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Business Plan

2022

Who we are?

Think Active is the Active Partnership for Coventry, Solihull and Warwickshire. We are a charity. We are unique to Coventry, Solihull & Warwickshire; that is, there is only one of us. We are one of 6 sub-regional partnerships within the West Midlands and one of 42 across England.

Active Partnerships are strategic organisations that recognise activity levels are affected by a complex range of influences and no single organisation or programme create sustainable change at scale.

We are concerned about the negative impact of a sedentary population. We believe in the power of sport and physical activity to transform lives and to keep people living well and we are committed to working collaboratively with partners to create the conditions for active people and places.

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Executive Summary

Welcome to Think Active's Strategy document. In this document you will find details of how our charity is aiming to continue to be successful over the next 3-5 years, to maximise the opportunity of being a Charitable Independent Organisation and to continue to provide excellent services to partners and stakeholders to help get the residents of Coventry, Solihull & Warwickshire to benefit from sport and physical activity.

The environment in which Think Active operates has changed significantly

- The pandemic elevating the importance of an active lifestyle,
- Societal disparities have exposed the health inequalities that exist in society.
- A long-term commitment by Sport England to the role of sport and exercise through their [Uniting the Movement](#) strategy.

All of this means the charity needs to be agile, embrace the change ahead and as a Board maintain our focus on robust financial management and strong governance.

This strategy sets out how Think Active will achieve its objectives, and how it will create and make the most of the

opportunities that will come along in the coming years. Within the document there is a 1-year plan which gives more detail of the actions and activities that we will undertake. There is flexibility within our strategy to enable us to accommodate situational changes and keep our vision moving in the right direction.

We will work with other local and national organisations to ensure we maximise existing resources. We will build on existing infrastructures, and we will use data and insight to maximise opportunities for potential of new and changing offers to meet local need and to align with stakeholder agendas.

We want to reach out to more of our local community by offering services across Coventry, Solihull & Warwickshire via a partnership approach.

Think Active is very much about people. We aspire to develop and support confident, capable, inspirational people in our team and across our place. Achieving this continues to be a major part of our strategic direction, we see people as valuable assets to the charity and to the wider partnership and we want to support and develop them to bring our strategic vision to life so that we achieve our overall mission.

Sharon Lea (Chair)

Organisation Details

Registered name
Charity registration number
Address

Think Active CSW
1193957
c/o 1 Mill Street, Leamington Spa, Warwickshire, CV31 1ES

VAT Status

Not registered

Website <https://www.thinkactive.org/#home>

Twitter @thinkactivecsw

Instagram @thinkactivecsw

Facebook @thinkactivecsw

Linked In @thinkactive

The Charity was established for the following purposes

- The improvement and preservation of good health and well-being through participation in healthy recreation.
- The promotion, and/or provision of opportunities for physical activities for harder to reach groups and individuals, by reason of their social and economic circumstances, youth, age, infirmity or financial hardship, with the object of improving the conditions of life of the seldom heard.
- The advancement of education of the public in the subject of the benefits of sport and physical recreation and the provision of facilities, courses, training programmes, research, and resources to enable, assist and encourage the education of persons in sport and physical activity; and
- The advancement of amateur sport and the promotion of community participation in healthy recreation, in particular by the coordination of sporting and physical activities, and/or by the provision of research and/or resources, and/or by the provision of facilities for the playing of sports.

Mission Statement

To use the power and potential of sport and physical activity to enable future generations to lead more healthy and prosperous lives

Business Overview

Our Vision

For everyone in Coventry, Solihull & Warwickshire to benefit from and enjoy sport and physical activity in safe and thriving communities

Our role and purpose

- #WeThinkActive
- We Inspire Active Communities
- We are fighting against inactivity and sedentary lifestyles

Advocate

- The benefits of sport and physical activity
- How physical activity can contribute to wider social outcomes
- We speak out and demand more from ourselves, policymakers, and decision makers.

Influence

- Confident, Capable, Inspirational People who are compelling about sport and physical activity
- Allies to support and inspire others.

Connect

- We bring people together to make change in their communities. To elevate sport and physical activity as a habit, as a priority and as a focus to invest in.
- Relationships & alignment of partner priorities

- To maximise efficiencies and demonstrate value for money

Products & Services

- Support, Advice & Guidance
- Project Management & Coordination
- Facilitation
- Events
- Marketing – content design

Our principles

- We will focus on the people and places that face the greatest inequalities and are the least physically active. ([Proportional Universalism](#))
- We are committed to anti-discriminatory practice and behaviour.
- We will be conscious of our climate. We pledge to support the WMCA Net Zero Business Pledge and will be make operational decisions that are environmentally friendly
- We are predominantly focussed on supporting people aged 5+
- We take decisions about what we do and how we do it based on robust data and insight.
- We will work with and through local partners and organisations (with and not to)

- We recognise the role of sport in people's lives, to access other skills and opportunities and as an essential presence in communities.
- We will build on what is already there, E.g., national campaigns, assets (people and places) and training and resources

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The Evidence

The Coronavirus pandemic has exposed and widened the realities of the inequalities that exist for thousands of people across Coventry, Solihull & Warwickshire. Through no fault of an individual the trajectory of people's lives to live in good health into old age, to be less reliant on health care and services is partly dependent on where a person is born and a distance of only a few miles across a district can mean a difference in life expectancy. In Coventry the life expectancy for a male living in an affluent area compared to a male living in a deprived area is 10 years. For females it is 8 years.

That is why we will advocate the importance of physical activity to everyone no matter what their background or their role. People are different and they live complex lives, but everyone deserves the right to maintain and improve their own good health especially those without the knowledge, the means, or the opportunity to do so.

The importance of physical activity

Health Inclusion: According to the UK Chief Medical Officers, 'If physical activity were a drug, we would refer to it as the miracle cure due to the great many illnesses it can prevent and help treat'.

Being physically active can help reduce the risk of a range of health conditions including heart disease, stroke, and some types of cancer, prevent people from falling, help

maintain a healthy weight and prevent many health conditions

from getting worse. Physical activity is incorporated across NICE clinical guidance, with evidence suggesting 1 in 4 people would be more active if advised by a GP or nurse. However, 70-80% of GPs do not speak about the benefits of physical activity to patients.

This can be associated with knowledge, skills, and confidence gaps across Health Care Professionals. We also know that there are many barriers which people face to being active such as fear of judgement, thinking they won't fit in, not knowing what to wear and worrying that they may make an existing health condition worse etc. A new consensus statement on risk, published in the British Journal of Sports Medicine states that the Benefits of being Active outweigh the risks and that physical activity is safe, even for people living with symptoms from multiple medical conditions

<https://movingmedicine.ac.uk/riskconsensus/>

Health Care Professionals aren't the only people who can encourage people to be active: friends, colleagues, family members and other professionals can also positively influence someone to be active.

The UK Chief Medical Officers' [Physical Activity Guidelines](#) set out the evidence for how much and what kinds of physical activity we need to do to keep ourselves healthy. They now include additional guidance on being active during pregnancy and after giving birth, and for disabled adults.

In children and young people, regular physical activity is associated with improved learning and attainment, better mental health, and cardiovascular fitness, also contributing to healthy weight status. In adults, there is strong evidence to demonstrate the protective effect on physical activity on a range of many chronic conditions including coronary heart disease, obesity and type 2 diabetes, mental health problems and social isolation.

Regular physical activity can deliver cost savings for the health and care system and has wider social benefits for individuals and communities. These include increased productivity in the workplace, and active travel can reduce congestion and reduce air pollution.

These benefits are based on robust evidence, but they are not translated well enough to enough people or advocated positively enough by those in positions of **influence**. If someone is not confident to advocate or themselves do not believe in sport and physical activity, they are not likely to be compelling in their sell to someone else. During the pandemic, the importance of physical activity has been on the TV, on social media, on the political agenda. Our 60-minute allowance during lockdown was exclusively for physical activity.

Children and Young People (5 to 18 years)

Children and young people should engage in moderate-to-vigorous intensity physical activity for an average of at least 60 minutes per day across the week.

Physical Activity Guidelines Adults (19 to 64 years)

For good physical and mental health, adults should aim to be physically active every day. Any activity is better than none, and more is better still.

Each week, adults should accumulate at least 150 minutes (2 1/2 hours) of moderate intensity activity (such as brisk walking or cycling); or 75 minutes of vigorous intensity activity (such as running).

Older Adults (65 years and over)

Older adults should maintain or improve their physical function by undertaking activities aimed at muscle strength, balance, and flexibility on at least two days a week.

Each week older adults should aim to accumulate 150 minutes (two and a half hours) of moderate intensity aerobic activity, building up gradually from current levels. Those who are already regularly active can achieve these benefits through 75 minutes of vigorous intensity activity.

Is being physically active safe?

A new consensus statement from health experts has **determined that physical activity is safe** – even for people living with symptoms of multiple conditions. The benefits of taking part in physical activity “outweigh the risks” for people with long-term health conditions.

Situational Analysis

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Clarity of purpose / Clear strategy that has been validated by funders and partners. • Expertise of the team • Relationships with National Partners • History of successful programme delivery • Flexible approach to operating • Range and diversity of knowledge (Board & Team) • The (core) team have embraced change for a long period of time • Individuals have remained loyal to the organisation • Tier 3 Code of Governance Compliant (October '21) • Confidence of Sport England to continue to invest in us – verbal confirmation of a 5-year award from April '22 	<ul style="list-style-type: none"> • Insight capability and capacity function • Ability to demonstrate impact • Perception of some partners as new strategy and ways of working are implemented (different to previous). • Reliance of Sport England funding • Brand new charity with no trading or credit history with some partners and suppliers. • 'soft intelligence' and our ability to amplify and make sense of local intelligence
Opportunities	Threats
<ul style="list-style-type: none"> • Stakeholder engagement: Diversify / increase stakeholders, deepen and strengthen relationships with existing stakeholders. • Reposition Think Active locally & regionally in the context of being the same outward facing organisation but no local authority 'ownership' and a different legal entity. • Improve the perception of partners following the announcement of extended funding and Code of Governance compliance • Maximise the opportunities of being a charity to Think Active (the organisation) and the residents of Coventry, Solihull & Warwickshire • Refresh of Think Active's strategy • Develop a reputation as 'go to' with new partners • Discontinuation of programme funding by Sport England provides increased scope and flexibility to meet local need. • Neutral – project manager / facilitator / influencer within network 	<ul style="list-style-type: none"> • Short term staff contracts • Motivation of team / individuals because of rolling short term contracts • Change of perception by local agencies to us becoming a charity (especially other charities in similar space and Local Authorities who would assume 'lead' role in projects. • Reduction and/ or loss of funding. • Discontinuation of programme funding from Sport England v skills set and historical work of some of the team as programme managers.

- | | |
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| <ul style="list-style-type: none">• Establish where and how we can really add best value• Implement new systems and improve as we need to.• Fit for purpose policies and procedures for Think Active rather than Local Authority | |
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PESTLE: Internal use only

Socio-cultural	Technical	Environmental
<p>Ageing Population</p> <p>Micro populations – referring to groups of people within a place that might previously have been categorised into that geographical place, community, or demographic.</p> <p>Areas 'pockets' of deprivation within areas of perceived affluence and privilege.</p>	<p>Virtual / remote operating model continues beyond lockdowns. Contributes to reducing travel time.</p>	<p>Climate Change – the role of physical activity and behaviours regarding physical activity on our climate.</p> <p>Reduced travel by car due to maintaining virtual meetings</p>
Economic	Legal	Political
<p>Lottery Ticket Sales</p> <p>Impacting upon Government Outcomes (economic development)</p> <p>Sport England funding proposition – verbal confirmation of 5-year award from April 2022.</p>	<p>Charity Commission</p> <p>GDPR</p>	<p>BREXIT</p> <p>The language we use. Political with a 'small p' E.g., BAME, hard to reach etc.</p>





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Legal Requirements

As a charity we will abide by UK law and Charity Commission requirements. We will comply with our governing document to deliver our charitable objects for the public benefit.

We will comply with GDPR legislation. We are a registered data controller with Information Commissioners Office.

We meet our insurance requirements in the following way:

-  Public & Products Liability £5,000,000
-  Employer Liability £10,000,000
-  Professional Indemnity £250,000
-  Property £20,000






We will comply with Child Protection in Sport Unit requirements for safeguarding and will ensure that our Children and Young People and Vulnerable Adults Safeguarding policy are well known by trustees, colleagues and those operating on behalf of Think Active CSW.

UK Sport Tier 3 Code of Governance – due by March 2023

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Products & Services

The majority of our operation will be funded by grant funding. However, it is our aim that we grow our organisation by continuing to deliver our charitable objects through the services listed below.

-  Support, Advice & Guidance
-  Project Management & Coordination
-  Events
-  Facilitation
-  Marketing – content design

Pricing 2022 - 23

	½ day rate	Full day rate	½ day rate	Full day rate	½ day rate	Full day rate	½ day rate	Full day rate
Customer	Director		Senior Partnership Manager		Partnership Manager / Business Ops		Marketing	
Active Partnership Network	No charge		No charge		No charge		No charge	
Charity / 3rd sector	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire
Local Government	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire
Private / Commercial	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire	Please enquire

Delivery Plan

What we will do

Vision	For everyone in Coventry, Solihull & Warwickshire to benefit from movement and enjoy sport and physical activity in safe and thriving communities					
Mission	We will use the power and potential of sport and physical activity to enable future generations to have healthier and more prosperous lives					
Aims	Engage People with Complex Lives		Keep people living well		We will Thrive	
Objectives	Active Societies	Active Places	Health	Active Systems	Maximise Investment	Confident, Capable, Inspirational People
What is it?	Shifting norms and attitudes towards sport and physical activity Creating safe, welcoming, and resilient clubs, groups, organisations, and places	Clubs, Groups & Organisations Facilities & Planning Active Travel (commuting and leisure) In streets and communities	Embedding physical activity within health and social care (influence) Enabling more people to be physically active can contribute towards carbon neutrality	Governance, policy, and resource enablers Sport and Physical Activity embedded in local plans A compelling voice for sport and physical activity A disruptive voice against sedentary lifestyles	Maximise Investment into the Charity and into the Sport & Physical Activity sector Growing Think Active as an organisation through increased capacity, capability, reach and impact	Confident people to advocate the benefit of sport and physical activity Capability to lead and influence Caring about what we do and having empathy
Achieved by	#WeThinkActive Advocacy Plan Capturing and sharing real time and reflective learning Building on what is already there (campaigns & resources)	Places and Spaces (crowd funding) Volunteering & Leadership (campaigns, projects) Traditional and Innovative settings to be active – parks, blue space, grey space, green space	More organisations supporting people to be active through conversations and signposting Safe, welcoming, and resilient clubs and groups for people to be active Advocating & evidencing the role that sport & physical activity has on health Pathways to support behaviour change	District Activity Partnerships in Coventry, Solihull & Warwickshire and Nuneaton & Bedworth and North Warwickshire Active Environments as part of local plans (places)	Think Active Project Management Contracts Grant Funding Partnership approach to investment opportunities	A fit for purpose offer (coaches, volunteers, professional workforce) Improved quality of activity and settings (places)



Active Societies

Climate Change and environmental sustainability

As part of our best value, we have reviewed our approach to operational practice and our purchasing and procurement. We have introduced the following.

- Demonstrate our commitment to the West Midlands (WM) Net Zero Business Pledge (marketing and communication)
- Buy local – reduce transport costs and emissions. Support local businesses.
- Achieve and maintain a **friendly** carbon neutral score for our website using TBC method
- Travel Policy – driving to and parking outside meeting venues is challenged. The team are encouraged to use public transport, to park and ride or park and walk thereby reducing emissions in city centres, around schools etc.
- Dress code – supports Active Travel by encouraging comfortable shoes and trainers so that walking is pleasant.
- Maintain virtual meetings – Whilst we recognise that there is an environmental price to pay for using screens, we recognise it to be less than that of car emissions.
- Walking meetings and breaks for exercise. We need to walk the walk. Sitting for long periods of time can not only lead to sedentary behaviour, but some of the practicalities are also that being inactive makes people feel cold, so they put the heating on. By taking breaks to get up and move about we are reducing the need to use central heating and we are modeling the behaviour that we are advocating.

People and places will support the basis of our work. Active Societies will connect to Uniting the Movement and will provide a clear line between need (inactivity, inequality and sport and physical activity infrastructure) and the focus of our work and our subsequent offer. We will also build on national resources and campaigns that are already there.

For example; We are undefeatables, This Girl Can, Club Matters, Funding opportunities, Support from Sport England system partners E.g., Street Games, Activity Alliance, Sport Ed, Local Delivery Pilot (Birmingham & Solihull), Volunteer It Yourself, UK Coaching etc.

Delivery

- 2.1 Club support checklist
- 2.2 Climate change / environmentally friendly awareness included in club workshops and Think Active Network events
- 2.3 National climate change campaigns maximised locally for sport, physical activity, and the voluntary community sector
- 2.4 Campaigns and localised calls to action linked to

Measured by

- 2.1 Number of clubs accessing club checklist page on the website
Number of clubs in priority areas () signposted to and using the club checklist
- 2.2 Number of clubs at workshops. Number of clubs, groups and partners at Think Active workshops and events.
- 2.3 Number of campaigns we align to. Number of posts across Think Active socials. Number of engagements.
- 2.4 Case studies and follow up by clubs and groups.

Advocacy Plan

Our advocacy plan is our marketing and communications plan / strategy. We call it advocacy because it says what we do but the purpose is that of a marketing and communications plan.

The content of the plan and therefore our aims for 2022 – 23 are to use the plan to help us deliver our refreshed strategy and to maximise the impact of national and local resources and campaigns to amplify the message about the benefits of sport and physical activity

Active Places

These are the settings where people can be active. There is a broad range and we have made strategic choices to about what we do and do not focus on in 2022- 23. E.g., workplaces are not a priority in the 2022 – 23 operational delivery plan, but the objective is broad enough to accommodate this and other opportunities in the future.

We will focus on clubs and groups and the places and facilities they do use and that they could potentially use. This will maximise the physical assets in our places and provide opportunities to be active locally and to be led by local people.

We will advocate active travel both for commuting and leisure and through our Active Systems work we will ensure that travel colleagues are included in the conversations to identify and action the priorities in a place. We have already included the Canal & Rivers Trust in the Nuneaton and Bedworth and North Warwickshire District Activity Partnerships.

As part of our Active Systems objective, we will ensure we reference the district Playing Pitch Strategy & Built Facilities Strategy Action Plans that are based on robust data and will help create and sustain places for people to be active and play sport.

We will advocate the use of parks and green space and equitable access to safe and thriving places and spaces, in our towns, cities and local communities, in which to engage in regular and sport and physical activity.

Delivery

- 2.1 Club support checklist
- 2.2 Climate change / environmentally friendly awareness included in club workshops and Think Active Network events
- 2.3 National climate change campaigns maximised locally for sport, physical activity, and the voluntary community sector

Measured by

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- 2.3 Number of campaigns we align to. Number of posts across Think Active socials. Number of engagements.
- 2.4 Case studies and follow up by clubs and groups.

Health

Active Systems

Maximise Investment

Confident Capable Inspirational People

References

What is a physically active lifestyle page 5

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/832868/uk-chief-medical-officers-physical-activity-guidelines.pdf

A National Plan for Sport, health and wellbeing

<https://committees.parliament.uk/publications/8094/documents/84813/default/>

Government response to the House of Lords National Plan for Sport and Recreation Committee report: 'A national plan for sport, health and wellbeing'

<https://www.gov.uk/government/publications/government-response-to-the-house-of-lords-national-plan-for-sport-and-recreation-committee-report/government-response-to-the-house-of-lords-national-plan-for-sport-and-recreation-committee-report-a-national-plan-for-sport-health-and-wellbeing>

Consensus Statement on physical activity – Sport England summary

<https://www.sportengland.org/news/physical-activity-benefits-outweigh-risks-people-long-term-health-conditions>

Solihull Health and Wellbeing Strategy

<https://www.solihull.gov.uk/sites/default/files/2021-07/Solihull-Health-and-Wellbeing-Strategy.pdf>

Fair Society Healthy Lives – Michael Marmot 2010

<https://www.parliament.uk/globalassets/documents/fair-society-healthy-lives-full-report.pdf>

Global Plan for Physical Activity 2018-2030

<https://apps.who.int/iris/bitstream/handle/10665/272722/9789241514187-eng.pdf>

Coventry Health and Wellbeing Strategy

Warwickshire Health and Wellbeing Strategy

Proportionate Universalism – Martyn Allison 2021

<https://www.sportsthinktank.com/uploads/proportionate-universalism-martyn-allison-march-2021-5188-final.pdf>

Friends of the Earth – Access to Green Space

<https://friendsoftheearth.uk/nature/access-green-space-england-are-you-missing-out>

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