



**active
lincolnshire**

A transformative journey towards a healthier, more active future.

2024-2027 | Version 1.0

Active Lincolnshire Business Plan

MORE PEOPLE.
MORE ACTIVE.
MORE OFTEN.



**active
lincolnshire**

**Active Lincolnshire is a lead enabler
for physical activity in the county.**


We lead, connect, and enable organisations to reduce inactivity and influence the collective goals set out in the county-wide Let's Move Lincolnshire strategy.

**We improve
lives through
the positive
power of
movement.**



A young girl with blonde pigtails is balancing a horizontal bar on her shoulders in a schoolyard. She is wearing a dark patterned shirt and a dark skirt. The background shows a school building and a paved area. The entire image is overlaid with a semi-transparent blue filter.

MORE PEOPLE.
MORE ACTIVE.
MORE OFTEN.



By building a shared understanding of inactivity, championing equality and inclusion, sustainability, and welfare and integrating physical activity into all sectors, policies, strategies, and education.

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Executive Summary

Active Lincolnshire's Business Plan 2024-27 represents a pivotal moment in our journey as a leader for physical activity, with a primary focus on reducing inequality in access to active lifestyles. Embracing our vision of transforming Lincolnshire into a place where daily physical activity is accessible to all, we are committed to fostering partnerships, driving change, and influencing a whole-system approach to addressing inactivity in communities furthest away from being active.

Our three strategic goals focus on

- Let's Move Lincolnshire,
- A place-based approach,
- Supporting a resilient physical activity sector.

By prioritising collaboration to create impact, we aim to reduce inactivity levels, champion equality, and improve lives and wider societal outcomes through the power of movement.

Let's Move Lincolnshire as the county-wide strategy for physical activity provides the framework to influence long term change across systems, policies and planning and our commitment is to provide coordination and collaboration for that work.

Our commitment to place-based working is characterised by focus, long-term vision, collaboration, shared intention, and scalability, ensuring sustained impact and opportunity to replicate. At the centre of our work is a commitment to supporting a resilient and relevant physical activity sector that innovates,

grows and evolves playing a critical role in addressing wider societal challenges and enabling health and wellbeing opportunities for the local population. We will promote this offer to residents, showcasing the entirety and diversity of the options to be active.

By establishing clear milestones and engaging stakeholders across various levels, we aim to showcase our impact at individual, organisational, Let's Move Lincolnshire, place-based, and sector levels.

As we navigate evolving landscapes and changing governmental priorities, we remain committed in our mission to drive systemic, long-term change to establish a more active, inclusive, and resilient Lincolnshire. Welfare of our people and participants, reducing our impact on the environment and a focus on inequalities are core principles that drive our work.

We invite you to join us on this transformative journey towards a healthier and more active future.



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Introduction

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Introduction

Creating the conditions for change.

The launch of the **Active Lincolnshire Business Plan 2024-27** marks a step change in the ambition of Active Lincolnshire as we commit to think differently to create the conditions for change.

Through the many years of experience, relationship building and understanding our organisation has built, our new business plan sets out Active Lincolnshire’s role as a **lead enabler for physical activity, to unlock the benefits of a more active local population** and re-establishes our vision of making Lincolnshire a place where every person has the opportunity to be physically active every single day. We must now be bold and focus on the necessary steps, based on evidence, to understand, connect, enable, and influence our partners to collectively tackle the challenge of inactivity.

Our role is to be the central link that connects and enables national and local change to happen. We cannot effect change in isolation; a whole-system approach is required, and we are committed to rising to this challenge.

In order to instigate change and extend our impact; this **Business Plan 2024-27 sets out our priorities through three key strategic goals**, ensuring our influence is not diluted by spreading resources too thin.

We are committed to delivering a local system-wide approach through **Let’s Move Lincolnshire** – the county-wide strategy for physical activity - recognising the multiple stakeholders, environmental, policy, cultural, societal and organisational influences that impact peoples’ ability to be active. We recognise that one size does not fit all and every place within Lincolnshire is not the same, where people are key to everything we do, and our business plan will be as much about delivering on universal sector-wide goals as well as striving towards a **place-based** approach that will have relevant and meaningful impact for local communities.

By working alongside our partners to tackle the barriers to physical activity facing the population of Lincolnshire, we will embrace our position as a leader and lean on our extensive expertise, data, insight, partner relationships, networks and knowledge to do so.

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Context of our work

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Since it was founded in 2004...

Active Lincolnshire has evolved from a sports partnership to an active partnership dedicated to helping improve the lives of Lincolnshire residents by advocating for the positive power of physical activity.

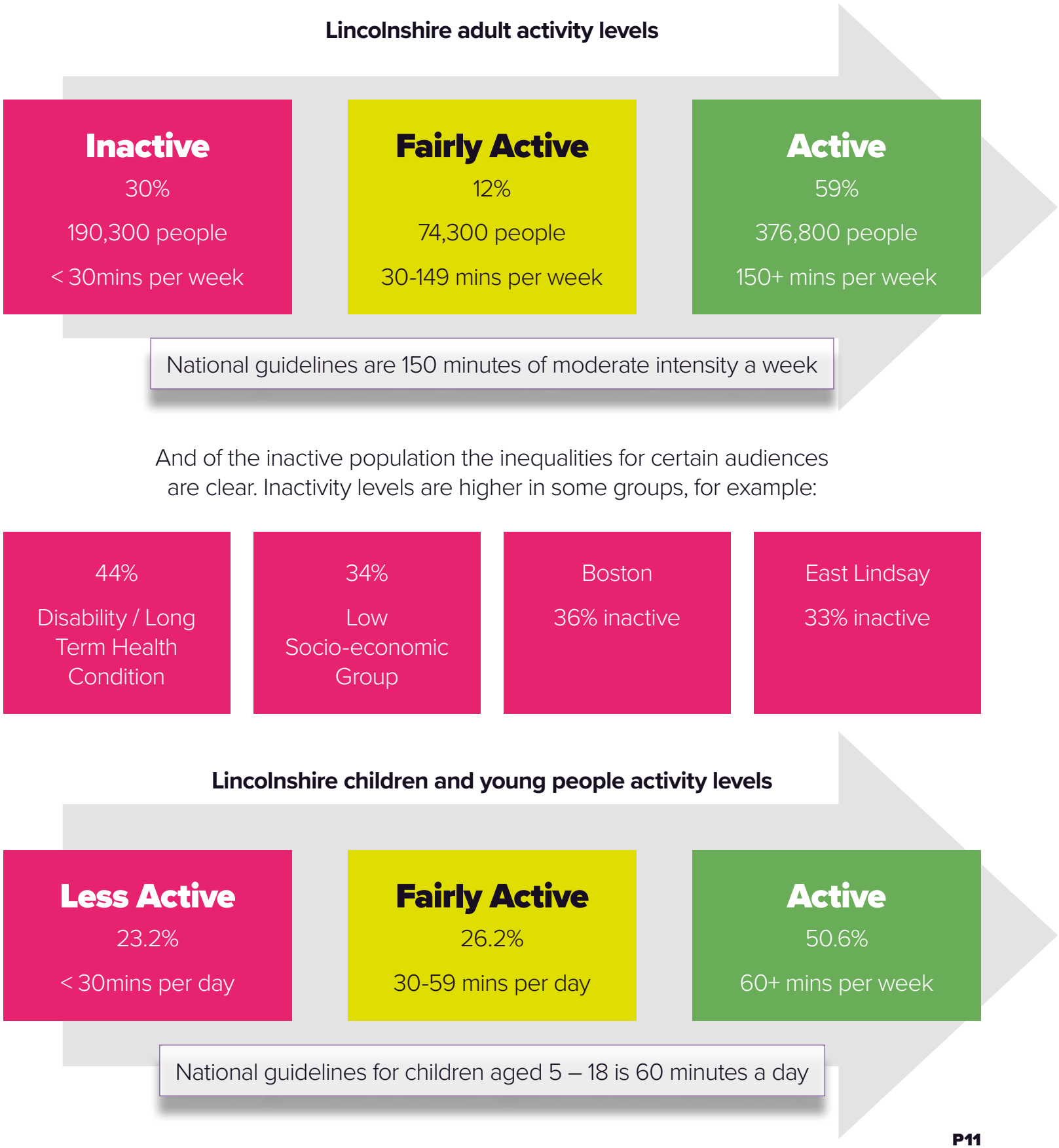
We are committed to deliver the national ‘Uniting the Movement’ strategy set out by Sport England at a local level, through the Let’s Move Lincolnshire initiative, owned by everyone and led by Active Lincolnshire.

There are many factors involved in enabling people to live active lives, and everyone has a role to play, in people, communities and organisations, from every sector and place – the Let’s Move Lincolnshire Strategy brings together everyone, guiding us all in the same direction and following the shared goal of helping people move more.

In recent years Active Lincolnshire has seen much success and has overcome many challenges such as the COVID-19 pandemic, the cost-of-living crisis, and rising energy costs alongside our partners and communities alike. However, we acknowledge that inactivity levels are not decreasing and for some

people, the gap is widening. With strong support from our stakeholders and high levels of local buy-in, we recognise that now is the time to really harness this movement for change and make significant leaps forward to improve the lives of people living in Lincolnshire through movement. We must ensure our actions are aligned with our vision to drive this next chapter in our future.

Research tells us, that 30 percent of all adults and 23 percent of children and young people are inactive in Lincolnshire.





As evidenced by the office for Health Improvement and Disparities, the greatest health benefits come from inactive people being ‘moderately’ (or fairly) active. However, there many cultural, social and economic barriers to making this a reality and the barriers and need differ greatly amongst our population and across our broad geography.

The greatest impact of our investment of time and resource will be seen through deep understanding of place and the people living there. Active Lincolnshire will be striving over the next three years to move to a place-based model, that will bring local knowledge to the centre of the solutions and apply learning across the county.

Nationally, Active Partnerships (APs) are needed more than ever before. The network’s profile has increased and the Sport England commitment to system partners has brought about a shift in awareness and recognition of the role that APs can play in understanding, enabling,

and connecting with our unique knowledge of our place.

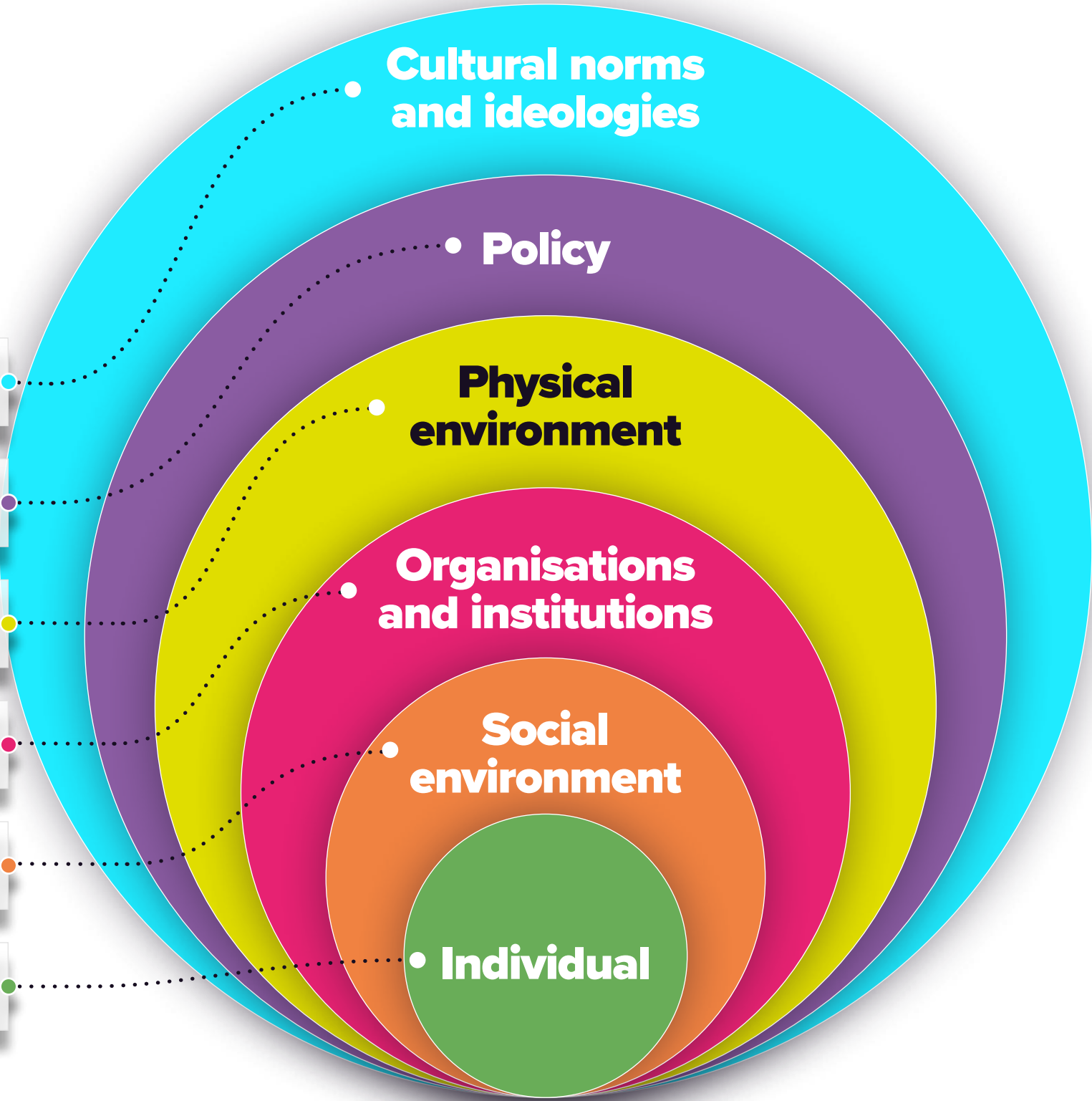
Locally, Active Lincolnshire has raised its profile and is well connected across many sectors, networks, and places. Presenting significant opportunities for the organisation to further support and influence, however the combination of the national and local picture has brought some short-term challenges in terms of capacity and capability to respond to these opportunities.

Our organisation has a large remit and significant opportunity, but one that also requires clarity of direction to create greater impact. Active Lincolnshire has the potential to play an even more meaningful role in the local area, than it is already doing.

Our commitment to a whole system approach:

‘Everyone has a role to play in people, communities and organisations, from every sector and place. Pulling in the same direction with a shared goal to help people move more.’

- Language, myths, metaphors, stories, hierarchy of values, know how, assumptions, mindset, imagery, belief
- International and national guidance and laws, local laws and policies, rules, regulations, codes, times and schedules
- Build environment, natural environment, green and blue spaces, transport networks, homes
- Schools, healthcare, businesses, faith organisations, charities, clubs
- Individual relationships, families, support groups, social networks
- Individual capabilities, motivation, opportunities, knowledge, needs, behaviours, physical and mental health and wellbeing



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Who we are: Active Lincolnshire

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active lincolnshire

We lead, connect, and enable organisations to reduce inactivity and influence the collective goals set out in the Let’s Move Lincolnshire strategy.

We Are

A lead enabler for physical activity, working together to create the conditions for a more active local population.

Our Mission

More people, more active, more often.

Our Vision

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

Our Purpose

To improve the lives of people living in Lincolnshire through physical activity, focussed on reducing inequity of opportunity and enabling people to move from an inactive lifestyle to an active one.

By building a shared understanding of inactivity, championing equality and inclusion, sustainability, and welfare and integrating physical activity into all sectors, policies, strategies, and education - we improve lives through the positive power of movement.

Adopting an insight-driven approach to understand and enable solutions that promote physical activity and sport for everyone at every life stage, means we can focus on addressing inequalities and on working collaboratively with partners to remove barriers to participation, support inactive individuals to become active, and enable the creation of opportunities.

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Our strategic goals

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By 2027...

Our strategic goals will focus attention on the elements that will leverage the most change and align to our vision.

1. Let's Move Lincolnshire

The Let's Move Lincolnshire movement and shared delivery plan will be clearly defined and in action, with fully engaged stakeholders, showcasing through powerful storytelling our collective impact on reducing the inequalities in physical activity.

2. Place-based approach

We will have implemented a data and insight-driven place-based approach to attract investment, drive scalability, and facilitate knowledge exchange in Lincolnshire through strategic partnerships and communication.

3. Supporting a resilient physical activity sector

We will have a strong county-wide offer that demonstrates our impact in supporting a resilient physical activity sector and impactful promotion of accessible options and pathways to be or become active.

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How we work

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To rise to the challenge, we need to be an agile organisation capable of adapting to the evolving landscape of place-based work, able to think local and influence county-wide.

Collaborating with partners, we strive to understand and listen to communities, influence local policy and practice, foster connections, and enable organisations and groups.

Our mission involves driving collective action by addressing disparities in being physical active, enabling communities to adopt a culture of activity where nobody is left behind. We enable organisations, amplify voices, and advocate for systemic change, enriching lives through physical activity and sport, guided by our commitment to tackling inequalities, environmental sustainability, and welfare of people guided by core activity of strategic

communication, sound governance and programme excellence.

By focusing our efforts on our unique role where we can have the most significant impact, we avoid local competition for work, funding, investment, or opportunities where others are better positioned to deliver.

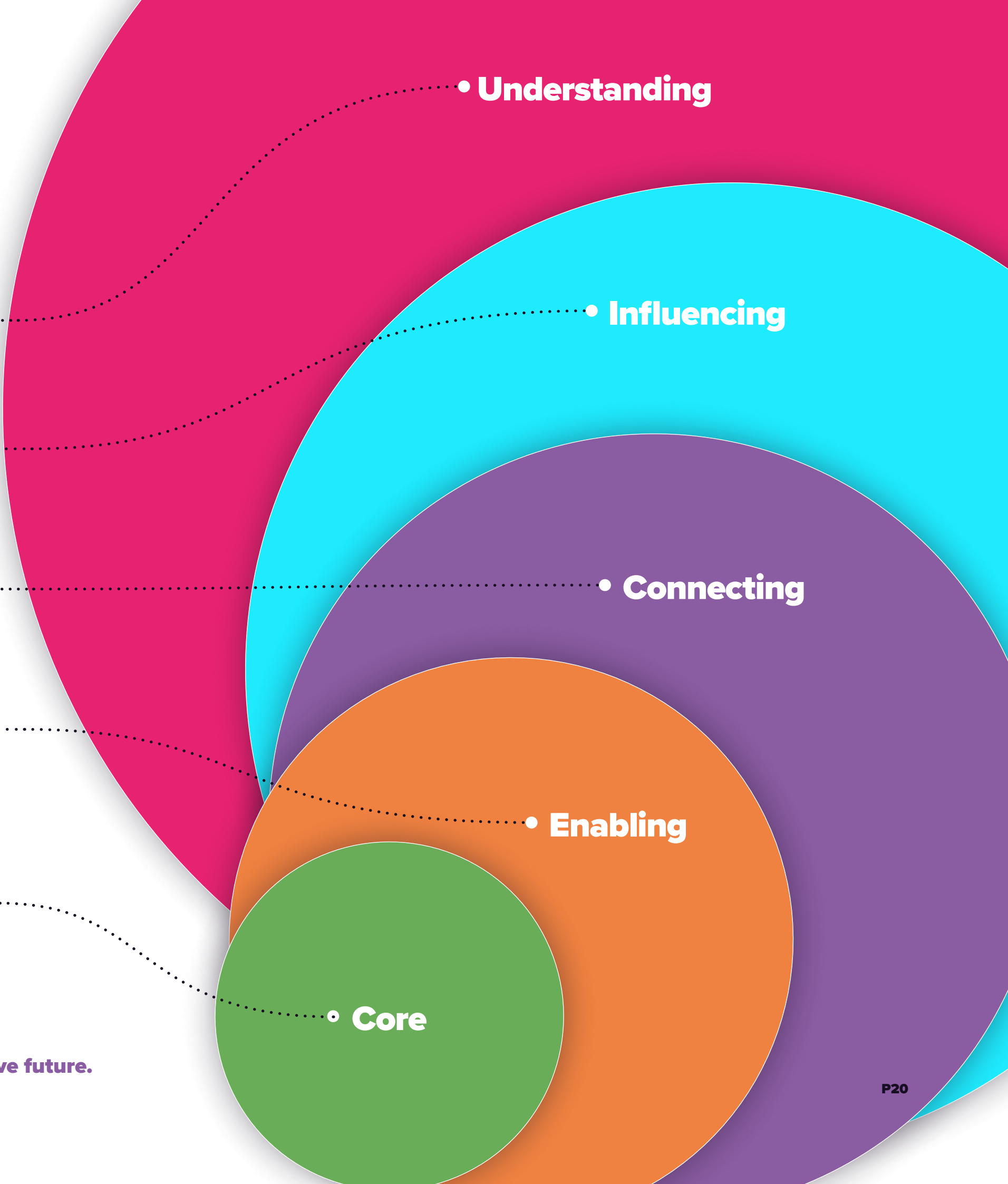
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Our role.

- We listen and share learning, insight, lived experiences and data to inform our collective understanding and addressing the inequalities that exist in being active.
- We influence across all parts of the system to encourage collaborative and collective action to combat inactivity, where everyone understands their role and how they can contribute
- We connect, enable and strengthen other organisations to enhance their capacity and capability to drive sustained system change, improving lives through physical activity and sport.
- We build agency and support for others to build a movement for collective change, enabling systems, organisations and citizens to embed activity into daily lives.
- Tacking inequalities
 - Communication and marketing
 - Good governance and financial management
 - Programme management, monitoring, evaluation, learning
 - Environmental sustainability
 - Welfare of people



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To ensure our work has the greatest impact on those that are furthest away from being active we will adapt the way we work as an organisation and be guided by the following principles:

- Data and insight-led:**
Our actions will be guided by data and insight, ensuring understanding and learning inform, influence, and facilitate change. This includes benchmarking to track progress and ensure our journey and practices are well understood.
- Systems leadership:**
Our role is that of a systems leader. We will prioritise building robust relationships with those best positioned to drive change at the county and local levels. Through Let's Move Lincolnshire, we will harness the collective movement's potential.
- Agile and responsive:**
Given the changing national and local landscapes, our 3-year plan and team must demonstrate agility in adapting to a challenging and evolving environment.
- Communications and narrative:**
We must get better at communicating and influencing. People should understand the positive impact of physical activity, know who we are, what we do and their role in the collective, influencing and scaling our impact through inspiring and enabling action.
- Lived experience:**
Incorporating lived experiences into our new business plan involves recognising and valuing the personal experiences, perspectives, and insights of communities' experiences inequity in becoming physically active. By integrating these diverse perspectives, we can foster inclusivity, shared decision making and ultimately scale our impact in a sustainable way.

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What we do

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With finite resources, a changing landscape and growing need, we know that our role must continue to pivot to that of influencing and working through and with other organisations to create sustainable change that impacts most on those furthest away from being active.

This section outlines the focus of the 3-year plan to ensure the organisation remains relevant and able to maximise future opportunities, including ensuring that a focus on understanding and tackling inequalities lies at the heart of our work. We will clearly identify the specific inequalities we are addressing, for whom, and how, including enabling change to move people from being inactive to fairly active.

To deliver this, over the next 3 years, we will commit to playing a strategic role to galvanise the collective movement for change against the shared Let's Move Lincolnshire (LML) strategy.



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Our 3 core areas of focus that deliver into the LML strategy are:



Place-based approach

Unlocking local and national opportunities through identifying and understanding the places and people facing the greatest inequity in participation where there is greatest potential for impact to learn and scale.



Universal Sector Offer

Continuing to play a connecting and enabling role that supports and facilitates the physical activity and sports sector evolution and growth. This involves driving investment, skills, resilience and enabling others to effect change.



Governance and Organisation

Delivering against the code of sports governance and our core role from Sport England to activate and enable the ‘Uniting the Movement’ strategy at a local level.



The countywide movement with a shared vision for creating a more active Lincolnshire

Our role in Let's Move Lincolnshire (LML) is to:

- Work with partners to agree clear measurable deliverables for the strategy.
- Enable others through a distributed leadership model where all stakeholders play a role with shared accountability across the county for reducing physical inactivity.
- Deliver against our commitments through LML with our place-based, universal sector offer and wider governance and organisational work.
- Sharing understanding and learning to influence and enable others to deliver through our strategic communication and connecting people and organisations.
- Connecting and enabling the physical activity sector with wider stakeholders from across the system to connect around shared priorities



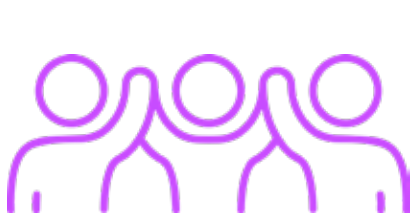
The thematic priorities for the Let’s Move Lincolnshire strategy remain, these are:



Recover and reinvent:
Providing the physical activity and sector with support for a strong sustainable recovery.



Connecting with Health:
Supporting health and care sector partners to embed physical activity messaging, conversations, and signposting across all relevant touch points.



Connect Communities:
using physical activity and sports ability to make better places to live by building on local strengths and assets, empowering residents to identify and lead change.



Children and Young People:
Addressing the policies infrastructure, and environments that have a negative impact on children and young people’s ability to access opportunities to be active.



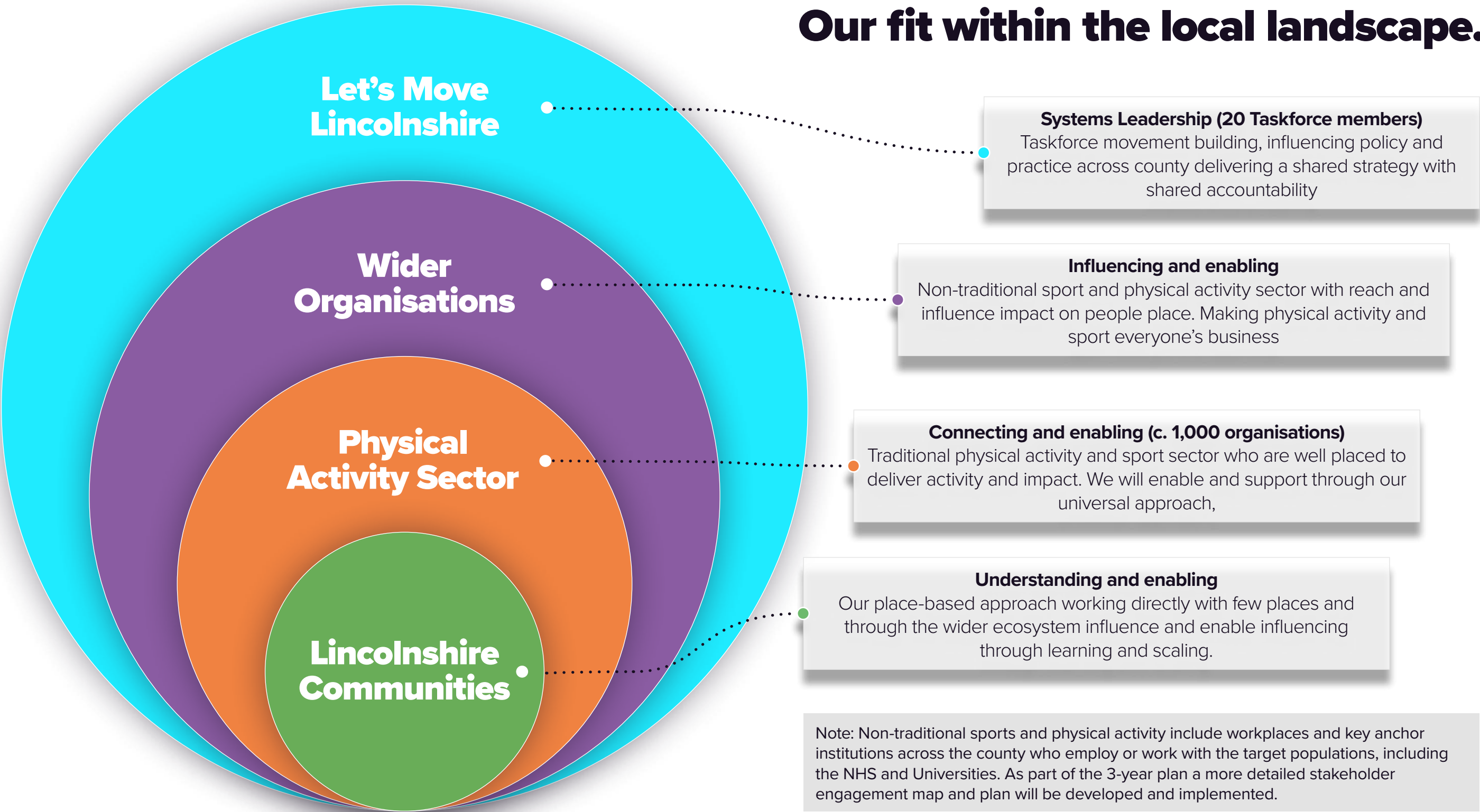
Active Environments:
Addressing the significant challenges across Lincolnshire for residents to access the spaces around them, including built facilities and public facilities and public realm and supporting active travel.



Agile systems:
Enabling stakeholder networks to work closely and flexibly, sharing data and conceiving ideas that enable problem solving and break down barriers.

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Our fit within the local landscape.



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Our place-based approach

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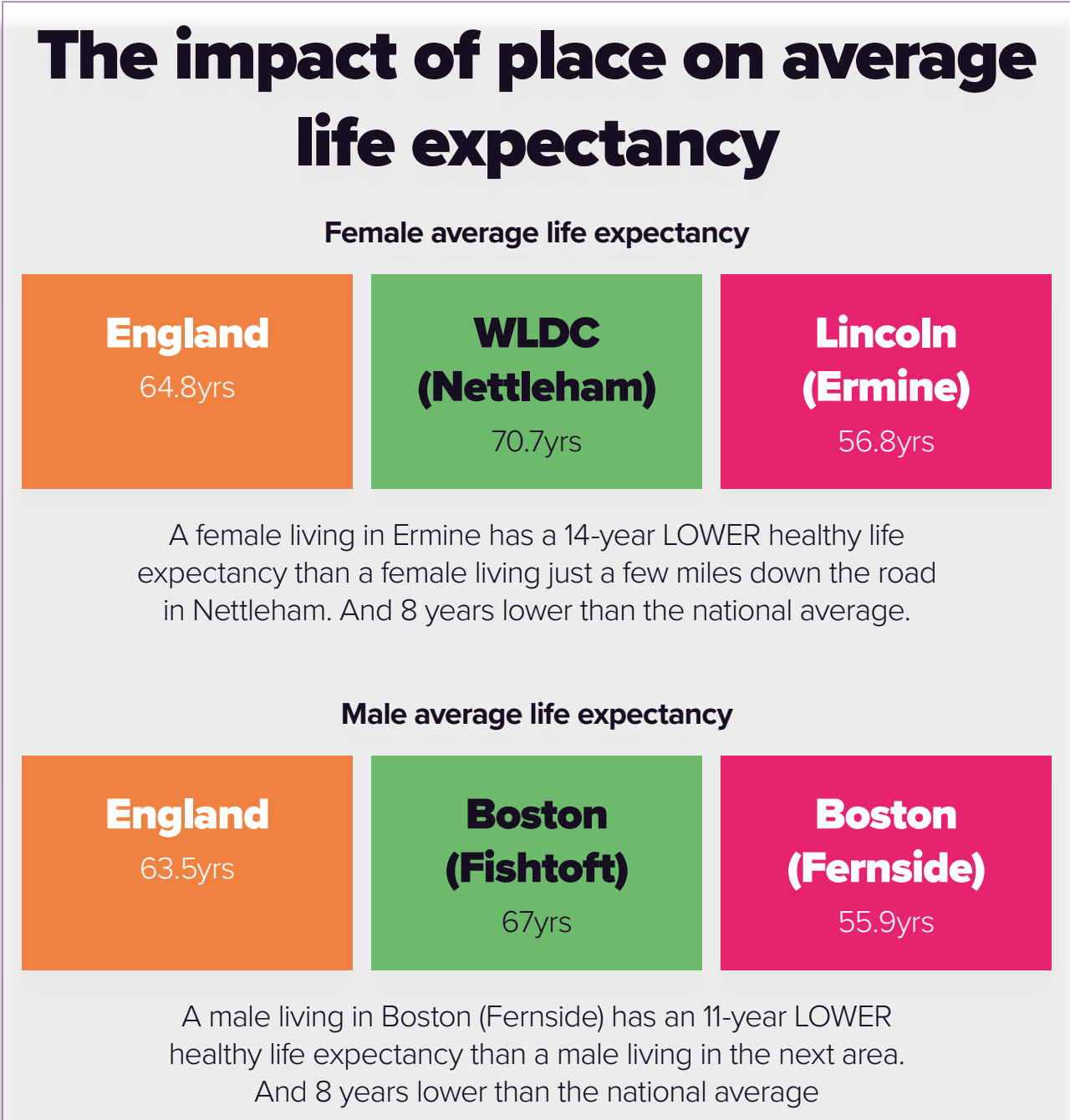


Place-based working is crucial because it involves tailoring solutions to the specific needs and characteristics of a particular ‘place’¹, considering local assets, challenges, and opportunities.

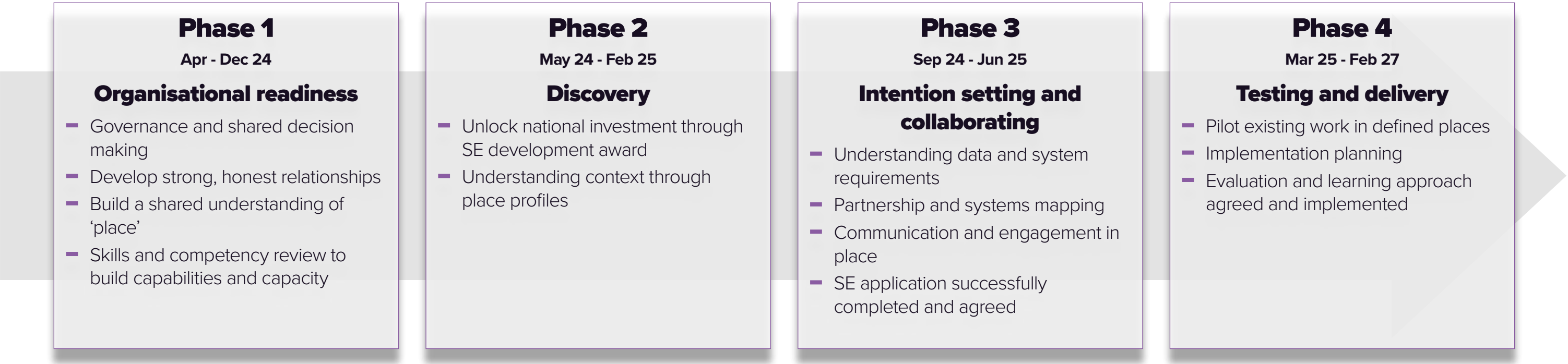
This approach acknowledges that various areas across Lincolnshire possess unique qualities, and historical efforts to support communities to reduce inactivity have not altered the status quo. Understanding must stem from within the communities, supporting and enabling them through shared decision-making and active participation, especially those communities farthest from being physically active.

In the UK context, the “levelling up” agenda has gained prominence, aiming to address regional disparities and distribute economic prosperity more evenly across the country. The UK Government’s focus on levelling up includes investing in infrastructure, education, skills, and job creation in regions that have historically lagged behind. Place-based working plays a pivotal role in implementing this agenda and brings opportunities through potential increased local and regional investment with growing recognition that change can only happen in place, ensuring that policies and initiatives are customised to the specific needs of each place, thereby fostering inclusive growth, and reducing inequality.

¹ Defining what place means in Lincolnshire will be an integral phase of the discovery phase of our plan.



Potential governmental changes will necessitate flexibility in our approach. Given the evidence that place-based working is essential for addressing complex social challenges like physical activity, which span entire ecosystems at local, county-wide, regional, and national levels, our approach must embody this integration and systemic perspective.



We know from other areas working in this way, key characteristics of our approach will include:

- **Focused:**
It is not limited to a single organisation, but involves local people and growing assets within a focused geography.
- **Long-term:**
Building a shared long-term ambition through strategic leadership enabling collective action and sustained change.
- **Collaborative:**
Building and evolving strong working relationships across and between sectors.
- **Shared Intention:**
Transforming governance and processes to influence and unlock local, regional and national systemic change.

- **Scalability:**
It is focused on a geography to understand, learn and adapt to scale across other places, recognising the unique characteristics that will affect replication.

We have two levels of place-based working:

- **Level 1:**
Focus existing programmes of work in identified locations led by data and insight. Ensure that Active Lincolnshire's core model pivots further to addressing inequalities with existing investment, targeting efforts where the greatest impact can be achieved.
- **Level 2:**
Unlock local and national investments to develop more targeted and focused work in identified priority 'places'. This involves enhancing capacity and capabilities to support and enable place-based change, including developing a blueprint for scaling across the county.

The key milestones are in the delivery plan.

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Demonstrating our impact

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Demonstrating impact within systemic longer-term change is challenging because it involves complex interconnected factors and requires time to see tangible results.

To effectively measure progress, it will require an emergent approach that involves setting clear milestones, collecting relevant data over time, analysing trends, engaging stakeholders, and adapting strategies based on ongoing evaluation and feedback loops. It will also include telling impact through case studies and lived experiences. Our approach will be to share learnings and work through the things that don't work.

Over the next 3-year plan, we will build a model for demonstrating our impact across the following levels:

- Individual:

Understanding individual projects, what have we done, learnt, heard and achieved. This will be through our internal governance and reporting framework and individual objectives.
- Organisational:

Through board, Sport England and annual impact reporting, we will demonstrate our ongoing commitment and impact against the LML strategy and the strategic objectives in our 3-year business plan.
- Let's Move Lincolnshire:

Shared reporting with the LML Taskforce, demonstrating progress towards the theory of changes and shared delivery plans.
- Place level 1 and Place Plus (level 2):

Data and insight commission and findings, monitoring, evaluation and learning place process including tools such as the moving communities' database.
- Sport and Physical Activity Sector:

Reporting on our impact across the sector, in supporting more resilient organisations.

The approach will contribute to wider aims; build pride in place and increase life chances; support greater economic prosperity, development of skills and employability, reduced health conditions, a levelling up of healthy life expectancy, reduced pressure on the health system and more connected, greener, safer and cohesive communities.

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Our plan on a page

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Our vision

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

Who we are

A lead enabler for physical activity, working together to create the conditions for a more active population

Our mission

More people, more active, more often

Our strategic goals

Let's Move Lincolnshire;

Collective impact on reducing inequalities and increasing activity.

Place based approach;

Facilitate a community led scalable approach to working in place.

Physical activity sector support:

Facilitate growth and resilience of the sector.

How we work

Understand

Influence

Connect

Enable

Our impact

Improve the lives of people through physical activity, eliminating inequity of opportunity and enabling people to move from an inactive lifestyle to an active one.

Our commitment

Unrelenting focus on inequalities

Excellent communication and engagement

Good governance and financial management

Commitment to welfare of our people and the planet

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Our people plan

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Our people plan recognises the critical factors necessary for the effective delivery of this business plan.

The four pillars of the framework - understanding our people, attracting and recruiting people, developing and supporting our people and developing leadership consider the whole of the employee lifecycle. EDI, culture and purpose underpin the framework.

Skills that will be essential to the successful implementation of the business plan include:

- Data, insight and learning
- Systems leadership and influencing
- Strategic communication, narrative building and storytelling
- Transformational partnerships
- Understanding place-based working

Capabilities and behaviours include:

- Ability to understand strategic context and connect to local need and opportunity.
- Influence, connect and enable others.
- Be agile and responsive.
- Accept and recognise that to embed the new plan will require new ways of working and elements of change.

Within the delivery plan capacity and timeframes are allocated to the development, training and support of our people. Future recruitment will be focussed on the skills, capabilities and behaviours identified, supported by the role specific expertise.

Our Diversity and Inclusion Action plan provides further context and commitment to the organisation championing, enabling and demonstrating our commitment to an inclusive workforce, Board and culture.



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Making it happen

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Sport England systemic partner funding committed until 2027 provides core funding to enable Active Lincolnshire to deliver against the plan.

We need to remain agile in our approach to respond to opportunities and local need as it arises. The development of our organisation structure will reflect this.

Our board of Trustees are responsible for oversight of the strategic direction of the organisation and are highly skilled and capable to drive the organisation forward.

Supporting this business plan is our commitment to the code of sports governance (Tier 3). And comprehensive plans outlining our commitment and actions around:

- Stakeholder engagement
- Our people
- Environment and Social Governance
- Diversity and Inclusion

Reporting will be to the Board, to Sport England and to other funders according with their requirements.

This plan will be reviewed annually and evolve with the development in our work, the local need and requirements from Sport England.



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A group of people, including a man with glasses and a woman with a flower in her hair, are gathered around a table, looking at documents. The image is overlaid with a semi-transparent orange filter. The text "MORE PEOPLE. MORE ACTIVE. MORE OFTEN." is written in white, uppercase letters, centered on the right side of the image. A thin white vertical line is positioned to the left of the text.

MORE PEOPLE.
MORE ACTIVE.
MORE OFTEN.



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