

Let's Move Lincolnshire

Strategy Report

A student partnered project on behalf of Let's Move Lincolnshire
Commissioned by Active Lincolnshire

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UNIVERSITY OF
LINCOLN

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Executive Summary

Let's Move Lincolnshire (LML) has an important role to play in facilitating the county's shared vision to be more active. There are challenges to achieving this which are reflective of wider societal issues. For example, the global pandemic has exacerbated pre-existing inequities for many, making daily life a struggle. The socio-political agenda relating to 'levelling up', social justice and austerity has significant repercussions for physical activity, sport and health providers and participators alike. Amidst this uncertain and volatile environment, it is important that the Let's Move Lincolnshire blueprint implemented in 2018 was revisited.

The purpose of this current consultancy project, commissioned by Active Lincolnshire, was to examine the experiences of citizens and stakeholders across the county to feed into the future running of LML. The project aim was to understand the barriers and drivers involved in physical activity, whether through participation or sector level operation. It was important to investigate how [Uniting the Movement](#) (Sport England, 2021) reflected Lincolnshire's needs and in what way physical activity could be engaged with more frequently and positively across the county.

This consultation process was undertaken between the months of October 2021 and March 2022. This process involved discussing and reviewing physical activity positioning and engagement with community partners, including members of the public and key stakeholders. A mixed methods study was undertaken engaging with both stakeholders and Lincolnshire citizens. In total 13 focus groups were conducted with 70 stakeholder members representing all seven of the county's districts. An additional 167 stakeholders' thoughts were canvassed through local events. Furthermore, survey data were collected from 331 citizens and 29 stakeholders to complement the qualitative data methods.

Findings in relation to **equality, diversity and inclusion** demonstrated that below half of citizens surveyed felt represented by their local community and sense of belonging and feeling comfortable was also of concern. Intersectional issues relating to deprivation, cost, access and transport also proved to be challenging when seeking to increase physical activity participation for all. In connection with **recover and reinvent**

the social and community aspect was highlighted as important to be prioritised when seeking to recover and reinvent. The need to work collaboratively across sectors was pinnacle in moving forward with a future, county-wide approach. There is, however, a complexity involved in creating sustainable organisational networks to recover and reinvent at this time. In relation to **connecting communities**, there was a need to create efficient and effective systems of promotion and communication. Citizens discussed provision and desiring opportunities available to suit a diverse audience. The importance of family activities and the need for effective transportation opportunities were raised when discussing community connectivity and physical activity provision.

Positive experiences for children and young people highlighted the importance of engaging families and children early into physical activity. This theme had important cross-over with areas of wellbeing, socialisation and safe environments. The findings indicated that there were time commitments, travel implications and personal sacrifices that families must undertake to maintain a physically active lifestyle for their children. In connection with **health and wellbeing** findings demonstrated a clear understanding of the benefits of physical activity in relation to wellbeing and health across both citizens and stakeholders. Taking part in physical activity was not simply a matter of finding the closest facility and *turning up* but actually involved significant mental and physical determination amidst wider personal responsibilities.

Under the theme of **active environments** the natural beauty of the county was reported. Although, the built environment caused significant barriers to active participation which linked to transport links, road maintenance as well as safe and maintained cycle and walking routes. The rurality of the county posed issues, such as the lack of regular transport connections and 'safe routes' were of concern. Furthermore, the perceived emphasis on urban rather than coastal/rural provision was raised as problematic. In relation to **agile systems**, a county-wide approach to physical activity was desirable. Stakeholders would like sectors to work together, share research and data and have a joint strategy. Perceived benefits through collaboration included the avoidance of duplication, a consistent message, creating effective networks and sharing resources. Potential risks related to the need for a

cultural shift, concern over confusing audiences and concerns around resources and capacity.

It is recommended that an innovative and agile systems approach is implemented across the county to ensure strategic alignment. A written agreement or pledge should be documented whereby all connected organisations can clearly see how the county can work together for mutual benefit (a constitution of Physical Activity for Lincolnshire). The short-, medium- and long-term recommendations for LML are outlined in full at the end of this report.

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1.0. The national context

Engagement with, investment in, and resources afforded to physical activity are often reflective of the current national socio-economic and political landscape. The current national picture is a complex and challenging one due to persistent issues around austerity, social inequalities, and resource pressures. Alongside this runs a public interest in and a demand for more equality and equity which has more recently been demonstrated through Black Lives Matter and the #MeToo movement. In essence, this difficult and complex political context and concomitant public activism means that efforts towards equity are being demanded and scrutinised.

The launch of the [Levelling Up White Paper](#) (2022) outlines the government's intentions to create opportunities for all people across the UK to 'flourish' through equitable means. This policy paper refers to six 'capitals' which should be addressed to tackle the discrepancies in production, economic stability, access and social issues that feature across the UK. The six capitals are: physical infrastructure, human, intangible, financial, social, and institutional capital. It is acknowledged in this White Paper that former industrial centres and coastal communities have been negatively impacted (health, wellbeing, civic pride, and economy) by the wealth disparities across the UK. There is emphasis on 'levelling up' to instigate healthier and happier lives across the UK which relate to wellbeing, education, connectivity (physical and virtual) and pride in place to name but a few.

In terms of physical activity, the latest Sport England Active Lives (2021) data shows that 60.9% of adults take part in 150+ minutes of activity a week. In general, greater levels of inactivity levels have been reported across the previous two years which has been linked to COVID-19. Furthermore, demographic analyses of activity levels show that younger adults, from higher socio-economic groups, who identify as non-disabled from mixed or white backgrounds are more likely to be active ([Sport England](#), 2021).

In terms of children and young people, only 44.6% participate in 60 minutes of physical activity per day ([Sport England](#), 2021). Most noticeable is the sustained drop-out rate of girls from physical activity with reportedly one million 'sporty girls' at primary school losing interest in their teenage years ([Weaver](#), 2022). [Women in Sport](#) (2022) have

called for a reframing of sport to facilitate teenage girls' continuous participation in and love for sport.

Health issues relating to mental wellbeing and physical health are also significant when viewing the national picture. [Mind](#) (2022) state that one in four people will experience mental health problems each year and one in six will experience mental health issues per week. The number of people reporting mental health problems has increased in general, however specific groups of people are more likely to experience mental health issues (LGBTIQ+ people, black or black British people, young women aged 16-24 years and people with overlapping issues relating to homelessness and substance misuse) (Mind, 2022).

Furthermore, physical issues relating to obesity are also impacting individual wellbeing and health resources more widely. Obesity rates in adults has been increasing since 1993 and in 2019 36% of adults in the population were classed as overweight and a further 28% categorised as obese ([Nuffield Trust](#), 2021). This is also an issue that impacts children whereby 240 million children and young people globally were overweight or obese in 2016 ([WHO](#), 2021). In the UK, obesity levels in primary school children shows the highest annual rise between 2019/20 and 2020/21 ([NHS Digital](#), 2021).

1.1. Let's Move Lincolnshire overview

The brief contextual narrative outlined in the previous section provides the social and economic backdrop in which Let's Move Lincolnshire (LML) is embedded.

“The purpose of Let's Move Lincolnshire is to provide the framework to bring Lincolnshire's shared vision for a more active county together. It enables all partners with a role to play in supporting our people to be more active to understand local need, align resource, learn from each other and ensure no people or places are left behind”.

Active Lincolnshire, 2021

This consultation seeks to understand the specific needs of Lincolnshire's stakeholders and citizens in connection with physical activity at this challenging but opportune time. Sport England's (2021) strategy [Uniting the Movement](#) provides the 10-year vision in which LML seeks to utilise. The five themes rooted within Uniting the Movement formulate the basis for this current consultancy project. These themes are

as follows: recover and reinvent, connecting communities, positive experiences for children and young people, connecting with health and wellbeing and active environments.

LML brings together Lincolnshire's collective vision for a more active county. It is to be used as a resource to enable and empower community partners to understand the importance of their roles in shaping sport and physical activity provision across the county. It was important to understand why physical activity matters to Lincolnshire communities, organisations, and stakeholders and to what extent tackling inactivity can be done jointly.

1.2. Methods and approach to data collection

Data collection was undertaken between the months of October 2021 and March 2022. In part, the aim of this process was to discuss and review the existing Let's Move Lincolnshire strategy with relevant community partners from across the county. These partners included members of the public, service providers and other key stakeholders. To engage with this wide range of partners a mixed methods approach was employed, combining the use of focus groups and survey data.

Focus groups were used to capture the views of stakeholders from across Lincolnshire. A method of purposive sampling was used to identify participants for stakeholder interviews. This was achieved through Active Lincolnshire identifying individuals for interview from their known contacts. This ensured that those interviewed had suitable knowledge and experience of the Let's Move Lincolnshire strategy and therefore were able to provide relevant and meaningful data that would fulfil the commissioned aims. Initial contact was made with stakeholder participants via email. Those who responded with interest were subsequently interviewed. A semi-structured interview guide was used. The interview guide contained broad themes and questions to be discussed but allowed for some flexibility during the interview process. All interviews were recorded via Microsoft Teams then transcribed verbatim. Across 13 focus groups, totalling 780 minutes, 70 stakeholders attended, representing the following sectors or organisations:

- Local authority
- Local sports/physical activity/leisure providers

- Education and children
- Voluntary community
- Charity
- Health and wellbeing
- Economic development
- Government/Council leaders
- Active travel groups

Additionally, the research team attended several other stakeholder events, where Let's Move Lincolnshire was discussed. These events included: Let's Move Lincolnshire executive groups, interviews with Lincolnshire Government and network sessions for a range of population groups. These events canvassed the thoughts of approximately 167 additional stakeholders from across the county.

Data from stakeholder focus groups, in addition to the thoughts expressed and shared at key events were analysed inductively through thematic analysis. Thematic analysis is a process by which key themes within data are identified, analysed, and reported. Raw interview data was sorted into initial codes and subsequently analysed to identify any common patterns. Codes were then conceptualised into broader themes to identify any underlying relationships or connections.

To complement these qualitative methods, two online surveys were created by the research team and used to gather insight from Lincolnshire citizens and key stakeholders. The online citizen survey was shared via social media pages and the Let's Move Lincolnshire website. Individual Facebook groups were also directly messaged, inviting them to take part. Finally, Active Lincolnshire shared the survey directly with a number of their local networks. The survey was completed by a total of 331 citizens.

An online stakeholder survey was shared directly with stakeholders. Stakeholders were identified on the research team's database, as provide by Active Lincolnshire. Additionally, the survey was shared via a number of groups and meetings that the research team had been involved in. Finally, all stakeholders invited to the focus groups, were provided with the opportunity to complete the survey. A total of 29

stakeholders completed the survey, who represented a range of sectors from across the county. Survey response data were primarily categorical, which have been explored using frequency counts and percentages for each relevant category.

1.2.1. Demographics

In understanding the collated survey data, it is useful to profile those who completed both the stakeholder and citizen survey. The following descriptions provide some insight as to the role of stakeholders, in addition to key data regarding the demographics of those who completed the citizen survey.

A total of 29 stakeholders completed the survey, representing a variety of organisations. These organisations ranged from county and district councils, health, charities, local physical/leisure providers, higher education institutes and active travel groups. Each responding stakeholder was provided the opportunity to identify which sectors aligned with their organisations' aims or role, selecting as many as they felt appropriate. The responses can be found in figure 1. Health and wellbeing was the most represented sector, with 26 out of 29 stakeholders identifying this sector. The second highest sector was movement/physical activity, highlighted by 12 out of 29 stakeholders. Less represented were art and heritage, arts and culture, research, and blue and green places/activities.

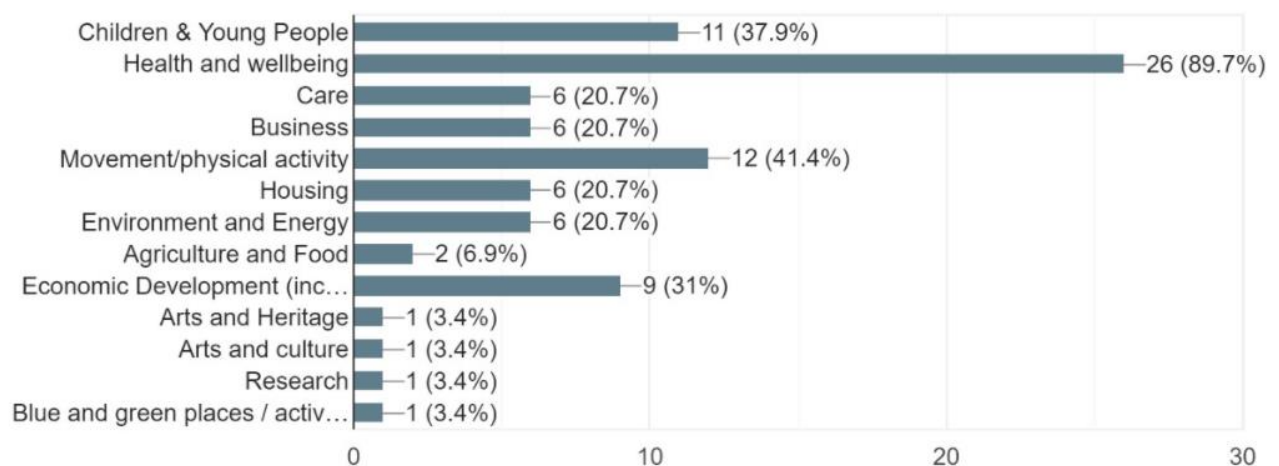


Figure 1 Stakeholder responses for sectors aligned to

For the citizen survey, key demographic data were collected to better understand the reach of the survey, alongside information regarding participants' health and physical activity levels.

For those survey responses submitted, these were dominated by women accounting for 75% of the responses (men – 24%, other and prefer not to say – 1%). Although a diverse range of ages were represented the highest response rate was provided by the 60 and over age group (32.8%), closely followed by 27% for the 51 to 60 age group (as shown in table 1). Responses were predominantly from individuals who identified as white (94.5%), with a remaining 5.5% accounted for by other ethnicities, presented in table 2. Examining representation from the county’s districts, all districts were generally well represented, East Lindsey having the highest response rate of 22.4%, closely followed by South Kesteven at 22.1%. The lowest number of responses can be seen from Boston (6.6%) and South Holland (7.9%). These figures according to gender response, can be seen in figure 2. Evidently, there remains scope to further explore the thoughts and perceptions of those less represented in the data, and the barriers faced by these groups and individuals.

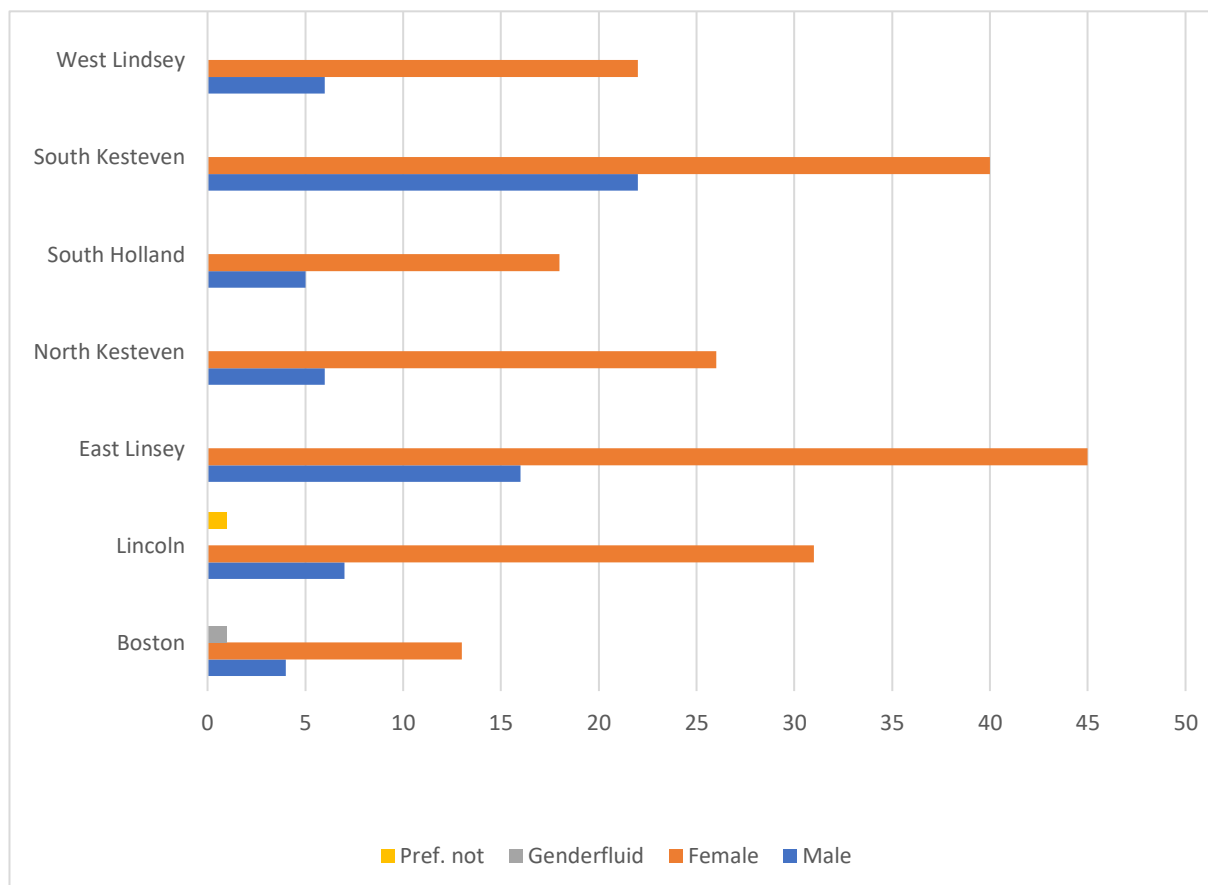


Figure 2 Self-identified gender of respondents according to district

Table 1 Age group and percentage response

Age Group	Response%
13 - 19	6.3
20 - 30	17.6
31 - 40	12.3
41 - 50	16.6
51 - 60	27
60+	32.8
Total	100

Table 2 Ethnicity and percentage response

Ethnicity	Response%
White	94.5
Mixed	1.3
Black/ Black British	0.3
Prefer not to say	1.3
Other	2.6
Total	100

Beyond demographics, survey questions explored individuals' health and physical activity levels, with those responding considered themselves generally healthy and active. It was interesting to note that 61.1% of respondents identified as having no long term physical or mental health conditions/illnesses. This suggests that the survey captured data mostly from those who considered themselves to be fit and well, therefore, there remains scope to explore the thoughts of those suffering with poorer health and the potential impact of this when engaging in physical activity. Equally, 47.6% of respondents identified that they were physically active on at least 4 or more days a week, with only 19.6% active 0 to 1 day a week. Overall, 3 days a week was reported as the highest frequency for being physically active (as shown in figure 3). Again, this highlights the need to further explore the thoughts of those considered to be less active and the potential barriers they face in engaging in physical activity.

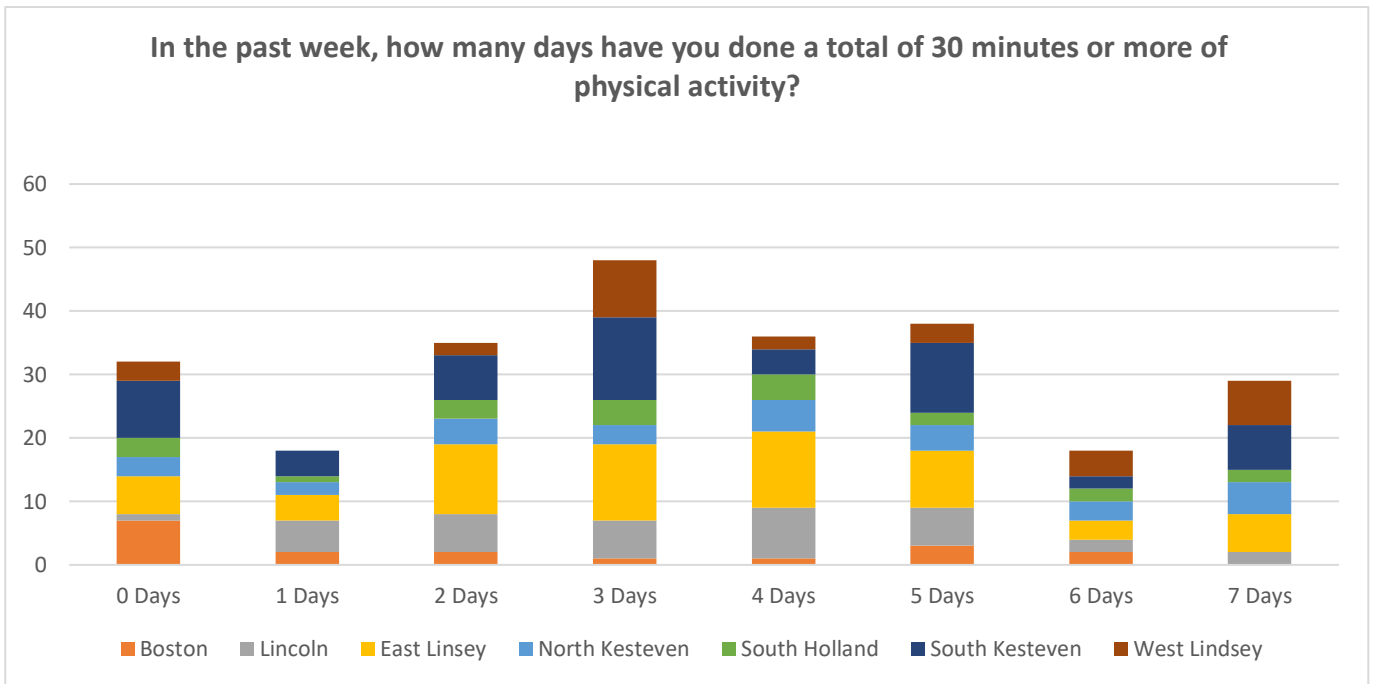


Figure 3 Number of days respondent is active (30 minutes or more) according to district

1.2.2. Presentation of findings

In line with Sport England's [Uniting the Movement Strategy](#) (2021), the five big themes that were addressed through this consultancy project covered:

1. Recover and reinvent
2. Connecting communities
3. Positive experiences for children and young people
4. Connecting with health and wellbeing
5. Active environments

The key findings in connection with citizen and stakeholder responses are addressed under each of these five areas. In addition to these areas of analysis the themes of equality, diversity and inclusion (EDI) and *agile systems* will also have dedicated sections. Agile systems can be taken to mean the ability of the stakeholder networks to work collaboratively and in a flexible manner for mutual benefit. These two additional sections emerged strongly throughout all of the data and can be understood as the golden threads that run through all of the findings. It must be noted that although the key findings are presented in discrete sections, there is overlap and merger between areas due to the complexity and coverage of the responses. It is advised, therefore,

that the key findings are viewed holistically to gather a full understanding of the lived experiences expressed by respondents in relating to physical activity across Lincolnshire.

2.0. Key findings

In general, there was an overwhelming appreciation and understanding of the positive effects that physical activity offers to address multiple and intersecting societal issues, however, it was the challenge of how to implement this in a unified manner that presented the most reflection.

2.1. Equality, diversity and inclusion

The first golden thread which emerged throughout the process was that of equality, diversity and inclusion (EDI). The complexities involved when considering EDI and associated issues within sport and physical activity are plentiful and should be thoughtfully managed. It is important to consider what ‘inclusion’ means and *what* is it that people are to be included in? Integration models which involve integrating ‘others’ into pre-existing structures or modes of physical activity can sometimes exacerbate issues and seek to point out ‘difference’ rather than celebrate diversity. Just over 45% of Lincolnshire citizen respondents agreed that they felt represented by their local community. A district break down is presented in the following figure:

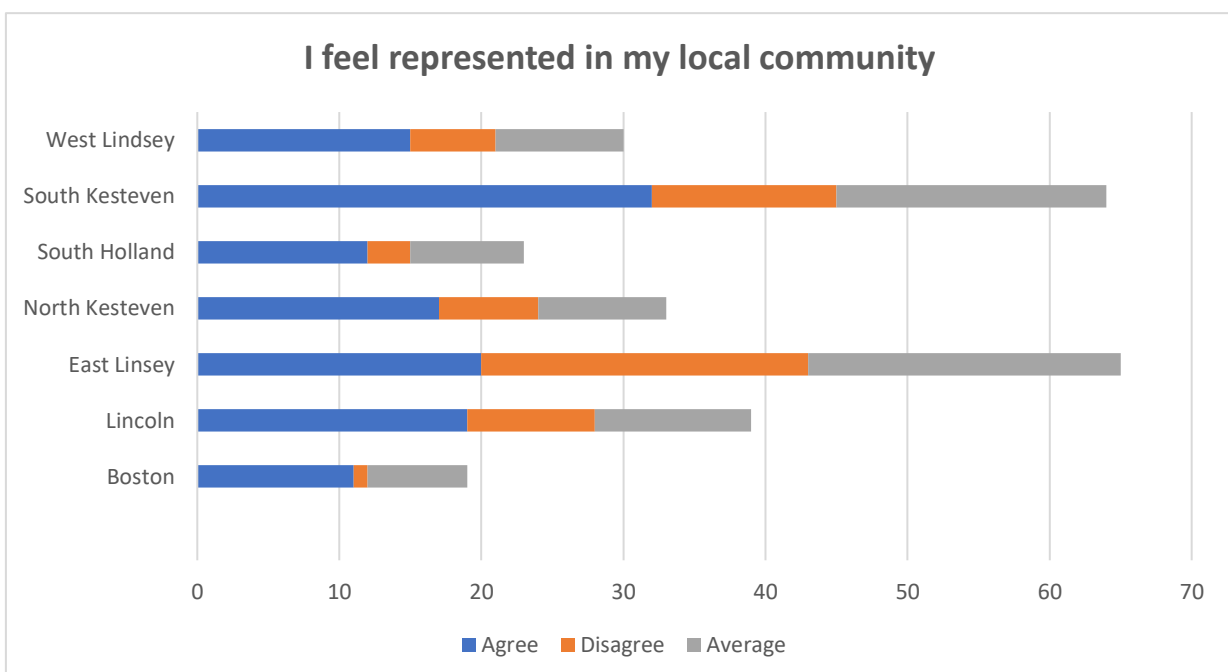


Figure 4 Citizen responses relating to whether they felt represented in their local community broken down by district

In terms of representation and its associated links with belonging and inclusivity, this reflects a need to increase the sense of belonging and representation across the county. There is a priority need for diverse voices to be reflected and represented in Lincolnshire, as stated by a citizen here:

“There are black and ethnic minority groups in south holland. Can their voices be heard? No black and ethnic minority in anything. .e.g. in local authority, schools etc. where decisions are being made. Question - do you have of their members in your research and are their voices/opinions being listened to? Always enriches, never takes away and all benefit”.

The importance of voice is mentioned here as a key contributor to representation. Furthermore, over 20% of citizen respondents completely agreed or agreed that there were no other people *like them* taking part in the activities they enjoyed. This was also reflected by a stakeholder from an economic sector background who explains, ‘one of the interesting things that we've learned from race and equality in the workplace is that if people from minority groups don't see people like them in an organisation, they will self-exclude’. This same stakeholder goes on to understand how this applies across to physical activity whereby people from lower socio-economic backgrounds may feel excluded due to the portrayal of exercise as an affluent endeavour:

“And I suspect that's because when they come along, they go. That's not for people like me and you know, they're all wearing their sports kit. They've all got this posh stuff on they woke up and so therefore how do we create an image of them being there in their minds?”.

This resonates with one citizen respondent who stated, ‘I feel out of place in exercise environments because of my ethnicity and weight’. It must be noted that the citizen respondents to the survey data were white female dominant which should be considered when understanding these findings in relation to EDI.

The ways in which inequalities connect and overlap is a factor when considering citizen's abilities to access physical activity. The following responses highlight the ways in which multiple identities jointly influence physical activity participation:

“I'm disabled and work full time. I cannot afford local gym and PT sessions and classes but walking especially in winter feels unsafe. I also need childcare to be available, so I feel the odds are against me. I walk the dog before work after sons at school but that's it regarding

outdoors. I bought z Cross trainer and use this most days but it's boring”.

“In regard to women there isn't many activities around in my opinion, there is the lily whites football club in Skegness, but they do not necessarily cater for every aged woman that might want to take part in football”.

“There are several gyms with monthly fees which are too expensive for me as a single parent”.

The findings showed that there was a recognition of the importance of health and wellbeing to individual lives but how this could be achieved was of concern to residents. Socio-economic factors affecting families reported struggling with transport costs and activity class fees. In total 15% of residents stated that they completely agreed or agreed that they could not afford to be more active. In particular, the costs of gym memberships were reported as a barrier to participation. Funding and resources were raised as a concern with stakeholders too as noted here:

“We work with families that are in higher areas of deprivation, so we cannot signpost anything that would cost money, as it wouldn't be suitable for families. We need connections with outside teams who offer free opportunities. Also I work in East Lindsey area with is very spread out, a lot of families don't have access to transport, so location can effect families engaging”.

Stakeholder survey respondent

Transportation is an EDI issue as well as a pragmatic one and one fifth of citizens completely or somewhat agreed with the statement, *I can't access places or facilities where I could be active* which indicates that finances and access are not the only areas of concern when considering EDI issues. This was also raised by stakeholders:

“I think the that we have real transport issues with, well, the whole of the county does. There's lot of rural poverty people living in small villages that the transport is a real issue. So, I think that we need to think about that, and it's been a perennial issue, isn't it?”.

Local authority stakeholder

The intersecting issues of finances and transport access influence physical activity provision. The connection with inclusive physical activity is also of concern with just over a quarter of citizens reporting that they fear judgement by other people in relation to physical activity participation. Another issue raised was that of safety:

“Being active in Lincolnshire comes with an element of risk. Road running is becoming increasingly concerning as a female. Gainsborough lights are shut off on certain routes which I actively avoid and tend to run more in the centre of town, but that attracts attention. My partner worries for me going out for a run in the dark. I like the Sustrans cycle routes, but as a woman I feel too vulnerable to use them alone”.

Citizen

This quote highlights the ways in which individuals are acutely aware of the perceived and real risks involved in solo physical activity. This woman adapted her behaviour (avoiding routes) to manage and mitigate safety concerns. The vulnerability element links to self-esteem and psychological safety and provides insight into the importance of safe active environments for engagement with physical activity but also improved psychological security.

Exclusion was reported by one disabled citizen who mentioned the lack of support as prohibiting:

“Lack of support for exercise providers like myself who are disabled themselves & have effectively been excluded from other types of exercise”.

This lack of support can also be attributed to barriers to participation linked to caring responsibilities or work and school logistics, however only 18% of citizens agreed or completely agreed with this proposition. Inclusive physical activity also related to how well connected residents may have felt both physically and virtually. As a local authority stakeholder stated, ‘from a rural inequality perspective, for roles with things like that would be broadband and access to that kind of technology’. Access and connectivity, therefore, does not solely focus on transport and physical opportunities.

Deprivation and the need to improve the coordination of activities to tackle inequalities was voiced by a local authority stakeholder as follows:

“Let's look at the deprived wards of Lincolnshire. They will have funding going in from employment agencies. They'll have education, funding their live sports, funding the local authority, might be invested in the police. Might be doing work when you add up all that funding going into individual areas. If it's not coordinated in a place based summary of the work. We just wasting money if tomorrow might be targeting the same. People will repeat amount of money and you can't. As an individual you can't access everything that's being an

offer. So, we need to have an organization that's able to coordinate and be the facilitator to bring all those people together. And I think if you can add that up with making physical activity part of everybody's central message, that's where we might start to get traction and pull people together”.

This sentiment also feeds into the importance of creating an innovative and agile systems approach through LML. This stakeholder response demonstrated the focus on tackling inactivity in areas of lower socio-economic levels but that a coordinated approach is required. The following sections will cover the other key findings from the consultancy period in connection with the five themes addressed in Uniting the Movement (Sport England, 2021) as well as the ‘golden thread’ theme of agile systems.

2.2. Recover and reinvent

The pandemic has forced individuals, communities, and businesses to reflect on health and wellbeing more generally and this has implications for the way organisations network. This theme refers to:

“Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people”.

Sport England (2021)

Lincolnshire’s residents and organisations require support and guidance to recover and engage with physical activity and wellbeing. This section highlights the key findings that stemmed from the data collection in connection with ‘recover and reinvent’.

Stakeholders discussed the need to approach physical activity in a unified manner and understood the benefits of a collaborative approach, as stated by this stakeholder from an economic development perspective:

“Can we do more? Most certainly we can, and that's probably around selling the benefits and the features and benefits of what improved physical activity can bring to their organisation”.

Furthermore, the holistic need to tackle issues in unison was described by a local authority stakeholder here:

“My personal view of the rest of the world and sort of just looking across, I don't think we use physical activity and sports wide enough across the whole economy to keep people active fit and in employment potentially, or to help with mental health and those kinds of things. I think we could do far more with that. I'm not sure if employers really embrace that. It can have a benefit, It's just not part of the culture and it's not strong enough”.

This quote gestures towards the need for employers to fully understand and be aware of the benefits of a systems approach to physical activity as highlighted here:

“Lincolnshire is made up 90 odd percent of smaller businesses who may not have the time, experience, capability, capacity, whatever to actually make those interventions or make those inroads into helping and supporting their businesses and staff towards focusing on physical activity as a way to develop”.

Stakeholder, economic perspective

The effects on businesses have also been felt by the general public. Stakeholders acknowledged that citizen's lives would be impacted by squeezed finances especially in areas of deprivation across the county. The global pandemic has affected people's everyday lives in all manner of ways. This was reported by changes to working patterns, finances, physical activity, emotional wellbeing and the way in which people connect socially. One resident noted, 'since the lockdown, I cannot be bothered to go out, unless in the car' which demonstrates the motivational impact that Covid-19 has caused. Also, the changing structure of the 'typical' working day has also influenced physical activity participation:

“The main challenge is fitting exercise around work when I'm on variable hours. And Covid, because getting together to do group exercise could mean catching it, which would be really bad due to the kind of work I'm doing”.

Citizen

As highlighted here the health risks and concerns relating to being infected with Covid-19 and spreading the virus has implications for engaging with group activity. Many activities do use sport as a focal point to also prioritise other benefits around socialisation, skill development and sense of purpose and belonging. Although this relationship with group activity is complex, as one resident implied:

“Effective use of local facilities If the local community centre did things I might be tempted to join in (eg table tennis) but if they do anything I have never heard of it and last time I asked they did nothing. (and then covid hit...). I HATE being part of a jolly crowd or class and the

idea of having to be sociable in order to be fitter does not appeal at all”.

This indicates that organisations and providers will need to consider the position and focus of group activity when reinventing their physical activity offering.

The social element of physical activity was also discussed by local authority stakeholders as follows:

“I think COVID is proving that people, even people who visit leisure centres, missed the social element less than the physical activity cause there could still go out and walk, but the walk might mean that they were on their own, whereas when they were going to leisure centre or community hall or even a school facility, they were meeting other people and I think sometimes it can do a bit of activity by stealth can't you, if you get them into some social activity and you can start adding that in”.

This response highlighted the importance of using physical activity as a ‘connector’, to bring people together and share their experiences in and through activity. This can be facilitated through creating meaningful community networks as a means to recover and reinvent:

“I think a key driver for me for a lot of these things is having a sort of a wider support network or volunteer network because we were clear that we can't do it all. Aren't we? Particularly teams that we've got where you know, a lot of these people are wanting to start exercise for the first time. They need a little bit of a nudge, don't they? So, it's having like-minded people, bigger walking networks, bigger volunteers, cycle leaders across every patch, and I think that will certainly help”.

Local authority stakeholder

This community engagement will be detailed further in the following section. In relation to recover and reinvent stakeholders discussed the language and narrative surrounding physical activity. As expressed by respondents here:

“But I think that there was a significant proportion of those who were active. We're not doing sport or activity that is traditionally considered. You know, if you go physical activity, and say 'I don't play football or I do play tennis or I go to the gym'. These are gardening and walking, and I think there's got to be a clarity around when we are talking about engaging the wider population of Lincoln?”.

Voluntary community stakeholder

“Yeah, I'm trying to think of a formal word that I would probably say more people move in more often supported by the infrastructure and permission to act”.

Local authority stakeholder

“Therapy background. It's about movement and activity, less so about physical activity and sport, and I think there is, uh, it's I'm really keen about that, you know that”.

Health and wellbeing stakeholder

Stakeholders presented strong feelings about the use of ‘physical activity’ as a term and wanted a clear and unified message around getting active and doing more. As a leisure provider stated, ‘[t]hat's the whole point, isn't it? We just want people...to move more’. This is further consolidated by the following response:

“Honestly, I think we need to go back and just say what do we want for? Let's move Lincolnshire and truly is just to get people moving in the first place or moving more”.

Leisure provider stakeholder

A potential revision of narrative and the associated discourse that feeds into messages surrounding physical activity across the county would allow for more informal engagements with activity to be realised.

Sport England references the importance of a sustainable network to meet the physical activity needs of different people, however, challenges to this were reported in the previous section. The stakeholders were aware of the external threats currently facing their organisation in relation this and to cross-collaborative working. Their responses to these external threats were as follows:

- Cultural change and status quo
- Duplication of effort and therefore confusing our 'audiences'
- Making sure the sector's voice is heard
- Appropriate resourcing to undertake proper co-production and collaborative project development
- Differing demographics and challenges
- Without success, we are at risk of having our contract expire
- Lack of staff and/or quality of potential employees
- Sustainability
- Working with an organisation with different values

- Losing recognition of your involvement in a system wide campaign. If you rely on funding for sustainability, you need to be able to badge up/show your involvement
- Funding, resource pressure and time

These responses demonstrate the complexities involved in creating sustainable organisational networks to recover and reinvent at this time. These external challenges can be summarised under the three headings of culture (values, change), pragmatics (funding, resourcing and time) and system pressures (workforce, sustainability). This will be discussed further in sections 2.7 and 2.8.

2.3. Connecting communities

Connecting communities refers to ‘focusing on sport and physical activity’s ability to make better places to live and bring people together’ (Sport England, 2021). This section will highlight the findings from stakeholders and residents in connection with community life, belonging and place-making. The social aspect of physical activity was reported as influential which included the opportunity to build self-esteem and social networks through activity which had positive repercussions for all. The way this was done, and in particular, how this can be connected with the hearts of Lincolnshire communities (for example through village halls) should be further explored in the future. The data reported positive engagement with community facilities and places of residence across the county, as stated by the following:

“Woodhall Spa - Jubilee Park swimming Pool and fitness suite is great. It's local, the people are friendly, the opening hours fit around my caring and work commitments and it offers a great range of classes, gym and pool. Thank goodness for the charity that runs it”.

“Plenty of walking, opportunities to join sports and activity clubs in Louth, and a good leisure centre. The main problem is a lack of public transport from the villages to Louth to access what’s on offer”.

A key finding from this theme was the frustration expressed at not knowing how to find out what activities were happening.

“I think the problem with Skegness is the promotion of pa, and the facilities that are about. For example, I did not know that Skegness cricket ground had squash courts till 2022 and I have grown up here. Therefore by promoting the facilities and being informative about the activities on offer could increase the pa levels of people in Skegness”.

Furthermore, from the activities that were taking place citizen concerns were raised about how information was communicated and to which audiences.

“There must be lots of exercise opportunities, both public and privately operated, but I feel I only know of a very few”.

“The county has amazing walking and cycling opportunities, but money needs to be spent on publicising them”.

These concerns were also mirrored by stakeholders, as a local authority member explains, ‘it’s about engagement and communication with the wider population over Lincolnshire’. This was also added to by the following response:

“As an individual you can't access everything that's being an offer. So, we need to have an organization that's able to coordinate and be the facilitator to bring all those people together. And I think if you can add that up with making physical activity part of everybody's central message, that's where we might start to get traction and pull people together”.

Local authority stakeholder

Citizens require a diverse offering of opportunities to meet the needs of a diverse community with different lifestyles and requirements. This relates to the request for facilitating ‘active families’ and providing activities for people who are working or retired. The perceived opportunity for some groups/lifestyles over others may be a factor. Lack of time was a key concern for people when considering involvement in physical activity, with 30% of respondents citing time as a factor to (non)participation.

“Since moving here I have noticed that yoga, pilates classes have started again in the local hall. I would like to attend these but because I work during the day it is difficult to join”.

The connection with family activities was raised as an important issue because the idea of being physically active as a family group was seen as valuable.

“In general, from my personal perspective, there are plenty of venues for exercise but not enough accessible venues for family sporting activities eg badminton, basketball etc. More organised family events would be great, helping to bring together communities for example fun days ie rounders on a field etc”.

One resident discussed the importance of transport to connect communities and the extended opportunity for socialisation across other discipline areas:

“It would be nice to have a bus - every fortnight initially - collecting people from Torksey Locks and adjoining villages and taking them

quite further afield than Lincoln or Gainsborough to discover footpaths or buildings away from their regular routes. It would be for people able to walk 6 to 8 miles with lunch break in the middle either at a pub for those who like that or having our own sandwiches for those who are not keen on pub food. A more frequent bus service to Saxilby would make joining the classes offered by U3A or the centre easier”.

Bringing communities together was of value to all involved and a local authority stakeholder asks, ‘where are the influencers in the community?’ as a potential way to empower communities at the local level. As stated at the start of this report, there is much cross-over between these themes and taking a holistic and in unison approach to tackling these issues will be strategically sound. A full break-down of the citizen responses regarding their relationship with physical activity can be found in appendix 5.1.

2.4. Positive experiences for children and young people

There was a pressing need to ensure children and young people experience positive engagement with physical activity from the start. There was also a need to ensure that physical activity was a routine part of everyday lives and an enjoyable outlet for children and young people. Sport England (2021) regard this theme as:

“Unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life”.

The findings relating to this theme, similarly to the others, reflect the interwoven and complex nature of physical activity access and opportunity. Stakeholders were acutely aware of the importance of this area:

“These are must haves in every session that children and young people attend, so physical activity enrichment activities as well as food, education and a healthy meal. And I think what we've learned is in the some of the feedback. I think they the last two years of children not being able to access very much physical activity that they are really struggling with some of the key skills even throwing and catching and kicking and some of these children have really, really suffered as a result of that and then their confidence has suffered too” (Local Authority Stakeholder).

Physical activity and all of the interlinking aspects relating to wellbeing, socialisation, access and mental health were of importance when considering provision for children and young people. There was also an understanding that positive physical activity habits needed to be instilled early on in a child’s life. This was explained by one stakeholder in the survey, ‘our strength lies in targeting families early’. Findings from

citizen respondents heavily related to provisions for families to be involved in physical activity.

“In general, from my personal perspective, there are plenty of venues for exercise but not enough accessible venues for family sporting activities e.g. badminton, basketball etc. More organised family events would be great, helping to bring together communities for example fun days i.e. rounders on a field etc.”

This quote showcases that there are venues which provide opportunities to be physically active, but they are not ‘fit for purpose’. Findings indicated that greater provision for all the family (across ages) would assist in creating improved family engagement in physical activity:

“Bourne has 2 gyms and a lot of hall space. It lacks a gym-based space for younger children other than soft play I would like something similar to spiral at Bretton or a tumble tots group”.

Citizen

“These are must haves in every session that children and young people attend, so physical activity enrichment activities as well as food, education, and a healthy meal”.

Local authority stakeholder

“But one of the things that we are we need to do more on and that we would have really struggled to do is those family events where we're involving parents with their children to take part in physical activity and food, education and cooking on a budget and making sure that the two are aligned with one another that we can show parents actually, their child does like to do a certain activity at because I think, lots of families are frightened, wasting their money on things that they're not sure whether their child will even do or eat”.

Local authority stakeholder

The importance of, and challenges to, creating and delivering family engagement events are highlighted by the previous quotes. Findings indicated that older children (teenagers) also found it difficult to access provision. Slightly under one half of citizens surveyed expressed a want to be physically active with their family and friends. Furthermore, there was a desire to incorporate physical activity into daily routines such as the school run but this can also be challenging to achieve as explained here: ‘[I]ong walk into main village so have to take children to school in the car. If we had a footpath across the fields we could walk there’. There were also time commitments, travel implications and personal sacrifices that families undertook to maintain a physically active lifestyle for their children:

“My daughter spends two hours in total to have a 30 minute swimming lesson as the swimming pool we used to go to is closed. That takes up her whole evening. She is only 8. Previous pool was mismanaged and allowed to deteriorate. No one has been held accountable for this. Shameful”.

This highlights the challenges connecting with facility provision and maintenance which impact the lived experiences of its users. This was also raised by a local authority stakeholder:

“I went to see a few clubs where there were playing dodgeball, ice skating, football, and children just love being outdoors and playing. Just to be playing with their friends, but what other important things that's come back is that it needs to be easily accessible”.

To consolidate this further, one respondent summarised succinctly the cross-cutting barriers connecting with provision, access, communication and environments which is as follows:

“While there are quite a few opportunities locally, there are some facilities that may be lacking- better access to a swimming pool, gymnastics facilities for children, more dance or other specialised classes for adults etc (or better advertising of what is available, centralised database?). Also lacking "wilder" outdoor space for walks (and play for children)- e.g. Burghley Park is paved paths and a lot of the open space around is farmland. Some people may not be able to travel to places like Fineshade Woods and some of the space that is around is possibly being developed for houses”.

The environment in which our communities engage with (physical, virtual, social) must be safe, enjoyable and accessible. Environments should be conducive to physical activity, this is particularly important in relation to children, young people, and families as there are sustained pressures on this group which they are also navigating.

2.5. Connecting with health and wellbeing

Physical activity is inextricably linked with health and wellbeing and the opportunity to work across networks and spaces is endless. This theme is positioned as:

“Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life”.

Sport England (2021)

Findings demonstrated a clear understanding of the benefits of physical activity in relation to wellbeing and health across both citizens and stakeholders. As one citizen

stated: “[e]ncouraging an active lifestyle is essential to ensure long and happy lives and less strain on our NHS”. Health benefits (89%), feeling stronger and fitter (81%) and assisting with mental health (80%) were cited by citizens as to what they loved the most about the doing or thought of physical activity (see appendix 5.2). A significant number of residents (68%) acknowledged that they had the ability to be more active but as previously discussed individual (prioritising, time, motivation, personal wellbeing) and structural (culture, inclusive facilities, cost and provision) barriers had a role to play in inactivity. The complex interrelation of both individual and structural barriers was expressed, as demonstrated by these citizens:

“I really want and need to become more active but I have extreme anxiety around other people, can't afford local facilities, have physical ailments that limit what I can do, and have to exercise alone - I wish my mother could exercise with me but she is very unwell (ongoing). I also have other commitments that require my attention so it feels somewhat selfish to spend time on self care. I keep trying, and I have made some progress that makes me feel good but I know it could be easier if my mental and physical health and affordability weren't such issues”.

“I have severe mental health issues so prefer exercising alone. My dog has arthritis so has to walk on soft ground. My psychiatrist said I needed to try and be more sociable so I'd started taking my dog to places where he can walk and I can try and interact”.

As explained by these two responses the multi-faceted challenges associated with physical activity are significant and provide a complex set of requirements. The lived experiences of citizens reflected the intricacies of mental and physical wellbeing and the added emotional pressures linked to feelings of selfishness and encouraged socialisation. Taking part in physical activity was not simply a matter of finding the closest facility and turning up but involved significant mental and physical determination amidst wider personal responsibilities.

Health and wellbeing as a discrete area was cited by stakeholders as the most significant national agenda role for physical activity to play (see appendix 5.3). This was echoed by citizens, as one respondent states:

“Many sectors of Lincolnshire are overweight and do not enjoy exercise. I see so many obese young people everywhere. They do not see the sense in spending time and money on exercise. It is

difficult to get the out of this rut and I think schools and GPs need to do more to alert people to their self-made health problems”.

This response highlights the intersecting role of physical activity with health issues and in particular obesity. Furthermore, there is reference to a ‘joined up’ approach to tackling these issues connecting to the health services as well as education providers.

Stakeholders listed a variety and breadth of health promotion activities that were currently being undertaken across the county. The table situated in appendix 5.4 lists the organisation’s promotional health activities and (if responded) their intended audiences. Stakeholders and citizens were united when considering the inseparability of physical activity with health and wellbeing. Issues raised in this section were also highlighted across other themes, particularly in relation to EDI, mental health and family provision. An executive board member discusses the challenges of connecting the areas of physical activity and health and wellbeing:

“Like wanting to push the cooperation between the health system and the public bodies, you know, like Public Health England as well as the Office for Health Improvement and Disparities. You know, working alongside the local authority, absolutely pushing this the challenge. Then the second challenge, but not as big as the public is the employers who are starting to get the message because they think that there is something to do with improving people’s productivity, but they’re still questioning the evidence base, and they don’t necessarily see that there is a strong correlation between physical and mental well-being, and the productivity that an employee brings to the workplace so that evidence based, I think, is still to be developed and used to our advantage”.

This highlights the need to provide evidence-based research to support initiatives and actions undertaken when working across connecting themes.

2.6. Active environments

The breadth and quality of the natural and human-made environments across Lincolnshire was noteworthy. The Lincolnshire landscape offers an opportunity like no other to inspire and empower others to get involved in physical activity. The beauty of Lincolnshire’s rural and coastal areas was frequently drawn upon by citizens:

“Semi-rural village on the outskirts of Lincoln. Surrounded by fields/countryside. Fantastic cycle track and lots of walks, allowing miles of walking or cycling surrounded by wildlife and nature. Village also has a play park, football pitches and bowls green”.

“Binbrook. There are not really any formal activities that I find suitable for me in the village. I take full advantage of the rural position to walk and mountain bike from home, it’s quite easy to find a quiet route to the coast, I can also get to central Lincoln and back via Bardney without having to use a busy main road, quiet lanes / bridleways and the water rail way”.

“There is abundant opportunities to walk, run and cycle in Croft where I live. We are approximately 2.5 miles from both Wainfleet and Burgh le Marsh which creates a motivation to cycle. In Skegness, just five miles away are an abundance of gyms but so far I’ve been content with outside activities close by”.

These responses highlight the civic pride that is felt by Lincolnshire community members which connects directly with place and space. Furthermore, the favourable links to wildlife and nature were also highly rated by residents in the survey who perceived a strong connection between nature and physical activity. Some residents spoke warmly of their active environment claiming, ‘[m]ainly I cycle and walk...it is great having countryside so close’ and another, ‘Stamford. I can walk or cycle wherever I like’. The flat countryside was discussed as providing an easier walking space and the outdoor spaces on offer in general were highly regarded.

The challenges, however, come in the form of transport links and the opportunities for active travel. A stakeholder cited in the survey, explained the funding pressures involved in this:

“There is only scope for funding to accommodate the main towns in Lincolnshire, which unfortunately often means there are places that would hugely benefit from our offers being left out and the people who live there have to travel”.

Citizens highlighted poor traffic and road conditions (surfaces and potholes) as problematic as well as infrequent public transport options and the costs associated with their usage.

“Being a rural community, it is essential to have your own transport or a better public transport system to access things. This has a cost which in the present climate means that often physical activities are not prioritised, and this potentially could only get worse in the coming year” (Citizen response).

Furthermore, over 20% of citizens felt that the open spaces near them were not accessible in terms of access, in relation to wheelchairs, pushchairs and/or for

individuals with physical disabilities. In terms of access to opportunities, just under 30% of citizens claimed that opportunities to participate in physical activity were too far away, with residents from East Lindsey district being most impacted. Access to provision was referenced by citizens:

“My daughter was a GB Squad modern pentathlete, but there is no 50m full-sized swimming pool in Lincolnshire - we had to go to Sheffield. There is fencing at NK and shooting at Lincoln Air Weapons Club. For running we went to Balderton near Newark as the Lincoln Wellingtons are road runners, not track runners”.

“The Wolds, the marsh, the fens, the sea & sky (beach) all free in East Lindsey! One small problem is the lack of obvious connectivity with the Wolds in terms of public rights of way which don't involve walking along busy roads. It feels like a bit opportunity is being missed”.

The rurality of the county poses issues, the lack of regular transport connections and ‘safe routes’ were of concern. Safety was mentioned frequently by citizens who discussed personal and equipment safety and raised issues connected with infrastructure and access:

“I feel lucky to live in a relatively rural county. But planning and delivery of infrastructure must improve to get people out of their cars and enjoying the fresh air. Even brand new developments are not pedestrian/cyclist friendly, the roads are far too narrow, with tight corners, which are a nightmare if you are clipped into pedals and a car comes round. The roads are still being designed to cause accidents”.

“Lincoln city. There is very little facilities. All the gyms with pools are in the south but the traffic is too bad to get to them. Cycling is also a nightmare. I won't leave my bike outside supermarkets anymore after one was stolen, and even getting to Nettleham and Riseholme is now impossible because you can't get across the bypass roundabouts, so I drive”.

Particularly footpaths and cycle routes are discussed as being problematic and of great concern to those who were attempting to be more physically active.

“In summer, I try and cycle to Saxilby by the back roads as the main road is just too busy for me (I am not very good at cycling. A cycle path would really help me getting more use from my bike)”.

Better infrastructure and safety routes for residents would help with practical issues of safety but also psychology safety relating to vulnerability and confidence. For example, one citizen explained, ‘[b]ecause it's a village I feel vulnerable running or walking at

night due to the dark'. In total 15% of residents county-wide reported that they felt unsafe to be physically active in their community, with those living in the city of Lincoln and South Kesteven being most affected. The safety and risk dimensions are further consolidated by these viewpoints:

"I live in a retirement park in Torksey. There are no footpaths directly accessible from the park itself so you have to cross then walk along a rather busy road before reaching the footpaths in the village or the viaduct crossing the Trent river. A pleasant area to walk along the river but unfortunately there are no safe cycle paths leading to it".

"Small village. Difficult to do much walking as no footpaths and speedy traffic including heavy lorries so too dangerous. Off road walking paths are often very over grown with nasty nettles, so don't get used much".

"I am able to access the cycle routes within the city centre however during the winter many of the cycle routes are not lit and even with cycle lights the routes pose a risk. Many times I have come across walkers who may be with other walkers or a pet who don't always wear reflective clothing and are upon them before you realise the shadow is a person. Sometimes the dog is more lit up than their owner. Another issue in the winter is the climate including frosty weather when the surfaces on the cycle tracks are slippery as not treated like the roads".

The perceived emphasis on urban rather than rural and coastal provision was also drawn upon by citizens.

"I don't personally need anything to be active as if I had nothing else I would go out for a walk and do some body weight exercises. But not everyone has the motivation/willingness to do this or might need the incentive of the social side of being in a group to be active. I think in this sense Lincolnshire has an issue with many things being very focussed on Lincoln and other large towns with many of the coastal and rural areas having nothing. This is my experience having worked across many areas in Lincolnshire in the last 15 years".

"But it means even though people might live in the countryside where there's the assumption that getting outside and active is literally outside their doorstep, it's not necessarily safe to do so and may need to travel to more built up areas to feel safe in lit or pedestrian areas".

These responses called upon the need to be more aware of individuals from across the county and not to assume certain environments are more conducive than others in engaging with physical activity. In essence safer pathways and routes for walking

and cycling as well as well-lit areas and connectivity between rural spaces to facilities would benefit the county as a whole.

2.7. Agile systems

The theme of agile systems continuously emerged from the data, referring to system effectiveness and system management between organisations. It was conceived that new structures that were sustainable and connected in a transparent and meaningful way would better position the county for collaborative endeavours. Agile and flexible systems were required to better reflect the complexities and challenges involved in partnership working. It was recognised that people and organisations do not abide by boundary lines, they live and work across and in between geographical spaces – physical borders can be too restrictive. Allowing resources to be used in and around district lines would create a more joined-up and logical approach to partnership working. Agile systems closely link to Sport England’s (2021) focus on recover and reinvent and would help to facilitate better opportunities for both citizens and stakeholders to be involved in physical activity.

Some stakeholders, when reflecting on LML historically reiterated the need to work together going forward acknowledging the cross-over agendas involved:

“Some of the district councils believe that Let's Move Lincolnshire is operating in a silo. It doesn't matter how we try and convince them. Actually, it's part of a much wider thing and it's the reason it reports to the health and well-being board is because it's one of the priorities and it it's running that priority and some of them don't seem to understand that”.

Local authority stakeholder

“So, in July of 2019, Lincolnshire County Council commissioned an integrated lifestyle service for Lincolnshire. And as part of that there was four key strands, so we're not purely focused on physical activity, but clearly, it's a massive part of what we do, and that's to move more, to drink less alcohol, to go smoke free, so to stop smoking tobacco and to eat well and lose weight”.

Health and wellbeing stakeholder

“Yeah, I think when we started the conversation of let's move couple years ago now, I think one of the most important parts was we kind of agreed to put the egos to one side and not plaster everything. But when we're looking at promoting activity, we really, I think, all agreed that we weren't going to be doing it individually in plaster in our local

authority names all over it. And I think that's certainly something we need. We need to bring back”.

Local authority stakeholder

This final quote highlights the need for shared ownership, however a stakeholder responded in the survey was concerned about a loss of recognition and claimed, ‘you need to be able to badge up/show your involvement’. A systems-based approach, therefore, needs to carefully balance the need for unity with recognition.

There was a strong sense of willingness to work in a collaborative and uniformed manner expressed by the stakeholders involved in the consultation:

“I think I think for me there's lots of ways we can work together. I think the biggest challenge we have, particularly districts are a lot of the partners we work with. Their geographical boundaries are slightly different to ours. So, I think by working with certainly other districts, it's got wider reach”.

Local authority stakeholder

“So much good work that goes on. How do we get it out there? How do we get people to engage? And again, there's not necessarily just with this sort of physical activity and this kind of work, but it will link in with everything that we do”.

Local authority stakeholder

“You know what the what the ingredients to making a fertile environment for that collaboration and partnership working and and for me it's about you know everyone honestly putting their strengths forward and saying this is what we're good at. This is what we bring to the table, but recognizing as well that link shares a big place and and competition is often the elephant in the room”.

Health and wellbeing stakeholder

These responses expressed the desire to work collaboratively and smartly across Lincolnshire to provide opportunities for organisations and people to flourish. The emphasis on a strengths-based approach and the concern over competition fundings was a point of interest to raise.

The need for better communication and information sharing in relation to activities available was highly reported in the data. There is a need for a county-wide coordination of activities, one place (potentially physically and digital) to access and find out what activities are taking place locally. Several citizen quotes referred directly to this need:

“Finding reliable, up to date information about these places can be difficult. And I'm sure there are smaller groups that would benefit from better advertising”.

“It's hard to find activities as there's no centralised place for all of this information”.

“I think there's plenty of options for a wide variety of experiences. Not sure everyone is aware of what is on offer or not”.

One citizen expressed strong views concerning communication and information sharing:

“The only time I ever hear about your organisation is when you email me a survey! Many people access their local town's FB community pages for example but I have never seen you publicise on any of them. I really wouldn't have a clue what the point of your organisation is!”

This frustration could be managed through creating a unified and agile system of activities for all to access. A local authority stakeholder also expressed the challenges linked to the current system, ‘you end up having one conversation or probably numerous conversations with different people where it can be a lot simpler’. The way this is communicated (across platforms) to ensure all audiences are reached is of utmost importance. Over 40% of stakeholders reported in the survey data that it was not easy to find people who delivered physical activity who have the skills and knowledge to understand and accommodate for different health conditions. Furthermore, just over 39% disagreed that it was easy to find places to establish new interventions and activities. This issue of connecting the right people to the right places was demonstrated across the data as an important area to contend with.

Stakeholders did report on some system barriers which may interfere with cross-collaboration, the three most significant were cited as follows (see appendix 5.5):

1. Funding and finances
2. Visibility and knowledge
3. Geography

These areas indicate the factors that an agile systems approach would need to navigate in order to be successful. When stakeholders were asked about what they

would like to see more frequently in terms of a cross-systems approach the following three appeared as highly sought after (see appendix 5.6):

- Sectors working together
- Data/research sharing
- Joint strategy

These findings indicated a desire from stakeholders to work collaboratively with Active Lincolnshire through the LML initiative. The strengths, opportunities, weakness and threats of stakeholder organisations were addressed through the stakeholder data and are situated in appendix 5.7. As demonstrated from the vast amount of ‘opportunities’ listed by stakeholders there is a significant appetite to work together in an efficient and effective manner. As a local authority stakeholder expressed:

“That would make but actually getting all of those and county leaders involved to sign up to almost a pledge was actually the right way to go, because actually, without buying you’re never going to get the rest below. But having that organisational tier which created some sort of structure for leisure officers etc to work together to actually put the things in place with that sanction from above was the real thing that was going to shift the dial I think and without having that in place, I can't see how it can really move forward, cause otherwise you just get pockets of 1 organization doing great things but not a mass movement. So, it's certainly back getting the right people around the table to one give the authority to sign up, but then actually do the work”.

Perceived benefits through collaboration included the avoidance of duplication, having a consistent message, creating good networks and sharing resources. The implications for funding if a collaborative approach was not taken could have negative implications as a voluntary community stakeholder explained:

“If I was sitting as a funder somewhere and I'm suddenly getting five or six applications from different organizations in Lincolnshire to run different activities that don't at least even reference each other, I'm sitting there going that's not a very joined up accounting. That's not a very strategic approach, and I'm not saying that we should all fall away and let one person do it, although that might be the way, but there needs to be a mechanism by which when a funding opportunity comes up that we are if there are organizations looking to apply for it, we can at least be aware of competition”.

An agile and innovative systems approach is needed to mitigate the risks raised by stakeholders to collaboration. Perceived risks related to the need for a cultural shift,

concern over confusing audiences and apprehension about resources and capacity means that a collaborative approach must address these issues with care. Furthermore, stakeholders voiced the need to work in partnership on joint, mutually beneficial projects to empower organisations, rather than feeling ‘we've got to shift our focus to a strategy that's being decided elsewhere’ (local authority stakeholder). As also explained by a voluntary community sector stakeholder:

“It's guiding people towards that commonality, isn't it? Rather than sort of saying we're going to do this, you must do it in this way. It's sort of going. There's a theme here that we can build on and work with during 2022, and it might be that that it allows us to widen out completely into what that physical activity definition might be rather than feel that you've suddenly got to run in athletics event or something to be able to link in”.

It was important that the views of Lincolnshire citizens are taken on board when considering what they would do to make physical activity easier to engage with. When asked what one thing citizens would change to improve their opportunity for physical activity the responses were as follows (listed in priority order):

1. More and safer cycle lanes
2. Cheaper options for physical activity (memberships, bike hiring, monthly payments)
3. Safety (better roads, more streetlights)
4. Lock bike concern
5. More swimming pools, gyms and (well maintained) footpaths
6. Better public transport
7. Transportation for villages
8. Mental health and disability support
9. Family orientated and child friendly options
10. Promotion of activities and reduced discrimination connected to these

The following section will provide more detail around stakeholder priorities and the ways in which agile systems could work.

2.8. Stakeholder context and priorities

When asked to map their priorities against Sport England's (2021) five big themes, Lincolnshire stakeholders rated them in the following immediate priority order in the context of Lincolnshire in general:

1. Connecting Communities
2. Recover and Reinvent
3. Connecting to Health and Wellbeing
4. Active Environments
5. Positive Experiences for Children and Young People

When these same themes were prioritised in connection with the stakeholder's own particular focus areas this was the response:

1. Recover and reinvent **and** Connecting with Health and Wellbeing
2. Connecting Communities
3. Active Environments
4. Positive Experiences for Children and Young People

This shows a potential discrepancy between the stakeholder's priority needs for the county and their own organisational agendas. Although, the data also demonstrated a closeness between all the priority themes and therefore immediate priorities of recover and reinvent may make way for focus areas of children and young people in the longer term. Over 78% of stakeholders felt that their workforce had the skills to promote physical activity to the community and just over 82% felt their workforce had the confidence to promote physical activity to the community. It would appear therefore that stakeholders felt that their workforce was prepared and had the knowledge to assist in the facilitation of physical activity.

In terms of national agendas, stakeholders stated that both the sector as a whole and their organisation specifically were predominantly focussed on the agendas of health and wellbeing and tackling inequalities (75% or higher for each area). The levelling up agenda was ranked as a third priority for the sector as a whole and their stakeholder area specifically, with over half of respondents listing it as a focus. Stakeholders expressed a clear understanding (75% or higher in agreement) of the importance of physical activity's role in the following national agendas: economic, levelling up, carbon/net zero, tackling inequalities and health and wellbeing. The following section will outline the conclusions and recommendations for LML based on this consultation.

3.0. Conclusions

There was significant enthusiasm and appetite for reinvigorating the way in which physical activity is promoted, engaged with, and managed across Lincolnshire. Citizens and stakeholders were united in their appreciation for the benefits of physical activity and called for a joint approach to its promotion. The findings showcase a need for a joint strategic approach to physical activity provision across the county. The following conclusions are made in relation to the seven themes featured within the main body of the report.

3.1. Equality, diversity and inclusion

There is a need to work hard and on behalf of those in the county who do not have a *voice*. This may include engaging those from disadvantaged communities who struggle to access opportunities available. The challenge for LML is understanding *how* to help those communities that need it the most. Not even half of citizens surveyed felt represented by their local community and the importance of belonging and feeling comfortable was also of concern. Intersectional issues relating to deprivation, cost, access and transport also proved a challenge when seeking to increase participation for all. The need for inclusive physical activity which is thoughtfully implemented to ensure long-lasting benefits and engagement is required. A focus on equity as well as equality would also ensure that issues around access and participation are mindfully placed to provide a holistic understanding of the wider social picture.

3.2. Recover and reinvent

The time is now to reinvent the way in which physical activity is positioned and embedded within the county. The social and community aspect was highlighted as important and should be prioritised when seeking to recover and reinvent. Stakeholders were currently prioritising this theme as organisations start to emerge from the pandemic and reflect on lessons learnt. The need to work collaboratively across sectors is pinnacle to moving forward with a future county-wide approach. There is, however, a complexity involved in creating sustainable organisational networks to recover and reinvent at this time. External challenges were summarised under the three headings of culture (values, change), pragmatics (funding, resourcing and time) and system pressures (workforce, sustainability). Furthermore, the narrative around physical activity was viewed as limiting and potentially confusing, with

stakeholders preferring the terms 'movement' and 'move more' to engage others in this shared vision.

3.3. Positive experiences for children and young people

The importance of engaging families and children into physical activity early was highlighted. Furthermore, this theme also crosses over with areas of wellbeing, socialisation, and safe environments. The findings indicated that there were time commitments, travel implications and personal sacrifices that families undertook to maintain a physically active lifestyle for their children. The theme of children and young people was not viewed as a priority when discussed by stakeholders, however, it is suggested that long-term this area would be significant for development and investment.

3.4 Connecting communities

The importance of connecting communities has emerged as well as the need to do this through an efficient and effective system of promotion and communication. A frustration was shared in terms of a lack of understanding about where to find out about activities and the best way to access them. Citizens discussed provision and having opportunities available to suit a diverse audience and the importance of family activities was raised as significant. Transportation concerns were discussed when addressing community connectivity and physical activity provision.

3.5. Connecting with health and wellbeing

Findings demonstrated a clear understanding of the benefits of physical activity in relation to wellbeing and health across both citizens and stakeholders. A significant number of residents acknowledged that they had the ability to be more active but individual (prioritising, time, motivation, personal wellbeing) and structural (culture, inclusive facilities, cost and provision) barriers had a role to play in inactivity. Taking part in physical activity was not simply a matter of finding the closest facility and *turning up* but involved significant mental and physical determination amidst wider personal responsibilities. This theme strongly connected with equality, diversity and inclusion and therefore health and wellbeing must be understood within the wider socio-economic environment.

3.6. Active environments

Citizens spoke fondly of the natural beauty of Lincolnshire's environment which covers urban, rural, and coastal living. The ability to be active amongst nature and wildlife was highlighted as meaningful to residents. The built environment caused significant barriers to active participation which linked to transport links, road maintenance, safe and maintained cycle and walking routes. The rurality of the county posed issues, the lack of regular transport connections and 'safe routes' were of concern. Furthermore, the perceived emphasis on urban rather than coastal/rural provision was raised as problematic.

3.7. Agile systems

Findings indicated that a collaborative approach to physical activity across the county is much needed and desired. A coherent voice is needed across the county to champion the needs of, and the challenges faced, by Lincolnshire communities. Stakeholders would like sectors to work together, share research and data and have a joint strategy. Perceived benefits through collaboration included the avoidance of duplication, having a consistent message, creating effective networks, and sharing resources. Potential risks related to the need for a culture shift, apprehension over potentially confusing audiences and concerns around resources and capacity. Furthermore, stakeholders voiced the need to work in partnership on joint, mutually beneficial projects to empower organisations. It was important that LML involved others in meeting common goals for mutual benefit rather than imposing predetermined ideals.

4.0. Recommendations

This consultation project has shown the need for Active Lincolnshire to act as a hive or conduit to facilitate physical activity across the county. Based on the findings of this consultation period the following short-, medium- and long-term recommendations have been made for those involved in LML:

4.1. Short-term recommendations (0-1 year)

- Active Lincolnshire to utilise LML as a network to bring together all related stakeholders from across the county.

- To produce a written agreement or pledge whereby all connected organisations can clearly see how the county can work together for mutual benefit (a constitution of Physical Activity for Lincolnshire).
- Map LML key aims to other stakeholder's strategic plans to inform a county-wide objective vision.
- To set up a physical activity data sharing site whereby organisations can find out what other organisations are doing, funding opportunities and be able to access relevant, county-wide information (expand on the *Knowledge Hub*).
- Continue to use and promote the online Activity Finder for citizens to be able to find out what is on in their local area (connecting communities) and for stakeholders to refer to across their networks (connecting with health and wellbeing). This could also connect with up-to-date transport and travel alerts to streamline access.
- Seek to transform the narrative surrounding physical activity to focus on 'moving more' and 'movement'.
- Conduct an audit to understand how physical activity is marketed (content and promotion) across the county in terms of representing diverse communities.

4.2. Medium-term recommendations (1-5 years)

- Create regular networking opportunities for LML partners (those involved in the pledge) to participate in practical workshops.
- Coordinate opportunities to write joint funding bids.
- Facilitate increased opportunities for families to engage in physical activity together.
- Consider and research the potential for a diverse network engagement with physical activity, for example drawing upon expertise across sectors to do so (tourism, culture, heritage, and sport).
- Consider further research to examine the lived experiences of those from more diverse backgrounds.

4.3. Long-term recommendations (5-10 years)

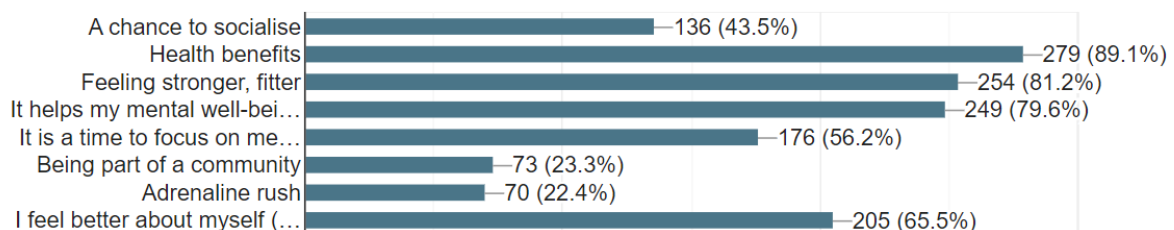
- Consider creating a LML funding resource that allows community groups or advocates to bid for localised support and action. Communities could be provided with a mentor from LML to assist them with the process.
- Review and refresh Lincolnshire's vision for physical activity.
- Establish an improved physical infrastructure to facilitate safe and enjoyable opportunities for physical activity.

5.0. Appendices

5.1. Citizen responses to physical activity statements

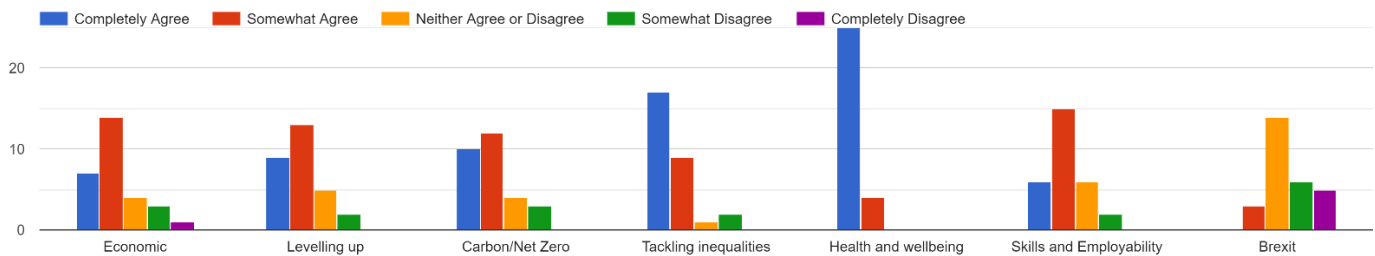
Statements	Responses	Agree	Disagree	Neutral
I find exercise a pleasurable activity.	314/324	80%	10%	10%
My life is busy enough as it is, I don't have the luxury of time to spend getting active.	309/324	30%	60%	10%
I can't access places or facilities where I (or my dependants) could be active (e.g., leisure centres, village halls, community centres).	305/324	23%	60%	10%
I don't know where to find out about activities near me.	299/324	23%	60%	15%
I worry that I might get injured or experience pain.	304/324	23%	60%	15%
I can't get to open spaces where I (or my dependants) could be active.	304/324	23%	60%	15%
I don't see the point of being physically active.	303/324	5%	80%	14.5%
There are no activities available near me that I would like to do.	308/324	27%	55%	18%
Childcare, carer responsibilities, work or school logistics make it impossible to be active.	300/324	18%	51%	31%
There are not enough safe footpaths, cycle lanes or roads for me (or my dependants) to use for recreation or to get to and from places.	305/324	41%	40.5%	18.5%
I can't afford to be active.	305/324	15%	64%	21%
I have the ability to be more active.	305/324	68%	14%	18%
I don't know how to become more active.	303/324	9.5%	67.5%	23%
There are no other people like me taking part in the activities I enjoy.	306/324	23.5%	48.5%	28%
I want to participate with my family or friends.	307/324	49%	24%	27%
I don't think there are suitable programmes for me (or my dependants) to take part in.	299/324	30.5%	45%	24.5%
The open spaces near me are not accessible (e.g., for wheelchair users, pushchairs and people with limited mobility).	305/324	20.5%	42%	37.5%
I don't feel safe being active in my community.	300/324	15%	62.5%	22.5%
I worry that I will be judged by other people.	304/324	28%	51.5%	20.5%
Opportunities I (or my dependants) would like to access are too far away.	305/324	29.5%	49%	21.5%

5.2. Citizen responses to the question: what do you love about movement/physical activity or the thought of doing it?



5.3. Stakeholder responses to national agendas

Stakeholder survey response: To what extent do you agree or disagree with the following statement '*I understand physical activity's role within the following national agendas*':



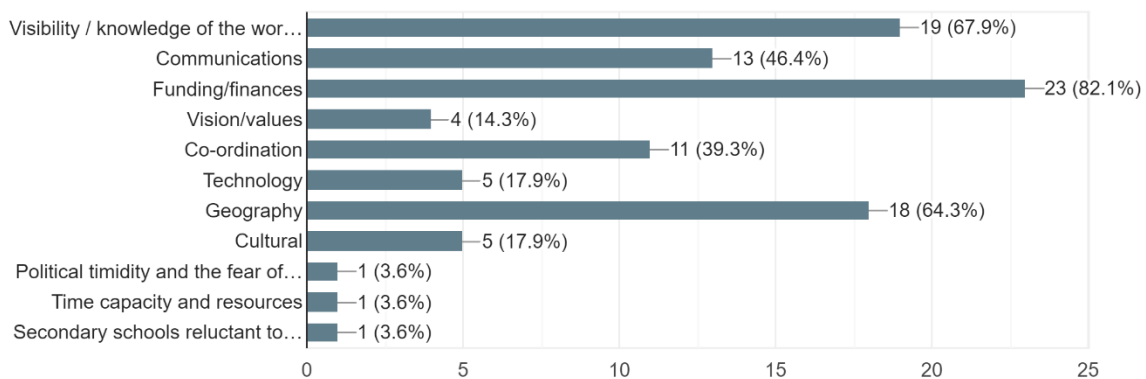
5.4. Stakeholder responses relating to health promotion activities and intended audience

Health Activity	Intended Audience
MHPP	
PHA Campaigns	Have our own internal brands
Mental health and wellbeing session	
Fighting Fit – Cancer rehab	
<ul style="list-style-type: none"> Heart and Sole - Dry January support through our Drink Less pathway. Promotion of Better Health campaigns such as Couch to 5k and Active 10. As a One You service, we focus on the 4 key pillars: Move More, Drink Less Alcohol, Go Smoke Free, Eat Well & Lose Weight. 	Physical activity focused integrated lifestyle support focusing on areas of inequality.
<ul style="list-style-type: none"> Dance Your Cares Away Climbing Wall Doing Sport Differently 	
School streets	
<ul style="list-style-type: none"> Cycle Lincolnshire - active leisure experiences domestic audiences, Visit Lincoln. Taste Lincolnshire - quality local food choices, sustainable, well-being, Visit Lincoln. 	Domestic audiences

<ul style="list-style-type: none"> Capital infrastructure projects: on health promotion linked to the Town Deals in Mablethorpe, Boston and Skegness. Vital & Viable programme across our market towns 	
Mum's run	Attract mums to a running club at school drop off time.
Move More pathway	This includes the following interventions: 1 to 1 Physical Activity sessions, Group Physical Activity sessions (virtual and face to face group sessions), Exercise on Prescription programme (12 week programme delivered by partner leisure providers across the county)
Lincolnshire's Integrated Lifestyle Service, One You Lincs	
This Girl Can Mum Fit session for new mums	Mental health and wellbeing outreach, Play sessions for children that promote physical activity, Early Years nurseries promote physical activity and healthy eating
Lose weight with OYL offer running in Sleaford and Boston	Healthy aging for people aged over 55 getting less than 150 mins of PA per week.
Accessible PA groups in Moulton and Boston	
Our organisation helps to promote other organisations campaigns eg Lincs CCG, Public Health	
The Other Room Virtual Gym	An online physical activity platform that provides access to different exercise sessions from low intensity to high intensity
Running a free movement dance CIC Promoting that exercise can be enjoyable and releasing emotions when we move to music	Promoting moving more, through free movement in nature to music (using silent discos).

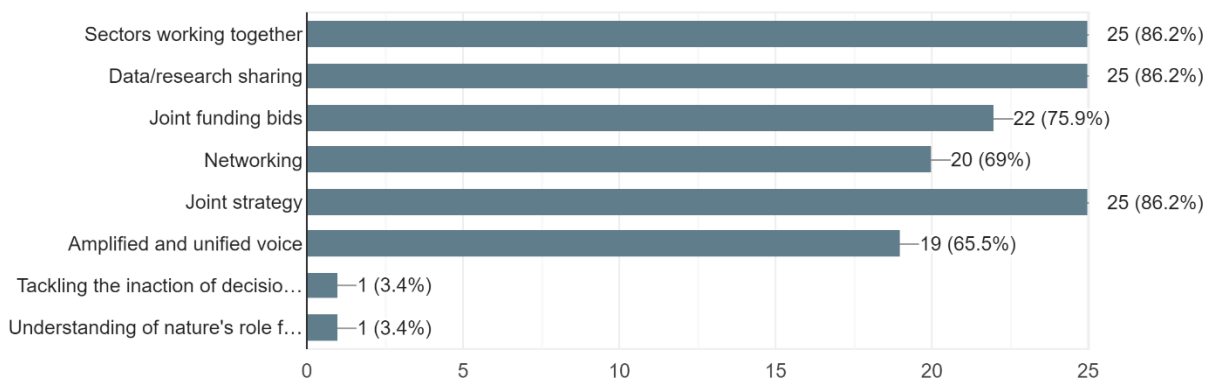
5.5. Stakeholder system barriers to working collaboratively

Stakeholder survey response: Is anything currently stopping/getting in the way of you achieving your organizational vision/goals through collaboration (i.e. the system barriers)? Tick all that apply.



5.6. Stakeholder response to cross-system partners

Stakeholder survey response: What would you like see more of across system partners in Lincolnshire? Tick Three.



5.7. Stakeholder SWOT analysis in relation to greater cross-system collaboration

Stakeholder Organisation's Strengths

Enthusiastic well connected team	Countywide reach, multiple service delivery
Network across Leisure, health and wellbeing and culture	Dedicated staff, clarity of vision
Local knowledge, understanding of the sector	Knowledge and understanding of the challenges facing our Council areas; proven and established partnership working; successful funding through Towns Fund which has facilitated cross-system collaboration.
A well known brand who are able to engage with many children and young people to make a difference	Countywide remit to offer free healthy lifestyle advice and support to Lincolnshire residents. Different programmes/interventions Able to be adaptable and innovate with some of the things that we offer Strong relationships with a range of different partners who actively refer clients into our service. Culture that welcomes partnership working and good communication We have passionate and enthusiast team of practitioners who abide by the values of our organisations
Community connectivity. Reputation for Delivery. Arts and Heritage expertise	Public Health evidence, leadership, strategy, influencing partners, resource of PH grant
At programme level, appetite to work together and understanding that we are a system. Considerable efforts to work across organisational boundaries.	Senior leadership engagement in physical activity and wellbeing already in place.
Not a local authority, spread of membership, whole county reach, proactive reach with businesses	Record of effective partnership working. Systems and processes in place. Recognise value.
County wide coverage, strong networks,	Collaboration and networks
VET is a consortium, designed for collaboration between VCSE sector and the health/care system; membership is growing	Passion, energy and commitment to getting things done
Good at working with GP surgeries in order to drive referrals for PA offers and groups to those who need it.	My organisation benefits many aspects of a participants life.
integral to our goals on a local level	In our department of LCC with work with the vulnerable families, and children aged 0-5 years so our strength lies in targeting families early while there children are young.
Innovative research filling gaps in existing literature, willingness to share and	Innovative research filling gaps in existing literature, willingness to share and

collaborate, combination of industry and academic expertise	collaborate, combination of industry and academic expertise
We have a tourism business membership. We are good at collaboration. We have data insights. We can interstate the strategies with that if DCMS and also other key brands delivery partners.	We have a tourism business membership. We are good at collaboration. We have data insights. We can interstate the strategies with that if DCMS and also other key brands delivery partners.

Stakeholder Organisation's Weaknesses

Volume of workload sometimes creates short-cuts	other agendas & priorities can dominate
Current capacity due CV19	Geography and lack of project funding.
Current demand on services	Capacity
Recruitment since Covid-19: Its hard to find the right individuals	Time
Beyond our Partners, Policy stakeholders and Local Authorities the GLNP's profile is lower than we would like.	It's still very new, website and communications systems under development and evolving.
Capacity	There is only scope for funding to accommodate the main towns in Lincolnshire, which unfortunately often means there are places that would hugely benefit from our offers being left out and the people who live there have to travel.
Pressures on health & social care can sometimes stifle efforts to work across organisational boundaries. Lack of understanding of the wider determinants of health. Historic underfunding (by central government) of healthy lifestyles prevention in Public Health.	Breadth / scope we can only do so much
Funding, we could do more but would need additional financial income to do so.	Silo working
Still relatively new, not necessarily aware of all appropriate partners out there	We are not large enough to take on a greater role
Time and resource	Limited time and resources
Lack of funding that we can bring to the table that can support change	Communication needs strengthening between LCC team and outside agencies to provide families with the best possible outcomes.
Capacity and funding	No direct role in promotion or delivery
We are a commissioned service and therefore have been set strict KPI's. This inevitably can sometimes lead to us having to prioritise things that are likely to support our organisational targets.	Funding - we sometimes have to chase funding streams which can result in mission creep.
Comms	2 Development Managers covering the North East

Stakeholder Organisation's Opportunities

Communication - being an anchor for networks	Acting as a conduit between statutory health and social care services and the community/voluntary sector with a specific focus on health and wellbeing.
We have re launched our company in a much more collaborative way and looking at partnerships as our corner stone, we have local council commission now for direct physical activity interventions in areas we don't have a physical presence	Our outcomes dictate how much more we can grow, and so with greater success and notoriety around Lincolnshire, as we have seen, this allows our commissioners to grant us bigger funding and opportunities to expand our reach.
Joining and aligning ambitions	commitment / understanding it is important
Upcoming collaborative strategies such as Local Nature Recovery Strategies and Local Natural Capital Plans offer an opportunity to improve engagement.	reduce duplication, improve care
Establish new partners, push arts activity to new sectors of the community	Neutral in output - can broker many activities as we do not focus on just one
Establishment of ICS will allow greater cross-system collaboration. Greater engagement with VCS.	Reaching more varied audiences with tailored services
Greater reach, greater impact, wider range of delivery	If we can get vulnerable families engaged early, it should have a positive effect in the future.
Better coverage and reach through partner work, better chance of joint funding areas in need.	Stronger bids and collaborations
Membership of National Federation.	Greater impact of campaigns. Better Social Value Return Efficient spend to prevent duplication A consistent message to the end users (avoid duplication and confusing) Strategic air cover for join strategies, which I'd delivered independently would be weaker.
Influencing and directing funding	Comms and networks
To address health inequalities and support an increase and depth of learning and skills opportunities through a place-based approach to economic development.	System partner for Sport England, Key national player for sport, play and physical activity for young people
One You Lincolnshire, as an organisation we have only been in existence for a short period of time (since August 2019). We therefore are still building our reputation and strengthening partnerships with different organisations across the county.	Communication - being an anchor for networks

<p>We have been working on offering a range of programmes that might offer support to different population groups; pre/post pregnant health, healthy ageing, workplace health, cancer clients etc. We still feel that these new areas of work have potential to grow further.</p> <p>Lincolnshire is such a vast county and this provides great opportunities for us to reach further to more organisations and communities that might be interested in our service.</p>	
<p>The emerging ICS structure represents an opportunity, as does COVID recovery</p>	<p>We have re launched our company in a much more collaborative way and looking at partnerships as our corner stone, we have local council commission now for direct physical activity interventions in areas we don't have a physical presence</p>
<p>Cross boarder projects and shared resource/project funding</p>	<p>Joining and aligning ambitions</p>
<p>Good networks.</p>	<p>Upcoming collaborative strategies such as Local Nature Recovery Strategies and Local Natural Capital Plans offer an opportunity to improve engagement.</p>
<p>Greater working together with shared vision across Greater Lincolnshire</p>	<p>Establish new partners, push arts activity to new sectors of the community</p>
<p>Establishment of ICS will allow greater cross-system collaboration. Greater engagement with VCS.</p>	<p>Influencing and directing funding</p>
<p>Greater reach, greater impact, wider range of delivery</p>	<p>To address health inequalities and support an increase and depth of learning and skills opportunities through a place-based approach to economic development.</p>
<p>Better coverage and reach through partner work, better chance of joint funding areas in need.</p>	<p>One You Lincolnshire, as an organisation we have only been in existence for a short period of time (since August 2019). We therefore are still building our reputation and strengthening partnerships with different organisations across the county. We have been working on offering a range of programmes that might offer support to different population groups; pre/post pregnant health, healthy ageing, workplace health, cancer clients etc. We still feel that these new areas of work have potential to grow further.</p> <p>Lincolnshire is such a vast county and this provides great opportunities for us to reach further to more organisations and communities that might be interested in our service.</p>
<p>Membership of National Federation.</p>	<p>the emerging ICS structure represents an opportunity, as does COVID recovery</p>

Cross boarder projects and shared resource/project funding	reduce duplication, improve care
Good networks.	Neutral in output - can broker many activities as we do not focus on just one
Greater working together with shared vision across Greater Lincolnshire	Reaching more varied audiences with tailored services
Acting as a conduit between statutory health and social care services and the community/voluntary sector with a specific focus on health and wellbeing.	If we can get vulnerable families engaged early, it should have a positive effect in the future.
Our outcomes dictate how much more we can grow, and so with greater success and notoriety around Lincolnshire, as we have seen, this allows our commissioners to grant us bigger funding and opportunities to expand our reach.	Stronger bids and collaborations
commitment / understanding it is important	Greater impact of campaigns. Better Social Value Return Efficient spend to prevent duplication A consistent message to the end users (avoid duplication and confusing) Strategic air cover for join strategies, which I'd delivered independently would be weaker.
Comms and networks	System partner for Sport England, Key national player for sport, play and physical activity for young people

Stakeholder Organisation's Threats

Duplication of effort and therefore confusing our 'audiences'	resource pressure is always a threat
Don't see any, our only concern is capacity, happy to discuss	differing demographics and challenges
Funding and resources	Funding with narrow parameters
The quality of potential employees	Cultural change
If the GLNP doesn't actively engage in greater cross system collaboration there is the risk that the organisation will be sidelined and unable to make the case for nature and it's benefits regarding the meeting of mutual objectives.	Making sure the sector's voice is heard; appropriate resourcing to undertake proper co-production and collaborative project development; other partners just paying 'lip service' to involvement of VCSE groups
Funding limiting capacity, constraining the way we work with others	Conversely to the previous point, without success, we are at risk of having our contract expire.
Funding. Existing culture.	none
Staus quo	lack of staff
As a commissioned service we have direct targets to achieve, by giving out too much of our referral base we could struggle to	Sustainability

achieve set targets and risk contract viability.	
Occasionally competition of services.	working with an organisation with different values
That what needs to happen gets weakened by those who don't walk the walk. They talk it but don't really get it.	We work with families that are in higher areas of deprivation, so we can not signpost anything that would cost money, as it wouldn't be suitable for families. We need connections with outside teams who offer free opportunities. Also I work in East Lindsey area with is very spread out, a lot of families don't have access to transport, so location can effect families engaging.
As a commissioned service, we rely heavily on being funded by the local authority. If funding was to be cut there would be doubts about what the service might look like. Some of our programmes rely on working with sub-contractors to offer delivery. Some partners have struggled to retain/recruit sufficient trained staff to be able to deliver on our health improvement programmes.	Unsure
Funding and time	Loosing recognition of your involvement in a system wide campaign. If you reply on funding for sustainability, you need to be able to badge up / show your involvement etc.