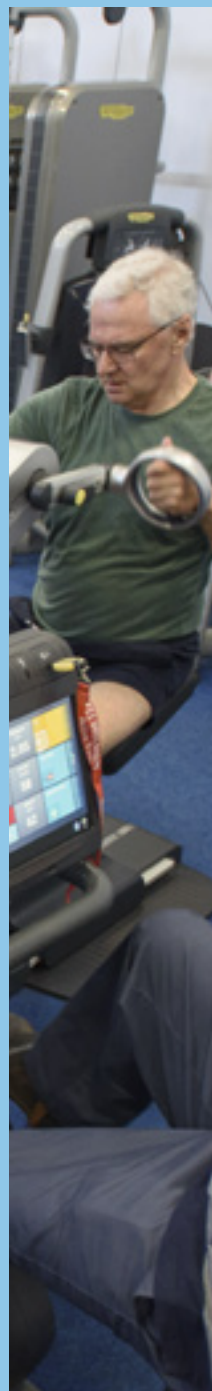
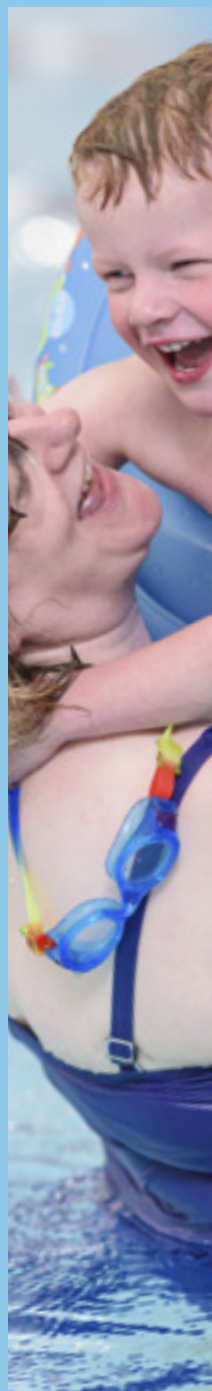
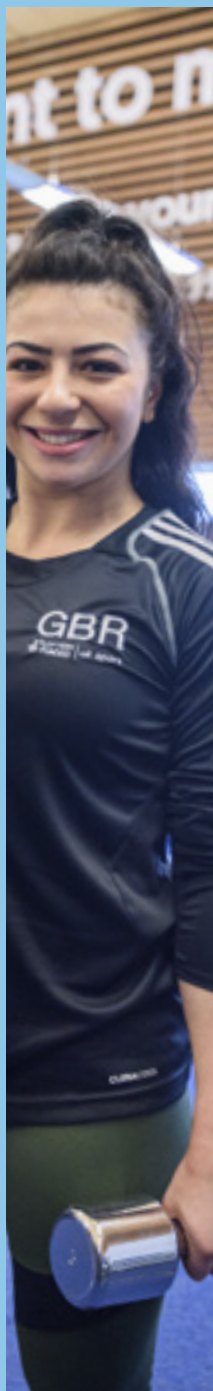
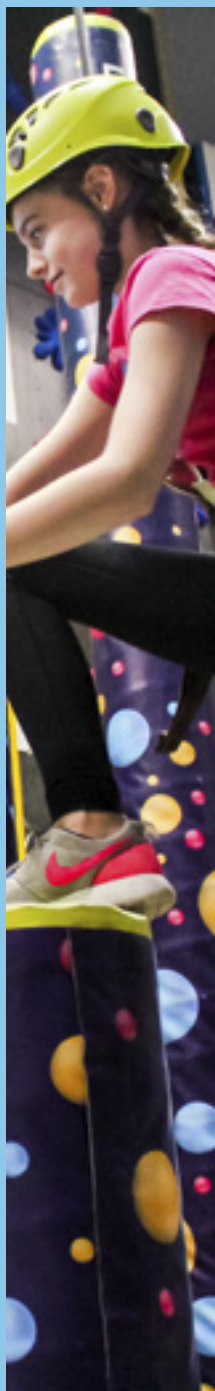


# Circadian Trust Active Lifestyle Strategy

2018 - 2021



**CIRCADIAN TRUST**

Reinvesting your money  
into local facilities





# Inspiring Active Lifestyles

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# 01

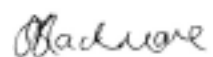
## Foreword

Physical inactivity is a major public health challenge in the UK, with large numbers of the population failing to meet the daily guidelines recommended by the Chief Medical Officer. Physical activity – an integral part of a healthy lifestyle - has significant benefits for both physical and mental health and wellbeing and can help to prevent and manage a number of chronic conditions and diseases including some cancers, heart disease, type 2 diabetes and depression.

We are aware of the challenge locally, where levels of inactivity and sedentary behaviour remain high. This can have a negative impact on health outcomes for South Gloucestershire.

The Circadian Trust Active Lifestyle Strategy sets a clear vision that aims to improve physical activity uptake amongst the inactive proportion of the local population. This builds on the excellent work evidenced within the South Gloucestershire Physical Activity Partnership and accompanying Strategy. Enabling active and healthy lifestyles for all – the key driver of One You South Gloucestershire - is of paramount importance if we are to reduce the burden of inactivity and related ill health.

The inclusive approach documented at the heart of the Circadian Trust Active Lifestyle Strategy will contribute to and complement our overall strategic ambition of increasing physical activity and reducing inactivity across the life course in South Gloucestershire.



Sara Blackmore  
Director of Public Health for  
South Gloucestershire



Erica Williams  
Cllr Erica Williams  
Elected Member for Housing  
Delivery and Public Health







# 02

## Introduction



At Circadian Trust we believe in people; this is our greatest strength and most important asset. Our mission “Inspiring Active Lifestyles” starts with people helping people to become active and to stay active throughout their lives; the connections we make with our communities, workforce, partners and stakeholders.

We are proud to be who we are; a charitable company and social enterprise, managing sports and leisure facilities in partnership with South Gloucestershire Council.

We believe our focus on people and the values that underpin our Organisation; Customer First, Empowerment and Inclusion are what makes us different from our competition and other Organisations in our sector. In developing this strategy, we have

asked ourselves a fundamental moral question, what are we here to do?

Our Active Lifestyle Strategy, therefore, is about how we can tackle inactivity and deliver an increased uptake of physical activity by people in South Gloucestershire.

This will have two key areas of focus:



How we retain our existing customers and continue to grow our share in a changing health and wellbeing market. We will achieve this through development of activities, programmes and services that are innovative, progressive and promote lifestyle change and improve health.



How we develop our community and social benefit services and become the first call for physical activity and health and wellbeing interventions. We will achieve this through creation of Active Lifestyle Centre hubs and through development of our social referral led process while working to strengthen the partnerships we have through the South Gloucestershire Physical Activity Partnership. This has a common outcome of “Working together to make South Gloucestershire more active everyday”<sup>1</sup> as well as committing to developing new partnerships and collaborations with other organisations, services and stakeholders.

We will need to work differently, change the way we operate and respond to new challenges.

Knowing our areas, and the health makeup of our communities, putting our customers at the heart of our lifestyle journey, working collaboratively, all underpinned by high quality facilities and equipment and a supportive, knowledgeable and motivated workforce who can understand the needs of our communities.

“Inspiring Active Lifestyles” has been our driving force since 2011, through this aspirational strategy we want to set the priorities to define what this means, to our customers and communities, our workforce and our partners and key stakeholders. Highlighting how physical activity can change lives in a positive way by making meaningful connections, people helping people and become a force for social good. Developing and delivering on these priorities, we hope, will realise our vision, “A Healthy, Active Community”.

<sup>1</sup> South Gloucestershire's Physical Activity Strategy 2015 – 2020



Inspiring Active Lifestyles starts with

people and everything is connected

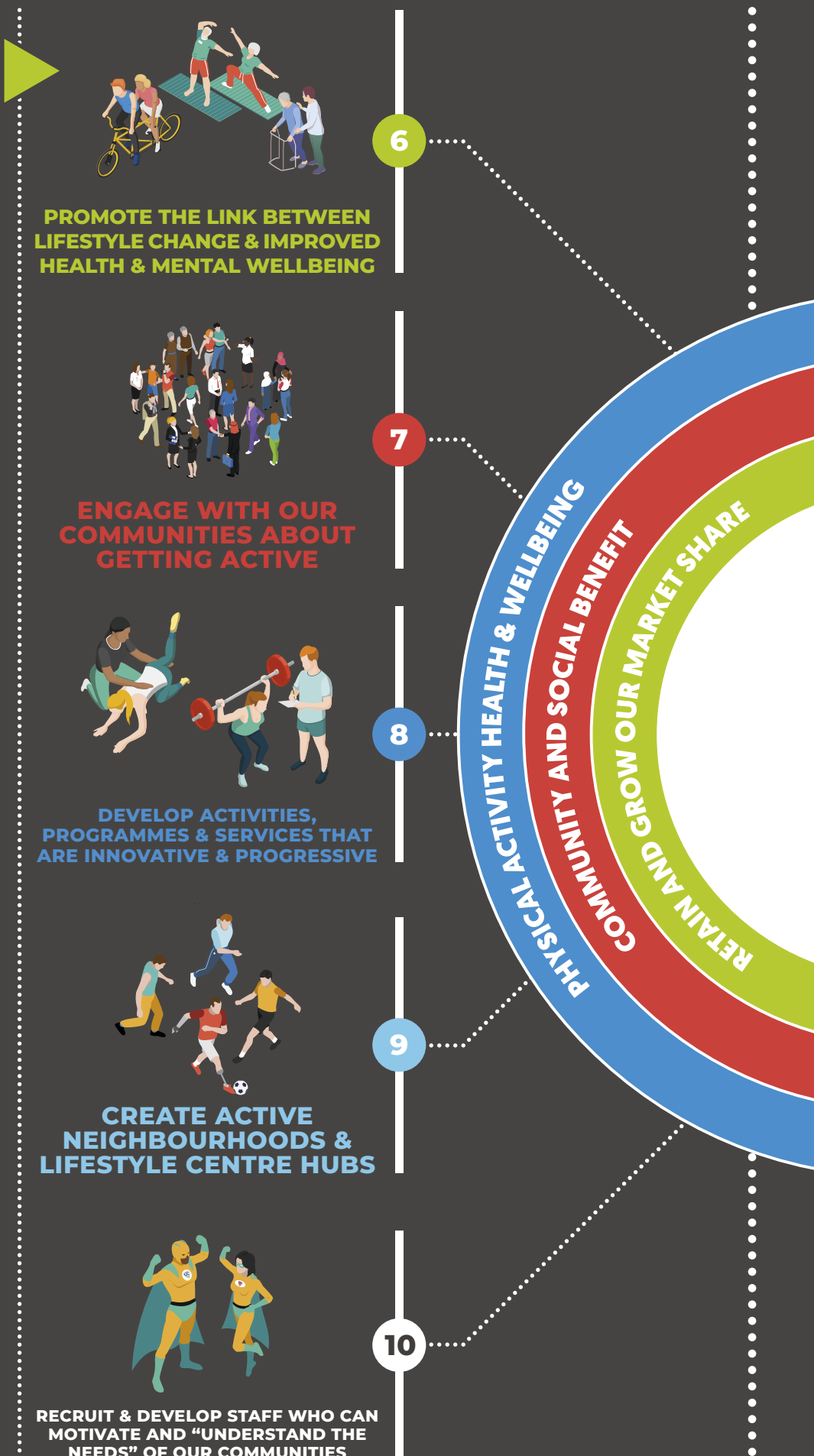
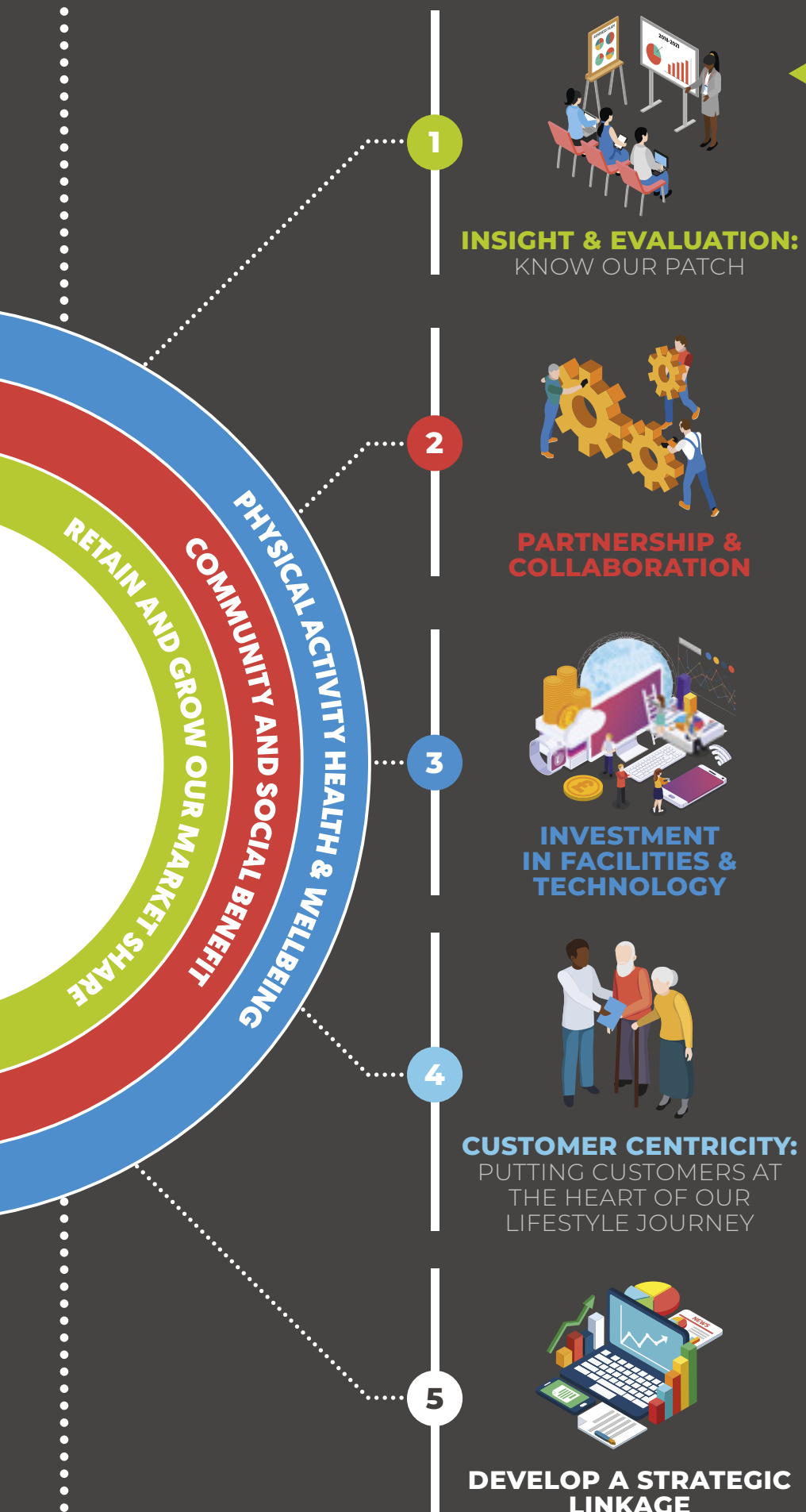
## ..... Priority Areas .....

**We have a clear vision:**

A Healthy, Active Community

## 5 Outcomes

1. An increase in the number of local people who are inactive becoming active.
2. An increase in the number of Healthy Lifestyle on Referral Clients.
3. An increase in new joiners from our health and social benefit products and services.
4. An increase in the number of people holding a membership with Active Centres.
5. An increase in the number of partnerships across healthcare, the community and like-minded organisations.





# 03

## Challenges



**The leisure market is changing. Local Government, traditionally the largest provider of leisure facilities, are struggling, with resources being greatly reduced. Many leisure facilities are ageing and services under funded.**

Increased competition with low cost fitness facilities and rising employment

costs are making for a tough market place...and its getting tougher!

At the same time as a reduction in public resources for leisure, the NHS is struggling to cope with the increased burden of an ageing population. Health issues such as type 2 diabetes, obesity, dementia and mental health are on the

rise and there is an ongoing problem with inactivity levels. 1 in 6 UK deaths are now caused by physical inactivity, as well as up to 40% of many long term health conditions<sup>1</sup>. The UK Government, followed by Sport England, have both published strategies that make tackling physical inactivity one of the main priorities.

## Physical inactivity costs the NHS between £1 - £1.9billion<sup>(3)</sup>

Locally, overall health in South Gloucestershire according to The Joint Strategic Needs Assessment (JSNA) "is good and has been improving. Life expectancy is higher than the national average and has been rising. Mortality rates for most diseases, including cancer

and heart disease, are below the national average and have fallen over the last decade".<sup>2</sup>

However it also states that "Those living in deprived areas continue to experience comparatively poor health, with a life

expectancy gap of 6.3 years for men and 5.1 for women between the 10% most affluent and least affluent areas within South Gloucestershire. Inequalities in life expectancy have increased over the last decade for women and there has been little change for men".<sup>3</sup>

South Gloucestershire's Joint Health and Wellbeing Strategy, 2017-2021 (JHWBS) which is informed by the JSNA, states that "Physical inactivity and excess weight are major threats to population health locally and nationally"<sup>4</sup>. The South Gloucestershire JHWBS goes on to say that "Being physically active and a healthy weight have short-term benefits such as improved mental wellbeing and longer-term benefits by reducing the risk of developing diseases like type 2 diabetes, cancer and cardiovascular disease, and can improve overall quality of life"<sup>5</sup>.

## 1 in 4

of the adult population (25.5%)

In South Gloucestershire are classed as physically inactive, that is, they fail to achieve 30 minutes of moderate intensity activity per week. They fall into the Chief Medical Officer's "high risk" category and are at a much greater risk of developing serious chronic diseases.<sup>6</sup>

Physical activity, then, seems like an obvious solution to the challenges we face nationally and locally; so why in the UK do only 1 in every 7 people (14.9% of the population)<sup>7</sup> hold a gym membership? Why do only 7.6% of the adult population of South Gloucestershire currently hold a membership with us?

The leisure market model needs review; traditionally Leisure Centres (and the fitness market in general) attracted sports minded people, both to use the facilities and to work in the industry. We thought we knew what people wanted from their leisure facility, but do we know what the inactive market want?

We want to retain our existing customers but our most significant challenge is to be different from our competition, be innovative and look at alternative market segments, we need to "fish in a different pond" and aim to reach a much bigger proportion of those inactive people not currently using our facilities and services.

Over the next 3 years we will work to develop and deliver on 10 priority areas which, we hope, will help us meet the challenges, achieve the outcomes and contribute to a positive change in the health and wellbeing of our local population.





# 04

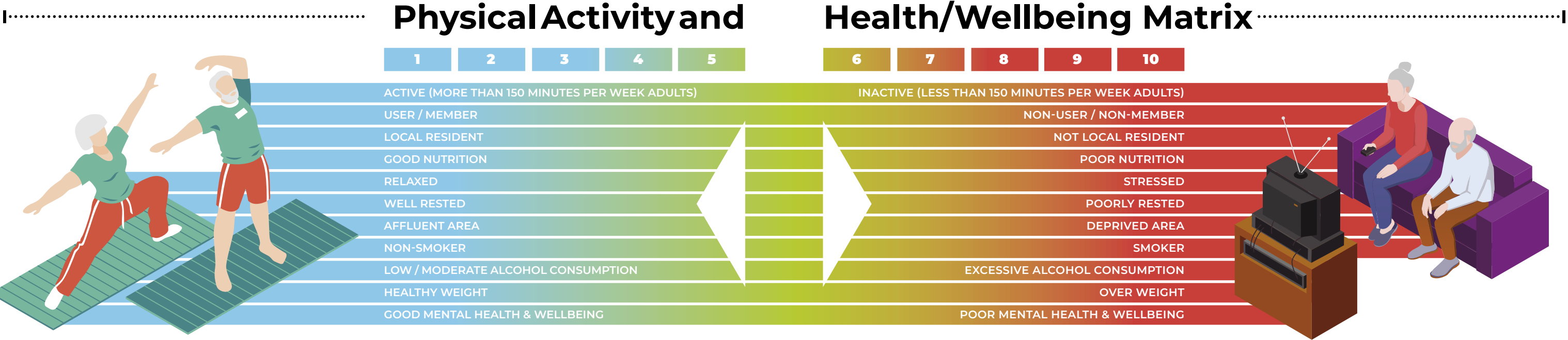
## Priority Areas



**1 Insight & Evaluation:** Know our patch

We want to have a greater understanding of our communities so that we can target the inactive market; this means looking beyond our Centres. We will:

- o Gather insight data from a variety of sources and develop new measures to evaluate and benchmark how successful we have been. These will include but are not limited to:
  - Active Lives Survey (Sport England)
  - Experian Demographics
  - Active Card data
  - South Gloucestershire Council Surveys
  - DataHub – Social Value and Geo Impacts analysis
  - National Benchmarking Service (NBS)







## Partnership & Collaboration

We see working in partnership and collaboration with Organisations, services and stakeholders who share our vision as a key part of our strategy to help more people take part in physical activity. We will:

- o Work to strengthen our current partnerships and relationships, particularly through the South Gloucestershire Physical Activity Partnership
- o Work to convince potential partners and stakeholders of the benefits of our services and facilities so that we become the first call for physical activity in the region
- o Identify new partners to help develop new social benefit products and services including:
  - Healthy Lifestyle on Referral
  - Wellbeing services
  - Intervention programmes
  - Exercise & education programmes

## Investment In Facilities & Technology

We have invested heavily in our facilities (over £13 million since 2006). We will continue to strive to deliver high quality facilities that our existing customers demand and that will surprise many new customers as we change perceptions on our journey from Leisure Centre to Lifestyle Centre.

We must also be at the cutting edge of technology delivery when it comes to being able to track and monitor activity and lifestyle change with our customers and clients; and measure and feedback results to partner organisations and the wider public. We will:

- o Seek new partners and funding streams to continue investment in our facilities
- o Develop our own integrated "App" to track and monitor activity
- o Develop a virtual tour of our facilities to encourage new clients
- o Develop digital platforms/digital journey with access to our support apps, information and signposting to our activities and services
- o Digitalise our processes as far possible to allow frictionless access to our activities and services



## Customer Centricity

Putting customers at the heart of our Lifestyle Journey

We need to think differently about how we develop our activities and services for our customers, particularly for those people who have never been to one of our Centres before or who want to change their lifestyle but are worried about how to do this.

We want to put our customers first, develop our services around them and help them to make a positive change in their lifestyle. We will:

- o Think "outside in": Customer ► Product / Service ► Partner
- o Design our programmes/services/customer journey around customer needs
- o Develop our staff to be motivated to help our customers, with the skills required to understand, recommend, deliver and support

## Develop a Strategic Linkage

Our Active Lifestyles Strategy will set the direction of travel for physical activity and will be part of a wider strategic framework, detailing how we contribute to the regions Joint Health & Wellbeing Strategy 2017 – 2021. We will achieve this through the development of our core activities including aquatics, health & fitness, and junior activities whilst also aspiring to help contribute to the Governments 5 key outcomes of Physical Wellbeing, Mental Wellbeing, Individual Development, Social & Community Development and Economic Development. Over the next 3 years we will:

- o Develop a Health & Fitness Plan(2019)
- o Develop a Junior Activity Plan (2020)
- o Develop a Nutrition (Food & Beverage) Plan (2021)



## The Strategic Linkage







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### Promote the Link Between Lifestyle Change and Improved Health & Mental Wellbeing

A number of health issues including cancer, cardiovascular disease and type 2 diabetes can be linked to lifestyle choices. We must aim to pursue a sustained programme to increase public awareness of the benefits of physical activity in reducing the risk of such health concerns and support lifestyle changes. We will:

- o Develop key messages around lifestyle change and improved health and mental wellbeing
- o Use images of real people in our Centres – people must see people similar to themselves using our facilities
- o Employ “Activators” across our core activities in championing lifestyle change and embedding the key messages as part of the customer journey
- o Use social value and promote its positive impact on health and wellbeing to demonstrate to potential partners the real benefit our Centres provide to our communities

### Engage with our Communities about getting Active

We want to change the way we operate; to connect with our communities and involve them in developing locally tailored solutions to meet their needs.

We also want to work to become a “trusted partner” of healthcare providers and organisations who are already firmly established within the community and build a reputation for delivery of physical activity interventions, referral and prevention programmes. We will:

- o Plan a programme of outreach work to target the inactive market and people with physical or mental health conditions
- o “Ask” our non users about our service, how to improve it, how we can meet their needs and use the data gathered from insight to design our programmes
- o Hold Health and Wellbeing open days both in Centre and in the community



7



8

### Develop Activities, Programmes & Services that are Innovative & Progressive

We want our existing customers to stay loyal to us and in the face of growing competition this means offering activities, programmes and services that are continually evolving, are at the forefront of the market and where customers/clients can see tangible improvements in their fitness, lifestyle and health. We will:

- o Introduce new products and services including but not limited to:
  - Personal Training
  - Boutique style health & fitness classes
  - Dedicated small group circuit style sessions
  - Outdoor activities
- o Advise our customers/clients on physical activity tailored to their needs, new products and programme changes, nutrition, relaxation

### Create Active Neighbourhoods & Lifestyle Centre Hubs

Traditionally we have focused all our attention on what happens inside our Centres. We want to think differently about the areas and community spaces around the Centres and use our “Activators”, volunteers and involve more local clubs and community groups to connect with the hard to reach people within our neighbourhoods.

We have an ambition of our Lifestyle Centres being hubs for health and wellbeing, creating connections within the community to encourage people into our active neighbourhoods and Centres whilst also partnering with healthcare providers and organisations to operate their services within our Centres. We will:

- o Identify areas and spaces outside of our Centres, and encourage people to become active within those spaces
- o Involve more local clubs and community groups
- o Create a club within a club for the inactive/referral groups



9



10

### Recruit & Develop Staff who can Motivate & “understand the needs” of our Communities

A key part of what makes us different from our competitors is our people; they are our greatest strength and our most important asset for making change happen.

We want to develop our existing staff and give them the skills to be able to help and motivate people who are maybe nervous about using our facilities and services for the first time, get to know them and support them on their active journey. At the same time, we need to recruit people with the right attitudes, personality and drive to want to make a positive change to a persons health and lifestyle. We will:

- o Work with partners to offer the best training and opportunities for our existing staff
- o Develop and train the personality
- o Create roles specifically to help and support people with health concerns or medical conditions become more active
- o Create an “Active Culture” amongst our workforce
- o Develop our Apprenticeship, Volunteering and Mentoring schemes





# 05

## Outcomes

### Measurement & Evaluation

The outcomes we have developed will be monitored and reported to our Trustees and wider partners through our reporting mechanisms and published in our Annual Report.

The outcomes and associated targets will be embedded into the plans that will be developed over the next 3 years, alongside the Aquatic targets that have already been established.

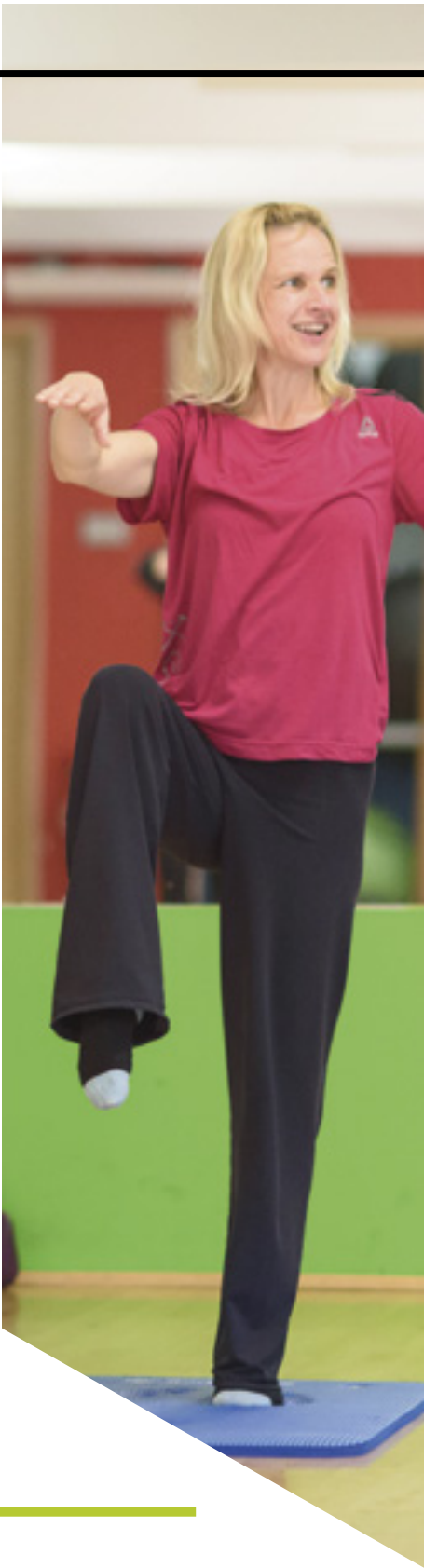
#### 2 KEY TARGETS WE WOULD LIKE TO ACHIEVE BY 2021:

2000  
HEALTHY LIFESTYLE ON  
REFERRAL CLIENTS  
PER ANNUM

HEALTH AND WELLBEING  
INTERVENTIONS WILL BE  
20%  
OF NEW JOINERS

Further assessment of the success of this strategy will take place through:

- o Insight – analyse data from a variety of sources to see what has changed
- o Impact – through storytelling, case studies and testimonials
- o Improvement – challenge what we do through Sport England’s recommended continuous improvement tool, Quest and through our other quality accreditations



# 06

## References

- o Circadian Trust: Evolution - Developing Sustainably – Strategy 2018 - 21
- o DCMS Sporting Future: A New Strategy for an Active Nation
- o Sport England Strategy 2016 – 21 Towards an Active Nation
- o South Gloucestershire’s Physical Activity Strategy 2015 – 2020
- o Public Health England
- o South Gloucestershire Joint Strategic Needs Assessment 2016
- o South Gloucestershire Joint Health & Wellbeing Strategy 2017 – 2021
- o South Gloucestershire Health Profile 2018
- o 2018 State of the UK Fitness Industry Report





# CIRCADIAN TRUST

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