

What next?

Driving organisation and system change

Get Out Get Active (GOGA) is a unique programme, the first of its kind, where a partnership led by a disability sport organisation aims to reach the very least active disabled and non-disabled people in activity together across the UK.

GOGA has created genuinely inclusive environments and provided a platform to test inclusive methodologies to the benefit of both disabled and non-disabled individuals that are traditionally not engaged.

GOGA's success in reaching the very least active, demonstrates the value of an approach where 'Active Together' and 'Reaching the Least Active' go hand in hand, it is not one or the other! For many, this represents a different way of working. GOGA's greatest impact has been sustainable changes to partner practice and policy.

The ambition for GOGA 2020-2023 is to evidence an approach that will not only lead to organisational change but will leave a genuine legacy by shaping the system that we all operate within.

Get Out
Get Active

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What next?

Driving organisation and system change

What are we trying to achieve?

A genuinely inclusive approach to tackling inactivity.

What do we need to do to change the system?

Changes to power, policy, values, routines, relationships, and resources are all needed to transform the way the sector works and to tackle inactivity.



Core themes	Outcome not output focused	Demand-led and people-centred	Working with organisations to think differently	More people 'like me' or that 'understand me'	Building a credible brand	Engagement first, delivery second	Encouraging engagement, consultation, and co-production	Take activity to the people
Leadership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Strategy and policy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
Community engagement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Partnership working	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
Resource management						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
People management		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	
Service development, marketing and delivery		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Performance measurement & learning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Facilities							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Using GOGA as a catalyst for organisation change:

To demonstrate organisational change achieved through GOGA, we have used the 'Lead' framework. 'Lead' was developed by Activity Alliance to improve the inclusion planning process. The framework is built around nine core themes and can reflect the changes needed to improve inclusion of the very least active disabled and non-disabled people in activity together.

GOGA has acted as a catalyst to inform the broader operational ways of working for all partners engaged. Fundamentally, it is all about influencing power, policy, values, routines, relationships, and resources. The core themes and examples below showcase how GOGA has led to positive change within organisational systems:



1. Leadership:

Effective leadership that inspires an inclusive culture.

Tactics:

- Choosing the right funder with the right principles to drive an inclusive culture.
- Strategic commissioning - buy-in and partner readiness is critical at all levels.
- Prioritising lasting change over targets.
- Supporting freedom.
- Promoting empowerment.

Funder flexibility:

“ We are delighted by the fact that people working on the ground were given space to think clearly and differently, with time, space and the flexibility that helped them avoid predetermined ideas about what people might want. ”

Spirit of 2012

Improved board engagement:

“ The Chairman of the Board has insisted that we need an action plan post-GOGA to ensure that this inclusive work and focus continues. He has shown a real interest in the GOGA programme and visited a number of the activities. ”

Ian Brown, GOGA Lincolnshire Lead

2. Strategy and policy:

Strategic plans that are sustainable and link positive outcomes for the very least active disabled and non-disabled people to an organisation's vision.

Tactics:

- Focusing on outcomes not outputs.
- Working with organisations to think differently!
- Encouraging engagement, consultation, and co-production with target audiences.
- Ensuring investment is demand-led and people-centred.
- Evidencing reach, impact, and the ripple effect of the programme.



Change in constitution:

“ At one time Disability Sport Fife was a sports organisation only. But now we are also a proud, inclusive and active recreation movement. Committing to the GOGA ethos, supported by Spirit of 2012, has changed disability sport in Fife operationally. It’s put us in touch with more diverse communities, including individuals with severe and complex needs. GOGA in Fife has changed our movement and those who serve in it forever. ”

Fife Disability Sport

The ripple effect:

“ We have been lobbying committees and the local government on the area of supporting continued delivery once GOGA has finished. We are now a member of the Learning Disability Partnership Board, a Local Authority managed committee which feeds in local government strategy. ”

GOGA Rochdale



3. Community engagement:

**Provide better services by understanding your community.
Empower more people to influence and access your offer.**

Tactics:

- Focusing on outcomes not outputs.
- Being demand led and participant focussed.
- Encouraging engagement, consultation, co-creation and co-production with target audiences.
- Avoiding pre-conceptions.
- Focusing on engagement first and delivery second.
- Providing opportunities for participants to provide feedback and act on it!



Consultation critical:

“ By developing activities that were focused on and influenced by the participants, we were able to use our learning as we moved through the programme. Inactive people were mostly not interested in competitive opportunities and traditional sports were less appealing than creative activities. The social aspect of the activity was key and more important to many than the activity itself. Community, outdoor or relaxed settings worked better than offering opportunities at sports clubs. ”

GOGA NI

Knowledge is power:

“ Our thoughts going into the project were that we would have to overhaul and make significant changes to engage disabled people. What we have learnt from GOGA is making some slight changes and thinking about the needs of users is the main thing - anyone can do it! ”

British Muslim Heritage Centre, GOGA Manchester delivery partner



4. Partnership working:

Have a greater impact by building effective partnerships with like-minded organisations.

Tactics:

- Working with partners to think differently. Providing space and flexibility to do this.
- Challenging and evolving traditional partnerships and networks.
- Focusing on engagement.
- Engaging national partners with audience expertise.



New partnerships:

“ GOGA has really struck chord in the region, with greater involvement across a broader range of sectors. This includes older people’s services, day opportunities for adults with additional support needs, services for individuals with profound and multiple support needs, mental health services, council services, universities and colleges and community organisations. It has created new partnerships and working relationships which will continue post project. ”

Lyddie, Grampian Disability Sport

Greater understanding and reach:

“ The biggest impact of GOGA from an organisation perspective is the number of new organisations and groups we now work in partnership with! We have connected with loads of new people and it’s been such a learning curve. We know exactly what happens on the ground and how to reach new participants and volunteers. ”

Dawn, Operations Manager BDSL

Higher priority:

“ Sport will now be discussed in amongst items such as housing, health and transport. ”

Donna, Link4Life Rochdale

5. Resource management:

Improving the experience by managing and dedicating resources (including human) effectively.

Tactics:

- Providing flexibility for use of funding locally.
- Enabling the improvement of existing activities (not necessarily a focus on creating new ones unless needed).
- Allowing for a focus on engagement, as opposed to rushing into delivery.
- Clear programme 'ask' and principles.



Catalyst for change:

“ As a result of the project, the organisation took on the GOGA Project Development Manager as its first official member of staff and has now taken up new free premises to house the organisation and project - with potential space for activity delivery too. This shift in mindset, alongside the taking on board of premises and staff, has pushed GDS forward as an organisation. ”

Alison Shaw, Grampian Regional Manager SDS

Increased capacity:

“ We have been able to extend our targeted and inclusive offers as a result of GOGA funding. This has allowed us to provide even more activity for people of all ages and abilities. ”

GOGA Wigan

Secured additional funding:

“ We were delighted to be awarded additional funding for the Tampon Tax Fund, which enabled us to buy a fleet of solo and adaptive cycles. Following on from this, we were recently granted a small amount of money from the Morrison's Foundation which will allow us to buy another adaptive bike. ”

GOGA Forth Valley

6. People management:

Build a more qualified representative workforce to deliver your strategies.

Tactics:

- Investing in people.
- Putting equal value on participants and workforce.
- Changing attitudes and perceptions.
- Focusing on engagement first and delivery second.
- Ensuring more people are involved that are 'like me' and that 'understand me'.
- Encouraging diversity in relation to people and roles.
- Recognising the value of the informal workforce.

Exposure:

“ We can only learn and change perceptions by real life experiences. Go out there, coach in an unfamiliar environment, attend a session even if it means just watching at first, don't be afraid to integrate with people who aren't like you. ”

Karla, GOGA Bradford

Sustainability:

“ By giving the activities and sessions the time they needed to build a strong group identity and create a welcoming, safe environment for new participants, we have ensured that these activities have a life beyond the project. For example, our Walking Netball sessions have now recruited Volunteer Walking Netball hosts from within the session who now support the running of the sessions. ”

Claudia, GOGA Nottingham



7. Service development, marketing, and delivery:

Identify, reach, and satisfy a wider audience through an inclusive offer and accessible marketing.

Tactics:

- Application of Activity Alliance's Ten Talk to Me Principles.
- Focusing on engagement first and delivery second.
- Giving time and space to think and tailor provision.
- Encouraging engagement, consultation, and co-production with target audiences.
- Building a credible brand.



Inclusive marketing:

“ From an organisational perspective, one of the things that we are doing differently has been to change the way that we present our communications about our inclusive facilities, products and services. Instead of focussing on the facility / offer, etc, we are taking a much more “person centric” approach to our marketing. We’re focusing on the individual, rather than the impairment. ”

Nikki Lawson, NCC Community Sport Manager

Inclusive provision:

“ Disability Sport Fife is a changed organisation that now proudly delivers active inclusive recreation as well as Para sport and disability sport. ”

Disability Sport Fife

Reach to least active:

“ GOGA has been hugely important in installing a truly inclusive approach within the organisation. Previously we have promoted an inclusive offer of activities but then only targeted it specifically for disabled participants. GOGA has provided a framework for developing programmes for disabled and non-disabled people to participate together which has seen some positive benefits to individual participants and families in particular. This approach has been fantastic in creating a really positive and social atmosphere at activities responding to the motivations of some of the least active. ”

Peter Freeman, Enable Leisure & Culture

8. Performance measurement and learning:

Benchmark your progress by setting targets for effective performance.

Tactics:

- Appropriate investment in programme evaluation.
- Early engagement of evaluation partners.
- Learning built into programme sustainability objectives from the offset.



Membership:

“ GOGA has created almost 80 GOGA activities since the start of the movement and now has a clear profile of its membership. Thanks to GOGA, DSF has a robust database of members and a clear vision of the importance of inclusive active recreation. The GOGA banner heads up the DSF Facebook page which now has over 4,600 followers. ”

Richard, GOGA Fife

Value of learning:

“ We will use GOGA learning throughout our business, from staff recruitment, to training, to marketing to services. It will touch every part of our business. Being exposed to this project has played a significant part in shifting us from chasing the 15% of the population that are generally active, to apply GOGA learning to seek out the 85% who are least active or currently not engaged in our offer. ”

GOGA Thanet



9. Facilities:

Assess how accessible and welcoming the facilities your organisation uses for activities.

Tactics:

- Encouraging engagement, consultation, and co-production with target audiences.
- Challenging use of existing facilities.
- Taking activity to the people!

Location counts:

“ We quickly partnered with the Bowmar Centre, Alloa. This centre is stationed in a deprived area within Clackmannanshire and one of their aims is to utilise their centre more. One aim was to get people out walking each week, then head back to their café for a cup of tea and chat. ”

Forth Valley GOGA

Broadening the use of existing facilities:

“ Participants reported the safety and comfort of the track environment and absence of judgement from the public as a real positive. One lady stated, “I never realised you could use the athletics track just to run”. She had previously seen it as an ‘elite’ environment. We’ve used this to challenge current marketing and advertising strategies of athletics tracks, encouraging them to move away from solely using images of athletes in lycra to also include references and imagery reflective of social and entry level runners. ”

Wrexham GOGA

The whole package:

“ Always have a café and social area for people to meet - and always have a quiet area because sometimes people want to have some space and quiet time. ”

GOGA Lincolnshire

Welcoming environments:

“ Where activities flourished in leisure settings, much work was needed to support and train front-of-house and other staff to make those environments feel safe and welcoming. It was time consuming, but ultimately of great value to the programme and the participants. ”

GOGA NI

Get in touch to find out more about GOGA:

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🐦 @GetActiveGOGA

🏠 www.getoutgetactive.co.uk

Photo credits: Active Lincolnshire (12), Activity Alliance (1,6,7,9), British Blind Sport (8), GOGA Fife (2), Live Active NI & DSNI (3), Sport England (4,5,10,11,13).