

***ACTIVE LINCOLNSHIRE BUSINESS PLAN
FIT FOR THE FUTURE | APRIL 2021 - MARCH 2024***

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CHAPTER 01 / EXECUTIVE SUMMARY

Active Lincolnshire's business plan sets out the direction of travel for the organisation for the period to 2024.

Active Lincolnshire is a charity and part of the wider national Active Partnerships network, working with Sport England to deliver the 'Uniting the Movement' strategy in Lincolnshire. To tackle the challenge of inactivity and achieve our ambitious vision of Lincolnshire being a place where everyone has the opportunity to be active every day we need to develop and evolve our approach to the way that we work.

We are an agile, values-based organisation and seek to provide equality in opportunity by adapting and responding to local needs. To achieve this, we are wholly committed to assisting other organisations and businesses in Lincolnshire to do the same. We advocate and support a collaborative, cross-sector approach and together with our partners and stakeholders we aim to create and embed a culture of physical activity across the county.

We know that the adult population of Lincolnshire is less active than the national average. While our children are more active than the national average, 50% of our children are still not moving for the recommended 60 minutes a day. Our focus is to support the inactive and moderately active to be more active, through an approach that works across systems and with people and places.

There is a prevalence of health inequalities in Lincolnshire. We focus efforts and resource to tackle these inequalities through embedding opportunities to be active; our actions are proportionate to the needs of disadvantaged communities.

Active Lincolnshire is on a journey of transition, recognising that in order to have an impact on activity levels and inequalities we have to evolve the ways in which we work, base our decisions on insight and needs, understand and identify areas of need and extend our reach to work with a wider network of partners. We also need to communicate what we do, evidence our impact and share insight. We'll establish ourselves as the experts in what we do and we strive to do it all with excellence.



This business plan sets the context for the next three years of our journey, which will see Active Lincolnshire:

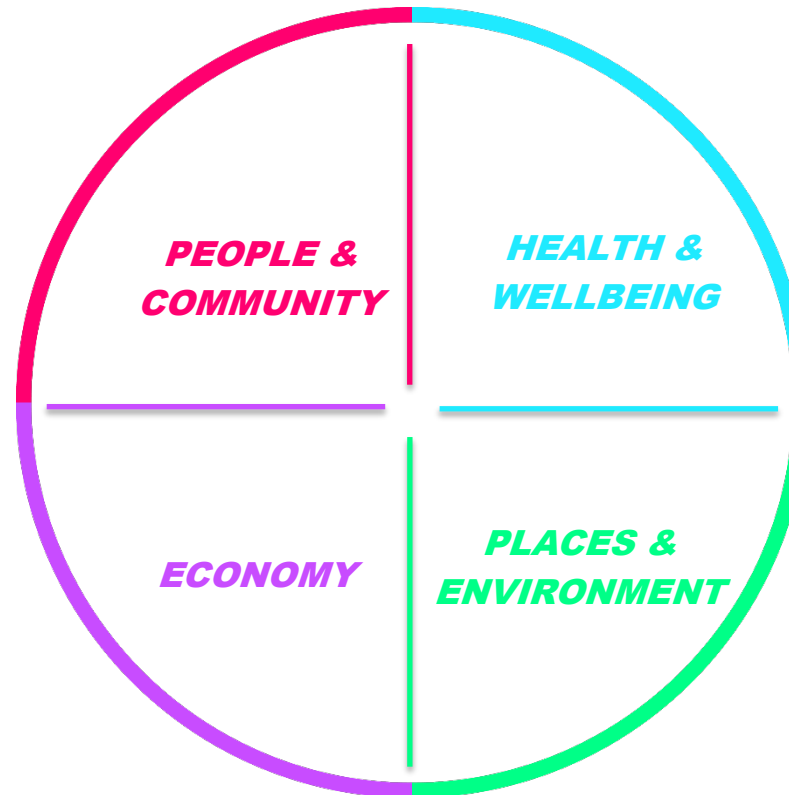
- Facilitate the local delivery of the Sport England 'Uniting the Movement' strategy
- Move from transacting to transforming
- Find a balance of priorities between programme delivery and strategic leadership to drive change
- Ensure we make moving everyone's business
- Facilitate, encourage and seek opportunities for collaboration, co-design and co-curation
- Find role models and champions with lived experiences to help us move people's hearts and minds
- Connect the club, leisure and physical activity sector with wider system partners
- Move towards a learning culture, where we continually test, learn, and develop
- Inspire, innovate and recognise our role as system leaders
- Embed our commitment to being a values based organisation continuing to developing and supporting our people

People and community

- Stronger, safer, more cohesive communities
- Better quality of life from birth
- Improved mental wellbeing
- Increased social inclusion
- Increased physical activity levels

Economy

- A more productive workforce
- A more appealing place to live
- Increased working age life and reduced absenteeism, increasing prosperity
- A more resilient and relevant sport and physical activity sector



Health and wellbeing

- Reduction in health inequalities
- Reduced demand for health services and social care
- Reduced cases of dementia, common illness, disease and long-term health conditions
- A healthier ageing population

Places and environment

- A sustainable approach to active lifestyles
- Positively impact climate change
- Transformation of public spaces and places
- Enhance use of green and blue spaces
- Sustainable planning and design

IMPACT OF BUILDING PHYSICAL ACTIVITY BACK INTO OUR DAILY LIVES

UNITING THE MOVEMENT. The 5 big issues identified in the Sport England national strategy with the greatest potential for preventing and tackling inequalities.

01	RECOVER & REINVENT	We're ambitious about the role organised sport and physical activity plays in people's lives at every level, and we want millions more people to benefit from it. We have an opportunity to use the disruption Covid-19 has brought to accelerate progress - to reinvent as more agile, inclusive and resilient and to change the way we do things so we better meet the needs of everyone, in every community.
02	CONNECTING COMMUNITIES	No lesson has been learned more from our (Sport England's) last strategy than how we need to make sure we work in collaboration with each place to help bring the benefits of sport and physical activity. That means working with the people within each place and the organisations relevant and trusted by them.
03	POSITIVE EXPERIENCES FOR CHILDREN & YOUNG PEOPLE	We want every child and young person to experience the enjoyment and benefits that being active can bring. Their needs, expectations and safety should come first in the design and delivery of activity.
04	CONNECTING WITH HEALTH AND WELLBEING	We want sport and physical activity to be at the heart of how we all think about the nation's health and wellbeing. But we can only do this if we effectively respond to changing demographics, trends in health and the things that can make it even harder to be active for people with poorer health – for example, limited inclusive or accessible opportunities to get active.

05	ACTIVE ENVIRONMENTS	We want to make the choice to be active easier and more appealing for everyone, whether that's how we choose to move around our local neighbourhood or a dedicated facility for a sport or activity. We also have a contribution to make to tackling climate change by influencing how people live and travel, and through the sustainable planning and design of the nation's sport and leisure facilities.
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CHAPTER 02 / ABOUT ACTIVE LINCOLNSHIRE

- 2.1 Our vision, mission and purpose
- 2.2 Our people: our Board and our team
- 2.3 Funding and income
- 2.4 Governance and Code of Sports Governance compliance

Our vision Lincolnshire is a place where everyone has the opportunity to be physically active every day.

Our mission More people, more active, more often.

Our purpose

- We champion and advocate for the positive power that sport and physical activity have on everyone's lives
- We strive for equality and use physical activity to address social and health inequalities
- We ensure that everyone understands and recognises that movement really matters
- We provide positive experiences and accessible opportunities to encourage everyone to be active at every stage of life
- We drive and influence system change to embed physical activity in policies, strategies, decisions, education and awareness

Our people

We are committed to developing the capabilities and behaviours of our people as part of our organisational dedication to continuous improvement. As a values-driven organisation, we strive to demonstrate through our behaviours our commitment to integrity, collaboration,



inclusivity, innovation and learning. Our team and our Board bring expertise, knowledge and commitment to driving forward the organisation to achieving our vision.

We take a zero-tolerance approach to any form of discrimination and are committed to providing everyone within our team, the sector and the wider communities the same access to opportunities.

Our Board of Trustees

Active Lincolnshire aspires to the highest standards of governance and outstanding leadership. The registered charity and a company limited by guarantee is governed by a Board of Trustees who have the responsibility of supporting the organisation to meet its business objectives and ensuring sound and compliant governance.

As of March 2021, there are eight trustees, including Chair Mark Locking. The board is informed and supported by two committees: the Governance and Standards Committee and the Finance and Audit Committee. The Board and committees each have four meetings a year and up to four learning and development workshops. Trustees are nominated to lead on equality, diversity and inclusivity, and safeguarding.

The Board undertakes an internal review of its performance and individual performance reviews with the trustees and Chair annually as well as an external review every four years.

Our team

We are a small team, driven by energy, knowledge and experience. We strive to share our expertise and experiences with partners and use our collaborative approach to address local needs; we are committed to bringing success for the organisation, partners, stakeholders and ultimately the wider communities we serve.

Active Lincolnshire is committed to recruiting and supporting people who are passionate, value driven and whose experiences and understanding are reflective of the people we serve. We support our team with continual learning and development and conduct regular



development reviews to help ensure we are the best we can be. We are committed to ensuring everyone has access to the support they need in order to perform their role to the best of their ability, and we provide wellbeing support to enable them to do that.

Funding and income

Active Lincolnshire is the recognised Active Partnership for the county by Sport England. The charity's primary funding source is Sport England grant funding to deliver the national strategy for sport and physical activity in Lincolnshire. The county's seven district authorities make an annual financial contribution and other income is generated through delivering contracts and grant funding.

Governance and Code of Sports Conduct compliance

Active Lincolnshire upholds the highest standard of governance including financial management. As a charity in receipt of public funding for sport and physical activity, Active Lincolnshire complies with tier three of the Code for Sports Governance. The code sets out the levels of transparency, accountability and financial integrity required and includes:

- Increased skills and diversity in decision making, with a target of at least 30% gender diversity on boards
- Greater transparency, for example publishing more information on the structure, strategy and financial position of the organisation
- Constitutional arrangements that give boards the prime role in decision making

Active Lincolnshire also uses the nationally recognised Quest performance management improvement framework (PMIF) as part of our commitment to ongoing development.

CHAPTER 03 / WHO WE WORK WITH

Key stakeholders, partners and people

Active Lincolnshire recognises that activity levels are affected by a complex system of influences, from policy making to education and infrastructure, and no single organisation or programme can create sustainable change at scale. By collaborating across this whole complex system we can influence, advocate and educate to make the necessary system changes. Together, we can more effectively remove the barriers to more people being more active, more often. We work with national partners, Sport England and Active Partnerships who provide guidance, expertise, support and connections for Active Lincolnshire to thrive locally in our challenge of tackling inactivity.

To achieve our mission of increasing activity levels across the county, we seek to widen our reach and develop an extensive network of partners. We recognise that to genuinely tackle inactivity levels and harness the positive impact activity has on health inequalities, we need to work with a network of partners and stakeholders. Each member of this network has unique influences and expertise that can be used to bring about system change.

- For long-term improvements to opportunities for Lincolnshire's communities to be more physically active, we need to work at **system level**, influencing policy making, planning and infrastructure decisions
- To support the prevention of disease, obesity, ill health and poor mental health, we need to work with the **healthcare system**, positioning physical activity as part of improving mental and physical health and wellbeing
- To reach the most inactive populations of Lincolnshire, we need to work with the **community and voluntary organisations** already working with these audiences, to clearly understand the needs of the communities we serve and influence and encourage options to be physically active
- To provide pathways into more formal sport and activity and to champion the sector, we need to work with **clubs and activity providers**, supporting the organisations and their people to provide a sustainable future and to meet the needs of local people
- To provide positive experiences for people at every stage of life, we need to work with **children's and young people's organisations** (including 0-5 providers, schools, FE and HE providers), **workplaces** and the **Centre for Ageing Better**
- To inspire people to be active in Lincolnshire, we need to work with **place partners**, such as cultural, heritage and nature-based organisations, and use the backdrop of our culturally rich blue and green spaces

- To ensure we meet the needs of all audiences and specifically those facing inequalities, we need to work with a **network of advisors** from the communities we are striving to support

System partners	Local authorities, highways, planning, leisure services, Public Health, health and wellbeing boards, Centre for Ageing Better, Greater Lincolnshire Local Economic Partnership, education providers
Healthcare system	i.e. CCG (ICS), NHS, commissioned services, PCNs and the social prescribing network
Community and voluntary sector	i.e. LCVS/LVCS, Healthwatch Lincolnshire, Involving Lincs, carers organisations, Voiceability, YMCA, community and voluntary organisations
Leisure, sport and physical activity sector	i.e. NGBs, Lincolnshire clubs, activity providers - community, voluntary and commercial, coaching agencies, event organisers, SGOs, leisure operators - public and private
Place partners	i.e. Cultural, heritage, nature and tourism partners and NGOs such as Transported, Magna Vitae, Visit Lincoln, Destination Lincolnshire and Greater Lincolnshire Nature Partnership

Our approach to working in partnership is based on:

- Working with consent of partners to mutually beneficial goals
- Extending our reach and our impact through collaboration and sharing resource
- Providing our expertise on physical activity to specialists in other sectors
- Not duplicating efforts
- Trust and commitment

Each year we conduct an annual stakeholder survey. The 2021 results told us that we are: honest, collaborative and positive; friendly and professional; and always on hand to support. “Every time we work with Active Lincolnshire we feel that we ‘do good.’”

- 96% of stakeholders agree or strongly agree that there is trust and respect for each other
- 88% agree or strongly agree that we collaborate around a shared purpose (rather than our individual organisation’s needs)

- 88% of stakeholders said that working with Active Lincolnshire has had a positive or very positive impact on their organisation
- 83% of stakeholders agree or strongly agree that Active Lincolnshire has provided adequate support to address needs during the Covid-19 pandemic

CHAPTER 04 | OUR VALUES

We are a values-driven organisation

Our values help shape the decisions we make and the people we work with. They are integral to the outworking of our mission and vision as an organisation. Underpinning our values is a passionate, talented, people-focussed organisation.

INTEGRITY	COLLABORATION	INCLUSIVITY	INNOVATION	LEARNING
We respect and consider the views and needs of our colleagues and all those we work with and for.	We actively and openly seek to work in partnership, recognising that we are stronger together.	We treat everyone with dignity and respect regardless of culture, religion, age, race, sex, sexual orientation or disability.	We embrace innovation and doing things differently to create impact and make a difference.	We develop our people and organisational expertise through our commitment to continuous learning and professional development.
We uphold exemplary standards in all we do; we do things well.	We bring organisations and people together to create meaningful cross-sector collaborations.	We accept, respect and encourage people's individuality, ability and motivations.	We remain agile so as to respond to local needs quickly and efficiently.	We share our learnings and insight to support and inform our people and our partners.
We are always transparent and accountable for our actions.	We build mutually-beneficial relationships in which co-curation, co-design and effective communication are embedded.	We provide and advocate for inclusive and accessible opportunities that enable everyone in Lincolnshire to be physically active.	We are forward thinking and actively engage in innovative and creative ways of working.	We use our learning culture and insight-driven practices to reflect, inform and progress our work and its social and economic impact.
We are honest and build relationships based on trust.			We use our expertise and knowledge to drive innovation.	We measure what is valuable and not just value what is measurable.



We embed these values and operate as a values-based organisation through sharing, discussing and understanding our values as a team and a Board. We have visual reminders of our values, we use our values when developing new project ideas, and regularly check if the project and the way we are working is aligned with our values. We include them in our project evaluation, in our surveys, our personal development reviews and our Board reviews.

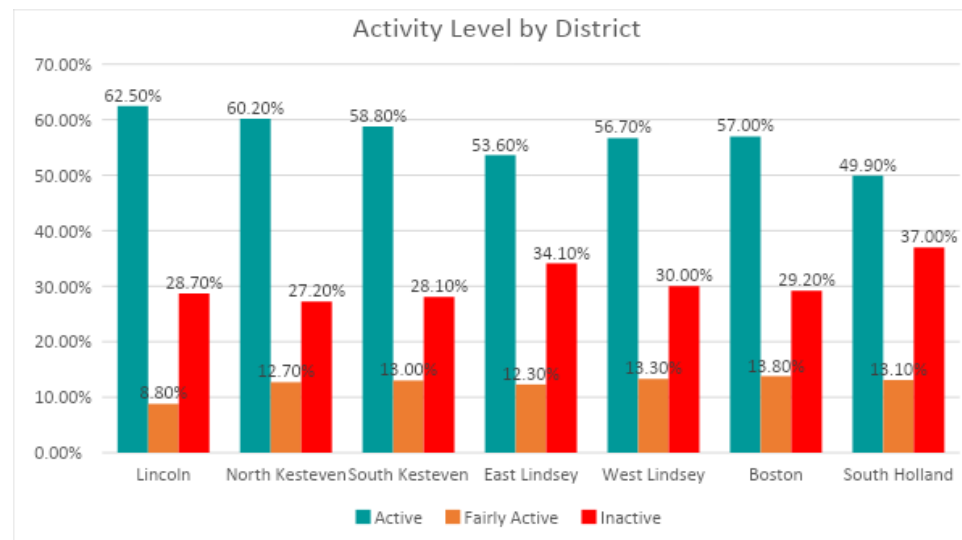
CHAPTER 05 | INSIGHT

Local insight and evidence-based need for physical activity in Lincolnshire

Active Lincolnshire is committed to tackling inequalities and inactivity levels throughout the county. In order to provide focussed solutions to create the most impact, we need a deep understanding of who our inactive populations and communities facing greatest inequalities are, where they live, what access they currently have to facilities and the barriers preventing them from being more active. We commission and use available research and insight in order to inform our work and the wider sector. We recognise that we have more to do to fully understand these populations.

- **30% of Lincolnshire's adult population is inactive** (that's 192,000 people); higher than the national average of 24%
- Children in Lincolnshire are **more active than the national average**; 50% of our children meet the recommended 60 minutes a day (national average is 46%)
- Within our inactive populations we can further identify demographic and geographic factors, enabling our approach to be targeted

Adult Activity Levels by District



The highest super output areas of adult inactivity levels are:

Town/village	District	%age inactive adults
Sutton on Sea	East Lindsey	31.7%
Wainfleet All Saints	East Lindsey	30.7%
Gainsborough (East)	West Lindsey	30.9%
Lincoln (Ermine)	Lincoln	31.74%
Lincoln (Bracebridge N & Boultham Moor)	Lincoln	30.18%

Boston (Leake & Butterwick)	Boston	32.3%
Boston (Fenside and Lister Way)	Boston	30.32%
South Holland	District wide	28.5 - 31.18%

Our audiences

We will provide a ‘universal’ offer that seeks to provide options and opportunities for everyone in Lincolnshire to be more active.

To ensure we are tackling the challenge of inactivity and inequalities, we focus more of our effort on audiences with greatest needs:

- Inactive and fairly active people
- People with physical and learning disabilities
- Adults 55+
- Minority ethnic communities
- Those living in places with low levels of activity and high inequalities

About Lincolnshire

Lincolnshire is the second largest county in the country and predominantly agricultural. Rural in nature, the county is rich in natural assets with a 50-mile coast line, the Lincolnshire Wolds Area of Outstanding Natural Beauty and a range of open spaces and parks. With one city, few larger and market towns, 48% of Lincolnshire’s population live in rural areas.

There are challenges to delivering services in rural areas due to distance, small population sizes and access. These challenges are reflected in access to provision of sport, leisure and physical activity opportunities.

The sparsely populated nature of the county also brings challenges in attracting investment into the infrastructure of the sector and funding decisions are often based on population size. We recognise that to tackle inequalities and activity levels in a rural county with an ageing population may require more investment per head if we are to have the same impact.



Health and wellbeing

The healthy life expectancy for Lincolnshire is lower than the national average and is declining. Lincolnshire has higher than national rates of mortality due to cardiovascular disease, musculoskeletal conditions, diabetes and the number of people classified as overweight or obese (70% of residents). Demographics and inequalities vary across the county; East Lindsey has a higher proportion of people with long-term health conditions and Boston has a higher rate of childhood obesity.

There are significant pockets of deprivation and insight shows that there is a clear correlation between activity levels and socio-economic status, with lower socio-economic groups being less active than more affluent groups.

An ageing population - 55+

- Lincolnshire has a growing and ageing population with the trend showing that the 65+ age group will increase by over 42% by 2038 and the proportion of people over 75 is projected to increase by 88% between 2016 and 2041
- The 55+ age group is less active than the national average
- In many cases the 55+ does not have accessible local opportunities, whether perceived or actual, and are often living with pre-existing conditions that affect their ability to be more active
- Even though it seems that there is a lack of motivation and confidence to take part in activities, there is a clear understanding that being physically active is beneficial and there is a desire to do more in a social setting with peers

Impact of Covid-19 on activity levels in Lincolnshire

The data shows that activity levels in England and Lincolnshire were increasing until measures to counter the coronavirus pandemic were introduced in mid-March. Lockdowns and restrictions led to unprecedented decreases in activity levels from mid-March 2020, across adults and children.

Children have been significantly impacted; school closures/provision of limited services combined with lockdown restrictions negatively affected their ability to be socially active. The national picture is that 19% of children were active during lockdown compared to 46.8% pre Covid-19. Less active children raised nationally from 29% to 43% during this time.

The full impact of Covid-19 on our activity levels is still not clear.

INSIGHT DELIVERY | In 2021-22 we will:

- Do a deep dive into our children and young people and adult research and insight, to help shape our plans and to share insight with partners
- Work with partners to undertake specific research where there is a need including:
 - Pre- and post-natal
 - Other audience and place-based work aligned with our priorities
- Develop an approach to better understand the needs of our target audiences and the barriers they face to being active; listening to their needs and working with partners on a shared approach to meeting those needs
- Work with schools to encourage completion of the Active Lives Children survey and share the county insight with partners.
- Develop a culture within the organisation whereby we use and apply research and insight to develop project plans and our programmes

CHAPTER 06 | WHAT WE DO

Active Lincolnshire works towards achieving our mission and vision through investing our funding in areas where we can have the greatest impact. Our Sport England grant funding is awarded to enable delivery against core priorities to deliver the 'Uniting the Movement' strategy locally. We aim to amplify and enhance the reach and impact of that funding through developing and delivering complimentary work strands and programmes. Our primary role as an organisation is to understand, facilitate, influence, provide insight, connect and collaborate in order to impact change; alongside this we deliver programmes and interventions as appropriate. We aim to avoid duplication and competition within Lincolnshire and recognise we need to move people's hearts and minds if we are going to create a meaningful step change towards system-wide adoption of our mission to get more people more active more often, supporting health and wellbeing through physical activity.

This approach enables us to act as a system influencer and leader to drive policy and system change as well as working at local and community level “place-based working” to tackle inequalities and address inactivity levels.

Our three main workstreams for 2021-22 are Understand & Influence (our primary role), Children & Young People, and Workforce. We will explore the opportunities to grow, develop and amplify these programmes through securing additional income and engagement across our networks and partnerships.

Understand & Influence	
PROGRAMME AIMS	<p>Build a strong granular understanding of the place and people, and ability to broker and facilitate a much wider range of relationships. Support projects and relationships on Sport England’s behalf and support local authorities by consent.</p> <p>Influence systems change through education, connecting, transforming and collaborating around our shared approach to physical activity for lifelong health and wellbeing.</p>
Active Lincolnshire delivery 2021-22	<p>Let’s Move Lincolnshire</p> <ul style="list-style-type: none"> - Influence and support a whole system approach; the need of this has been demonstrated and amplified by Covid-19 response - Value and make accessible local public assets, green and blue spaces and maximise cultural and heritage connections - Work with the Centre for Ageing better to support older adults and active ageing - Work with healthcare providers to embed physical activity across the wider health and wellbeing system (including social prescribing) - Provide design guides for active places and communities - Extend accessible opportunities for walkers, cyclists, scooters and wheelchair users - Launch a comprehensive club and activity finder platform, supported with targeted communications

	<p>Research and insight</p> <ul style="list-style-type: none"> - Continue to build on our understanding of inactivity levels, inequalities, barriers to being active and attitudes to physical activity - Share, use and disseminate information to support policy and decision making <p>Tackling inequalities</p> <ul style="list-style-type: none"> - Deliver, embed and amplify the Sport England Tackling Inequalities Fund project - Develop a wider range of cross-sector partnerships, explore opportunities for growing funded projects, connect partners and learn from and embed TIF in our ongoing work <p>Local area/place-based work</p> <ul style="list-style-type: none"> - Review our place-based approach and better understand local need, working with district authorities to align priority areas in order to create greater and more meaningful impact - Develop partnership pilot projects in areas of greatest need - Work through North East Coastal Active Partnerships (NECAP) alliance to address shared need around coastal inequalities <p>Governance</p> <ul style="list-style-type: none"> - Continue to develop good governance of the organisation - Embed our approach to equality, diversity and inclusion and continue to strive for and champion equality - Adhere to Code of Sports Governance and commit to a positive Quest assessment - Continue to champion and lead by example around safeguarding <p>Health and wellbeing</p> <ul style="list-style-type: none"> - Deliver Think Active mental health ambassador programme and aim to amplify/extend the reach of this pilot project - Support health and wellbeing programmes through the lens of physical activity where there are gaps and opportunities for better connectivity (i.e. cancer pathways, diabetes, falls prevention) - Work with commissioned services and One You Lincolnshire to better connect the sector and the offer
Funding	Sport England: £201,727, District authority contributions £34,000 = £235,727

Resource	Led by Chief Executive Officer. Supported by Director of Development and Marketing Officer. We will create and recruit to a new full-time permanent position to lead this workstream.
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CHILDREN & YOUNG PEOPLE	
PROGRAMME AIMS	<p>Aligned with our primary role (Understand & Influence), have a strong understanding of young people within the context of place. Work with local structures to develop and deliver positive experiences for young people in order to increase the number of children and young people who have a positive attitude towards sport and physical activity. Working in local places should also support Sport England priorities, in particular tackling inequalities and reducing inactivity.</p> <p>Continue to deliver against the outputs for the:</p> <ul style="list-style-type: none"> • School Games Festivals • Active Lives Children and Young People Survey • Education support
Active Lincolnshire delivery 2021-22	<ul style="list-style-type: none"> • Research and insight: deep dive and develop our understanding of inactivity levels and inequalities in CYP • School Games Festivals: develop our approach and agree outputs for a successful festival • Develop education support package including facilities use for physical activity, annual conference for education sector, regular engagement with sector to advise, connect, provide insight • Active Lives Children and Young People Survey: drive participation and share the learnings with sector partners • Inclusive and wheelchair sports programme • Support and collaborate through the One Network • Deliver the pre- and post-natal programme with Public Health and One You Lincolnshire • Deliver the UTC Contract
Funding	Sport England: £188,314

Resource	Overseen by the Director of Development. Led by senior project lead. Delivered by CYP project leads.
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WORKFORCE	
PROGRAMME AIMS	<p>Aligned with our primary role (Understand & Influence) and Sport England workforce priorities, have a strong understanding of the workforce needs at a local level across all strands of the sector.</p> <p>Culture</p> <ul style="list-style-type: none"> - Create a shift in culture where people from all backgrounds are encouraged and welcomed and can achieve their full potential <p>Diversity and inclusion</p> <ul style="list-style-type: none"> - More 'people like me/people who understand me' in the workforce with the skills, competencies and behaviours to engage a diverse range of people into sport and physical activity <p>Better experiences</p> <ul style="list-style-type: none"> - Establish attractive volunteering, coaching, education and employment career pathways, providing appropriate support to ensure a high-quality experience at every stage <p>Perception</p> <ul style="list-style-type: none"> - Establish a workforce that is recognised by participants and external stakeholders for the excellent service it provides
Active Lincolnshire delivery 2021 -22	<ul style="list-style-type: none"> • Research and insight: understand the make-up of the workforce and challenges for returning to play • Provide advice, signposting and networking based on need and specifically around equality, diversity and inclusion • Support elite and developing athletes through the LEAP programme • Deliver the annual Sport & Physical Activity Awards • Develop a workforce with the skills to meet local need and opportunity
Funding	Sport England: £40,000, Lincolnshire Sports Awards: self-financing

Resource	Overseen by the Director of Development. Led by senior project lead. Delivered by workforce project lead.
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CHAPTER 07 | FINANCE & FUNDING
A sustainable future



Active Lincolnshire is a charity. Currently c.75% of the charity's income is grant funding allocated by Sport England to deliver the 'Uniting the Movement' strategy locally to meet need.

Active Lincolnshire's total operating budget for 2021-22 is £1,021,753. Of this, the total new grant funding from Sport England for 2021-22 is £659,041.

Currently, additional funding is secured through:

- District authority contributions
- Grant funding
- Delivering contracts
- Events, courses and the Physical Activity and Sports Awards

Our approach 2021-25

The organisation is committed to developing a financially sustainable business model for the charity, recognising that the current significant reliance on Sport England funding presents a risk.

Our priorities for 2021-22 are to develop a three-year financial strategy to address:

- The scale of ambition for financial growth
- Opportunities for securing additional funding aligned with our core priorities
- Our reserves policy
- Reviewing contracts and policies (including pay and pensions)
- Our charity status in relation to fundraising

In September 2021, we anticipate that Sport England will be in a position to confirm our future funding beyond 2022, for the four-year period (2022-25).



We will retain our focus on delivering to the national strategy and acting as a local agent for Sport England, while seeking to secure additional funding streams that allow us to amplify the opportunities available to us that will contribute to our ability to achieve our mission.

Sport England - 2021 and beyond

'Rollover' award funding has been committed by Sport England for the period to March 2022. Sport England will confirm the next funding cycle in September 2021 to enable us to plan our work from April 2022 onwards. 'Uniting the Nation', a ten-year strategy launched in early 2021 by Sport England, provides the framework for the national vision and one that Active Lincolnshire will implement locally according to need.

Active Lincolnshire will develop a three-year financial strategy and is committed to ensuring the sustainability of the charity through developing new income sources aligned with our vision and mission.

CHAPTER 08 / MEASURING IMPACT

Active Lincolnshire is committed to understanding the impact that our work has. As we move into more of a role of facilitation, connecting and advocating we recognise that we need to be less focussed on counting individual outputs. Instead, we will measure impact through understanding and learning and then applying our new knowledge in the context of our work, so we constantly evolve and build impact.

- We aim to better understand the impact we have through developing our culture of learning; and focus on how we use that learning to create the change needed to achieve our vision
- We value, encourage and enable learning across the organisation
- We report on our performance, outputs and outcomes for relevant workstreams or funded projects
- We are working towards measuring impact through our learning, gathering evidence from our partners and listening to the people we work with
- We conduct annual stakeholder and staff surveys and use the feedback to inform our approach

Our priorities for 2021-22

- Better use, apply and share the range of data available to us, including the Active Lives survey to understand activity levels across adults and young people
- Build our understanding of the social return on investment of our work and the social and economic value of the sport and physical activity sector
- Develop our learning culture and the way in which we share and articulate learnings internally and externally in order to make a positive difference to the impact we have

MEASURING IMPACT

Understanding how we measure impact, outcomes and share learnings effectively

IMPACT IS...	MEASURED THROUGH...
An increase in physical levels across the county - specifically, a decrease in the number of inactive people in Lincolnshire - contributing to the population's improved health and wellbeing	Active Lives Children and Young People and adult survey
A resilient and relevant sport and physical activity sector that meets local needs and serves to tackle inequalities	Workforce programme delivery; facility, workforce and volunteer conversations
Lincolnshire adopts a sustainable whole-systems approach to active lifestyles; physical activity is embedded in policy, planning and strategies	Let's Move Lincolnshire framework; the development of meaningful partnerships
Delivering against the five big issues of Uniting the Movement strategy in Lincolnshire	Let's Move Lincolnshire framework
A reduction in health inequalities as a result of more people being more active more often and an equitable approach to education, interventions and opportunities	Health inequalities data. Tackling Inequalities Fund programme learning, analysis and impact and our ability to amplify and sustain aspects of this work
Multiple partner and stakeholders embrace Active Lincolnshire's values and narrative and emphasise physical activity	Communications through partnerships; access to and reach of key messages and content

Stronger long-term relationships with partners building a mutual understanding and opportunities to collaborate and co-create

Co-created projects, programmes and outcomes

CHAPTER 9 / COMMUNICATIONS

The right messages, at the right time, to the right people

Active Lincolnshire needs a robust communications strategy to ensure we communicate the right messages to the right people at the right time through the right channels. Effective communications are essential to enabling us to deliver our work to its best effect.

The Active Lincolnshire and Let's Move Lincolnshire brands are not well known or understood outside of the immediate stakeholder and partner networks. We will refine the narrative about our organisation and provide clarity on Let's Move Lincolnshire so that stakeholders, partners and the sector understand who Active Lincolnshire is and what we do.

We will also refine our communications to the 'end user': the people of Lincolnshire who we want to engage to be more active. We will develop a club and activity finder and a one-stop shop for the people of Lincolnshire to find relevant ways to be active. To extend reach and amplify messages to the end user, we will provide tools and content for our B2C partners to use and share across their own channels.

Our communications channels and use of them are currently limited by a range of factors, including functionality of web platforms; lack of clarity of audiences; lack of a communications strategy; lack of a real brand image, style or tone of voice; and the complexity of the Active Lincolnshire v. Let's Move Lincolnshire brands.

To evolve our communications, we will:

- Understand and segment our audiences - and identify how, what and when we communicate for best effect
- Build our capacity to communicate to partners more effectively around strategic issues (for example, response to Covid-19, sector support, national strategy and policy)



- Use the most relevant platforms to meet the needs of our audiences
- Clearly define our B2B and B2C communications strategies, recognising that there are significant differences and needs for these two primary audiences
- Communicate effectively internally, with continuity of messaging and alignment with Active Lincolnshire values through internal communications
- Build communications and marketing resource and plans into projects as appropriate from the outset
- Recognise our partners and stakeholders have greater reach and that using other channels to share our messages will amplify and extend the reach

Our Priorities for 2021-22:

- Develop the Active Lincolnshire brand, narrative and communication channels, including a new B2B web platform, to better tell our story, promote our products and services, and share valuable resources with our partners and stakeholders
- Share national messages locally, providing expertise and insight for the sector and our wider network
- Launch Let's Move Lincolnshire B2C platform with club and activity finder content, as a comprehensive one-stop shop for targeted, relevant information about how to be active
 - To inspire and educate the people of Lincolnshire about being active, with 'always-on' universally available online content
 - To make it easy for the people of Lincolnshire to find information about ways to be active
 - To use language and imagery in our communications that reflect our place; using Lincolnshire's heritage and cultural assets and our natural landscape as a backdrop to physical activity opportunities
- Share Let's Move Lincolnshire content with third parties, our partners and stakeholders to reduce duplication and ensure up-to-date, relevant content is readily available and easily accessible
- Use Let's Move Lincolnshire as the cornerstone for targeted campaigns, working with partners to develop shared messaging
- Create a network of ambassadors to share our messages with their own cohorts and networks

CHAPTER 10 GET INVOLVED

Context and timings of this business plan.

This plan was created between September 2020 and March 2021 by the Active Lincolnshire team with online consultation and support from a working group, endorsed by the Board.

We need to and will remain agile as an organisation as the following catalysts for change impact on how this business plan evolves:

- The recent launch of 'Uniting the Movement' strategy
- Covid and the long-term impact of that on people and places
- Our funding agreement with Sport England beyond 2022
- Understanding of local need and priorities
- Changing health care system structure

GET INVOLVED

Active Lincolnshire recognise that system change is a team sport. If you would like to work with Active Lincolnshire on our mission to get more people, more active more often and deliver locally the Uniting the Movement strategy, please contact us.

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