



**LEICESTER-SHIRE  
& RUTLAND SPORT**  
PHYSICAL ACTIVITY & WELLBEING

# PHYSICAL ACTIVITY & SPORT STRATEGY 2017-2021



**LRS ONE VISION**

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

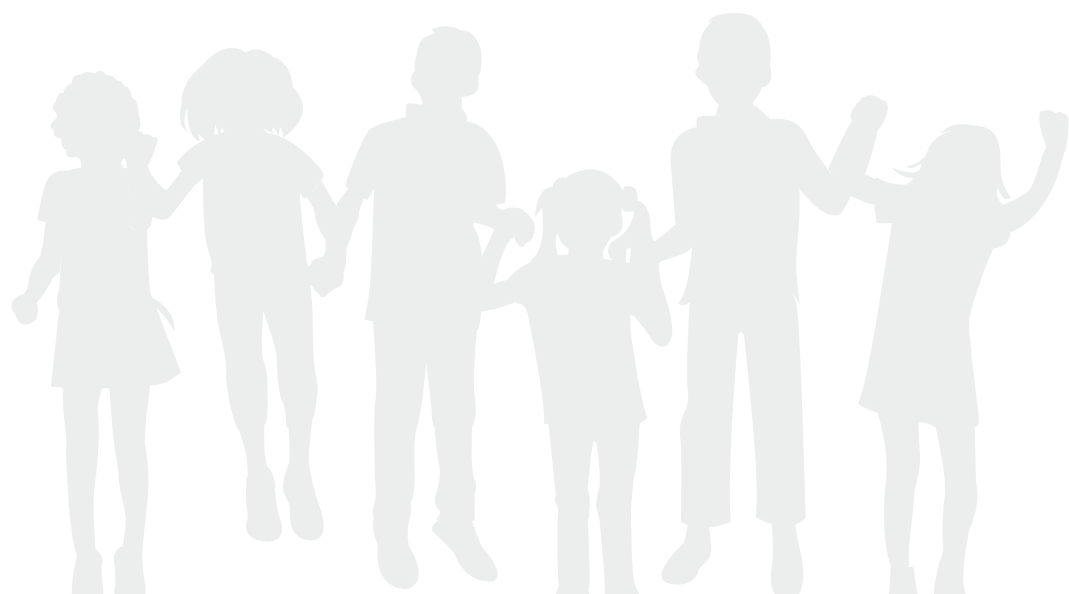


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*"If a medication existed which had a similar effect to physical activity, it would be regarded as a 'wonder drug' or a 'miracle cure'"*

*Sir Liam Donaldson, former Chief Medical Officer of England*



# WELCOME

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 taking 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.<sup>1</sup>**
- **An active population drives a stronger economy<sup>2</sup> 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.<sup>3</sup>**
- **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.<sup>4</sup>**

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.



**Andy Reed, OBE**  
Chairman

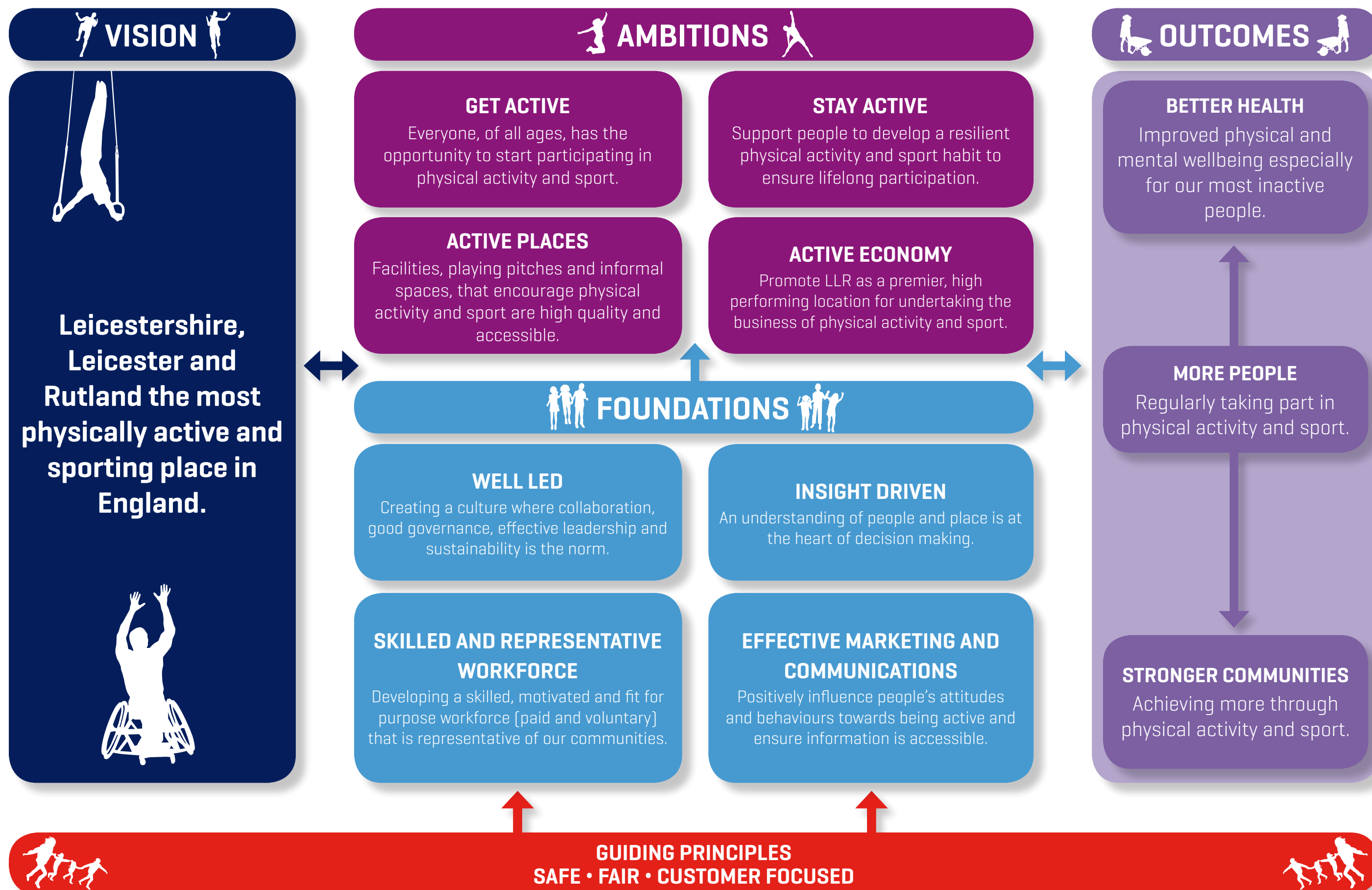


**Bill Cullen**  
Vice Chairman

## Sources

1. Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy
2. UK Active estimates that just a 1% reduction in the rates 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])
4. CASE: The Culture and Sport Evidence Programme, 2015. 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur'

# PHYSICAL ACTIVITY & SPORT STRATEGY 2017-2021



## 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



**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)

**Secured**

**£3,933,288**



public health investment into local sport and physical activity  
commissioning plans generated over 4.6 million attendances



to the LRS  
website  
with over **2**  
million page  
views

Increased  
participation in  
sport, with more  
than **13,000**  
adults (16+)  
taking part at  
least once a week  
for 30 minutes

**16,869**  
young people  
competed  
in the level 3  
School Games  
programme, of  
whom **1,610**  
were disabled  
young athletes



**Secured**

**£3,013,211**



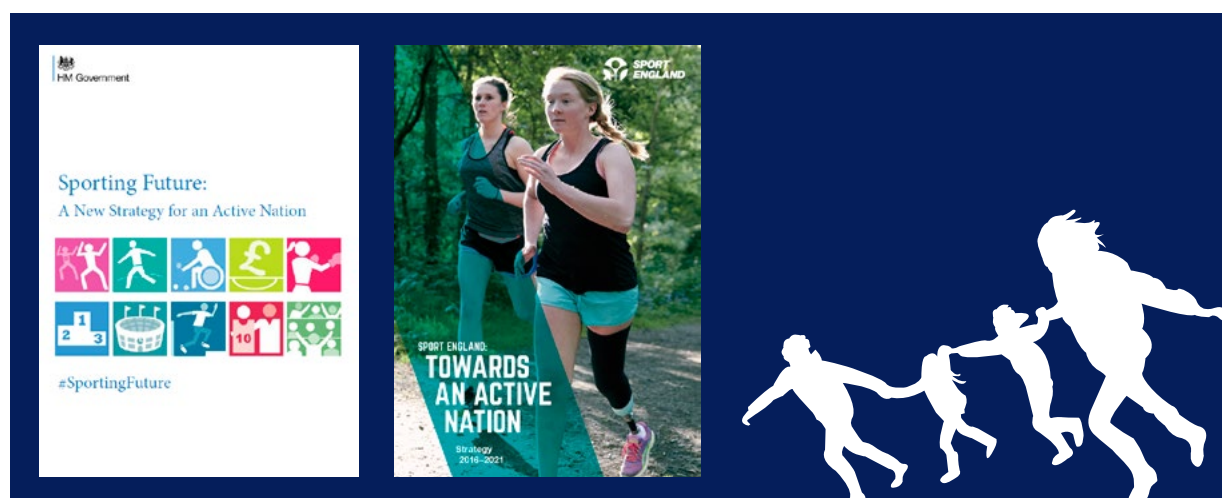
from external sources to  
support the development of  
local clubs and organisations

**£642,354**

invested to deliver Sportivate projects  
attracting £378,389 of partner funding  
resulting in 14,570 attendances



## NATIONAL AND LOCAL PERSPECTIVE



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 physical activity sport. Some will be young, fit and talented, but most will not. We need a 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

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



**206,100** adults across LLR are physically inactive

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



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

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

**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

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

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

# 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.

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**.

**Not lose sight** of the important role that clubs, coaches, volunteers and NGBs and the role they play in supporting existing participants.

Partners told us that;

- Early years and engagement in schools
- Workplaces
- Paid and voluntary workforce

are all areas where we can make a difference at scale.

Recognise that the contribution of physical activity and sport goes beyond just health and social care, and that we must **continue to work to influence other sectors**.

Acknowledge the **financial realities of the public sector**, and endeavour to ensure resources are used intelligently.

Redefine and broaden the range of organisations we work with to reach new audiences.

Don't lose sight of **local priorities**, and reflect different needs in different parts of LLR.

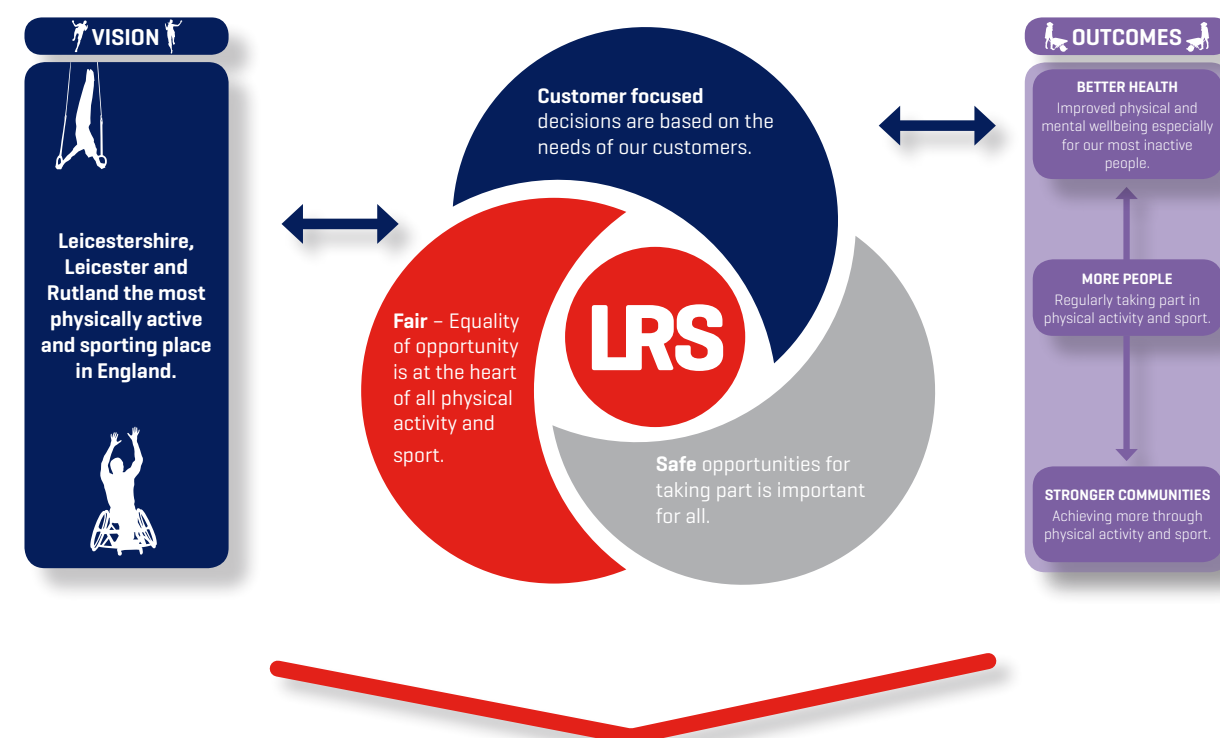
**Future proof** what we do, by focusing on ways of working effectively together.

Recognise that **implementation is key** and we need to put in place appropriate structures and plans to deliver our collective aspirations.

**Understand the needs of customers (and non-customers) better.**

# GUIDING PRINCIPLES & MEASURING SUCCESS

Our Guiding Principles will underpin all our work in delivering the priorities of this strategy. Our success in achieving our vision and outcomes will be measured against progress against the headline indicators, stated towards the bottom of this page\*



Indicator	2016/17 baseline information for LLR
Increase in the percentage of people (16+) physically active (150 mins each week)	63.3% <sup>1</sup>
Decrease in the percentage of people physically inactive (less than 30 mins each week)	24.1% <sup>1</sup>
Increase in the percentage of active young people (60 mins per day)	14.9% <sup>2</sup>
Increase in the percentage of adults utilising outdoor space for exercise/health reasons	20.8% <sup>3</sup>
Increase in the sector GVA for Leicestershire, Leicester and Rutland	£513m <sup>4</sup>
Increase in the number of people volunteering in sport at least twice in the last year	TBC
Net investment (physical activity and sport) into LLR from external funders	TBC
Increased levels of social trust in local communities <sup>4</sup>	TBC
Percentage of the population reporting positive perceived self-efficacy <sup>4</sup>	TBC

\*We will explore creating a population and deprivation standardised composite measure, based on England wide information, to determine a national ranking  
 1 Source: 2017 Active Lives Survey. 2 Source: Public Health Outcomes Framework. 3 Source: Leicester, Leicestershire Economic Partnership  
 4 Active Lives Survey: Information will be available from 2018/19

# OUR PRIORITIES FOR ACTION ... WHAT WE NEED TO DO BY 2021

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

*“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 2: STAY ACTIVE

Support people to develop a resilient physical activity and sport habit to ensure lifelong participation.	Primarily contributing towards		
	More People	Better Health	Stronger Communities
<b>Priorities for Action</b>			
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.	✓	✓	✓
2.2 Ensure there are opportunities and pathways in place for all people of any ability, to achieve through physical activity and sport.	✓		
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.	✓	✓	
2.4 Encourage everyone to embed regular, informal physical activity and sport opportunities into their daily family lives.	✓	✓	
<b>Call for Action</b>			
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*



# AMBITION 3: ACTIVE PLACES

Facilities, playing pitches and informal spaces, that encourage physical activity and sport, are high quality and accessible.	Primarily contributing towards		
	More People	Better Health	Stronger Communities
Priorities for Action			
3.1 Ensuring physical activity and sport is a priority within the planning system, utilising the Active Design principles for new developments.	✓		✓
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.]	✓		✓
3.3 Realise the potential that schools and colleges can offer their communities through high quality accessible facilities.	✓		✓
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.	✓	✓	✓
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.			✓
3.6 Increase the levels of active travel [e.g cycling and walking] therefore integrating physical activity into daily lives.		✓	✓
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.	✓		✓
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, 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

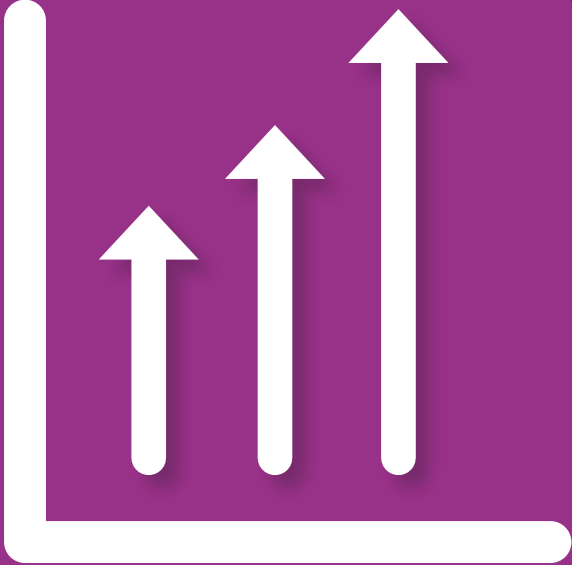


# AMBITION 4: ACTIVE ECONOMY

Promote LLR as a premier, high performing location for undertaking the business of physical activity and sport	Primarily contributing towards		
	More People	Better Health	Stronger Communities
Priorities for Action			
4.1 Deliver the ambitions of the Leicester and Leicestershire Sport & 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.	✓ ✓ ✓		✓  ✓
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.		✓	✓
4.3 Support a network of sport businesses [Small and Medium Enterprises] to increase profitability and productivity.	✓		✓
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



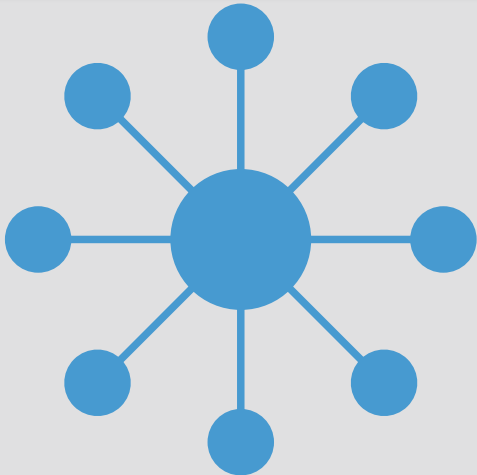


# FOUNDATION 1: WELL LED

Creating a culture where collaboration, good governance, effective leadership and sustainability is the norm.	Primarily contributing towards		
	More People	Better Health	Stronger Communities
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 would anticipate the following taking a proactive leadership role: Local authorities, Public Health teams, Sport England, School Sport and Physical Activity Networks, NGBs, Local Sport Alliances, Further and Higher Education, Leicester and Leicestershire Economic Partnership, Community Sports Clubs, Professional Sports Clubs, Voluntary and Charitable Sector partners.			

“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

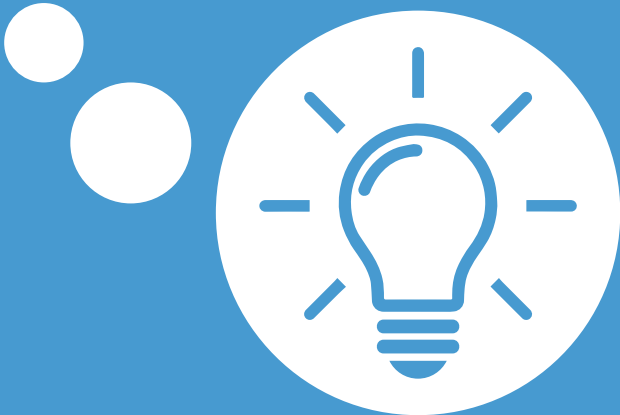


# FOUNDATION 2: INSIGHT DRIVEN

An understanding of people and place is at the heart of decision making	Primarily contributing towards		
	More People	Better Health	Stronger Communities
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. We would anticipate the following taking a proactive leadership role: Local authorities, Public Health teams, Sport England, School Sport and Physical Activity Networks, NGBs, Local Sport Alliances, Further and Higher Education, Leicester and Leicestershire Economic Partnership, Community Sports Clubs, Professional Sports Clubs, Voluntary and Charitable Sector partners.			

“It is business critical that the partners in the LRS partnership area have a deep understanding of their place and that the offer to local communities is based on the needs of the individual”

Strategic Lead, Sport England

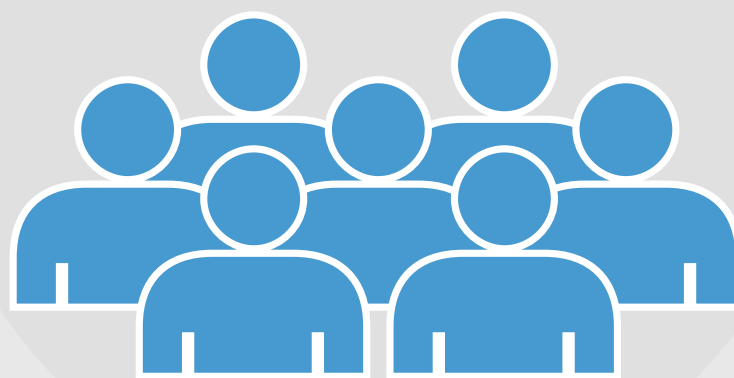


## FOUNDATION 3: SKILLED AND REPRESENTATIVE WORKFORCE

Developing a skilled motivated and fit for purpose workforce (paid and voluntary) that is representative of our communities.	Primarily contributing towards		
	More People	Better Health	Stronger Communities
<b>Priorities for Action</b>			
7.1 Develop a coordinated and committed approach to Traineeships, Apprenticeships, and Graduate Placements for the sector.	✓		✓
7.2 Develop a robust Continuous Professional Development programme for the physical activity and sport workforce, to ensure they provide a high quality, customer focused experience.	✓	✓	✓
7.3 Deliver consistent physical activity, sport and healthy lifestyle messages and to support the principle of 'making every contact count' with partners.	✓	✓	✓
7.4 Ensure a coordinated approach to developing coaches, activators and volunteers, in order to increase and retain the numbers actively deployed in the sector, and ensure the workforce is more representative of the local community.			✓
<b>Call for Action</b>			
This strategy needs both existing and new partners to take action to deliver this foundation. We would anticipate the following taking a proactive leadership role: Local authorities, Public Health teams, Sport England, School Sport and Physical Activity Networks, NGBs, Local Sport Alliances, Further and Higher Education, Leicester and Leicestershire Economic Partnership, Community Sports Clubs, Professional Sports Clubs, Voluntary and Charitable Sector partners.			

*"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*



## FOUNDATION 4: EFFECTIVE MARKETING AND COMMUNICATIONS

Positively influence people's attitudes and behaviours towards being active and ensure information is accessible.	Primarily contributing towards		
	More People	Better Health	Stronger Communities
<b>Priorities for Action</b>			
8.1 Align to national and local physical activity and sport campaigns to maximise their impact across LLR.	✓	✓	
8.2 Use a range of platforms and methods to promote opportunities that encourage all people get active or stay active.	✓	✓	
8.3 Support delivery organisations and providers to develop more effective approaches to marketing and communications, supporting them with behavioural insights and training.	✓	✓	
8.4 Explore the development of a centralised digital hub which hosts data for formal and informal physical activity and sport opportunities across LLR.	✓	✓	✓
8.5 Celebrate the collective success of organisations and individuals that deliver positive outcomes through physical activity and sport.	✓	✓	✓
<b>Call for Action</b>			
This strategy needs both existing and new partners to take action to deliver this foundation. We would anticipate the following taking a proactive leadership role: Local authorities, Public Health teams, Sport England, School Sport and Physical Activity Networks, NGBs, Local Sport Alliances, Further and Higher Education, Leicester and Leicestershire Economic Partnership, Community Sports Clubs, Professional Sports Clubs, Voluntary and Charitable Sector partners.			

*"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*



# ONE VISION

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

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**LEICESTER-SHIRE  
& RUTLAND SPORT**  
PHYSICAL ACTIVITY & WELLBEING

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

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