources. Oxfordshire has an ageing population facing increasing social isolation while the activity levels of young people in the County when measured against Chief Medical Officer’s guidelines are low.

The Outcomes:
1. Reduction in physical inactivity
2. Improved physical health
3. Improved mental wellbeing
4. Reducing the gap in health inequalities
5. Increased knowledge of the benefits of physical activity
6. Physical activity is in all strategic plans at policy level

Our Theory of Change diagram model maps out the inputs, outputs and intermediate outcomes that are required to bring about the desired change. It is our roadmap to success.

We recognise there is a clear need to increase our capacity and capability to make effective use of insight and to evidence the impact we are making. We will produce an Evaluation Framework with partners in 2020 to both track our progress towards our ultimate goal as well as demonstrate our collective impact as a movement.

As an organisation, we also need to be clear on our success measures and how we can evidence added value. Part of this is working more effectively to tell our story but it is also important that we use planning and consultation processes to articulate our most important key performance indicators for each interlinked strands of this Plan using a Balanced Scorecard approach.

Long Term Goals

Our re-defined purpose is: “An unrelenting focus on the people who are physically inactive in Oxfordshire where there are the most health inequalities, and consequent health gains and social benefits”. We will also work with under-represented groups/communities to widen access to physical activity and community sport. We do this by working collaboratively with partners to help EVERYONE in Oxfordshire meet the Chief Medical Chief Officer’s guidelines for physical activity. On this basis our vision is: “Oxfordshire will be the least inactive county in England for both young people and adults by 2024”. This will require a step change in the way we and our stakeholders collaborate and operate so that this is a common goal we can all work to.
Focus for 2020-2024

During the next four years we will concentrate on three priority work areas in the fight against inactivity. We will support locally trusted people who make the difference and change behaviours by engaging and inspiring our target audiences. We will focus on place as well so that we engage with the communities that need our help and intervention most.

- **Healthy Active Children** – encouraging an active start in life by:
  1. Working with early years settings
  2. Focusing on extra support for our most vulnerable and disadvantaged young people and families
  3. Supporting schools and local communities to help all our young people to be physically literate.

- **Healthy Place Shaping** – helping people to live well by:
  1. Promoting active environments to support everyday activity
  2. Activating communities in the Lower Super Output Area (LSOA) ranked within the 20% most deprived nationally as identified in the JSNA as well as the key growth points across Oxfordshire
  3. Embedding the promotion of physical activity into new models of health care as part of systems change.

- **Healthy For Life** – by helping people to live longer better especially:
  1. Those with long term health conditions/chronic disease
  2. Those people who have, or are at risk of, poor mental health and well-being
  3. The growing numbers of older people to be active, engaged and independent to maintain their quality of life.

We will work hard to provide the evidence that informs people locally of the cost of inactivity/poor health and the social and financial benefits that physical activity and community sport can bring. We will campaign, advocate and influence to the very best of our ability to help deliver positive change.
We will aim to unify and bring together organisations and initiatives, and will build monitoring and evaluation into key aspects of our work to help evidence impact and value of our collective work and our own contribution to that.

We will work collaboratively with our partners to achieve “win-win” results and will also seek out new relationships pro-actively to expand our reach and engage our target audiences.

We will also support the design and development of interventions where there is a clear need.

We see our primary role is to guide, inform, motivate, enable and evaluate. We are developing our staffing structure and business model to reflect that. We will be strategic and will only be operational when we are best placed to.

**Communicating the Key Messages based on Local Insight**

We need to convey both the fight against inactivity and the case for physical activity. Our actions will include the production of a physical activity toolkit, including online resources focusing on good practice, and a co-ordinated call to action likely to involve the development of a Concordat or Charter based approach that strengthens collaboration. We need to develop common messaging about the individual and community health benefits of physical activity, whilst setting out the social and economic costs of physical inactivity. The language must be understandable for the target audience and our case compelling for local decision makers. As a locally based charity, meeting the needs of Oxfordshire residents, we will aim to establish a common cause - a “movement of movement”. We will do this through: pro-active advocacy, brokering and networking; effective local and national campaigns using insight and real people’s lived experience; and the co-production of interventions which can be measured for impact.

**Our Key Messages**

We will promote and build on the following key messages:

**Inactivity is a ticking time bomb for the health of our population, particularly the next generation - “we have a moral duty” to act**

- 48% Oxfordshire children are not meeting the Chief Medical Officer’s recommendations for physical activity. This equates to approximately **42,000** children and young people across our County. We have a “moral duty” to change this situation.

- The lack of opportunity to cycle and swim for children and young people in deprived communities indicates there are fundamental inequalities from an early age in Oxfordshire. This cannot be right!

**We are moving less than we did and it’s affecting our education, health, communities and happiness. Our bodies were not designed to live this way!**

- 20.3% of adults in Oxfordshire are inactive - i.e. doing less than 30 minutes activity per week.
67,000 adults in Oxfordshire have a diagnosis of depression, that’s 11.1% of the population, and higher than the national average: we know that physical health is inextricably linked to mental health.\(^1\)

**Physical activity is a miracle drug for many of the challenges of modern life**

- Physical activity is a powerful solution to prevent and treat over 20 major conditions and diseases.

**Together we can help people live longer better**

> “What’s emerging very clearly now from the science is that we can prevent or delay dementia, frailty and the need for social care.” (Sir Muir Gray CBE)

- The number of Oxfordshire residents aged 65+ years is expected to grow 50% in the next 20 years
- 51% of people aged over 75 are inactive and 53% of those aged over 85 are inactive
- 69% of people living with long-term health conditions would like to be more active and 50% would like help and advice on how to be more active.

**We have a good business case for investment**

- Physical inactivity is responsible for 1 in 6 deaths.
- Physical inactivity is the fourth leading cause of death worldwide.\(^2\)
- Inactivity kills as many people globally as smoking.\(^3\)
- Physical inactivity costs the UK economy £7.4b each year with £0.9b being direct costs to the NHS.

**We have the evidence**

- Levels of inactivity among adults differ considerably across our County with some of our communities suffering the greatest health inequalities, experiencing levels of inactivity three times worse than the more active parts:

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One of the reasons for this difference is because levels of inactivity differ between men and women with 16.7% of adult men inactive compared to 21.4% of adult women. Oxfordshire currently has a 4.7 percentage point ‘inequality gap’ compared to 2.1 percentage points nationally with trend data indicating the position is getting worse. This gap between men and women appears to be due to levels of inactivity being higher for women in groups such as those aged 55+, those in lower socio-economic groups and for those women with a limiting illness or disability. These groups, with more emphasis on meeting women’s needs, will be our priorities.

Reflecting the national situation, people with a limiting illness or disability in Oxfordshire are almost twice as likely to be inactive than those without. Whilst this group represents only 16% of Oxfordshire’s adult (16+) population, they make up 31% of all inactive adults in Oxfordshire, approximately 33,000 people.

We are Listening to our Partners

Our Active Oxfordshire Partner Survey undertaken in autumn 2019 provided reassuring support that we are moving in the right direction with a strong Net Promoter Score (NPS) of 75% from 12 key stakeholders. This has been reinforced with more recent results in January 2020 from a national survey of local partners undertaken by the Active Partnership Network which gave Active Oxfordshire an NPS of +54 (compared with minus 25 previously and a national average of +59).

The surveys highlighted the following areas for improvement which will guide our organisational change agenda over our four year Plan period:

- Gaining a better understanding of partner’s role and priorities - avoiding assumptions and keeping up to date with organisational changes, whilst making our work relevant to their agendas.
- Greater awareness and understanding from partners of our purpose and vision especially the emphasis being placed on health inequalities, disadvantaged, low income and under-represented groups as well as our focus on the broader aspects of physical inactivity (including, but not restricted to, sports development).
Increased profile amongst partners of all of our relationship managers as well as the Chief Executive.

More collective understanding and use of local insight to inform action planning and interventions.

Produce more robust evidence of outcomes and impact that can then be communicated more widely, especially to influencers and decision makers.

Greater influence on the local agenda and priorities to build up an accessible and attractive physical activity and sport offer.

**Healthy Active Children**

We want all children and young people in Oxfordshire to achieve the revised Chief Medical Officer’s [physical activity guidelines](#). Currently only 52% do so and there is an urgent need for action to address this worrying trend, to combat increasing obesity levels and prevent long term health inequalities. We need to use the insight gained from national surveys and the qualitative analysis of over 130,000 children and young people to focus on physical literacy for all children/young people.

**Advocacy**

- Develop a specific “call to action” for the health and wellbeing of children with local partners focused on:
  - Low income families in target communities/places
  - Girls and young women across the County
  - Early year interventions in priority places
  - Those with special or additional needs
  - Those at risk of poor mental health and wellbeing.
- Provide support and promote best practice to partners around key topics specifically:
  - Active Travel in and around education settings
  - PE Premium investment in primary schools - based on evaluation findings
  - The FAST (Families Active, Sporting Together) programme in Cherwell- based on evaluation findings
  - Satellite Club investment for teenagers and vulnerable children - based on evaluation findings
  - Inclusion and sport and activity for young people with additional needs
  - Safeguarding and child protection - based on best practice.
- Generate the Active Lives Children and Young People survey results each year to key stakeholders, all schools and partner organisations and promote the Healthy Schools accreditation in the process.
- Organise a major annual Active Children Conference event to share results, promote best practice and stimulate new thinking/ways of working.
Collaboration

- Develop a single work programme with key partners to deliver common outcomes and assess its impact
- Build relationships and explore opportunities with Oxfordshire County Council specifically:
  - Early Years – around active travel and healthy weight initiatives
  - Public Health and School Improvement - promoting best practice around use of PE premium funding in schools to support the national school sport and activity action plan as part of the development of whole systems approach to healthy weight in our young people
  - Children’s Social Care – development of targeted referral schemes promoting swimming, cycling and wider facility access for vulnerable children and families wherever they live in the County
  - Public Health- utilising the Living Streets WOW scheme to support co-production of active travel with local schools and communities.
- Work with local authorities to link up interventions and services in schools and communities in each of their areas using the Active Lives survey results and other local data/insight to develop effective interventions.
- Establish a local organising committee (LOC) to oversee the development and use of the School Games to link up wider developments in the County delivered by the School Games Organisers and other partners.

Interventions

- Working with trusted partners to deliver quality interventions targeted at priority audiences and places, which will then be showcased to promote learning and best practice using Satellite Club/Workforce programme funding from Sport England.
- Removing barriers to cycling and swimming, core life-skills, targeting the most vulnerable young people.
- Commissioning the delivery of leadership and volunteering opportunities in priority places linked to development pathways with Active Leaders.
- Upskilling teachers to be able to deliver high quality physical education and community links.
- School Games – deliver county festivals providing appropriate competitive school sport to all young people working with local School Games Organisers across the County.

Evaluation

1. PE Premium - Annual Survey with findings published annually and provided to Sport England.
2. Satellite Club data analysis - using the FAST evaluation model with the findings and case studies published annually.
3. WOW Programme - annual report issued based on the national evaluation produced by Living Streets.
4. Whole Systems Approach to Healthy Weight
5. Analysis of the Chances Fund intervention in Oxford targeting 100 most vulnerable young people in the City using Substance national evaluation model - subject to confirmation.

Measurement

1. Percentage of young people: considered fully active to increase; and inactivity levels to reduce.
2. Swimming numbers achieving competency at Age 11 from target communities to increase.
3. Percentage of active journeys to and from school to increase across the County.
4. Healthy Weight data from the Child Measurement Reports for Year 1 and 6 produced annually.
5. Chances Fund intervention with Oxford City Council - subject to confirmation
Healthy Place Shaping

With partners we will focus on supporting community activation in areas of most need and growth points across the County. Healthy Place Shaping is a county-wide strategic priority. We will help to shape the new infrastructure in the major growth areas so it is conducive to physical activity as well as sharing learning to scale up the new approaches that work with additional funding from Sport England.

Advocacy

- Establish and service a Healthy Place Shaping Steering Group to develop a collaborative and progressive approach across Oxfordshire using investment from Sport England.
- Formalise a reporting process into both the County’s Growth and its Health and Wellbeing Boards promoting the link between active design, community activation and new models of healthcare.
- Develop place-based working in the major growth points in Oxfordshire alongside the two Community Impact Zones / most deprived LSOAs in the County (where there are the greatest levels of inactivity and evidenced health inequalities) - applying the learning from the Bicester and Barton Healthy New Towns and the national Local Delivery Pilots.
- Promote the concept of asset-based community development to partners for all new interventions in areas of need and growth.
Collaboration

- Deploy a new Healthy Place Shaping Partner post to work with and learn from leaders of the Healthy New Town programmes to support planning and delivery of change models with each of the local authorities in the County over a three year cycle – most likely to be Oxford City Council and West Oxfordshire in 2020.
- Work pro-actively with the Oxford Hub and Aspire, as two key agencies, focusing on trusted leaders/organisations in the Community Impact Zones to reach and engage priority audiences working across physical activity and sport based on local needs.
- Work with Cherwell District Council and local/national partners to conduct a three year evaluation study into systems change in the locality with an appointed contractor.
- Contribute to the County Cycling Legacy Plan and deliver on our commitments and responsibilities to promote active travel and recreational cycling.

Interventions

- Focus Early Year interventions in the two Community Impact Zones with partners.
- Support the roll out of the FAST (Families Active, Sporting Together) programme in Banbury, Bicester and Kidlington and disseminate the learning across the County.
- Support the development and delivery of two Wayfinder Active Environment funded projects in the County to showcase Healthy Place Shaping work and explore new ways of measuring impact.
- Support place-based working in Kidlington where Active Oxfordshire is now based with Cherwell District Council integrating investment in people/workforce in the process.
- Support the development of Shotover Country Park with the City Council to increase/widen access.

Evaluation

1. FAST Programme using Sport England’s national evaluation model.
2. Youth Ambition using VIEWS data.
4. Systems Change Evaluation Project from April 2020

Measurement

1. FAST Programme in Cherwell - numbers and evidence of behaviour change.
2. Active Lives/Active Travel results for Adults and Young People in Cherwell.
3. Healthy Place Shaping Principles incorporated into planning policies.
4. Increased activity levels in Community Impact Zones in Oxford and Banbury.
5. Bursary Scheme take up and case studies.
Healthy for Life

Oxfordshire is one of the fastest ageing populations in the country while 67,000 of adults suffer with depression - a higher percentage than the national average. 69% of people living with long term health conditions would like to be more active. Our priority is to: help all people with long term health conditions to enjoy a more active life; promote physical activity to all people (young or old) at risk of or already suffering from poor mental health; and to help our older residents to live longer better by being physically active, tackling loneliness, social isolation and promoting independence in the process.

Advocacy

- Make a compelling case for physical activity:
  - Committing partners to a common pledge to reduce inactivity levels in the County.
  - Convening a summit meeting in 2020, targeting high-level leaders and influencers.
- Activate local support for national campaigns to promote active lifestyles including:
  - “We are Undefeatable”, aimed at people with long term health conditions
  - “This Girl Can” to help reduce the activity gap between females and males.
- Embed ‘GO Active’ as a county-wide brand, shaping the physical activity offer to residents by:
  - Scaling up GO Active Gold to be a county-wide intervention with Age UK with a volunteering/buddy scheme at its heart in support of a new paid workforce
  - Co-designing the public face of GO Active materials for walking, running, cycling, outdoor activities and swimming with local partners
  - Working with key partners to develop and embed the refreshed Physical Activity and Exercise pathway for those with long term conditions, ensuring accessible county-wide provision.
- Support the Prevention Concordat for Mental Wellbeing co-ordinated by the County Council.
- Support and promote the Winter Fuel campaign with Age UK - “Share Your Warmth”.

Collaboration

Establish Active Oxfordshire as the driver for change by working closely with Public Health and the Clinical Commissioning Group to:

- Agree a joint work plan to deliver on the priorities identified with partners, focusing on the role physical activity can play in achieving positive health outcomes and reducing health inequalities.
- Engage a GP to champion key initiatives and collaborate with Prevention Champions in other organisations.
- Support the role of trained Physical Activity Clinical Champions as part of the Moving Healthcare Professionals programme to embed the peer to peer training across the County, aiming to secure a Champion within every Primary Care Network.
- Work with the Mental Health Partnership, other third Sector organisations to promote mental health and wellbeing, including Mind locally and regionally to promote the role physical activity and sport can play to improve mental health and well-being.

Interventions

- Lead the development of consistent evidence-based exercise and activity programmes for patients with long term or complex medical conditions by:
  - Implementing a refreshed exercise and physical activity pathway
• Extending the GO Active Get Healthy Diabetes model across other conditions, supporting the refreshed pathway.
- Provide a co-ordinating role across the long-term conditions Exercise and Physical Activity pilot intervention in the short-term and a governance role for quality assured provision in the longer term.
- Launch the new Active Medicine training programme for healthcare professionals targeting specific workforces including social prescribers and selected Primary Care Networks.

**Evaluation**

1. GO Active Get Healthy - a formal independent report to be produced for both the Diabetes intervention commissioned by the Clinical Commissioning Group and the extended model piloting an exercise and physical activity intervention for those with long term health conditions to assess outcome measures.
3. GO Active Gold/Generation Games – participation rates, evidence of behaviour change and case studies.
4. Prevention Framework reporting- focusing on CVD, social isolation and loneliness initially.

**Measurement**

1. Percentage of adults considered to be inactive to decrease overall.
2. Percentage of active journeys to increase.
3. Active Lives survey results for Older People.
4. Active Lives results for Women/Girls