



# Strategy Framework

## 2023 - 2027

British  
Gymnastics  
Foundati<sup>on</sup>

Transforming lives through gymnastics 

## Core Purpose

We believe that gymnastics has the power to transform lives. The British Gymnastics Foundation exists to create opportunities through gymnastics, to bring real improvements to the lives of people and communities most in need.

Founded in 2014 by British Gymnastics (BG), the British Gymnastics Foundation (BGF) is entering its second decade with big ambitions to transform even more lives through gymnastics.

We are an independent charity with a small and committed team that works with our principal partner, BG, and a growing number of collaborative partners to maximise the impact of our Public Benefit programmes.

This strategic framework will guide our focus, development and expansion planning from 2023 – 2027, increasing the positive impact we make on society.

## Our four focus areas for our work:



### Schools

Engaging gymnastics programmes to inspire and develop children



### Community

Using the power of gymnastics to transform communities for the better



### Hardship

Supporting people through times of crisis and financial hardship



### Disability

Enabling, inspiring and empowering disabled people through gymnastics

## Vision

To transform lives through gymnastics.

## Strategic Priorities

### 1. Operational Capability

To secure the resource necessary to sustain and develop the good work of the charity in line with our ambition.

### 2. Public Benefit Programmes

To deliver high quality public benefit programmes which are proven to transform lives.

### 3. Positive Recognition

To gain wide public recognition for the good work the charity does, effecting greater financial and partnership support for our charity from individuals and business.

# Our Values

## Caring

In all that we do, we are warm-hearted and treat people with kindness and compassion. The people we help are not numbers, they are our family, and we are passionate about creating the path to happiness and success for them.

## Inclusive

It is in our DNA to help people of all ages who may not be able to access gymnastics. Everyone is welcome in gymnastics, and we will always create accessible opportunities in our sport for those that need it most.

## Ambitious

We believe that every person we help is capable of amazing things, and we will not settle for any less than creating the conditions which allows them to reach their full potential.

## Collaborative

We delight in finding people and partnerships that can challenge our thinking and inspire new ways to transform lives through gymnastics. We will always seek to work together with others for a common goal; that is how we achieve greater outcomes for society.

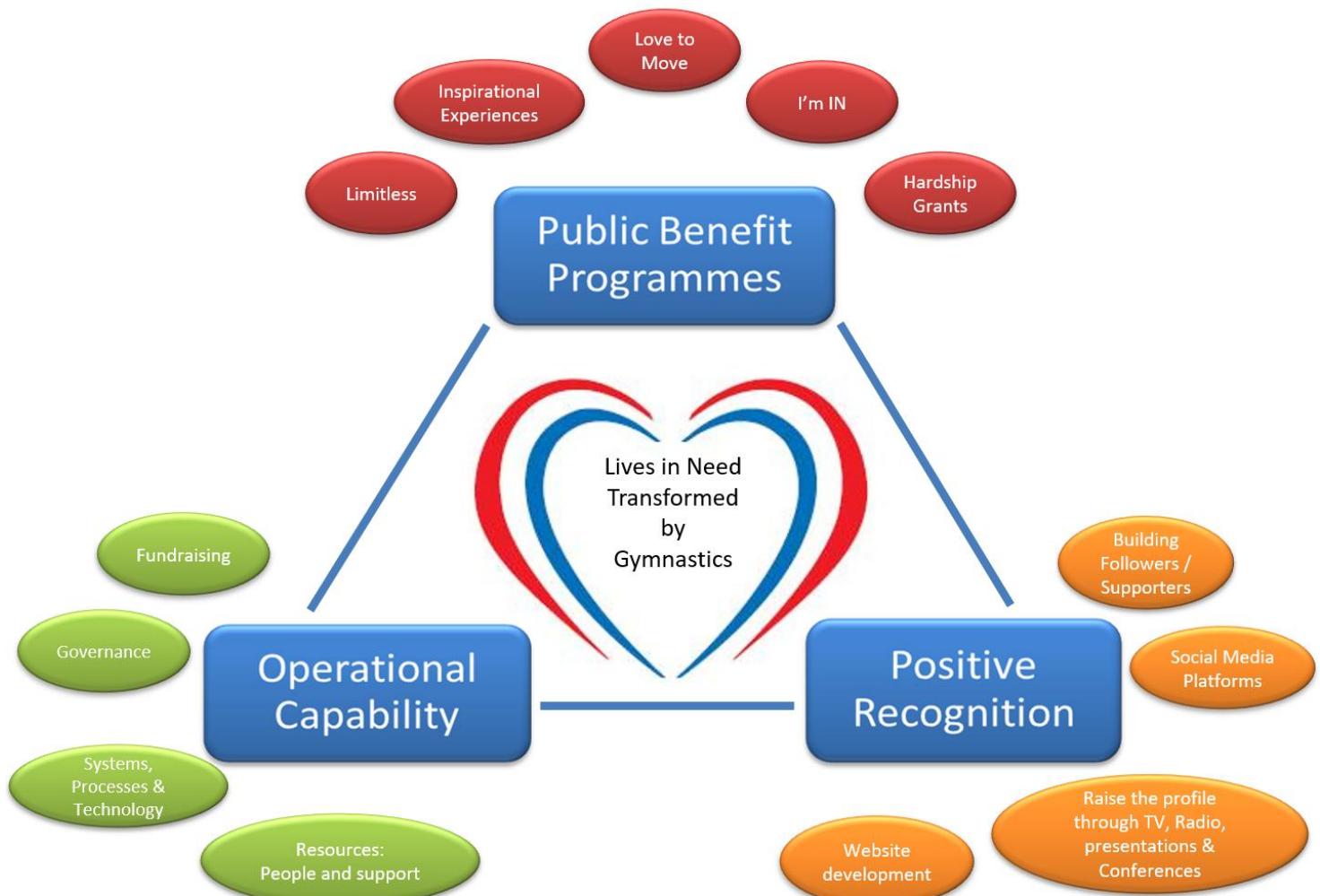
## Trustworthy

We behave consistently in a manner that holds true to the promises we make. We are honest and transparent, and when we say we will do something, we ensure we are accountable.

# Delivering our Vision

Each of our three strategic priority areas: operational capability, programmes, and positive recognition, have an equal importance in enabling our Foundation to deliver its vision. These three priorities, when combined, create a sustainability cycle which is vital to support and grow the public benefit work of the BGF.

## The Sustainability Pillars of BGF



# Our Public Benefit Programmes

We are on a journey to reach people of all ages and backgrounds who are in need in the UK, ensuring they have the opportunity to access the life-changing benefits of our BGF programmes. As we start our strategy, we will be mindful of the cost-of-living crisis in the UK and the effect this is having on society; making agile and poverty informed decisions when required. In this strategic cycle, as we enter our second decade of transforming lives through gymnastics, we will focus on the following key strategic developments within each of our five public benefit programmes:

**Love to Move is a chair-based age and dementia friendly, cognitive enhancement gymnastics exercise programme, specially designed to get older people moving and functioning better. This life-changing programme is proving particularly beneficial for people living with dementia.**

Within Love to Move, we will focus on:

1. **Enhancing and developing our partnerships throughout the UK.** This will help us to grow a high-quality workforce that delivers and supports Love to Move; expanding the programme into new areas of the UK, including geographically isolated areas and diverse communities with good access to the programme.
2. **Enhancing and improving the excellent learning journey and support programme** which sustains high-quality delivery of Love to Move including a range of CPD for Licensed deliverers and adapted versions of the programme for specific conditions such as Parkinson's Disease and Young Onset Dementia.
3. **Investigating the possibilities of developing a Social Franchise, or an International Licensing Proposition for Love to Move, which will support the international growth of Love to Move, whilst also enhancing the income generation potential for BGF.**



**Our Hardship Grants programme provides financial support to BG Members who are experiencing times of significant financial or family crisis; helping them to stay involved in gymnastics through hard times.**

Within our Hardship Grants Programme, we will focus on:

1. **Developing corporate and donor support** for the programme, so that the income grows to support a larger number of people in gymnastics.
2. **Increasing the promotion and marketing** of the programme so that awareness is raised; helping communities that are on lower incomes or who find themselves in difficult financial times.
3. **Seeking feedback from applicants, endorsers and the wider gymnastics community; acting on insight to review and refine the application process;** creating a robust, yet accessible process.
4. **Paying attention to the onward journey of previous Hardship Grant recipients**, linking with the Limitless programme to support gymnasts into coaching and leadership roles

Limitless is a training and mentoring programme for unemployed people and people experiencing significant financial hardship. It uses the transformational sport of gymnastics to make real changes to their lives and prepare them for employment.

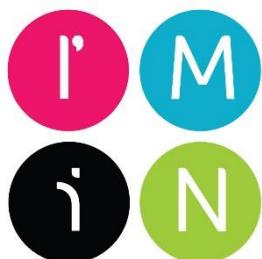
Within Limitless, we will focus on:

1. **The connection of Limitless to our Hardship Grants programme;** helping to grow the ongoing support available to those that have received Hardship Grants. This linkage will make it possible for more people from deprived backgrounds to have a successful and life-long onward journey in gymnastics; personally developing and becoming important role models to inspire future generations.
2. Supporting and encouraging the **development of coaches and leaders from diverse communities**, where financial hardship and unemployment exists.
3. **Securing long-term financial support** for the programme in the form of grants and donations.



'I'm IN' is the first end to end disability gymnastics programme of its kind. Developed using lived experience and co-design principles, it empowers, engages, inspires and motivates young disabled people, transforming their lives from school gymnastics participation, through to life-long opportunities within gymnastics.

Within our I'm IN programme, we will focus on:



**Securing long-term financial support** for the programme in the form of grants and donations.

**Collaboration with disabled people, their families, supporters, carers, and disability networks**, to build a programme founded on insight and understanding of lived experience.

**Developing the first I'm IN delivery resources and testing the programme on a small scale;** learning from what we do within our project development process, so that successful upscaling is possible.

Our Inspirational Experiences programme gives people who are experiencing hardship, family crisis, or life-changing situations, a motivational experience to help them through extremely hard times.



Within our Inspirational Experiences programme, we will focus on:

**Growing the number of Inspirational Experiences we deliver**, to provide much needed inspiration and joy at a time when people may need it most.

Developing a broad range of opportunities for people most in need to be inspired by gymnastics, from meeting their gymnastics hero, to watching their first British Championships. The ambassador support for this program will be key so will work with BG to **connect with a growing number of elite gymnast and coach ambassadors who can support these amazing experiences**.

# Our core objectives across our Public Benefit programmes are:

## Build Resource

1. To source the necessary financial and people resources required for the high-quality delivery of each programme.

## Measure Impact

2. To invest in robust impact reporting for each programme; unearthing the true stories of how gymnastics is transforming lives on an individual basis, and on a larger scale.

## Positive Promotion & Recognition

3. To promote and raise awareness of each programme's impact; bringing to life the transformational and heart-warming stories which will connect with the hearts and minds of the public.



# Operational Capability

## Fundraising

In this strategic cycle, our fundraising strategy focuses efforts on three key areas: grants, donor development, campaigns, and events. This diverse income generation approach is important to spread and manage the risk, as fundraising in the charity sector has become increasingly unpredictable since Covid-19 and the cost-of-living crisis. We have an opportunity in donor development with 90,000+ supporters signed up to hear more from us. Our priority with these supporters is on creating excellent stewardship; creating enriching experiences for them and making them feel even more connected to our charity.

To convert supporters into donors we will:

- 1) Learn about our audience, 2) Segment our supporters, 3) Engage with our community, 4) Express our appreciation.

## Governance

We will execute a governance improvement action plan which will see our Charity move from Tier 2c to Tier 3 of the Code for Sports Governance to improve our rigour as a charity, and also ensure that we are eligible to apply for larger grants.

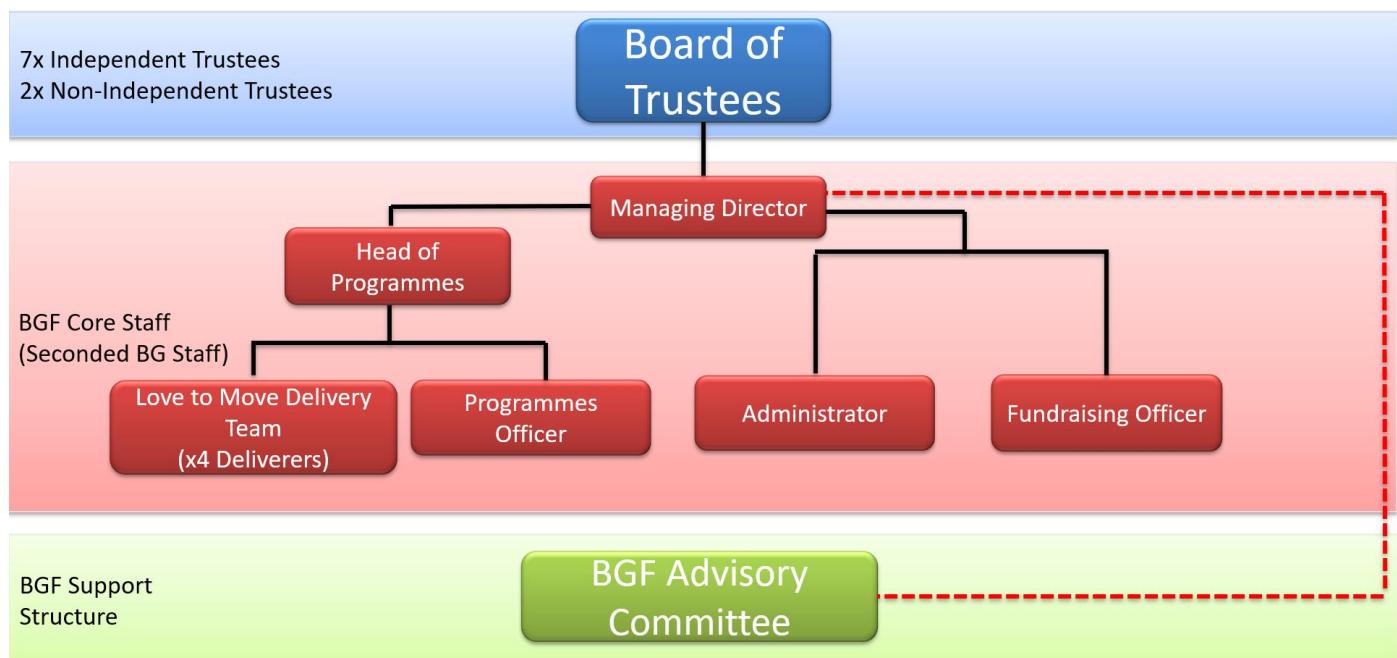
## Systems, Processes and Technology

The impact of Covid-19 highlighted to us, just how important technology and systems are, when in just one week the demand for our Hardship Grants went up by over 2,500%, and we needed to move to training all our Love to Move deliverers online. Our investment in a new Customer Relationship Management (CRM) system, application portal and online course processes enabled us to service this huge demand peak and keep connecting our work with a growing number of people in need. In this strategic cycle, we expect increasing demand, so we will be focussed on reviewing and improving our current systems, processes, and technology to improve efficiency, cater for increased demand, whilst improving the quality of our services. We must also prepare to uncover increasing hidden or unknown needs, to support in the best way we can.

## People Resource and Partnerships

Much of our success is dependent upon the partnerships and collaborations we make with organisations and individuals that are strategically important and aligned to our vision and objectives. We will continue to prioritise people; looking after our staff team and a large, growing workforce which delivers Love to Move. In this strategic cycle, we will grow this workforce to well over 1,000 people, investing in their ongoing development, excellence, and retention.

The structure of the BGF provides an ideal environment for innovative thinking; enabling us to deliver against our charitable objects throughout our 2023 – 2027 strategy.



\*NB: The BGF Advisory Committee is made up of BGF Staff and one representative from each of the departments within BG.

# Positive Recognition

We will work with our main partner, BG, to build and execute an annual communications plan, which supports our strategic objectives.

## Social Media Platforms and Website

We will focus on servicing our digital platforms with engaging and heart-warming stories of our impact. These success stories and case studies will be underpinned by our commitment to robust impact reporting for each programme; unearthing the true stories of how gymnastics is transforming lives on an individual basis, and on a larger scale. With inclusion at the front and centre of our minds, we will combine the usage of all our social channels and utilise our website to create an interactive and positive community space for all. Our clear objective is to build followers and supporters.

## Raising our Profile in the Media

We are focused on achieving excellent Public Relations and the result of what we do, what we say and what others say about us, is central to the creation of our good reputation as a charity. With the support of BG and our other funding and operational partners, we will collaborate with key media stakeholders across all forms of media, to tell the stories of our impact and successes in a strategically planned manner. In the last strategic cycle, the impact of our Love to Move programme was recognised on national television, notably through BBC Breakfast News. Now we have an even stronger case for support, with more compelling stories and an even greater body of evidence detailing our impact. Our objective is to create nationally significant and positive news stories and be recognised as best in class within the charity sector, for the work we do, creating a sustainable future for our charity.

## Our Stories of Lives Transformed by Gymnastics:



"The grant has enabled me to use gymnastics as a way to cope and be myself away from my responsibilities as a young carer."

Bella,  
Hardship Grant Beneficiary.



Registered Charity No. 1157747



**"I am finding that some participants appear to be regaining functions which were thought to be lost."**

*Kim's*  
Love to Move Lead Deliverer



The friendship and  
togetherness this class  
brings to our community  
is wonderful.

66

# Exercise regime that might just reverse dementia

Championed by the British Gymnastics Foundation, it's a routine so simple it can be done sitting down. Yet its results are truly astonishing.



RETRAIN YOUR BRAIN WITH THESE DAILY COORDINATION EXERCISES



**I**NE wheelchair user, who usually needed to be pushed everywhere, was found having wheelied themself half-way up a corridor. And it's a similar story for Hazel Green, 97. The former NHS theatre nurse had a fall a few years ago and broke her pelvis. Her daughter, Gill Green, also a

her pelvic bones. This may suggest that at that point her body becomes resistant, causing the contractions and strength to lessen.

"She couldn't stand it and I couldn't look after her any more. But since starting the treatment, the change in my moods is tremendous," says Gill, 67.

"It took me five months to see a really good doctor. To begin with she was not interested in the classes, but then when she started to take part and to try the gentle exercises, she began to feel better and slowly she started to talk again. She would always chat away, ready before she could pick up a cup of tea. She has even been able to keep a dog for an animal rescue centre in Australia during the meantime."

For Helen, who moved to Huntingdon, Cambridgeshire, it has been "nothing less than a regeneration". In the care home I was

**ALTERNATE HAND ROTATIONS**  
Place your hands on your knees. Turn one palm to face upwards and one palm to face downwards.  
Alternate the palm which faces upwards.  
Try this action 20 times.

can talk again, I can feed myself, I can knit, feel like I am "coming up again." She has even started to learn how to FaceTime her daughter on an iPad from her home during the lockdown.

And now she is enjoying the 30-minute Love To Move sessions online.

Research has shown other participants being taken off medication for hypertension, depression and sleeping difficulties.

So far, 42,000 people have downloaded "Introduction to the mind and Patanjali's Yoga Sutras" on the app, helping them to manage their mental health.

Grab your nose with both hands, then gently pull your left earlobe with your right hand. Use a light touch, employing your index finger and thumb. Then clap

making more eye contact, 71 per cent are initiating more conversations, 100 per cent are reported as easier to connect with, calmer and more relaxed, while 64 per cent are sleeping better.

And just over two thirds have also had noticeable physical improvements.

A lot of the chair-based exercises in the book are "bilaterally asymmetrical" in that they do something quite amazing in the brain for all adults, whether they have dementia or not. They require both sides of

the brain to work independently and individually. Without you realizing it, your brain has to work much harder and the effect of that is to increase cognitive errors.

This means that the exercises create new connections between the exercises, meaning the brain is then able to enjoy what is required in day-to-day life.

For example, the process of making a cup of tea requires 150,000 neurons," said Bremner. "Each has to fire in turn to complete that action. If you have Alzheimer's disease, then knocking out just 10

... can have the effect of shutting down  
the body, and so reducing energy and fun  
how to use the coffee machine. After just a  
fortnight, and with nothing else altered in  
the routine, she was able to recall the  
energy and fun that had been missing.

"I'm a 40-year-old man and this is the first time I've been isolated. It's a challenge and it demonstrates what it is like for many older people who are isolated all year around. through this support via their

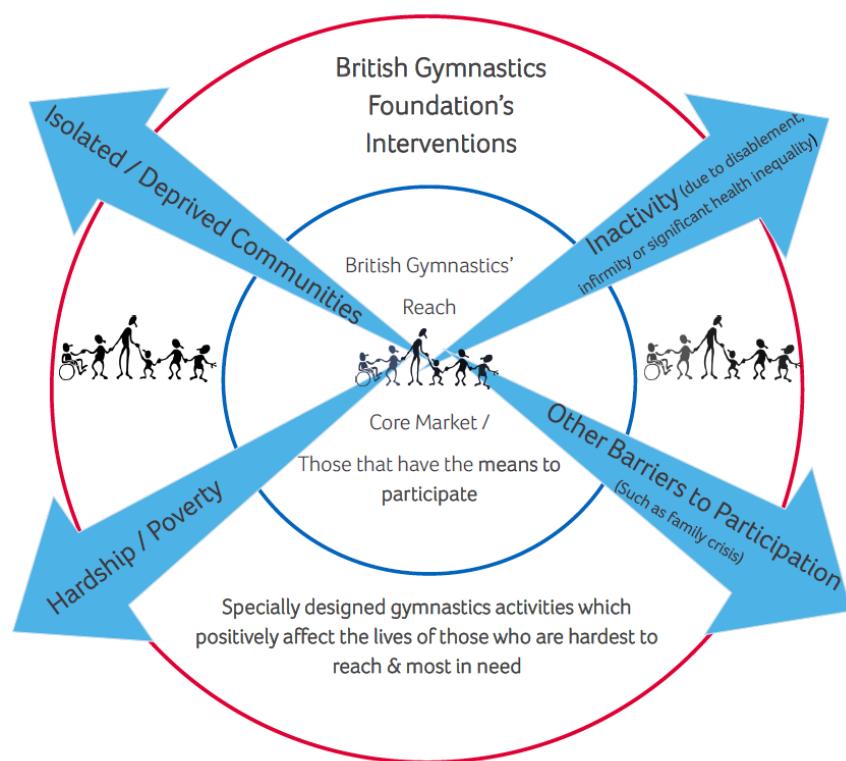
- Love To Move videos and information are available to view at [brightgymnasticsfoundation.org](http://brightgymnasticsfoundation.org) or via British Gymnastics YouTube channel. Additional sessions will be uploaded on the channel.

his coming weeks

1990-1991

10 of 10

# How We Work with British Gymnastics



Many people can already access gymnastics. Our aim is to reach people who are not able to access it, empowering and enabling disadvantaged communities and individuals.

Some people are at a very real risk of dropping out, or of being priced out of sport and physical activity altogether, with consequences for not only their health and wellbeing, but also their education and wider life chances.

BG has its own UK-wide strategy (Leap Without Limits) for the sport of gymnastics and is the Governing Body of the sport in the UK. BGF works incredibly closely with BG to ensure that both organisations align with and complement each other; eliminating duplication of effort and maximising the potential of gymnastics to bring positive outcomes for individuals and communities.

BG reaches and supports a large core market and membership of people and communities that have the means to participate in the sport of gymnastics, such as having the funds to participate in gymnastics club activity, compete in, or spectate at events. Whilst BG works hard to make the sport of gymnastics accessible, safe and welcoming for all, it is BGF which works to support those people and communities who do not have the means to participate in gymnastics at the level of their choice.

When people are isolated or from deprived communities, or are living in poverty or significant financial hardship, right through to those people who may be severely inactive due to health inequality or family crisis; this is where BGF works hard to create specially designed gymnastics activities and programmes which can connect these people with the life-changing benefits which gymnastics brings.

Over the course of this four-year strategy and across our five public benefit programmes, we will ensure that where possible, we will build the strategic and operational links with BG's Leap Without Limits strategy, which can support the onward journey of the people we support, into and through gymnastics. Regardless of how someone gets involved in gymnastics, BGF will make sure that the strategic links with BG are made, so that this seamless pathway may be made available to everyone in our public benefit programmes. In some programmes the interaction of BGF will be enough on its own: for example, in the Love to Move programme, the interaction that participants have with the programme is life-changing in itself, and there will be little need for a complex onward journey in gymnastics. However, in programmes like Hardship Grants, Inspirational Experiences, Limitless and I'm IN, the onward journey and seamless pathway through gymnastics will likely be developed before people get involved in our programmes.

For some people, the onward journey may not be obvious to us at the start of their journey. In these cases, we will commit to everyone that we serve; building a transformative onward journey and experience in gymnastics that is bespoke to that individual, and we will not stop working with that person until they no longer need us.

# Our Commitment to Environment & Sustainability

We are caring in the way we go about our business, and that extends to doing everything we possibly can to care for the environment and minimise the impact we have on the environment.

Human impact is having a devastating effect on climate and natural environments. We want to play our full part in helping to address the climate crisis, so we are formalising our commitment to always act with environmental care; making environmental sustainability a key principle of everything we do, and in the decisions we make.

**Our seven environmental and sustainability commitments we will make in this strategic cycle and beyond, are:**

1. **Measuring our carbon footprint and environmental impact** so that we know our baseline impact on climate and the environment.
2. **Reducing our carbon footprint and environmental impact**, with a clear plan of action and targets.
3. **Carbon footprint and environmental impact will be an integral part of our Project Development Process and reporting to our Board**; with each project and Board paper formally considering the carbon footprint and environmental impact of our proposed work, and also containing recommended measures to minimise or eliminate our environmental impact.
4. **All third-party contracting decisions will prioritise low carbon and 'green' services.** Our message to partners and contactors will be clear: a tangible commitment to the environment is required to work with us.
5. **We will reject single use plastics and consumables** wherever possible and find greener, environmentally sustainable alternatives.
6. **We want to collaborate with environmental and sustainability partners**, following and implementing their recommendations wherever possible.
7. **We will educate all our Staff and Trustees on environmental impact and sustainability**; creating a clear and shared understanding of BGF's seven environmental and sustainability commitments, and highlighting the practical ways we can reduce our environmental impact in our everyday work and longer-term planning.



Want to get in touch?

Or want to view this document in different formats?

Contact us at:

[theteam@britishgymnasticsfoundation.org](mailto:theteam@britishgymnasticsfoundation.org)

[www.britishgymnasticsfoundation.org](http://www.britishgymnasticsfoundation.org)



Transforming lives through gymnastics