PHYSICAL ACTIVITY
&
SPORT STRATEGY
2017-2021

ONE VISION
Leicestershire, Leicester and Rutland the most physically active and sporting place in England
“If a medication existed which had a similar effect to physical activity, it would be regarded as a ‘wonder drug’ or a ‘miracle cure’.”

Sir Liam Donaldson, former Chief Medical Officer of England

Leicester-Shire and Rutland Sport (LRS) is a partnership of the local authorities of Leicestershire, Leicester and Rutland (LLR) working together with amongst others, schools, National Governing Bodies of Sport, clubs, coaches and volunteers. We have a shared commitment to enrich the lives of the residents of LLR by:

- Getting more people to take part in physical activity and sport.
- Improving our citizen’s physical and mental well-being.
- Developing our paid and unpaid workforce.
- Creating a strong voice for physical activity and sport.
- Building a physical activity and sport environment that is safe, fair and customer focused.

Why is this important?
We know that the benefits of physical activity and sport are far reaching and can positively change the lives of people of all ages and backgrounds across LLR.

There is compelling evidence to show that:

- Physically active children and young people are more likely to do better academically.¹
- An active population drives a stronger economy² and has a positive effect on employability.
- As recognised in the Government strategy for sport. An active lifestyle has been shown to maintain and improve physical health and mental wellbeing.
- Active workplaces are more productive.³
- Physical activity and sport can provide a positive environment for young people and so helps to reduce crime and anti-social behaviour.
- Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life.⁴

This is why our long-term vision has to be ambitious. We want to be the most active place in England, building a healthy and vibrant future for our communities. If we achieve this, we will have been able to contribute to, transforming physical and mental wellbeing outcomes in the sub-region, supporting a stronger economy, and helping individuals and communities to achieve their potential in life. Despite the compelling evidence of the benefits not enough people across Leicestershire, Leicester and Rutland have developed a sustainable physical activity and sport habit.

We need to think and act differently. We need to consider whole system approaches to tackling inactivity. Where there is good practice we need to look to embed it and scale it and we need to re-define and broaden the range of organisations we will work with to reach new audiences. Together we are up for that challenge.

Sources
2. UK Active estimates that just a 1% reduction in the ratio of inactivity each year for five years would save the UK around £1.2 billion (UK Active, 2014)
3. Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007))

Andy Reed, OBE
Chairman

Bill Cullen
Vice Chairman
STRATEGY OVERVIEW 2017-2021

VISION

Leicestershire, Leicester and Rutland the most physically active and sporting place in England.

FOUNDATIONS

WELL LED
Creating a culture where collaboration, good governance, effective leadership and sustainability is the norm.

INSIGHT DRIVEN
An understanding of people and place is at the heart of decision making.

SKILLED AND REPRESENTATIVE WORKFORCE
Developing a skilled, motivated and fit for purpose workforce (paid and voluntary) that is representative of our communities.

EFFECTIVE MARKETING AND COMMUNICATIONS
Positively influence people’s attitudes and behaviours towards being active and ensure information is accessible.

AMBITIONS

GET ACTIVE
Everyone, of all ages, has the opportunity to start participating in physical activity and sport.

ACTIVE PLACES
Facilities, playing pitches and informal spaces, that encourage physical activity and sport are high quality and accessible.

ACTIVE ECONOMY
Promote LLR as a premier, high performing location for undertaking the business of physical activity and sport.

STAY ACTIVE
Support people to develop a resilient physical activity and sport habit to ensure lifelong participation.

OUTCOMES

BETTER HEALTH
Improved physical and mental wellbeing especially for our most inactive people.

MORE PEOPLE
Regularly taking part in physical activity and sport.

STRONGER COMMUNITIES
Achieving more through physical activity and sport.

VISION

Leicestershire, Leicester and Rutland the most physically active and sporting place in England.

AMBIIONS

GET ACTIVE
Everyone, of all ages, has the opportunity to start participating in physical activity and sport.

ACTIVE PLACES
Facilities, playing pitches and informal spaces, that encourage physical activity and sport are high quality and accessible.

ACTIVE ECONOMY
Promote LLR as a premier, high performing location for undertaking the business of physical activity and sport.

STAY ACTIVE
Support people to develop a resilient physical activity and sport habit to ensure lifelong participation.

OUTCOMES

BETTER HEALTH
Improved physical and mental wellbeing especially for our most inactive people.

MORE PEOPLE
Regularly taking part in physical activity and sport.

STRONGER COMMUNITIES
Achieving more through physical activity and sport.

GUIDING PRINCIPLES

SAFE • FAIR • CUSTOMER FOCUSED
INTRODUCTION

The LRS Strategy sets a long-term vision for physical activity and sport across LLR that encompasses everything from supporting the least active residents to build activity into their everyday lives, through to the development of future Olympians, Paralympians and World Champions.

The strategy provides a framework for action by partners working across LLR. It needs local authorities and Local Sport Alliances working closely with public sector bodies including health, sports clubs [professional and voluntary], National Governing Bodies of Sport (NGBs) and the education, voluntary and private sectors, working alongside communities across the sub region. This is not just a strategy for the LRS core team and Board, but for all our partners. Many of these organisations will already be involved in supporting physical activity and sport, others may not but through their work they have knowledge, reach, and expertise that can contribute. Achieving the vision and outcomes for physical activity and sport cannot be achieved alone. Everyone has a role to play in bringing it to life to help realise our collective ambitions.

This strategy needs to be future focused with action reflecting changes in society – there is a growing and ageing population, people’s perception is that they are increasingly time poor and this is contributing towards more sedentary lifestyles. Helping people to prioritise physical activity and sport across all stages of their lives is important.

This strategy argues that achieving our ambitions is not just about doing the same things more efficiently; it argues that a step change is required to maximise the positive benefits to our populations health and wellbeing, the economy, and to communities across LLR. Whole systems approaches are needed to embed different ways of working at scale. Our vision, developed with our partners, is about driving the positive change required to become the most active place in England that improves lives of people across LLR.

ACHIEVEMENTS OVER THE LAST FOUR YEARS

Alongside our partners, we can be proud of the progress made since 2013. The following are some key headlines. Together we have:

**Invested**
- **£578,000** to recruit 47 Graduate Trainees (Legacy Makers)
- Increased physical activity levels, with **26,000 more adults now meeting the Chief Medical Officer (CMO) guidelines**

**Secured**
- **£3,933,288** public health investment into local sport and physical activity commissioning plans generated over 4.8 million attendances
- **£3,013,211** from external sources to support the development of local clubs and organisations

**AWARDED £198,800 to 429 young athletes through the Go Gold talented athlete programme**
- Reduced inactivity levels with nearly **12,000 fewer adults classed as inactive (as of 2015)**
- Total **£513m GVA generated for the LLEP economy from the sector**
- **£642,354 invested to deliver Sportivate projects attracting £378,389 of partner funding resulting in 14,570 attendances**

**Generated over 274,600 users visits to the LRS website with over 2 million page views**
- **16,869 young people competed in the level 3 School Games programme, of whom 1,610 were disabled young athletes**

Secured **£3,013,211** from external sources to support the development of local clubs and organisations
Whilst there are challenges ahead (including economic, social and technological), we do have a very clear sense of direction from the Government Strategy for Sport with its focus on the outcomes that can be achieved through physical activity and sport.

It is important to consider Sport England’s vision that everyone in England, regardless of age, background or level of ability, feels able to engage in physical activity and sport. Some will be young, fit and talented, but most will not. We need a physical activity and sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers when developing local policy.

This means that locally we need to consider:

∫ Physical activity and sports contribution to five broader outcomes (beyond sport for sports sake): physical wellbeing; mental wellbeing; individual development; social and community development and economic development.

∫ Ensuring approaches to physical activity and sport are built around behaviour change and the principles of behavioural science, insight and customer focus.

∫ Tackling inactivity and prioritising demographic groups who are currently under-represented in physical activity and sport.

∫ Helping those who currently have a resilient physical activity or sport habit to stay that way and to encourage the sector to work with them do this more efficiently and at lower public subsidy.

∫ Working with a wider range of existing and new partners, who can help reach target audiences and share mutual objectives.

Additionally, there needs to be a strong alignment to the priorities outlined in other local strategies. Examples of these include; Health and Wellbeing Strategies, Sustainability and Transformation Plans and Community Development Plans for LLR.

Our aspiration is for the priorities in this strategy to reflect and be reflected by our partner organisations as corporate priorities, ensuring this is not just a top down strategy but one that has local reach.

Where are we locally?

over 540,000 people are physically active in LLR

59% of adults want to do more physical activity – this includes 28% of people currently inactive

206,100 adults across LLR are physically inactive

A further 108,500 adults across LLR are not active enough for good health

75% of 5-7 year olds do not meet recommended guidelines for physical activity. This increases as children get older

16% gap in participation levels between the highest and lowest socio-economic groups

15.4% of disabled people participated in sport at least once a week – less than the national average

Overall, White (British and other) participate more than Black and Ethnic Minority groups

There is a higher than national average population growth [5%] projected (2014 to 2020)

over 39% of adults in LLR do not meet CMO guidelines

Only 21% of boys and 16% of girls meet recommended guidelines for physical activity

Overall, White (British and other) participate more than Black and Ethnic Minority groups

More than 9% difference in participation levels between males and females
CONSULTATION HEADLINES

From our consultation with partners, some key themes and challenges have emerged to be addressed through this strategy. Some of the key messages that we have heard are that this strategy must:

- **Build on real positives**, considering how we can adopt a whole systems approach to embed what works at scale.
- **Achieve the balance between a universal and targeted approach and address inclusivity and inequalities**. It will be important for investment to focus in areas where there will be the greatest health and social benefits.
- **Not lose sight of the important role that clubs, coaches, volunteers and NGBs and the role they play in supporting existing participants.**
- **Public sector partners have a leadership role to support residents and communities to maximise the power of physical activity and sport to create health and social outcomes.**
- **Redefine and broaden the range of organisations we work with to reach new audiences.**
- **Recognise that implementation is key and we need to put in place appropriate structures and plans to deliver our collective aspirations.**
- **Implications**

**Baseline information for LLR**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline information for LLR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in the percentage of people (16+) physically active (150 mins each week)</td>
<td>63.3%</td>
</tr>
<tr>
<td>Decrease in the percentage of people physically inactive (less than 30 mins each week)</td>
<td>24.1%</td>
</tr>
<tr>
<td>Increase in the percentage of adults utilising outdoor space for exercise/health reasons</td>
<td>20.8%</td>
</tr>
<tr>
<td>Increase in the sector GVA for Leicestershire, Leicester and Rutland</td>
<td>£513m</td>
</tr>
<tr>
<td>Increase in the percentage of active young people (60 mins per day)</td>
<td>TBC</td>
</tr>
<tr>
<td>Increase in the number of people volunteering in sport at least twice in the last year</td>
<td>TBC</td>
</tr>
<tr>
<td>Net investment (physical activity and sport) into LLR from external funders</td>
<td>TBC</td>
</tr>
<tr>
<td>Increase in the percentage of young people (11-18) with a positive attitude towards sport and being active</td>
<td>TBC</td>
</tr>
<tr>
<td>Increased levels of social trust in local communities</td>
<td>TBC</td>
</tr>
<tr>
<td>Percentage of the population reporting positive perceived self-efficacy</td>
<td>TBC</td>
</tr>
</tbody>
</table>

*We will explore creating a population and deprivation standardized composite measure, based on England wide information, to determine a national ranking.*
In this section we outline the key priorities that require multiple and cross partner working to bring this strategy to life. The section begins to address both what needs to be delivered (the Ambitions), and how we plan to deliver on these priorities (the Foundations).

LRS and partner organisations will:

**Ambition 1: Get Active**

Everyone, of all ages, has the opportunity to start participating in physical activity and sport.

<table>
<thead>
<tr>
<th>Priorities for Action</th>
<th>Primarily contributing towards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Embed physical activity and literacy into Early Years settings.</td>
<td>Better Health</td>
</tr>
<tr>
<td>1.2 Ensure all education settings deliver on a whole systems approach to physical education, physical activity and sport.</td>
<td>Better Health</td>
</tr>
<tr>
<td>1.3 Develop a targeted approach to raise physical activity levels in low participating groups.</td>
<td>Better Health</td>
</tr>
<tr>
<td>1.4 Develop referral pathways to enable entry into appropriate physical activity and sport opportunities.</td>
<td>More People</td>
</tr>
<tr>
<td>1.5 Develop and deliver relevant targeted physical activity and sport campaigns to reduce inactivity and increase participation.</td>
<td>More People</td>
</tr>
</tbody>
</table>

**Call for Action**

This strategy needs both existing and new partners to take action to deliver this ambition. We would anticipate the following taking a proactive leadership role: Local authorities, Public Health teams, School Sport and Physical Activity Networks, Local Sport Alliances, Sport England, Further and Higher Education, Voluntary and Charitable Sector partners.

**Ambition 2: Stay Active**

Support people to develop a resilient physical activity and sport habit to ensure lifelong participation.

<table>
<thead>
<tr>
<th>Priorities for Action</th>
<th>Primarily contributing towards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Ensure there is a network of effective and sustainable clubs and organisations, which cover a diverse range of physical activity and sport opportunities to meet the needs of local communities.</td>
<td>More People</td>
</tr>
<tr>
<td>2.2 Ensure there are opportunities and pathways in place for all people of any ability, to achieve through physical activity and sport.</td>
<td>More People</td>
</tr>
<tr>
<td>2.3 Work with national and local organisations including public/private/voluntary sector partners, maximising a whole market approach, to develop, promote and deliver a universal physical activity and sport offer.</td>
<td>More People</td>
</tr>
<tr>
<td>2.4 Encourage everyone to embed regular, informal physical activity and sport opportunities into their daily family lives.</td>
<td>More People</td>
</tr>
</tbody>
</table>

**Call for Action**

This strategy needs both existing and new partners to take action to deliver this ambition. We would anticipate the following taking a proactive leadership role: Local authorities, Local Sport Alliances, School Sport and Physical Activity Networks, Local Sport Alliances, Sport England, Further and Higher Education, Leisure Providers, Community Sports Clubs and organisations, Professional Sports Clubs.

“Celebrating and inspiring older people, through The Twilight Games, is an example of how we need to work differently, with a wider range of partners to ensure that older people are supported to improve their health and well-being through physical activity and sport.”

Care Home Manager

“The ‘Get Healthy, Get into Sport’ project is a great example of building our insight and the evidence of ‘what works’ to get inactive people, more active. Changing and sustaining behaviour change requires a deep understanding of the motivations of individuals”

Directors of Public Health, Leicestershire County Council and Leicester City Council
AMBITION 3: ACTIVE PLACES

Facilities, playing pitches and informal spaces, that encourage physical activity and sport, are high quality and accessible.

<table>
<thead>
<tr>
<th>Priorities for Action</th>
<th>More People</th>
<th>Better Health</th>
<th>Stronger Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Ensuring physical activity and sport is a priority within the planning system, utilising the Active Design principles for new developments.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3.2 Secure investment into both our traditional and non-traditional facilities, formal and informal spaces, based on strategic need, for physical activity and sport. (For example from Section 106, CIL and Lottery funds.)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3.3 Realise the potential that schools and colleges can offer their communities through high quality accessible facilities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3.4 Promote the use of formal and informal local community facilities and open spaces for physical activity and sport, supporting a more active everyday lifestyle.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3.5 Ensure the current network of local sport facilities are maintained to a high standard and have a diverse and inclusive approach to their programming.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3.6 Increase the levels of active travel (e.g. cycling and walking) therefore integrating physical activity into daily lives.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3.7 Promote active communities, encouraging stakeholders across the voluntary and public sector to use physical activity and sport to strengthen neighbourhoods and to support communities to work together.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Call for Action

This strategy needs both existing and new partners to take action to deliver this ambition. We would anticipate the following taking a proactive leadership role: Local authorities, Leicester and Leicestershire Economic Partnership, Sport England, NGBs, Workplaces, Voluntary sector and Charitable sector land management agencies.

"We need to work together to create local environments that support active living if we are to change the behaviour of our communities of the future"  

Portfolio Holder for Sport, Rutland County Council

AMBITION 4: ACTIVE ECONOMY

Promote LLR as a premier, high performing location for undertaking the business of physical activity and sport.

<table>
<thead>
<tr>
<th>Priorities for Action</th>
<th>More People</th>
<th>Better Health</th>
<th>Stronger Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Deliver the ambitions of the Leicester and Leicestershire Sport &amp; Physical Activity Sector Growth Plan with a particular focus on: a. Developing a coherent plan to attract and develop sport events [and conferences] of national and international standing. b. Promote Leicester and Leicestershire as England’s 'County and City' capital of sport, a premier location to attract sport and physical activity business investment and tourism. c. Capitalising on the global reputation and knowledge base for physical activity and sport within our universities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>4.2 For the strategy partners to take a lead in increasing the physical activity levels of their own workforces, and champion a sub-region wide focus on active workplaces. To successfully evidence the positive economic impact of such approaches.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>4.3 Support a network of sport businesses (Small and Medium Enterprises) to increase profitability and productivity.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Call for Action

This strategy needs both existing and new partners to take action to deliver this ambition. We would anticipate the following taking a proactive leadership role: Local authorities, Leicester and Leicestershire Economic Partnership, Sport England, professional sports clubs, commercial sector.

“It is vitally important that the physical activity and sport sector finds a way to demonstrate what the sector contributes to creating a thriving and vibrant economy”

Chair of the Culture Board
FOUNDATION 1: WELL LED

Creating a culture where collaboration, good governance, effective leadership and sustainability is the norm.

**Priorities for Action**

- 5.1 To broker and facilitate a broad range of relationships to ensure that we have sector leading levels of leadership, influence, collaboration and partnership working across LLR.
- 5.2 To influence and support new and existing partners, both locally and nationally, to ensure that strategic plans and policy reflect positively the role that physical activity and sport can play to improve health and strengthen our communities.
- 5.3 That LRS and its partners embrace the Code for Sports Governance to ensure high standards of good organisational practice.
- 5.4 Work in partnership to align existing resources to support the achievement of the three headline outcomes, and work in a coordinated way to secure external investment.
- 5.5 That we become more enterprising and innovating in our approach, which will lead to greater financial sustainability and reduce our dependence on public funding.

**Call for Action**

This strategy needs both existing and new partners to take action to deliver this foundation.

“**We cannot do this on our own. We need to find better ways of making our resources go further. Effective collaboration across boundaries is key to this.**”

Chair of the Cultural, Sport and Chief Officer Partnership

---

FOUNDATION 2: INSIGHT DRIVEN

An understanding of people and place is at the heart of decision making.

**Priorities for Action**

- 6.1 Grow our partnership wide understanding and evidence base of our communities.
- 6.2 Create a coherent and collaborative approach to developing and sharing insight.
- 6.3 Support approaches to generate new insight to inform both business case development and the design of interventions at every stage of the physical activity and sport journey.
- 6.4 Work with our partners to develop a common evaluation framework and ensure that we consistently monitor and evaluate interventions.
- 6.5 Ensure that behaviour change principles are embedded within the design, delivery and messaging of our interventions.
- 6.6 Make appropriate physical activity and sport data more openly available by supporting our partners to create systems and platforms that integrate with each other.

**Call for Action**

This strategy needs both existing and new partners to take action to deliver this foundation.

“**Insight builds a clear picture of the needs of the individual and communities, helping us to understand motivations, attitudes and barriers that are crucial to supporting behaviour change. It is therefore fundamental that LRS work with partners and its partners develop a deep and fundamental understanding of their place.**”

Executive Director, Sport England

---
"We need more programmes that support communities, like mine, to take the lead, only then can we make a lasting difference to our children and our community"

Take the Lead Participant

"We need to be more effective regarding how we tailor our message and communicate with inactive people to influence them to take part in physical activity and sport"

Chair, Local Sport Alliance

This strategy has been developed in association with Robert Young Consulting Ltd
Leicestershire, Leicester and Rutland the most physically active and sporting place in England

Leicester-Shire & Rutland Sport

SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF
T: 01509 564888
E: info@LRSport.org

lrsport.org

Leicester-Shire & Rutland Sport working together with our principal funders Leicestershire County Council and Sport England to support Physical Activity and Sport.