

# ukactive Milestones 2023-2024



More people  
More active  
More often

# Introduction

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This document provides a review of ukactive's work across the period 2022-2023 and provides the organisation's next set of key milestones for 2023-2024 that seek to progress delivery of the ukactive strategy: [Vision 2030](#).

The period assessed was, again, dominated by the significant challenges posed by the cost of living and energy crisis, with the sector uniting – as it did in the pandemic – to coordinate its response to both local and central government.

Despite these challenges, good progress and development was seen across the sector, including work around improving the sector's digital maturity and health-related projects securing recognition from Government, such as Musculoskeletal (MSK) Hubs.

Looking forward, the next year will see ukactive working hard with its members and partners to progress valued projects across data and insight, standards and digital. We will be focussing on working with members to evolve the inclusivity of their facilities, as well as continuing to develop and formalise the sector's relationship with the NHS and wider health and community services.

This will also be a busy period for ukactive's policy development and lobbying, in the run-up to a General Election. We will progress our engagement with all the major political parties on a range of policy areas, developing and sharing our strategic priorities with members.

Finally, a big thank you to all of our members and partners for their continued support over what has been another challenging 12-month period for the sector. Our promise to you is that we will continue keeping your best interests at the heart of everything we do by listening and working with you to drive our sector forward. Our work with our members will bolster our collective efforts to secure the changes we seek, and the growth and recognition the sector deserves.

# Purpose

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ukactive is the industry body for the fitness, leisure, and physical activity sector, representing around 4,000 members across the UK. The organisation is built around three clear areas of purpose, which inform both its strategic vision and day-to-day work



## 1. To support, protect and inform our members

ukactive provides expert guidance and counsel across a range of operational and reputational areas, including insight, research, and regulatory issues.

## 2. To represent and champion our members

ukactive represents the collective views of its members to national governments and their agencies to ensure our sector can operate in the best possible landscape. This includes addressing issues of reputational risk, and progressing key reforms that will allow our sector to play its fullest role in society.

## 3. To help our members grow

ukactive will lead and facilitate work that will reform and evolve the sector to help it become fully inclusive of the communities it serves, while advancing partnerships which will support its growth and influence, driving national health improvements.

# VISION 2030



## MISSION:

More people, more active, more often

## OBJECTIVE

- To help our members engage over 20% of the population by 2030

## PURPOSE

- To support, protect, and inform our members
- To represent and champion our members
- To help our members grow

## STRATEGY

- The growth and development of our members within the sector

## HOW WE WILL ACHIEVE THIS

### DEVELOPMENT OF THE SECTOR TO PROVIDE A MORE INCLUSIVE SERVICE

- Fully adopting consumer data and insight to inform decisions that engage a diversity of audiences.
- Delivering the highest professional standards across all areas of the sector.
- New programmes and services that strive to make facilities as inclusive as possible.
- Fully established and integrated into health pathways to support NHS and wider mental and social wellbeing pathways.
- Fully supportive of children, young people and families, to make activity a life habit.
- Delivering insight-led, inclusive, and targeted campaigns to drive engagement in physical activity.

### GROWTH OF SECTOR RELATIONSHIP WITH NATIONAL, CIVIC, AND LOCAL GOVERNMENT TO SECURE SYSTEMIC REFORMS TO IMPROVE THE SECTOR'S OPERATING LANDSCAPE

- To secure long-term investment in order to support infrastructure sustainability, and to navigate and access health funding and systems.
- To deliver fundamental reform of the existing tax and regulatory system to reduce burdens on the sector and encourage greater participation.
- To successfully work with governments across the UK to deliver incentive schemes that increase physical activity levels and prioritise health and wellbeing.
- To ensure that there is ring-fenced investment for strategically designed sport and physical activity-based interventions through the plan for Health and Social Care.

## Supported by:

- Our Governance structure
- Our People

## Informed by:

- Our membership and stakeholder engagement

## Underpinned by our values:

- We are a community, we care, we are driven, we empower and we are progressive



# Review 2022-2023 Milestones

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Last year ukactive published a set of 10 milestones, developed and agreed with our Board and across the breadth of our governance structure, to provide visibility of our priority areas of work to members and partners.

Here is an analysis of how we have progressed against those milestones



### 1. Growing membership engagement

- Delivered and supported **more than 50 membership** events across the year, including Active Uprising and Awards, Strategic Partner events, UK-wide member networks and monthly virtual briefings.
- Partnered with several event partners on PerformX, FIBO, W3Fit, Elevate and PAFF.
- Multiple governance sessions with a cross-section of members including Membership Council, Independent Council, Standards and Legislation Committee, Research , CEO Forums, and several bespoke sessions around the cost-of- living and energy crisis.

### 2. Growth in data and insight and research services

- Captured invaluable insight from the membership on the energy crisis, delivering periodic data analysis to Government to influence policy decisions for sector support and to create a **national conversation** on the importance of member facilities, through the media.
- The implementation of private sector benchmarking analysis.
- The production of the **Active Workforce** report , in partnership with both major business umbrella organisations.
- Leading research partner on physical activity and Long Covid research and the Department for Education funded '**Opening up School Facilities**' programme.

### 3. Evolution of industry standards: ukactive will deliver the phased roll-out across its members

- Supported by Right Directions and our Standards and Legislation Committee, The Active Standard (TAS) continues to go through a period of robust membership testing to ensure the proposition adds value to both members and potential partners.







#### 4. Launch of new ukactive website

- Work paused in 2022-2023 to ensure that the website is fully scoped and resourced to meet long-term needs of adding value to membership. Work is underway for this to be launched in early 2024.

#### 5. UK-wide engagement platform.

- Strengthened relationships with the devolved administrations in Scotland and Wales, especially in collaboration with the cost of living and energy crises.
- Delivered several member engagement events across the four nations and progressed our relationship with the Scottish Leisure Network Group to deepen our membership engagement and reach in Scotland.

#### 6. Strengthened government engagement

- ukactive coordinated fortnightly meetings across the year – with a focus on the energy crisis – with Ministers and officials from the Department for Digital, Culture, Media and Sport, the Department for Levelling Up, Housing and Communities and the Department for Business, Energy & Industrial Strategy.
- Strengthened connections and engagement with Labour.
- Held more than 70 one-to-one meetings with Parliamentarians across the political parties.
- Launched the inaugural ukactive Parliamentary Challenge, with more than 40 participants including ministers and government officials
- Alongside other members of the National Sector Partner Group (NSPG), published a policy leadership report, titled 'Unlocking the Potential', which sets out the systemic reforms within Government that can drive greater activity levels.
- We have seen a strengthened partnership with local government via the Local Government Association, driven by the collaborative work on the energy crisis with the NSPG.

#### 7. Grow national campaigns to support membership

- ukactive's flagship member event, National Fitness Day, saw an estimated 11.67m people physically active on the day.
- The campaign reached a media audience of more than 48 million people, and included a collaboration with ITN Productions to promote the work of ukactive's members to improve the nation's health.



## 8. Drive collaboration on public sector leisure reform

- Established an operator-led development group to drive forward the recommendations from ukactive's 'Decade of Change' report.
- Collaborated with Sport England on the 'Future of Public Leisure' report. ukactive will play an integral role in implementing the next steps.

## 9. Implementation of year one priorities for Sport England partnership

- Year one priorities for the Sport England partnership included establishment of the 'Everyone Can Taskforce' to drive improvements in disability access, the latest analysis of the digital maturity of the sector via Digital Futures, and further investment to drive the next stage of partnership with 'This Girl Can'.
- A second year of the 'Open Doors' programme with Nike has been completed, providing underserved young people across four cities with safe places to be active over the summer holiday, reaching 737 participants (up from 535 in 2021) across 16 schools – 63% of whom were eligible for free school meals.

## 10. Strengthening relationships with the NHS and health agencies

- Progressed work with partners on a series of health-related projects involving its members, including MSK Hubs and Business Health Matters.
- Launched the consortium-led MSK Hubs project to establish personalised services for exercise, rehabilitation, wider wellbeing support and education within leisure facilities, with 15 ukactive member facilities initially participating during this period.







# 2023-2024 Milestones

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We have reviewed the learnings from 2022-2023 and taken these into our new set of 10 milestones for 2023-2024. This next set of business milestones will continue to place a forensic focus on ensuring our work is consistent with the organisation's purpose. Our primary ambitions are framed to reflect these.



**SUPPORT, PROTECT AND INFORM**

## 2023-2024 Milestones

# Support, Protect and Inform

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### 1. Membership outreach, engagement, and communication

- We will deliver a membership engagement programme, focussed on data and insight, risk and standards, sector development, and political lobbying and campaigns.
- We will develop and implement a clear, targeted membership engagement plan across a segmented membership base, alongside an effective marketing plan centred on the improved presentation of ukactive's membership value proposition.
- We will build on the insight provided through the annual member survey to improve and enhance our service to members across the organisation, as well as developing a new, member-centric website.

### 2. Standards, Risk Register and The Active Standard

- We will develop and disseminate new membership guidance on a range of issues.
- We will explore effective ways to offer members a more complete and informative view of our sector Risk Register and guidance notes.
- We will deliver an implementable plan for a phased, sector-wide roll-out of The Active Standard, based on membership pilot testing outcomes and a robust business case, that is fit-for-purpose and meets the needs of our membership base.

### 3. Data, insight, research

- We will roll-out our Consumer Insight reporting and continue to report the latest impact data on the cost of living and energy crises, alongside wider, rapid data collection.
- We will progress the UK Private Sector Benchmarking service that will deliver efficient, accurate and timely UK market data reporting.
- We will conduct primary research, reporting in the following areas: Opening School Facilities (with the Department for Education), Long Covid (with Sport England), MSK Hubs (with UK Research and Innovation), and place-based health pathways (with the Active Wellbeing Research Centre).





**REPRESENT AND CHAMPION**

## 2023-2024 Milestones

# Represent and Champion

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### 4. Political lobbying and the national conversation

- We will continue comprehensive engagement across central government to navigate the cost of living and energy crises, and seek policy reforms connected to health, work, productivity and economic growth.
- We will establish discussions with devolved government and agencies that connect ukactive members with localised health and economic regeneration opportunities.
- We will progress engagement with local government, focused on the evolution of the public sector leisure offer, and how this is integrated with the private sector offer.

### 5. Economic growth, work and health

- We will focus the first major project of the newly established property group (British Retail Consortium, British Property Federation, UK Hospitality, and ukactive) to develop plans to support high street renewal
- We will progress our economic regeneration policy work, focussing on the operating landscape and ensuring the right conditions for the growth of the sector.
- We will explore, with our partners at the Chartered Institute for the Management of Sport and Physical Activity and key business umbrella organisations, the “work and health” agenda that seeks ways for our members to offer support in the workplace to address levels of economic inactivity among people of working age.

### 6. Awards and Conference

- We will deliver stand-alone and profitable ukactive Awards and ukactive Conference events that will allow the growth and elevation of these ‘tier one’ ukactive events





**GROW**



## 2023-2024 Milestones

# Grow

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### 7. Sector Development with Sport England and other agencies

- We will progress our Digital Transformation Programme through continued sector consultation, collaboration, and upskilling.
- We will realign our work on Children and Young People, alongside Disability, to drive forward an ambitious, integrated programme of equality, diversity and inclusion research, guidance, and support.
- We will develop a formal collaboration on Health, with a focus on prehab, rehab, MSK and social prescribing.
- We will drive forward the ambitions in the Decade of Change report on Public Sector Leisure through the operator-led Decade of Change development group and support the delivery of the key recommendations within Sport England's [Future of Leisure](#) report to work towards creating a sustainable, viable fitness and leisure sector.

### 8. NHS and membership Integration

- We will develop the sector's relationship with the NHS and progress the delivery and development of projects including: MSK Hubs; Business Health Matters' Workplace Health Checks Programme; general prehabilitation to reduce same-day surgery cancellations and NHS waiting lists; NHS staff support; and social prescribing.

## 2023-2024 Milestones

# Grow (cont.)

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### 9. Partnerships

- We will continue to raise the profile of the physical activity agenda through our partnership with the NSPG, with an engagement programme supporting the lead-in to a General Election.
- We will enhance collaboration and partnerships for National Fitness Day, mobilising the sector and wider national stakeholders to drive awareness and engagement.
- We will develop, implement, and manage ukactive's organisation-wide partnership and growth strategy, to include partners aligned to ukactive's mission and purpose.
- We will progress projects with partners, including implementing phase two work of our This Girl Can partnership and delivering the Open Doors 2023 project with Nike.

### 10. Financial sustainability, governance, and organisational culture

- We will ensure continued financial sustainability and put measures in place to achieve required revenue growth in future years.
- We will support the work of the new Commercial Sub-Group of the Board that will look at a range of opportunities to support financial sustainability and growth, including procurement benefits for members.
- We will focus on our processes and people, to ensure we are doing the 'brilliant basics' to make ukactive more efficient, effective and a great place to work.
- We will improve our organisational resilience and hold an external Board evaluation to ensure continued compliance with the Sport England Code for Sports Governance.



# Membership Survey

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As part of our commitment to our core values and our drive towards delivering a world-class member service, ukactive conducted a digital survey of its members at the end of 2022, to capture feedback from across the membership, split by Strategic Partner Group and all other members.



## 2023-2024 Milestones

# Membership Survey

The survey gathered insights and feedback from our members, the headlines of which are outlined here.

We are proud that the work we continue to do as an organisation is providing value to our members. Moving forward, we will continue to keep the needs of our members at the heart of every decision we make and, as such, the results of the membership survey were considered as part of the development of the new set of 2023-2024 business milestones. They were considered in line with our organisational values below:

### We are progressive

We will continue to develop existing projects, services, standards and campaigns that support, represent and raise further awareness of our members and the sector.

### We empower

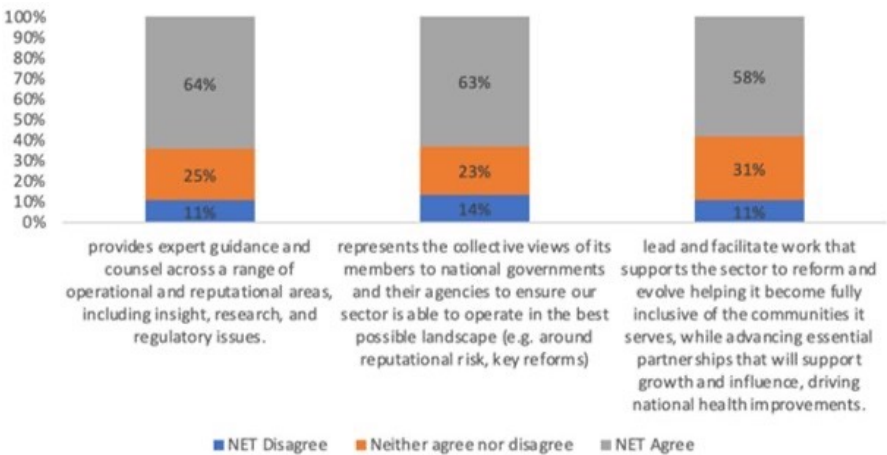
We will continue to shape ukactive event content around industry specific challenges with updates on government engagement, relevant data and insight and partnership and training opportunities.

### We are a community

We will continue to communicate important sector updates and ukactive’s outputs through the identified channels and focus on improving through preferred methods.

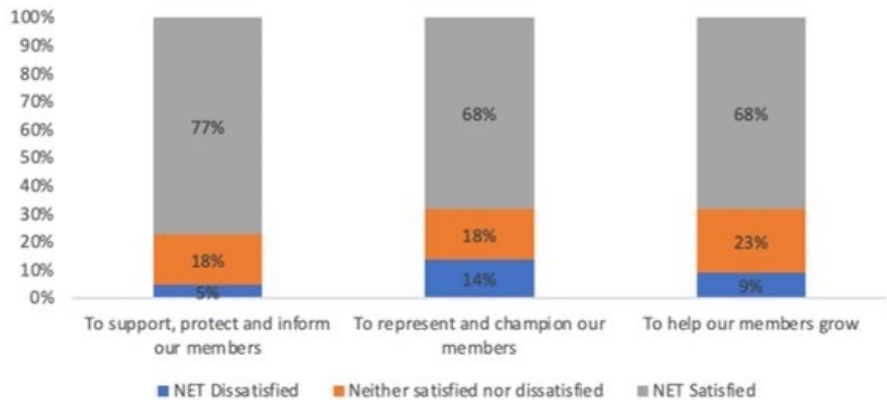
### Overall Members

Overall members agreed (agreed / strongly agreed) that ukactive was meeting its Vision 2030 commitments through providing expert guidance, representing the collective views of its members, and facilitating work that supports the sector.



### Strategic Partners

A majority of ukactive members rated the value of their membership for their organisation as positive (good, very good or excellent, 69%). Strategic Partners rated the value of their membership as positive, and rated it more positively than overall members.





## Join Us

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The strength of our work comes from the support of our members, so thank you for supporting us and we are determined to represent you at every opportunity. If you're new to ukactive or new to our plans going forward, it would be great to hear from you and explore how we can work together to help grow this essential sector.

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