

Supported by

Our purpose

Working together to improve people’s lives by growing participation in sport and physical activity in Oxfordshire

Our new role is to

ENGAGE, COLLOBORATE and SUPPORT partners and local people to make physical activity an everyday part of everyone’s lives

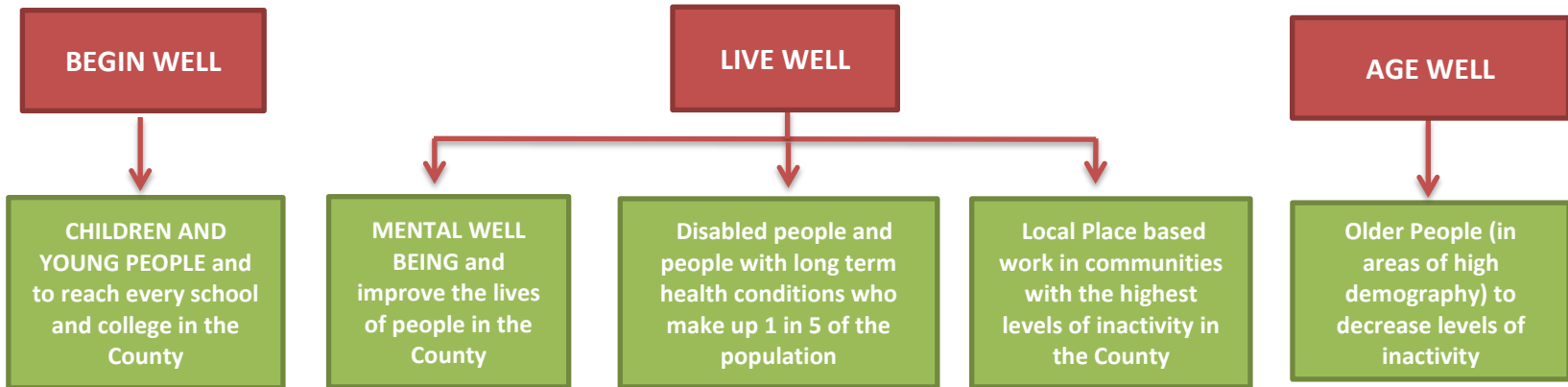
Our Goal is

For Oxfordshire to be bottom of the inactivity league table by 2021

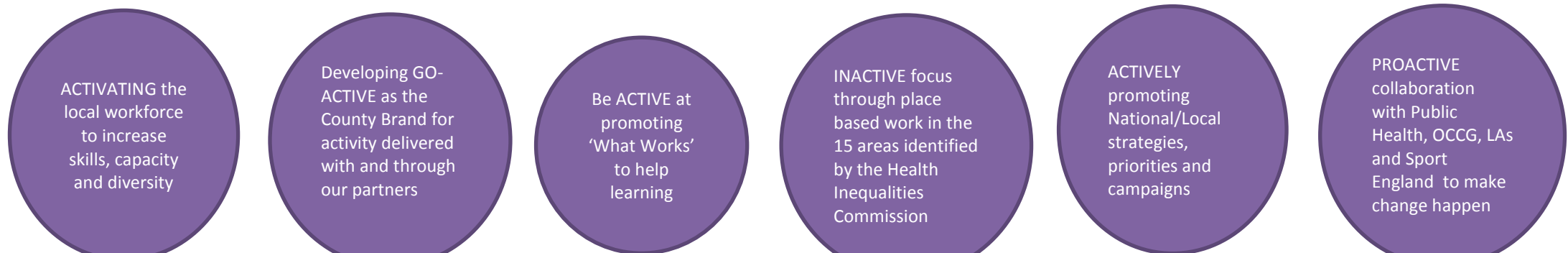
We will support the 5 Government Sport Strategy Outcomes



We will prioritise



Our tactics



Active Oxfordshire. Working together to improve people's lives by growing participation in sport and physical activity in Oxfordshire

Active Oxfordshire is a new organisation set up with charitable incorporated (CIO) status to focus on reducing physical inactivity in Oxfordshire. We go live in early September and we know we need to work in different ways with our partners to achieve a different set of results and outcomes and to make physical activity and sport a part of everyone's lives in Oxfordshire. Our immediate priority now is to provide a clear sense of direction for the new organisation and the stakeholders we want and need to work with. As a new CIO we will strive to work with our partners and stakeholders to show our **collective** contribution to national and local outcomes and priorities. To that end we need to listen well, deliver on what we say we will do, as well as been seen to be a great organisation to work with and for. In April 2019 we plan to communicate our Strategy and success criteria through to 2021. However, first we must listen and learn before we decide where we can be most of use, make the best impact and contribution to a "movement" that promotes physical activity and sport to all.

Strategic context

The Oxfordshire Health Inequalities Commission <http://www.oxfordshireccg.nhs.uk/documents/corporate/oxfordshire-health-inequalities-commission-report-28-10-16.pdf> made 60 recommendations identifying the following common principles we intend to build into our working practices.

- ***The profound influence and impact of poverty on health needs***
- ***A commitment to prevention***
- ***Resource reallocation will be needed to reduce inequalities***
- ***Statutory and voluntary agencies need to be better co-ordinated to work effectively in partnership***
- ***Data collection and utilisation needs to be improved for effective monitoring of health inequalities***

The Commission recognised the important role physical activity in delivering positive health outcomes and made the following key recommendations which Active Oxfordshire now want to put at the heart of its collaborative work

- **A set of Oxfordshire-grounded targets for increasing activity should be developed, targeting people living in deprived areas, older people, and vulnerable groups.**
- **Continuing investment and coordination of existing initiatives should be maintained supported by social marketing and awareness-raising of the benefits of physical activity to targeted populations.**
- **The County should :**
 - 1) Monitor and increase the number of disabled people participating in regular physical activity**
 - 2) 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**
 - 3) Demonstrate and increase a narrowing of the gap between the less socio-economically privileged groups and the norm**

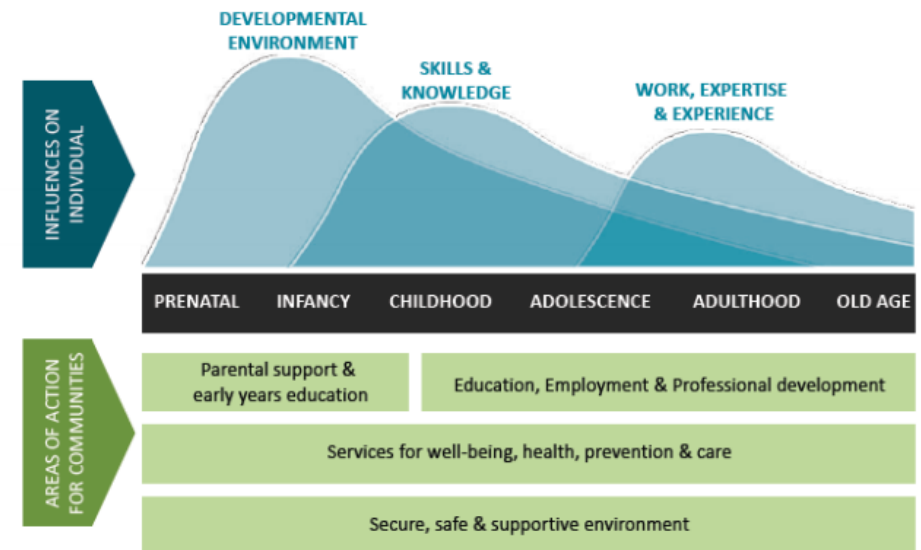
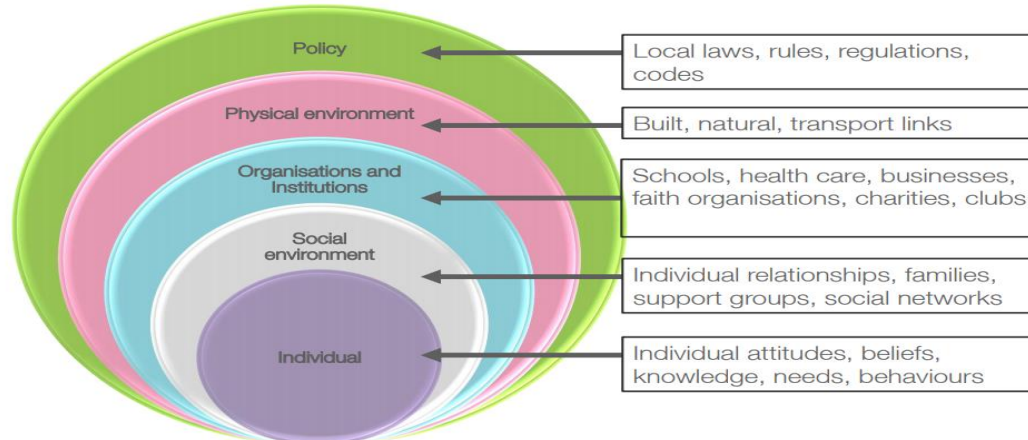
We would like to work closely with partners across the County including the Health Improvement Board to take this work forward and deliver transformational change for good. In so doing we believe we can make a valuable contribution to wider agendas around the local economy, education, skills, community safety as well as sports development in the County.

We also want to use the resources, skills and knowledge of the Public Health Team at Oxfordshire County Council who support us directly and with them we want to promote national and local campaigns that promote health and well-being. This sits alongside the need for high quality interventions on the ground which incorporate levels of monitoring and evaluation that can produce evidence of behaviour change and local impact on the people and communities we aim to serve. We have done some good things together before and we need to replicate this and build sustainable models of delivery with partners going forward. Examples include GO Active Get Healthy <https://www.getoxfordshirereactive.org/> and Active Body Healthy Mind <https://www.oxspa.co.uk/active-body-healthy-mind/>

We are now an integral part of the Sport England supply chain and County Sports Partnership Network and we are committed to play our part in creating a more active Oxfordshire by making use of best practice, insight and knowledge from across the country and by doing more of what works best locally to get people active, moving, playing and participating.

Our aim is to provide population- based change in activity levels through our work with children and young people and an increasing focus on the older generation whilst providing targeted interventions with and through our partners in the places where there is greatest need and for discrete audiences who have been under-represented in the past. This will require “systems change”, more place- based approaches to delivery as well as the promotion of “Active Design” - promoting the use of outdoor spaces for health and recreation in the County for example and Active Travel - promoting walking and cycling for example. Shaping the built and natural environment in a place like Oxfordshire so that physical activity is made easy and an everyday part of everyone’s lifestyle is a key issue for us to address with stakeholders.

Population level change requires ‘whole system’ approaches



Our Drivers

Collaborative Leadership

- We will build strategic alliances with key stakeholders in the County including statutory agencies and voluntary/community organisations to help shape our work so there is genuine co-ownership and promotion of systems change.
- We want to plan our work using Life Course, Let's Get Moving and All Our Health principles to underpin our thinking and practice.
- We will deploy our small team of relationship managers and service development managers to work with key stakeholders. Service development teams will be set up in our key work themes and will involve and engage external partners from the outset while we will contribute to local development groups and fora.
- We hope to stage a leadership event in 2018 designed to bring key players together around a shared agenda
- We will contribute to and promote local and national campaigns including **Change4 Life, One You, Mental Health Week and This Girl Can** to help change behaviours.
- We will look to make a contribution to thinking around Active Travel , Active Design and Active Workplaces as part of Oxfordshire's Growth Strategy
- We will be outcome led working to both national and local priorities including the implementation of the physical activity recommendations laid out in the Health Inequalities Commission report.
- We will be transparent and accountable in the way we work and report

Understanding Place and People

- We will 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.
- We will have an unrelenting focus on the 15 areas/communities identified by the Health Improvement Commission focusing initially on where we can make a contribution with a primary focus on Oxford City and Cherwell in particular.
- We will contribute 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
- We will work with partners to develop new thinking and approaches to help improve mental well-being across the County
- We will work with schools, colleges and clubs/organisations across the County to reach every young person in the County but will target project funding at priority areas and on young women and girls.
- We will regularly consult with local communities, stakeholders and customers and will work hard to reach out and engage with people and organisations at the grassroots or frontline
- 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 South Oxfordshire/Vale of the White Horse and West Oxfordshire in particular.

Partnerships and Brokering

- We will develop a Stakeholder Engagement Strategy to guide our communications and working relationships
- We will conduct annual external partner surveys in September to assess our performance and identify areas for improvement. We will involve key stakeholders in our annual meetings with Sport England. We will publish the results and provide feedback to those who take part.
- We will put together a programme of networking events and work hard to broker partnerships across the County as part of our strategic role.
- We will build on the strengths of local initiatives and partnerships to do more for disabled people and people with long term health conditions across the County

- We want to 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
- Provide an online portal that is easy to navigate for social prescribing and self-referrals and promote all physical activity services that are available for long term health conditions County wide to better effect.
- We want to develop the Get Oxfordshire Active (GO Active) brand so it supports partners in their work.

People and Skills Development

- We are putting together new governance arrangements and a new team formation to work more effectively with and through our stakeholders
- We will develop and support our team working closely with CSPN and other supporters to develop our capacity and skill/knowledge base
- We will put together a workforce development plan for submission to Sport England and engage in discussions with local partners/providers and community based organisations. Our investment in people should support development in our priority areas and engagement with our target audiences.
- We want to make sure the development of local people equips them to motivate, change behaviour, make every contact count and inspire as well as be technically proficient at what they do so we want to focus more on activators, community champions and explore how we can actively promote and support volunteers in the future.
- We want to help develop skills, employability and volunteering through the promotion of sport and physical activity so we play a part in supporting the local economy.

Continuous Improvement and Learning

- We will deliver on the new Sport England Performance Management and Improvement Framework which incorporates the external Quest quality assurance and continuous improvement model to demonstrate we are fit for purpose and able to deliver strategic outputs and outcomes over time that local stakeholders can validate.
- We will produce an annual Operational Plan that sets out our priorities, improvement priorities and ambitions within a wider Strategic Plan to be developed between now and March 2019 with stakeholders so we are in the right place with the right skills at the right time to provide added value.
- We will develop and then publish our Balanced Scorecard of Performance Indicators.
- We will develop an online portal around best practice and “what works” for stakeholders and partners to utilise to inform our own learning and knowledge as well as provide easily digestible information to partners which can be shared and utilised.
- We will convene regular events around best practice to help promote learning, improvement and innovation in the field.
- We will support funding bids and applications using our insight, knowledge and learning to leverage in additional investment and resource into the County.
- Monitoring and evaluation will be at the heart of everything we do. We will look to build on our relationship with Oxford Brookes to provide robust evidence against the work we are doing.