

# How?

## A rigorous project management approach: Get Out Get Active tactics!

The Get Out Get Active (GOGA) project management approach supplies Programme Managers with a framework that explained the GOGA ethos, while offering a road map for how to create and develop a programme.

Through focusing on set-up, delivery, development and future-proofing, the tactics offer an at-a-glance guide for Programme Managers on how to employ best practice at all times.

Get Out  
Get Active

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<p><b>Our process is driven by insight</b></p> <p>GOGA's evaluation is driven by the following principles:</p> <ul style="list-style-type: none"><li>■ We learn through doing.</li><li>■ Minimise burden.</li><li>■ It's a two-way relationship.</li><li>■ Use standardised and validated tools.</li><li>■ Avoid duplication.</li><li>■ Build on existing evidence and learning.</li></ul> <p>Evidence is used for 'inflight adjustments' as well as impact measurement.</p> <p>It's vital to develop a strong evidence base for your programme and engage evaluation partners early on.</p>	<p><b>We're transparent and consistent</b></p> <p>We stick to the core programme principles (unless evidence suggests otherwise!).</p> <p>The GOGA ingredients were established at the outset of the programme. These are used in every communication and provide the framework for in-house monitoring of locality and national partner progress.</p>	<p><b>We take ownership</b></p> <p>Support partners to genuinely have ownership over the programme.</p> <p>We have learnt a lot about this through GOGA and certainly haven't got it right yet!</p> <p>Tactics used so far:</p> <ul style="list-style-type: none"><li>■ Building a network / GOGA family.</li><li>■ Co-producing the evaluation framework.</li><li>■ Locality driven programmes based on the needs of local communities.</li><li>■ Localised programme logos.</li><li>■ Engaging partners to represent the programme at conferences, events etc.</li></ul>	<p><b>We unite around sustainability</b></p> <p>We aim to broaden the definition of sustainability.</p> <p>Through GOGA we adapted and shared the Big Lottery definition. This helped our partners to invest beyond keeping activities running.</p> <p>From GOGA's perspective sustainability is not necessarily just the continuation of activities or projects post GOGA funding. It's also about lasting improvements in:</p> <ul style="list-style-type: none"><li>■ Partnership working.</li><li>■ Long-term impact on participants/volunteers/our behaviours and attitudes.</li><li>■ Increased capacity for organisations and individuals to continue to contribute to this area of work.</li></ul>

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<p><b>Communication is key</b></p> <p>We have a clear unique selling point (USP) associated with a strong brand and a comprehensive internal and external comms plan.</p> <p>GOGA:</p> <ul style="list-style-type: none"><li>■ Can be defined in a sentence ‘GOGA aims to reach the very least active disabled and non-disabled people in activity together’.</li><li>■ It has developed a vibrant brand described through consultation as ‘inclusive’, ‘active’ and ‘fun’.</li><li>■ The brand provides programme identity and a sense of belonging and togetherness for the network - the ‘GOGA family’.</li><li>■ This is supported by clear and frequent communications.</li></ul>	<p><b>We invest in people</b></p> <p>The programme is only as good as the people leading on it locally. Getting the right balance between process and relationships is key.</p> <p>From the offset GOGA has brought together a strong network of skilled individuals from different backgrounds and perspectives.</p> <p>GOGA helps to connect individuals through regular updates and events. As a programme team we prioritise face-to-face catch ups and regular touch points, supporting partners through an improvement journey. This is two-way and influences the way we operate as an organisation.</p> <p>The annual conference, in particular, is used to upskill programme partners, including training on inclusive communications and effective engagement. This also provides an opportunity for partners to connect to each other - building the value of the ‘GOGA family’.</p>	<p><b>We keep things going</b></p> <p>It’s not all about the new!</p> <p>GOGA’s greatest impact tended to align to localities that had a dedicated human resource as opposed to big activity budgets.</p> <p>Partners worked to improve the offer and appeal of existing activity only introducing new where demand allowed. This helped us to achieve more sustainable outputs.</p>	<p><b>We establish an early focus</b></p> <p>Make your expectations known from the offset about sustainability.</p> <p>A key element to our initial successful GOGA funding bid was our commitment to three sustainability objectives.</p> <p>GOGA will:</p> <ul style="list-style-type: none"><li>■ Support Individuals to remain active post intervention</li><li>■ Influence organisations and partners to embed new ways of inclusive working</li><li>■ Provide good quality transferable learning on how to reach the least active disabled and non-disabled people and support them to be active together</li></ul> <p>We introduced sustainability planning within the first 6 months of programme delivery. Encouraging partners to provide evidence against key questions that helped underpin the objectives listed above.</p>

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<p><b>We forge positive funder relationships</b></p> <p>We match the funder to the project and maintain a positive and honest relationship with them.</p> <p>Our initial funder, Spirit of 2012, invest in happiness. They strive to change perceptions of disabled people and see activity and sport as a mechanism for social change and connectedness.</p> <p>Their focus on learning enabled us to encourage our partners to think differently and without fear.</p> <p>Their focus on outcomes allowed us to focus on quality engagement which ultimately led to us exceeding all our KPIs.</p>	<p><b>We tailor activities to places</b></p> <p>We work closely with local experts. We invest a lot of time in getting to know the localities we're working with, exploring the area and meeting partners and potential beneficiaries.</p> <p>We measure success based on individual journeys, as opposed to comparisons.</p> <p>This provides useful context and a 'starting point' for each of our localities, enabling us to track change more effectively. It also helps us to build stronger relationships.</p>	<p><b>We know what good looks like</b></p> <p>We recognise when something is good.</p> <p>Through GOGA we often discover some real gems of great practice or impact through informal catch ups. Partners don't always necessarily recognise them so we should highlight them and spread the word.</p> <p>We work with partners to upskill them on 'what a good story looks like' this encourages them to share these gems more readily.</p>	<p><b>We empower partners</b></p> <p>We keep a sense of belonging beyond programme delivery.</p> <p>Through GOGA we established a 'GOGA in action' brand. This was available to all GOGA 2016-2019 partners who demonstrated that their work continued to align to the GOGA ingredients.</p> <p>This now provides us with a brand to use where wider programmes and investments have been influenced by the learning from GOGA.</p> <p>We have also made a commitment to our original partners to keep connected, to link them into our networking events and support them around programme monitoring and evaluation.</p> <p>This should support on-going engagement with us.</p>

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<p><b>We maintain core programme principles</b></p> <p>Our core principles shape programme investments, without being prescriptive.</p> <p>GOGA ingredients:</p> <ul style="list-style-type: none"><li>■ Reaching the very least active disabled and non-disabled people in “active recreation” through locality driven outreach, engagement, and effective management.</li><li>■ Supporting disabled and non-disabled people to be active together through genuinely inclusive environments.</li><li>■ Focusing on engaging people and developing workforce through use of the Activity Alliance Ten Talk To Me Principles.</li><li>■ Three types of sustainability (1) Individuals active for life (2) Inclusive local system and practice (3) Transferable learning.</li></ul>	<p><b>We're flexible</b></p> <p>We encourage a focus on engagement first and delivery second!</p> <p>Mapping, consultation and engagement is critical to set the right foundations for the programme and activities.</p> <p>Plans are great, but they have to be adaptable. It's important to strike the balance between giving something enough time against not being afraid to do something different.</p>	<p><b>We're not afraid of the 'F' (failure) word</b></p> <p>We learn from getting things wrong, perhaps more so than right.</p> <p>Through GOGA we want to create a culture where partners don't fear trying new things and where it's ok to take risks as long as we learn from them.</p> <p>Towards the end of GOGA 2016-2019 we regularly themed one of our updates around the 'F' word. With established levels of trust, partners actively shared some of their failures and learning.</p>	<p><b>We celebrate our success</b></p> <p>Often celebration is the last thing on the list. But it's vitally important to celebrate both impact and process.</p> <p>Whilst we celebrated the impact throughout GOGA delivery, we are now investing more time in sharing our process impact and understanding the 'so what' piece from all of our evaluation and learning.</p> <p>We've found it hugely beneficial to engage an additional evaluation partner to take a fresh perspective and help us to understand who we want to influence, what evidence we have to share and the best way to do so!</p>



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### Programme set up:

#### We're adaptable

We're flexible, but we maintain leadership.

We ensure there's adequate time and resources for programme set up.

Our focus is on engagement - not just 'let's get delivering'.

GOGA success is a result of localised interventions supported by a national framework.

#### Strategic commissioning

We have a strategic approach to selecting partners.

GOGA local partners are identified by:

- Demographic, health, and activity profile.
- Existing investment portfolio.
- Appropriate lead partner.
- Readiness of partner engagement.

GOGA National partners are identified by:

- Area of expertise.
- Ability and readiness to work locally to support partners.

### Learning and development:

#### It's a two-way exchange

There is no hierarchy of programme partners.

GOGA reporting is two-way, for every report our partners share with us we produce tailored reports back to our partners to inform practice.

GOGA learning is two-way. GOGA has hugely influenced the way that we work at Activity Alliance. Working in partnership with a range of local and national partners has exposed us to different ways of working, new areas of expertise and introduced us to new networks.

Moving forward, we need to get better at capturing this organisational change.



#GetOutGetActive

### Get in touch to find out more about GOGA:



01509 227750



[goga@activityalliance.org.uk](mailto:goga@activityalliance.org.uk)



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