Strategic Plan for Physical Activity
2018 – 2021
Ambitious developments for Lincolnshire

Mike Diaper  
Executive Director, Sport England

When we at Sport England published our strategy, ‘Towards an Active Nation’ back in 2016, it signalled a shift from investing in sport for sports sake to driving the wider benefits of sport and physical activity can bring in terms of physical and mental wellbeing and individual, community and economic development.

This also led to a far greater focus on encouraging inactive people to become active and this is where 25% of our resources will be spent. For Active Lincolnshire and the nationwide network of County Sport Partnerships, this has represented a change to their traditional role of sport advocacy and development. We are asking them to focus on working with us to tackle inactivity, particularly in populations where people are more likely to be inactive which includes women and girls, people with disabilities, people from lower socio economic groups, older people and certain ethnic minorities.

We realise that if we are going to decrease inactivity, then we all need to work and think differently. We’ve challenged Active Lincolnshire and other CSPs to broker a much wider range of relationships, to understand their people and place in more detail and to work closely with local government. I have seen personally how the team at Active Lincolnshire have embraced the new role and the opportunity to bring more partners to the table. With their leadership and track record of delivery, I am confident they will deliver and I endorse this strategy.

Lisa Harrison  
CEO, Active Lincolnshire

Welcome to our strategic plan which shares our directional change and focus for the next three years. In this plan we outline how we will adapt our business to focus on the key challenges facing our communities and how we will bring partners together to embed physical activity into everyday lives.

Sport England have set a challenge for all County Sport Partnerships (CSPs) to become leaders and influencers at local and national level, driving improvements in the nation’s activity levels. Active Lincolnshire embrace this challenge and welcome the opportunity to work strategically to put physical activity at the centre of the Lincolnshire agenda.

Our aspiration is to create a system-wide step change in how we tackle the growing problem of inactivity. We want to stimulate a united force to drive the agenda forward through the development of a countywide ‘taskforce’ of key partners. There is real passion and growing collective voice for physical activity and its potential to make a difference to the lives of our community and impact on the growing burden of inactivity to our health and social care services.

We recognise this shift will require a social movement and we will engage with traditional and non-traditional partners to work in a very different way to historically how CSPs have functioned. This is exciting for Lincolnshire and we hope you will join the journey with us to creating one of the most active counties in the country.
Our Vision

20,021 MORE PEOPLE MORE ACTIVE MORE OFTEN By 2021

Our Mission

To make a positive difference through physical activity to the health & wellbeing of the community

Our Values

• Respectful: We consider the feelings, wishes and rights of our people and partners

• Collaborative: Working with others helps us to achieve more through shared goals

• Innovative: We think creatively to be at the forefront of change

• Excellence: Achieving the best for Lincolnshire and its people drives what we do

• Inclusive: We involve everyone to create opportunities for all
## Summary of Priorities

<table>
<thead>
<tr>
<th>OUR FOCUS</th>
<th>KEY ACTIVITIES 2018/19</th>
<th>2019 - 2021</th>
<th>BY THE END OF THE PLAN WE WILL HAVE</th>
</tr>
</thead>
</table>
| Help to deliver Sport England’s strategy ‘Towards an Active Nation’ (2016) | • Establish a countywide approach to facilities and open spaces  
• Develop a workforce strategy; having the right people trained to support our targets  
• Create a stakeholder engagement plan  
• Lead on the creation of a ‘Taskforce’ of key partners to produce a countywide physical activity strategy: a Blueprint to tackle physical inactivity  
• Deliver Primary Role | • Help to embed the ‘Taskforce’ in its first year; working to write and launch a clear Blueprint to address physical inactivity  
• Where identified, delivering on aspects of the Blueprint | • Created a culture shift in physical activity across the county – a Blueprint that is owned by all districts and the county authorities  
• Brokered and facilitated new relationships  
• Become an exemplar CSP for Sport England  
• Collaborated with our county and district partners to bring value to their physical activity and wellbeing plans. |
| Use insight to identify priorities and to maximise impact - driven by evaluation and monitoring frameworks | • Lead on the delivery of a coherent insight strategy for Lincolnshire  
• Introduce consistent evaluation frameworks to all aspects of our work | • Put insight at the heart of our work  
• Embed high quality evaluation and impact measurement methodologies | • A more detailed understanding of place and people to inform policy and practice to support active lives.  
• Provided connectivity to the wider cross sector forums throughout the system to ensure clear lines of communication and accountabilities based on impactful and evaluation measurement tools. |
Our Role

As a County Sports Partnership, our role is evolving and now requires a different approach to engaging with our stakeholders and community. Our objectives are to develop a strong understanding of our county and to bring clear leadership to the challenge of making Lincolnshire a more active county. We will do this by brokering and facilitating new relationships to create a collective force that can accelerate the change that the county’s negative trend of activity requires.

Our approach will focus on:

- Insight driven work to develop a strong understanding of people and place
- Promoting positive attitudes towards physical activity and sport
- Putting our communities and partners at the heart of what we do
- Working with a wider set of partners and stakeholders
- Reducing inequalities

To deliver this, we will base our work around the following principles:

**Relationships:** We will work collaboratively with our partners, building strong and effective relationships with current traditional and non-traditional partners.

We have mandate from the Health & Wellbeing Board as part of their new strategy to develop a countywide ‘Blueprint’ for a more active Lincolnshire. The diagram opposite shows this new structure and the cross-section of partners that are needed to make it work.

Our role will be to help to create this new Taskforce, help it to create the Blueprint and to provide ongoing support where necessary.

**Evidence Base:** We will create an insight driven narrative to the needs of the community, working with partners across our county and districts. We will work to apply the behaviour change understanding to inform developments and data will be key to the evaluation of progress.

Physical Activity Taskforce
Creating a united voice for physical activity & sport in Lincolnshire

Lincolnshire’s Health & Wellbeing Board

Taskforce Physical Activity

Partners & communities

Education  Private sector  Health
Voluntary & charity  Local authorities
Our direction of travel has been influenced by local and national policy. With this strategic alignment, we are able to build a clear evidence base for a sustainable future for Active Lincolnshire and physical activity across the county. The lens of the new role from Sport England has been important to focus our thinking, along with the new Joint Health and Wellbeing Strategy, which now identifies physical activity as a major theme.

Examples of links to local strategies

**Health & Wellbeing:** ‘Joint Health & Wellbeing Strategy’
**STP:** ‘Sustainable Transformation Plan’
**Local area plans & the voluntary sector (including infrastructure)**

**National**

**Sport England:** ‘Towards an Active Nation’
**DCMS:** ‘Sporting Futures’
**PHE:** ‘Everybody active, every day’
**NHS:** Five-Year Forward View
How we will deliver

Our approach, set out opposite, underlines our focus on growing our understanding of local communities and existing networks. Sport England want us to develop new ways, new partnerships and a better understanding of our customers’ behaviours.

With this new approach, we will need to examine if we have the workforce across the county with the knowledge and skills to help to make this happen.

In addition, we need effective and joined-up communications to deliver consistent messages across all partners.

MISSION: To make a positive difference through physical activity to the health & wellbeing of the community

STRATEGIC FOCUS

1. Help to deliver Sport England’s Strategy “Towards an Active Nation.”
2. Use insight to maximise impact driven by evaluation and monitoring frameworks

UNDERPINNED BY

Workforce development - growing capacity
Whole System Approach
Demonstrating Impact
Marketing and Communication

APPROACH

Integration
Targeted work
Prevention

Integrating physical activity into pathways and strategic planning (e.g. clinical pathways, neighbourhood integrated teams, district council networks, planning and transport services and GLEP)
Use insight to work with targeted populations identified as inactive or under represented
Using physical activity to promote healthy lifestyle. Linked to Self-Care / MECC and countywide messages
Why we need to create a Whole System Approach

We recognise that we need a step-change to achieve the ambitious target of 20,021 more inactive people to become active by 2021. By adopting a ‘Whole System Approach’ model below, we will be following models that have been adopted across the country in areas such as Manchester and Gloucestershire.

“...

A framework by which stakeholders can come together, share an understanding of the reality of the challenge, consider how the system is operating and where it might be feasible to intervene and agree actions and their accountability and how as a network they will move forward to bring about change.”

Working definition of a whole systems approach, PHE whole systems obesity programme.

The Whole System Approach will be envisioned through the new Taskforce which will bring the partners together who can influence policy to affect the health and wellbeing of people across the life course.
The wider outcomes of physical activity

In its strategy, ‘Sporting Future; a strategy for an active nation (2015),’ the Government identified five outcomes of a physically active society:

- **Physical Wellbeing**: There is good evidence of the wide-ranging benefits of being physically active that extend far beyond good physical health. (see appendix 1, Sport England, the overall impact of sport and physical activity). These include:

  **Mental wellbeing**
  The role that physical activity can play in promoting good mental health is now more widely understood. Benefits can include reducing the risk of depression, dementia, improving sleep and reducing fatigue.

  Sport England’s report on mental wellbeing and community development analysis (2017) stated that being physically active is positively linked with all four wellbeing measures: Life satisfaction; happiness; feeling that what you do is worthwhile; and reducing levels of anxiety.

  **Economic Development**
  Reducing the financial burden on health and social care services is a significant outcome of increasing physical activity levels. However, the benefits to employers of an active workforce are also huge. In its 2017 report into Musculoskeletal Health in the Workplace, Business in the Community quoted that sickness absence cost UK businesses an average of £522 per case.

  There is also a contribution that sport makes to the economy. Sport England’s analysis tool calculated that in 2013 the total contribution of sport to Lincolnshire’s economy was £169M and 4,500 jobs.
Community and individual development

Physical activity can help to address inequalities and make communities more resilient. This can be seen across the life course; from improving school readiness and attainment in early years to increased employability and self-efficacy, confidence and independent living in adulthood. This can particularly help to address inequalities for more vulnerable and disadvantaged communities.

We need to make sure that opportunities to lead a physically active life are equally available to every community in every aspect of life.

Creating an active environment
If we are to create active communities, then we need to design our open spaces and facilities to help to make this happen. We need to understand our assets and how we can make greater use of them – from sports centres right down to the local village hall.

Much of our population is rural, so making greater use of what’s on the doorstep and understanding what local communities want is an important part of this work.

About Lincolnshire

In 2017, we commissioned research help us to understand the particular issues facing Lincolnshire and where we need to start focusing our efforts.

The findings have brought into sharp focus the huge health challenges, both now and in the future.

One in six deaths is now attributed to physical inactivity, costing the NHS and wider society £7.4 billion a year.

In 2009/10, the health costs in Lincolnshire alone stood a £15.4M per year

Deaths that could be avoided each year through people leading an active life:

<table>
<thead>
<tr>
<th>Total Deaths (all causes)*</th>
<th>605 deaths avoided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diseases avoided each year through people leading an active life:*</td>
<td></td>
</tr>
<tr>
<td>Coronary Heart Disease</td>
<td>221 cases avoided</td>
</tr>
<tr>
<td>Diabetes</td>
<td>4,379 cases avoided</td>
</tr>
<tr>
<td>Breast Cancer</td>
<td>110 cases avoided</td>
</tr>
<tr>
<td>Colorectal cancer</td>
<td>84 cases avoided</td>
</tr>
</tbody>
</table>

*Burden of death and illness from physical inactivity, ages 40-79, Lincolnshire. Source: Health Impact of Activity (HIPI) 2017
**Population trends**

The graph opposite shows the population projections for females in Lincolnshire to 2037. The picture for males follows this trend, illustrating:

- Retired age (65+) population is set to rise significantly in the next 20 years. Around half of our population is already over the age of 45 compared to 42% nationally
- Currently we have a lower proportion of people than nationally aged under 45, particularly in the 26-34 age group. This will result in reduction in 45-65 year olds by 2037

The 45-65 age group comprises a large proportion of the economically active population, so this will have wider implications for our local economy.

**Inactivity levels and trends**

The proportion of active, fairly active and inactive people in Lincolnshire is almost identical to the national picture for England as a whole:

- **Inactive** - (less than 30 minutes per week)
- **Moderately active** - (30-149 minutes)
- **Active** - (more than 150 minutes of moderate to intense activity per week)

Lincolnshire

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Inactive</th>
<th>Moderately Active</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 55+</td>
<td>22%</td>
<td>12.7%</td>
<td>65.1%</td>
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</tbody>
</table>
| East Midlands

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Inactive</th>
<th>Moderately Active</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 55+</td>
<td>22.2%</td>
<td>12.3%</td>
<td>65.5%</td>
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</tbody>
</table>
| National

<table>
<thead>
<tr>
<th>Age Group</th>
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</thead>
<tbody>
<tr>
<td>Age 55+</td>
<td>22%</td>
<td>12.4%</td>
<td>65.4%</td>
</tr>
</tbody>
</table>

(Source: Sport England Active Lives survey 2017 including gardening)

However, when we break the figures down, we see inactivity levels increasing for some of our demographics. The bar chart opposite illustrates that this is the case for females, people over 55 and people from higher socio-economic groups – referenced here as NS Sec 1-2.

![Graph showing population trends](source: ONS 2014 subnational projections)

![Bar chart for inactivity levels](source: Sport England Active Lives survey 2017 including gardening)
The figures also tell us:

Men are less likely to be inactive (26%) than women (19%) in almost all age groups.

The over 45s are the most inactive

Our total inactive adult population (excluding gardening) stands at 131,000. The majority of these, 117,000, are aged 45+

We have a higher rate of people living with disabilities: 20.37% compared to England’s 17.64%

The bar chart on P11 shows that disabled people are half as likely to be active as non-disabled people and that there are almost 37,000 people with a long-term limiting illness who are classed as inactive. There is a significant overlap between this group and those aged 55+

Lincolnshire has a high proportion of people from lower socio-economic groups

People from lower socio-economic groups (NSEC 6-8) are twice as likely to be inactive as those from more prosperous areas

Although the bar chart on p11 above shows an improving picture, there are still more than 56,000 people from the lowest social group classed as inactive – out of a total of 131,000 inactive people across the county.

Challenges in Lincolnshire

Lincolnshire’s large and rural geography also presents challenges to an active lifestyle. For example, our transport system makes active travel almost impossible outside our urban centres. This reliance on the car means that many people, particular younger and older people, have more difficulty accessing facilities.

Other challenges include:

Inactivity levels vary significantly across districts

The map opposite shows which districts are currently worse or better than the national average (22% of the population) for inactivity. However, trends show that only two districts are improving: Boston and East Lindsey. Areas of concern are South Kesteven, South Holland and West Lindsey which are already behind the national picture and are showing a negative trend.

We have pockets of high deprivation

In Lincoln and the market towns of Grantham, Sleaford, Boston, Spalding and Gainsborough, plus Mablethorpe and Skegness, there are some of the most deprived 10% of neighbourhoods in the country according to the Index of Multiple Deprivation 2015 (IMD).

When we combine this with the likelihood that inactive people are from lower socio-economic groups, then this becomes a bigger challenge.
Our priorities 2018 - 2021

Based on the research and demographic data highlighted in this document, Active Lincolnshire will initially focus its work on inactive people aged 45-65. Working with partners, we will build up our understanding of this group to address the barriers and motivations to becoming more active.

Our new approach will see a greater emphasis on developing better insight. This will place even more importance on examining how we can do things differently, what data we need to make decisions and how we can pool efforts to tackle priority areas.

At the same time, we will be working to create the countywide Taskforce that will gather all the expertise from key stakeholders to produce a Blueprint for a More Active Lincolnshire. This Blueprint will become the overarching strategy for physical activity and we will be one of the partners driving it.

Why focus on ‘Inactive’ people?

It is through getting those that are doing very little to do a bit more where the greatest return on investment can be made from both a health and economic perspective.

Why our initial focus on those aged 45 - 65?

As highlighted earlier, data from Sport England’s Active Lives, public health and census data overwhelmingly demonstrates that if we do not address activity levels of people before retirement age now, we will have a larger than ever, inactive population of people aged 65+ without the resilience to live independent lives. This will create an unsustainable strain on local services and communities. We aim to carry out at least one pilot project at local community level with this age group to test approaches to behaviour change, working with a cross-section of partners to develop our understanding of the barriers that people face in becoming active.

However, to create a more active county, we will need continue to address inactivity across the life course, from birth to old age. The creation of a Blueprint for a More Active Lincolnshire will bring partners together to decide what our countywide priorities should be and how we start to address them across all districts.
Next Steps April 2018 – March 2019

How will we measure success?

Our vision states that we want 20,021 inactive people to become more active by 20,021. If we achieve this, it will represent a 1% improvement each year and will put us alongside the top performing County Sport Partnerships in England. Our current rate of change is static, and with an ageing population, if we do not create a step-change, we will see inactivity levels increasing in Lincolnshire.

To measure our success, we will use Sport England’s Active Lives Survey into physical activity (including gardening). We will also be adopting Sport England’s evaluation framework to measure against our agreed objectives.

Other measures will include:

• Performance against the Physical Activity outcomes of the Health & Wellbeing Strategy (as agreed by the new Taskforce)
• Evaluation of the pilot project with an inactive community to share what works and what doesn’t
• Qualitative data from communities and groups that can be used as case studies of best practice
• Performance against the measures highlighted in this plan (Summary of Priorities)