Fighting Inactivity...Saving Lives

Strategic Plan

COVID-19: our response

As we sought to finalise our Plan for 2020-24, the world moved into a crisis response mode to the COVID-19 pandemic. In responding to this unprecedented force, we must recognise the impact this will have on our planning, priorities, and tactics as well as on our partners and stakeholders. Our direction of travel will remain true, but we must set out a clear tactical response for at least the six-month period to September 2020 and beyond as we take small steps forward as a county. The flexibility of Sport England, our main funder, in their response to this crisis has been vital in supporting this approach. This response will remain under review to ensure we adapt to the evolving situation but continues to drive toward our long-term vision. Our COVID-19 response has 8 focus areas:

1. **Oxfordshire All In** – embed ourselves within the voluntary and third sector collaborative response to COVID-19. A senior manager will be deployed (1/2 FTE) to lead and support OAI’s work on communication and community engagement, co-ordinating a local response to support the most vulnerable in our community whilst looking at how the benefits of this approach can be sustained.

2. **Join the Movement** – re-direct resource to support and localise the #StayInWorkOut campaign. We will communicate with strategic partners through appropriate channels, and using the ‘GO Active’ brand communicate directly to the Oxfordshire population. We will also stage a major workshop on June 18th to provide support and guidance on how we can work together to promote physical and mental health and well-being across the whole community.

3. **Relationship Management Support** – provide additional support to key stakeholders. In addition to providing additional generic support to Public Health, Age UK, Mind, Oxford Hub, Aspire and Oxfordshire Youth, we will work with them collaboratively to address health inequalities and reach target inactive audiences in the County identified with Sport England. We will explore what we can do to further support our NHS and local authority colleagues.

4. **Community Sports Support and Recovery Programme** – ensure Oxfordshire’s community sport sector has the capacity to survive and is ready to support re-activation. We will launch a ‘Support and Recovery Service’ to assist the county’s voluntary sports sector focusing on providing generic advice and information and applied support to promote equality and support those working with our most disadvantaged communities.

5. **Re-activation Programme** – come back stronger, with a fit-for-purpose programme of projects and events. We will use this opportunity to step back, consider how we can re-shape and when we re-launch, co-design and develop a series of new interventions which align to our purpose and vision and the local needs and priorities in Oxfordshire.
6. **Sport England Funding Application** – formalise our submission for funding from March 2021. We will take time to ensure our organisation’s form follows function; consider how we might address key works areas such as insight, monitoring & evaluation, and spatial planning. We will align Healthy Place Shaping funding and work more intensively on external funding submissions.

7. **Business Operations** – review systems and backroom operations for an efficient and effective working culture. This will focus on areas identified by our Risk Register and the development of our staff handbook and our culture/values. We will develop an evaluation framework, building on our Theory of Change, to provide evidence of our collective impact across Oxfordshire.

8. **Board Operations** – strengthen our board and deliver an external review process. This will focus on strengthening our skills base, and ensuring that our board are organised around and can communicate our Three Pillars as we move towards our scheduled External Evaluation in September.

We then look to move forward and renew.

**Our strategic plan: 2020-2024**

**Our Purpose:** “To focus on the people who are physically inactive in Oxfordshire and to change lives for the better”.

**Our Vision:** “Oxfordshire will be the least inactive county in England by 2024”.

**Our Way of Working:** To be a “backbone” organisation working collaboratively with and through partners to help EVERYONE in Oxfordshire meet the Chief Medical Officer’s guidelines for physical activity.

- We will also work with under-represented groups/communities to widen access to community sport.

- This work 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.

- 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, quality 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. We will go where the energy is in a “coalition of the willing” over the next 12 months as we develop our organisation.
Alignment with local strategic priorities

This plan 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 to the lives of people in Oxfordshire.

In the light of COVID-19 we will continue to work with healthcare and social care professionals and organisations to meet the needs of vulnerable people and those with long term health conditions. We will refocus efforts and resources to address the needs of older people and to combat social isolation and increase activity levels.

Active Partnerships

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 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.
Change of approach

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 to help activate communities; and behaviour change - which engages and empowers inactive people to be active as part of their everyday lives.

The Outcomes

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.

➢ “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. While Oxfordshire has an ageing population facing increasing social isolation, it is a fact that the current activity levels of young people in the County when measured against Chief Medical Officer’s guidelines are low”.

The Results we want to achieve are:

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 and care pathways

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.
Our Three Pillars

➢ Healthy Active Children – encouraging an active start in life by:
   1. Working with early years settings and practitioners to embed positive relationships with physical activity as early as possible in the life course
   2. Focusing on extra support for our most vulnerable and disadvantaged young people and families
   3. Supporting schools, local communities and our dynamic voluntary and third sector 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 – helping people to live longer better especially:
   1. Those with long term health conditions/chronic disease and at high multi-factorial risk of CVD
   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.

Our 10 Steps Approach

1. During the next four years we will concentrate on three priority work areas- **our Three Pillars**- in the fight against inactivity.
2. We will have an unrelenting focus on inactivity and inequalities- **our core purpose**
3. We will focus on **place** as well so that we engage with the communities that need our help and intervention most.
4. We will support locally **trusted people and organisations** who make the difference and change behaviours by engaging and inspiring our target audiences.
5. We see **our role as one that informs, guides, supports and promotes**. We will be a strategic systems enabler and will only be operational when we are best placed to.
6. 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.**

7. 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.

8. 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.

9. We will also support the **co-design and co-production of interventions** where there is a clear need.

10. We are developing our **staffing structure and business model to reflect our role and remit.**

**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.

**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% of Oxfordshire children are not meeting the Chief Medical Officer’s recommendations for physical activity based on the 2019 National Active Lives Survey. 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!**

- 17.8% of adults in Oxfordshire are inactive - i.e. doing less than 30 minutes activity per week. Nov 18-19
- 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.

**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.

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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 based on May 19 Active Lives data. 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.*

![Percentage of inactivity by demographic groups](image)

➢ 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 each 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.

Our Three Pillars: next steps

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.

Physical Literacy is defined below:

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 communities
  ▪ 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 and with specific reference to swimming
  ▪ The FAST (Families Active, Sporting Together) programme in Cherwell- based on evaluation findings
  ▪ Targeted interventions 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.
  - Establish the feasibility of an ’Oxfordshire Way’ that swimming, water safety and cycling is delivered in partnership with Oxfordshire County Council
- 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 and Measurement

- Active Lives - Annual Survey with findings published annually and provided to Sport England - % of young people considered fully active to increase so Oxfordshire is the least inactive County; cycling/swimming numbers at age 11 from target communities to increase and overall inactivity levels to reduce.
- Satellite Club data analysis - using the FAST evaluation model with the findings and case studies published annually - to increase take up by target audiences/communities.
- WOW Programme - annual report issued based on the national evaluation produced by Living Streets - % of active journeys to and from school to increase across the County.
- Whole Systems Approach to Healthy Weight using data from the Child Measurement Reports for Year 1 and 6 to show reduction in trends
Healthy Place Shaping

Healthy Place Shaping is a county-wide strategic priority. As a systems enabler we will support community activation, working through partners in the areas of most need and growth points across the county. Supporting partners with planning responsibilities, we will influence the shape of new infrastructure to create active environments in areas of regeneration and major growth. Alongside Sport England and other national partners we will generate evidence to support the case of need for such intervention and share examples of good practice.

Advocacy

➢ Co-ordinate a countywide steering group to develop a collaborative and progressive approach to ‘Healthy Place Shaping’.
➢ Establish a process of communication with the County Growth Board and Health and Well-being Board to promote the link between active design, community activation and new models of care; and a sustained, future-proofed increase in activity levels across the county.
➢ Support place-based working in Oxfordshire’s major growth points, Community Impact Zones, and most deprived neighbourhoods – lower super output areas with the greatest levels of inactivity and evidenced health inequalities.
➢ Advocate learning from Bicester and Barton Healthy New Towns and Sport England’s Local Delivery Pilots.
➢ Promote asset-based community development, to showcase and build upon the positive impact and potential of volunteers, activators, coaches and leaders.

Collaboration
Deploy our Healthy Place Shaping Partner to support planning and delivery of change models with each of Oxfordshire’s local authorities, working with learning from leaders of the Healthy New Town programmes.
Partner with Oxford Hub and Aspire – as trusted leaders and organisations within the Community Impact Zones – to reach and engage priority audiences working across physical activity and sport based on local needs.
Support Cherwell District Council with local and national partners to conduct an action research study into local systems change.
Support Oxfordshire All In’s development as a social movement in support of community activation and collaborative working across charitable, community and voluntary sectors.
Contribute to Oxfordshire’s Cycling Legacy Plan and deliver on our commitments and responsibilities to promote active travel and recreational cycling.

Interventions
- Early Years interventions to be focused in areas of need. i.e. Community Impact Zones.
- FAST programme expansion will be supported in its expansion to Banbury and Kidlington and its learning disseminated across Oxfordshire.
- A new bursary scheme to diversify the physical activity workforce and reach targeted communities and audiences – co-designed and co-produced, with trusted partners,
- A feasibility assessment of a process of training and development for local authority and community partners around systems change and collaborative leadership.
- Sport England funded ‘Wayfinding’ projects will be supported in their development and delivery, to showcase Healthy Place Shaping and explore new ways of impact measurement.
- Supporting place-based working in Kidlington, integrating investment in people and the workforce.
- Supporting Oxford City Council in the widening of access to Shotover Country Park and its development as a valuable physical asset to the city’s urban fringe and areas of deprivation.
- Community activation interventions supporting active travel as a response to the COVID-19 crisis.
- Supporting stakeholders to utilise the ‘GO Active’ brand to deliver their own Healthy Place Shaping interventions.

Evaluation and Measurement
- Numbers of projects/approaches across the system supported by Active Oxfordshire to contribute to Healthy Place Shaping.
- Numbers of people engaging with interventions supported by Active Oxfordshire. i.e. Cherwell’s FAST programme using Sport England’s national evaluation model - numbers from target locations and long-term evidence of behaviour change.
- New KPIs for Healthy Place Shaping agreed with the Health and Well-Being Board and County Growth Board.
- Numbers engaged on bursary scheme and 30 case studies produced and showcased by April 2021
- Increased activity levels in CIZs in Oxford and Banbury
- Sport England funded ‘Wayfinding’ projects instigated and delivering.
- Cherwell District Council ‘Systems Change Evaluation’ project instigated and delivering.
- Active Travel data from Active Lives (Adult and Children and Young People).
Healthy for Life

Oxfordshire is one of the fastest ageing populations in the country, with 67,000 of adults suffering with depression - a higher percentage than the national average. Cardiovascular disease is one of the top causes of death for people aged under 75 and yet a high proportion of these deaths are preventable. 69% of people living with long term health conditions would like to be more active. Our priority is to: help all people with CVD risk factors and long term health conditions to enjoy a more active healthy 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.
  ▪ Convoking 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” and promote activity at home as part of a County wide response to the Coronavirus crisis.

Collaboration
Establish Active Oxfordshire as the driver for change and a key enabler, 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.
➢ Embed physical activity into partner agendas, including care pathways to work collaboratively with and develop a unified approach, enabling systems change.
➢ 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 and 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
➢ Adopt a broad multi-faceted spectrum of physical activity opportunities that are accessible to all, including digital/on-line and off-line, to meet diverse community needs.
➢ 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 through systems change and co-design.
  ▪ Re-design and extend the existing GO Active Get Healthy Diabetes model across other CVD risk factors / conditions, linked to 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 and Measurement
 ✓ 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.
 ✓ Explore opportunities to agree a common dataset across all districts, key partners of physical activity to collectively monitor and evaluate health outcome measures.
 ✓ Mental Health Concordat – as agreed with partners using Oxford Brookes.
 ✓ GO Active Gold/Generation Games – participation rates, evidence of behaviour change and case studies.
 ✓ Prevention Framework reporting- focusing on CVD, social isolation and loneliness initially in an annual report.
 ✓ Percentage of adults considered to be inactive to decrease overall focusing on:
   1 Percentage of active journeys to increase.
   2 Active Lives survey results for Older People.
   3 Active Lives results for Women/Girls

Reference Documents
 1. Balanced Scorecard: our strategic measures of success
 3. Staff Structure for 2020/21: Staff formation May 2020
 4. Risk Register agreed as of May 2020