Our 2020 Vision and Operational Plan

1. Introduction

The purpose of this 2020 Vision and Operational Plan is to provide Active Oxfordshire with direction and priorities for the period 1\textsuperscript{st} January 2019 – 31\textsuperscript{st} March 2020. The plan sets out our priorities, improvement actions and ambitions within a wider Strategic Plan which is to be developed from April 2019 with stakeholders to ensure it is relevant and a genuine co-production. It will help to ensure we are in the right place, with the right skills, at the right time. We want to be able to demonstrate our value as well as evidence our contribution to a truly collaborative enterprise.

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<tr>
<th>Our Purpose</th>
<th>Our Aims</th>
<th>Our Tactics</th>
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<tbody>
<tr>
<td>We help people in the most need across Oxfordshire by working with partners to increase physical activity</td>
<td>1. Increase PA levels of the most inactive children and young people</td>
<td>1. Activate the local workforce to increase skills, capacity and diversity</td>
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<td>2. Improve the mental wellbeing of people in Oxon through PA</td>
<td>2. Develop GO Active as the county-wide brand for activity delivered with and through partners</td>
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<td>3. Increase PA levels of those with long-term health conditions or disability</td>
<td>3. Be pro-active at sharing learning around ‘what works’</td>
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<td>4. Focus on places with the highest levels of inactivity</td>
<td>4. Focus on Inactivity in place-based working in the areas of the greatest need</td>
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<td>Vision</td>
<td>5. Decrease levels of inactivity among older people</td>
<td>5. Actively land national strategies, local health priorities and new marketing campaigns</td>
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<td>Everybody in Oxfordshire is physically active</td>
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<td>6. Collaborate with PH, OCCC, LAs and Sport England to initiate change</td>
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2. Contribution to National and Local Strategies

Active Oxfordshire is one of 43 County Sports Partnerships across England, contributing to the 5 Government outcomes outlined in *Towards and Active Nation*. Within this, there are two strategic priorities set by Sport England:

- More people from every background regularly and meaningfully engaging in sport and physical activity, and
- A more productive, sustainable and responsible sport sector.

In addition new strategic priorities by the NHS are raising prevention as a key focus of work around their [10 year plan](#). Through the new Primary role for CSPs agreed by Sport England, Active Oxfordshire will ensure a strong understanding of our local place, broker and support the right relationships, and help identify the best opportunities for engagement in physical activity particularly for inactive and under-represented groups. We will maximise impact for communities across the County against the Government’s outcomes through sport and physical activity.

Locally, we are working to the recommendations of the [Health Inequalities Commission](#) following the work of the [Oxfordshire Health and Wellbeing Strategy](#) and making a direct contribution to the measures, targets and outcomes of the [Oxfordshire Health Improvement Board](#) particularly around the recently agreed priorities of:

- Keeping Yourself Healthy (Prevent),
- Reducing the impact of ill-health (Reduce)
- Healthy Place Shaping and Healthy Communities.

**Targets**

Key targets which we have signed up to and will promote/pursue include:

**Reduction in inactivity levels amongst adults** (Baseline 105,700 19.1%)

An annual 0.5% reduction in inactivity across the county, therefore reduce to 18.6% by May 2019 /and to 18.1% by May 2020. This is taking 2,800 people out of inactivity each year. Stretch targets include reducing inactivity to under 20% in Cherwell and West Oxfordshire districts by May 2020. This will be taking 7,500 and 6,150 people respectively out of inactivity.

**Reduction in inactivity levels amongst children and young people** (Baseline 46,300 52.7%)

Following on from the first release of data in December 2018 which indicated that 46,300 (52.7%) of children and young people do less than an hour a day of physical activity on average, we will monitor these values for a year and set targets in 2020

**Reduction in obesity levels of young people**

Target to reduce to 16% for Year 6 Children and maintain at 7% children in reception year is set out in the HIP plan and we will work to play a part in the system change needed to address this issue.

**Reduction in health inequalities across the County**

- Monitor and increase the number of disabled people participating in regular physical activity (34.8% inactive)
- Achieve a measurable decrease in inactivity and in parallel an increase in mental well-being measures, measured using the Active People Survey and Health Survey for England datasets
- A narrowing of the activity gap between the less socioeconomically privileged groups and the norm

We will be going through the new Performance Management and Improvement Framework (PMIF) in December 2018 (further detail in Appendix 2) and this process will generate a service improvement plan and be followed by a round table meeting with Sport England and key stakeholders. This will help us develop our thinking and planning and ensure that we continue to improve both our organisational effectiveness and impact against strategic outputs.
Strategic outputs set out below are incorporated into the 5 Quest modules and will feature strongly in the Round Table meeting.

**Stakeholder Matrix – Active Oxfordshire**

**High**
- Mental Health Partnership
- OXLEP
- Councilors (District and County)
- Oxfordshire Community Foundation
- Community First Oxfordshire
- OCVA
- Oxford Health NHS Trust
- Oxford Health University Hospital Trust
- West Oxfordshire District Council
- BBC Oxford
- Oxford Mail
- Oxfordshire Fire & Rescue
- Thames Valley Police
- Age UK Oxfordshire
- Oxfordshire Youth
- NGOs Locally
- Sports Clubs
- UK Coaching
- Oxford University
- Oxfordshire County Council Public Health
- Oxfordshire County Council
- Oxfordshire County Council Children’s Trust
- Health and Wellbeing Board
- Health Improvement Board
- Health Inequalities Commission
- Cherwell District Council
- Oxford City Council
- South Oxfordshire and Vale of White Horse District Councils
- Oxfordshire Mind
- Sport England
- Oxford Brookes (Academic Departments – MoRES and Coaching & PE)
- Oxfordshire Clinical Commissioning Group
- SGOs
- Access Sport
- NCS
- England Netball
- Oxfordshire Football
- Oxfordshire Cricket
- EMD
- Boxing
- Activity Alliance
- Local delivery organisations e.g. Sunrise, SOFEA, OXRAD
- Leisure Operators
3. **Key Themes and Deliverables**

This operational plan is divided into several key themes being delivered now, as well as some emerging themes that will be important over coming years and for which work will be required and start during the life of this operational plan. These are:

- Children and Young People (CYP)
- Mental Health and Wellbeing
- Disabled People and People with Long-Term Health Conditions
- People/Workforce
- Place-shaping embracing systems change
- Knowledge and Insight “What Works”
- GO Active
- Development areas for 2019 (around Older people and the Growth Agenda)

**Deliverables 1\textsuperscript{st} January 2019 – 31\textsuperscript{st} March 2020**

**Children and Young People - Steph Hall lead**

**Key Partners – Children’s Trust, Oxfordshire MIND, Oxfordshire Youth and Local Authorities.**

- Explore and develop a Theory of Change/logic model for this work to identify clear outcomes and measures.
- Share Active Lives CYP results widely and host on [www.activeoxfordshire.org](http://www.activeoxfordshire.org) – developing new targets with partners in 2019 to help improve performance and focus resources on inactive young people and their communities/families.
- Develop a more strategic role with Public Health, including the Children’s Trust Board and greater influence with CAMHS, Oxfordshire County Council and other strategic agencies to ensure children Start and Stay Well.
- Deliver Satellite Clubs projects in target areas and to target audiences - SEND; Girls and Young Women- in partnership with key partners.
- Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works and broker relationships through annual GO Active Schools Conference and termly e-communications.
- Develop relationship with Street Games/Access Sport with the aim to engage young people in targeted communities in Oxfordshire.
- Deliver School Games to engage young people across the County, to showcase wider work of AO and engage partners to take a greater role while AO focuses on support to schools that have not yet participated.
- Explore 0-5 Early Help, pre-school development work in target locations/communities.
- Make interventions with the schools who are identified as needing support to ensure effective spend of PE Premium investment.
- Support place-based work in identified locations to deliver CYP outcomes and contribute to systems and behaviour change.

**Mental Health and Wellbeing - Lucy Tappin lead**

**Key Partners – Oxfordshire MIND; Oxfordshire Youth; Age UK, Oxfordshire CCG and Public Health**

- Develop strategy for Mental Well Being with stakeholders by April 2019, including vision and role/contribution of AO for year 1 with clear success measures.
- Act as knowledge hub and the champion of physical activity related to mental wellbeing promoting best practice and what works locally and nationally.
- Identify which projects and programmes to lead, and which to deliver through partners.
- Re-launch GO Active Body Healthy Mind in collaboration with partners including MIND and Oxfordshire Youth focusing on target schools and agencies in the next 12 months.
- Create an ‘Active Thinking’ network to shape services, broker relationships, share knowledge and to provide advocacy.
- Work with Public Health/CCG/Age UK and local authority partners to address social isolation/loneliness amongst older people and anxiety issues impacting on young people and target communities.

**Disabled People and Long-Term Health Conditions - Leila Javadi lead**

**Key Partners – Local Authorities, Oxford Health Community Services, Public Health, OCCG,**

- Deliver against targets for specific programmes including GO Active Get Healthy w/diabetes and to evaluate/review outputs and outcomes.
• Greater influence on strategic groups through engagement including CCG Project Board, Locality Directors, Diabetes Transformation Fund and BOB STP.
• Undertake LEAD process with Activity Alliance and local partners in April 2019.
• Roll out the Inclusive Fitness Initiative (IFI) across the county with local authorities and facility operators to widen access and change practice.
• Deliver and promote a local Go Active/Everyone Can campaign with partners (Sport England; UK Active and Activity Alliance)
• Build on our existing relationship with the CCG and districts to ensure the GO Active Get Healthy commission around Diabetes referrals extends its reach to achieve maximum impact. Develop business case with local partners for 4 Physical Activity Co-ordinators to focus on 4 major LTHCs.
• Explore the feasibility of an online portal for social prescribing and self-referrals and promote all physical activity services that are available for long term health conditions countywide to better effect.
• Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works

People - Hazel Walsh lead

Key Partners – Local Authorities; Public Health; Sport England; UK Coaching

• Ensure support is provided to the workforce in each Service Plan area, to identify gaps, develop greater diversity, and respond to training/upskilling needs of both paid and volunteer workforce.
• Increase the diversity of deliverers of sport and physical activity (S&PA) through recruitment in our target geographical areas. (Rose Hill; The Leys; Abingdon Caldecott; Banbury Grimsbury/Netherthop and Ruscote; Kidlington)
• Develop a study with Oxford Brookes University to test pathways into the professional workforce for young people living in areas of deprivation in Oxfordshire. Create replicable learning around the effectiveness of these pathways.
• Continue to support the traditional sports workforce (clubs and coaches) through Club Matters and GO Active Skills and Training.
• Challenge the diversity of those engaged in paid and voluntary S&PA roles by increasing the diversity of visible role models and by increasing the number of disabled people volunteering in the S&PA sector
• Create a social media campaign to promote best practice in reaching, engaging and retaining inactive people in S&PA.
• Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works

Places - Ed Nicholas lead

Key Partners – Cherwell DC; Bicester HNT; Oxfordshire Community Impact Zones; South Oxfordshire and Vale of White Horse DCs; Oxfordshire County Council; Public Health

• Banbury (2 wards) - targeted interventions funded with and through Cherwell DC and community organisations.
• Kidlington (2 wards) - Asset mapping exercise to be commissioned with Cherwell
• Bicester Healthy New Town - Promote learning and what works
• Barton Healthy New Town; Didcot Garden Town and Eynsham Garden Village – Drive local and national learning to these developments including place-based approach and Active Design.
• Development of Service Plans for each ‘place’ by March 2019 and Service Level Agreement with Healthy Town Co-ordinators/Local Authority partners to support their work.
• Realigning work delivered by Active Oxfordshire and partner organisations into identified places
• Develop a full understanding of each identified geographical focus area (detail areas by April 2019)
• Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works

Knowledge & Insight - Ed Nicholas lead

Key Partners – Local Authorities; Public Health; Oxfordshire County Council; Public Health England; Sport England; Oxfordshire Community Foundation

• Theory of Change to be developed and implemented (to include a robust monitoring and evaluation framework) This will be led in conjunction with Substance in Feb/Mar 2019 with seven key partners.
• Work with theme leaders (CYP, Mental Health & Wellbeing, Disabled People and Long-Term Health Conditions) to upskill staff and ensure that work delivered is based on knowledge and insight. We will be working in conjunction with Press Red in this production.
• Work with Oxfordshire County Council and other local/national agencies to provide and utilise resident/population data, information and insight in pursuit of our target audiences and communities.
• 6 monthly updates of the Oxfordshire Physical Activity and Sport Insight Pack based on the Active Lives data releases
• Share knowledge and insight internally and externally. This will include monthly webinars delivered by guest experts; lectures & seminars on key topics; interactive opportunities for people to feed in requests; landing insight and knowledge direct with partners.
• Develop an online portal around best practice and ‘what works’ to inform our own learning and knowledge, as well as provide easily digestible information to partners which can be shared and utilised.

GO Active – Josh Lenthall lead
Key Partners – Local Authorities; Public Health; Oxfordshire County Council; OCCG; Leisure Operators; Third Sector; Charities; Community Groups.
GO Active (Get Oxfordshire Active) is the countywide public facing brand for physical activity. It has been in place for over a decade providing project focus and brand recognition to support people into becoming more active. GO Active requires an uplift and re-work.
• Develop the GO Active brand as the ‘go to’ location for the public to find information about how to be active
• Work with partners to ensure that they utilise GO Active as the key brand to engage people to become active. Work to widen the net of partners engaged in GO Active.
• Create a series of GO Active brands that meet the needs of various audiences (examples to include GO Active; GO Active Get Healthy; GO Active Gold; GO Active Women; Go Active Kidlington; Go Active Walks)
• Evolve GO Active to be a motivational pathway and tool into activity (and have a web function that delivers this pathway)
• Develop and share editable promotional tools including posters; fliers and web content.
• Push GO Active amongst key media organisations (BBC; Oxford Mail) and have GO Active as the CTA in all public facing content.
• Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works

Older People - Lucy Tappin Lead
• We will work with partners to do more of what works well and to develop new thinking and approaches that help sustain and extend activity levels in the older population focusing on the 60-74 age cohort, in areas of high demography. This includes scaling up the GO Active Gold initiative with local partners.
• We will work with Oxfordshire County Council and OCCG around advocating and promoting the role of physical activity in the implementation of the Older People’s strategy as a key pillar of prevention in West Oxfordshire and South/Vale.
• We will develop a MOU with Age UK to develop joint working in key areas of the County.
• Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works

Growth Agenda Ed Nicholas lead
• We will contribute to thinking and advocacy around Active Travel, Active Design and Active Workplaces as part of Oxfordshire’s Growth Strategy and our funding agreement with Oxfordshire County Council.
• We will contribute to the development and activation of the 2 Healthy New Towns in Bicester and Barton as well as the 3 Garden Towns/Villages in the County.
• Collaboration around the Arc Development with 4 CSPs subject to bid to Sport England for additional specialist resources.
• Develop ‘Active Thinking’ network of key contacts and followers to promote best practice/what works
4. Marketing and Communications

Josh Lenthall Lead with Kirsty Ingham/Victoria Kabiru

We have identified our communication aims and our approach regarding getting our message out to target audiences.

**Communications Aims**
Our Communications aims underpin each of our aims and objectives outlined above.

We wish to:
- Explain and champion physical activity and its benefits
- Provide education and support for physical activity provider partners
- Attract new partners and celebrate existing partners
- Attract new supporters and celebrate existing supporters
- Prove organisational excellence
- Build GO Active into an umbrella brand recognised by consumers.

Our approach is set in Active Oxfordshire’s new Communications Strategy and Content Strategy

AO_ContentStrategy. AO_CommsStrategy. docx

5. People

The new Active Oxfordshire staff formation has been communicated to partners, Relationship Managers have been identified, and 5 Service Teams and Plans are in place.

**Current Staff and Structure**

**Paul Britoe**
Chief Executive

- Strategy
- Board Governance
- Finance (with F0 consultancy)
- Partnership development
- Business Development
- Equalities

**Josh Lenthall**
Senior Strategic Relationships Manager
Children and Young People
Marcomms
Risk Management
Partner Engagement
Relationship Management

**Ed Nicholas**
Senior Strategic Relationships Manager
Place and People
Growth Agenda
Insight Co-ordination
What Works’ Knowledge
Funding
Relationship Management

**Annie Holden**
Senior Strategic Relationships Manager
Public Health & Oxfordshire CCG Relationship Management
HB Physical Inactivity Steering Group
BOB STP Group

**Kirsty Ingham** and **Victoria Kabiru**
Communications Manager and Co-ordinator
External Comms
Internal Comms
GO Active Website/Social Media Events

**Stephanie Hall**
CYP Manager
School Games
Primary Premium
Satellite Clubs
Active Lives Survey
Sports Awards
Health and Safety

**Lucy Tappin**
Physical Activity and Health Manager
Older people
Mental Well-being
Voluntary Sector
Engagement
Place based work

**Hazel Walsh**
People Manager
People Plan
Volunteers
Activators
Professionals
Coaches
GO Active – Skills
NGS Support

**Leila Javadi-Bahrah**
Physical Activity and Health Manager
Disabilities and Long-Term Health Conditions
GAGH
Living Streets
Walking and Cycling
Social Prescribing

*12 months collaboration with LEAP to deploy marketing manager for 2 days a week to support AO Coordinator. **Interim 6 months position to increase capacity around Health and Wellbeing strategy work

Further detail here [https://www.activeoxfordshire.org/staff-and-trustees--who-we-are](https://www.activeoxfordshire.org/staff-and-trustees--who-we-are)

Our Staff and How We Work

Active Oxfordshire’s values are central to the culture of our organisation. They reflect who we are and what we stand for, both externally through the work that we do and the impact that we have, and internally by the way we act and treat each other. These values were agreed by the Active Oxfordshire staff team and Trustees. They will have a shared
responsibility to ensure that they are embedded in all that we do and to ensure we work better together to produce
our best work for all. Our values are outlined below following staff consultation:

1. **WE GUIDE AND SUPPORT**  
Active Oxfordshire are the experts on the role physical activity and sport can play in county-wide health improvement.  
By sharing knowledge and ‘what works’ with each other, with partners and with Oxfordshire residents, we help put in
place interventions and resources that help educate, advise and change behaviour.

2. **WE UNIFY**  
Active Oxfordshire is a catalyst for network creation and collaboration. We broker relationships that bring people
together. We listen to and respect the knowledge and opinion of others. We value feedback. We work together to
deliver the best possible service for our partners as one team.

3. **WE STRIVE FOR EQUITY**  
Improving health and wellbeing for all and tackling health inequalities are our twin goals. We are inclusive internally
and externally. We challenge the status quo to drive change and make a difference to people’s lives in Oxfordshire.

4. **WE ARE PASSIONATE**  
We are passionate about improving everyone’s health and wellbeing through physical activity and sport. We trust one
another to be honest, transparent, reliable and professional in pursuit of our ambitions.

5. **WE IMPROVE TO BE OF VALUE**  
We achieve things through team-work, co-operation and partnership in everything we do. We are accountable for our
actions and we want to continuously improve what we do and the way we do it. Where we make mistakes, we will
reflect and learn from what does not work.

**Training & Development Focus**  
The new primary role will require staff to work in very different ways and will require a workforce which is much more
stakeholder and outcomes focussed than has been the case. A new Appraisal and Development scheme will be in place
by January alongside a team and individual training and professional development plan which is currently under
development. Work is ongoing to undertake a training needs analysis for individuals and the team. This will be
completed for January following individual meetings and a review of business needs led by the Chief Executive.

6. **Monitoring and Review**

**Measures**  
Monitoring and evaluation will be at the heart of everything we do. We will look to build on our relationship with Oxford
Brookes University to provide robust evidence against the work we are doing as well as seeking other third-party
independent input to provide rigour and scrutiny.

We will develop and then publish our Balanced Scorecard of Performance Indicators every 6 months and performance
will be managed through the Strategy and Nominations Sub Group.

**Review**  
A comprehensive but appropriate review process will be developed, to include KPI review, identification of learning
points, development of case studies, overview of emerging areas and co-dependencies.
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<th>Target / CSPN benchmark</th>
<th>Analysis</th>
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<td><strong>Health Improvement Board Targets</strong></td>
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<td>Reduction in inactivity levels amongst adults</td>
<td>18.6% (2,800)</td>
<td>18.1% (2,800)</td>
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<td>Reduction in inactivity levels amongst children and young people.</td>
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<td><strong>Health Inequalities Commission Targets</strong></td>
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<td>Monitor and increase the number of disabled people participating in</td>
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<td>regular physical activity.</td>
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<td>increase in mental well-being</td>
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<td>A narrowing of the activity gap between the less socioeconomically</td>
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<td>Satellite Clubs</td>
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<td>Department for Education Volunteers Leaders and Coaches</td>
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<td>GO Active Get Healthy w/diabetes</td>
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<td>People Plan</td>
<td>Targets hit for demographics of profiled speakers</td>
<td>Activity sessions 780 physical activity brief intervention</td>
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<tr>
<td></td>
<td>10% BAME (min. 30% stretch target) 14% Disability (min) 50% female (min)</td>
<td>30% BAME 14% Disability (min) 50% female (min)</td>
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<td>Number of targeted courses run in target areas (e.g. MECC, IAP)</td>
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<td>Number of attendances on courses/webinars around reaching inactive participants</td>
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<td>100</td>
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<td>Administration</td>
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<td>Reserves</td>
<td>110k</td>
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**Key**

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<thead>
<tr>
<th>Trend</th>
<th>Risk to medium-term targets</th>
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<tbody>
<tr>
<td>![Improving]</td>
<td>Low</td>
</tr>
<tr>
<td>![Stable]</td>
<td>Medium</td>
</tr>
<tr>
<td>![Declining]</td>
<td>High</td>
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