



PRCC.16 13/14

Prosperous Communities  
Committee

Date 3<sup>rd</sup> September 2013

**E**

**Subject: West Lindsey Leisure Strategy**

Report by:

Chris Allen  
Head of Public Protection Service  
01427 675133  
chris.allen@west-lindsey.gov.uk

Contact Officer:

Karen Whitfield  
Area Development Officer  
01427 675140  
karen.whitfield@west-lindsey.gov.uk

Purpose / Summary:

To present Members with the results of the recent work undertaken to produce a Leisure Strategy for the District and to seek approval for adoption.

**RECOMMENDATION(S):**

- i) That Members approve and adopt the Leisure Strategy for West Lindsey

**IMPLICATIONS**

**Legal: None**

**Financial: None FIN/11/14**

**Staffing:** The staffing impact of implementing the leisure strategy is detailed in the body of the report.

**Equality and Diversity including Human Rights :** The Leisure Strategy will facilitate partnership working and sustainable leisure activity across the District, including specific provision for young, old and disabled users.

**Risk Assessment : None**

**Climate Related Risks and Opportunities :**  
None

**Title and Location of any Background Papers used in the preparation of this report:**  
Leisure Strategy Discussion Document

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)      **Yes**       **No**

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications      **Yes**       **No**

## 1. Introduction

1.1 Leisure has the potential to play a crucial part in helping the Council to deliver on its corporate objectives including helping citizens to help themselves, being a district where people want to work, live and visit, developing and growing businesses and the workforce, and having active, healthy and safe citizens.

1.1 The Council commissioned APSE to conduct a review of its leisure service and provision in September 2012. Whilst the main driver of the review was the imminent end of the current leisure contract the report APSE produced also considered the wider aspects of the Council's leisure service.

1.2 The leisure review identified the following:

- i) The need for a cohesive approach to the delivery of leisure activity
- ii) The need for a shared strategic vision and direction
- iii) The need for communication between partners
- iv) The need for the development of a West Lindsey partnership to co-ordinate leisure activity across the District
- v) The need to share resources and commitment to leisure services delivery.

1.3 The review identified a multitude of leisure activity across the District, however, there exists a lack of co-ordination which has resulted in patchy provision and need in some areas that is not being met. The Leisure Strategy will provide a structure to facilitate partnership working, collaboration and coordination to ensure the best use of resources and deliver economies in working together.

1.4 As the findings of the review revealed significant opportunities to, both improve the leisure offer in the District, and to save resources in terms of collaborative working, it became evident to the Council and local partners that a robust Leisure Strategy would provide a firm platform to act on the findings of the review.

1.5 The leisure review identified that the Council has a significant opportunity to take a lead role in pulling together strategic partners to address the findings from the review through this strategy. Having the appropriate resources within the council to undertake this role is vital and this is being addressed as part of the current restructure proposals being considered by Officers and Members.

1.5 Having an adopted Leisure Strategy will also allow the Council to apply for funding to support the development of leisure activities and facilities across the district from bodies such as Sport England who require a strategy as a prerequisite.

## 2. Consultation

- 2.1 The Leisure Strategy has been developed through community and stakeholder consultation, stakeholder and Member workshops and also takes into consideration the policies and strategies of key partners. The initial research also took into account the locality consultation already undertaken and the resulting key priorities.
- 2.2 The consultation has been extensive as the Council are keen for this to be seen as a partnership document and a strategy for the District as a whole. A sample of the consultation undertaken is as follows:
- i) Questionnaire submitted to the Citizens Panel, sports clubs, Parish Councils, schools and sports centre users
  - ii) A link to an e-survey was available on the West Lindsey website during February 2013
  - iii) Individual meetings have taken place with key strategic partners
  - iv) Partner/stakeholder workshops
  - v) Members workshop.
- 2.3 Some of the key findings from the consultation were:
- i) 86% of respondents took part in sport or physical activity, 58% more than once per week
  - ii) 60% used a leisure facility
  - iii) 64% thought that West Lindsey District Council should take the lead in the delivery of sport and physical activity
  - iv) 92% thought that the Council should work in partnership with others to deliver the service
  - v) 68% said they would be willing to pay more Council tax in order to improve leisure facilities
  - vi) 93% stated that leisure and physical activity was important to them.
- 2.4 The list of activities respondents said they would like to see developed in the future included,:
- i) More time allowed for public swimming,
  - ii) Developing locally based keep fit activity
  - iii) Gentle exercise for older and disabled residents
  - iv) Exercise linked to a social activity
  - v) Sailing, canoeing and rowing
  - vi) Road cycling, cycle routes
  - vii) Athletics
  - viii) More parent and child activities
  - ix) Archery

### **3. Leisure Strategy**

- 3.1 The leisure strategy has been developed taking into account the extensive consultation undertaken plus evidence from demographics and health profiles of the District, and key priorities of partner organisations.

- 3.2 Health and Wellbeing is a key priority for the Council and the Leisure Strategy aims to compliment and support the Health and Wellbeing Strategy for West Lindsey 2012-2015 which was adopted in September 2012. The key priorities of this document are promoting healthier lifestyles, improving the health and wellbeing of our older residents, improving health and social outcomes for children and reducing inequalities and tackling the social determinants of health.
- 3.3 The Leisure Strategy also identifies the summary outcomes of the Central Lincolnshire Indoor and Built Sports Facility study recently undertaken by the three central Lincolnshire authorities by the Joint Planning Unit.
- 3.4 The vision for the Leisure Strategy is for **‘a West Lindsey District where activity, recreation and sport are an enjoyable and fun part of everyday life for all our residents and visitors, and participation is increased through informal, formal and diverse activities’**.
- 3.5 The aims of the Leisure Strategy are to:
- i) Create links with National, Regional and local priorities
  - ii) Identify priorities for the development of a strategic action plan for partners
  - iii) Provide a basis to establish a District wide leisure partnership
  - iv) Identify areas where leisure can deliver on Corporate and community priorities
  - v) Provide a basis to work with partners to build a programme of activities to deliver on locally identified needs
  - vi) Provide a focus on improving provision for children, young people and older people
  - vi) Increase the opportunities for residents to adopt healthier lifestyles through participation in leisure activities
- 3.6 The Leisure Strategy should be seen as a starting point and a basis to develop a co-ordinated and strategic approach to leisure across the whole of the District.
- 3.7 The main short term priority resulting from the Strategy is to develop a strategic leisure partnership for West Lindsey to include representatives from Public Health, the Lincolnshire Sports Partnership, Care Commissioning Groups, Social Care, Children’s Services, English Federation of Disability Sport, Everyone Active Ltd (SLM), Sport England, Schools Sports Partnership, Age UK, the Voluntary Bureau and LALC.
- 3.8 Subject to adoption by this Committee, the Partnership group will be responsible for developing an action plan that will prioritise and deliver the outcomes of the Strategy. It will also help to ensure that leisure activity is built into their individual organisational priority plans.

**4. Recommendation**

- 4.1 That Members approve and adopt the Leisure Strategy for West Lindsey.

# The Leisure Strategy

"Be Happy"  
Love Leisure in  
West Lindsey









## Introduction

This strategy document should be seen as a starting point and basis on which to develop a coordinated and strategic approach to the delivery of leisure across the West Lindsey district.

For the purposes of this Leisure Strategy, leisure is defined as recreation, physical activity and sport in both a formal and informal sense, linked to health, wellbeing and positive social outcomes.

The first action as a result of the development of this strategy document will be to form a partnership which will be able to plan, prioritise and deliver the priorities and outcomes identified within the strategy. The partnership formation will be the foundation of the successful coordination of activities within the West Lindsey district.

The action plan developed as part of this process is a high level plan which reflects the immediate actions related to developing an infrastructure for leisure in West Lindsey district and should be used only as a starting point for identification of actions identified as part of the consultation process.

A further, more detailed, delivery plan should be developed by the new partnership to identify and prioritise key outcomes and activities for future delivery.

# Vision

## Be Happy – Love Leisure in West Lindsey

Our vision is for 'a West Lindsey district where activity, recreation and sport are an enjoyable and fun part of everyday life for all our residents and visitors, and participation increases through informal, formal and diverse activities'.

**H – Healthy**

**A – Active**

**P – Participator**

**P – Provider**

**Y – You!!!!**

Achieving this vision will require a large culture shift in West Lindsey and will require commitment from partners, service providers and communities.

Partners will need to be engaged in this vision and build a mutual commitment to embedding sport and physical activity into their priority plans and delivery mechanisms as a matter of course.



# Themes

There are three key themes which will run through the whole of the strategy and its implementation. These themes should be considered as intrinsic parts of the strategy and action plan.



### 1. Equality

The impact of equality issues should be proactively considered throughout the action planning process.

### 2. Access

The following were highlighted as priority areas to be considered when developing the action plan:

- Transport
- New technologies and broadband
- Rural area needs
- Health, social and economic barriers

### 3. Delivery

The potential to actually deliver the actions agreed in the action plan should be ensured prior to agreement of the action.

Delivery is crucial to the success and sustainability of the Leisure Strategy and action plan.

# Aims

The vision is articulated further by the following aims:

1. **Enjoyment**
  - a. To increase access to, and diversity of, opportunity by promoting fun and enjoyment
2. **Communication and Engagement**
  - a. To increase awareness of active recreation and sport opportunities to the community of West Lindsey
3. **Partnership**
  - a. To enable and promote effective partnership working
4. **Participation**
  - a. To increase accessibility and participation in physical activity, recreation and sport
  - b. To increase diversity of provision to enable people to participate in activities to the best of their abilities



# Objectives

1. To develop a sustainable and effective leisure partnership
2. To enable coordination and communication of existing and new activities through partnership
3. To ensure the sustainability of recreational facilities
4. To use recreational activities to improve the physical and mental health of the community
5. To stimulate and encourage the development of volunteers and community leaders
6. To enable, support and increase access to activities

The consultation process has highlighted the key issues which have been encompassed into the strategic priorities.

The strategic priorities identified and linked directly to the objectives are:

**Objective 1: To develop a sustainable and effective leisure partnership**

Priority 1.1: Strategic Coordination/Strategic Partnership

Priority 1.2: Activity Planning

Priority 1.3: Funding and Grants

**Objective 2: To enable coordination and communication of existing and new activities through partnership**

Priority 2.1: Communication

Priority 2.2: Effective and coordinated use of information and data

Priority 2.3: Effective use of technology and internet services

**Objective 3: To ensure the sustainability of recreational facilities**

Priority 3.1: Sustainable Facilities - Strategic Planning and Investment

Priority 3.2: Green and outdoor environment

Priority 3.3: Community Facilities

**Objective 4: To use recreational activities to improve the physical and mental health of the community**

Priority 4.1: Inclusive activity programmes to encourage, support and improve lifestyles

Priority 4.2: Diverse and accessible activity programmes to improve physical and mental health

Priority 4.3: Activity programmes to reduce social isolation



## **Objective 5: To stimulate and encourage the development of volunteers and community leaders**

Priority 5.1: Increase volunteering opportunities and skills development

Priority 5.2: Community and large events programme

Priority 5.3: School Sports and community links

Priority 5.4: Links with National Governing Bodies to increase investment and participation in West Lindsey

## **Objective 6: To enable, support and increase access to activities**

This objective is also one of the three themes as identified above and therefore will be considered as part of all the other objectives when developing the action plan.

Whilst there are priorities under each objective it is inevitable that some of those priorities will interlink and overlap at action planning stage.

The desired outcome of the consultation was to ensure that the Leisure Strategy meets the needs of the local community.

The focus now is on ensuring the implementation of the strategy and ensuring there is 'buy in' from all relevant partners in order to take the process forward into an effective delivery plan.

The previous headings above will need to be prioritised by the new partnership into the delivery plan.

Attached at Appendix A is a suggested plan which can be used as a discussion document by the new partnership.



## **Implementation**

Successful implementation of the Leisure Strategy will depend on the level of engagement from potential partners and the will to work together to make changes.

A new West Lindsey Leisure Partnership will be established to fulfil the need for an influential driver for physical activity in West Lindsey.

Responsibility for enabling and supporting the partnership in its early developmental stages should be with West Lindsey District Council supported by the Lincolnshire Sports Partnership and Sports and Leisure Management (SLM).

As the partnership develops it should develop into an independent strategic body which will shape the improvement of recreation and physical activity provision across West Lindsey.

This strategy will be interlinked with the Health and Well Being Strategy and other cultural strategies that may follow.



Suggested representatives on the new partnership are likely to include:

- West Lindsey District Council – Leisure, Planning Policy and Communities
- Lincolnshire Sports Partnership
- Lincolnshire County Council (LCC) - Public Health
- LCC Clinical Commissioning Group rep
- GP rep
- LCC Childrens Services
- LCC Youth Services
- LCC Education/schools
- LCC Social Care
- Forestry Commission
- SLM
- Sports Club Forum
- Voluntary Sector – CVS/Age UK
- Parish Council rep

This list is not exhaustive and should be considered only as a starting point. The partnership's role will be to manage the implementation of the strategy. Critical to the effective implementation of the strategy will be willingness of partners to engage in the action plan development and implementation process.

The partnership will provide the strategic direction for recreation and physical activity in West Lindsey district.



## Governance of the Strategy

The governance arrangements for the strategy will need to be agreed by the partners as part of the setting up of the new partnership.



# Appendix One: West Lindsey Leisure Strategy Action Plan

<b>Objective 1: To develop a sustainable and effective leisure partnership</b>			
<b>Priority</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Organisation/s</b>
1.1 Strategic Coordination	Establish a new West Lindsey Leisure Partnership	Partners identified and partnership set up.	Lincolnshire Sports Partnership (LSP) West Lindsey District Council (WLDC) SLM
1.1	Agree governance arrangements	Governance in place	
1.1	Develop shared action plan based on priorities identified from strategy consultation and partners	Action plan agreed by all partners	
1.2 Activity Planning	Agree a strategic approach to activity planning		
1.2	Ensure buy in from partners		
1,3 Funding and Grants	Identify role of the partnership in funding and grants		

<b>Objective 2: To enable coordination and communication of existing and new activities through partnership</b>			
<b>Priority</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Organisation/s</b>
2.1 Communication	Establish communication routes and plan for activity planning and publicity	Communication plan agreed	
2.2 Effective and coordinated use of information and data	Undertake audit of data available and agree how best to use it to support activity and facility planning		
2.3 Effective use of technology and internet services	Audit what is already available and identify ways of using technology to improve current provision		

<b>Objective 3: To ensure the sustainability of recreational facilities</b>			
<b>Priority</b>	<b>Action</b>	<b>Outcome</b>	<b>Lead Organisation/s</b>
3.1 Sustainable Facilities	Assess outcomes of Central Lincolnshire Sports Facilities Audit	Clear picture of facility provision	WLDC LSP
3.1	Develop Sports Facilities Strategy	Sports Facilities Strategy in place	WLDC
3.1	Agree investment priorities	Priority plan in place	WLDC LSP
3.1	Explore feasibility of shared accommodation for related services and community activities	Better use of community facilities. Services taken to communities that need them. Community Hubs.	All
3.1	Identify lead organisations to take projects forward	Investment in facilities	All



3.2 Green and outdoor environment	Explore possibilities of utilising more open space and woodland for activities	Increase in outdoor activities both formal and informal.	Forestry Commission WLDC LCC
3.2	Identify key partners to help to move forward open spaces plan for West Lindsey		
3.3 Community Facilities	Using latest list of community facilities identify gaps and needs		
3.3	Identify key partners to lead on supporting community facilities		

**Outcome 4: To use recreational activities to improve the physical and mental health of the community**

Priority	Action	Outcome	Lead Organisation/s
4.1 Inclusive programmes	Identify new ways of working together with partners to increase participation in leisure activities	Increased programme of activity	
4.1	Explore possibility of increasing walking as an informal activity		
4.1	Identify gaps in provision of activities - to include priority areas		
4.2 Diverse activities to improve health	Explore potential partnership activities with Health, Social Care and Children's Services		
4.3 Reduce social isolation	Explore potential of more active programmes targeted at isolated individuals and utilisation of Personal Budgets		
4.2,4.3	Develop programme of targeted subsidised activities to maximise impact on health inequalities		
4.2,4.3	Develop funding bids where necessary		

**Objective 5: To stimulate and encourage the development of volunteers and community leaders**

Priority	Action	Outcome	Lead Organisation/s
5.1 Increase volunteering	Assess opportunities to increase and up skill volunteers		
5.1	Expand the coaching programme to encourage people in rural villages to undertake coaching qualifications	Improved skill set More coaches available in rural areas	
5.1	Explore the feasibility of developing volunteering roles within leisure centres	Increase in volunteers and skills	
5.2 Events	Identify programme of events already happening and work together to enhance	Increase in activity	
5.3 School sports and comm links	Identify opportunities for schools to work with communities to improve community and club provision	Increase in activity	
5.3	Link into LSP work with schools and clubs	Increase in young people joining clubs	
5.4 NGB's	Improve information exchange between partners regarding NGB's and assess future options – NGB rep on partnership?		

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# 'BE HAPPY – LOVE LEISURE IN WEST LINDSEY'

## Appendix 2

### 1 Background and Introduction

#### 1.1 Definitions

For the purposes of this Leisure Strategy, Leisure is defined as recreation, physical activity and sport in both a formal and informal sense, linked to health, wellbeing and positive social outcomes.

The Council of Europe's definition of Sport is "*sport means all forms of physical activity which, through casual or organised participation, aims at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels*"

This suggests that a physical activity strategy should cover informal physical and social activity as well as fitness activities and the traditional community sports development and competitive sport.

#### 1.2 Background

This Leisure Strategy outlines the strategic position of recreation, physical activity and sport in the delivery of national, regional and local priorities. It provides a clear framework on which to develop the service within West Lindsey District.

The Strategy has been developed through community and stakeholder consultation, stakeholder workshops and consideration of policies and strategies of key partners. It takes into account the priorities of the Lincolnshire Joint Strategic Needs Assessment, the Lincolnshire and West Lindsey Health and Well Being Strategy, the West Lindsey District Council Corporate Plan, Economic Development, the Sport England and Lincolnshire Sports Partnership Strategies and local Area Profiles.

It also draws on information and feedback gathered during the West Lindsey Leisure Review process undertaken in 2012. The Leisure Review identified:

- The need for a cohesive approach to the delivery of leisure activity
- The need for a shared strategic direction
- The need for communication between partners
- The need for the development of a West Lindsey partnership to coordinate leisure activity across the district
- The need to share resources and commitment to leisure services delivery

The Leisure Review also identified a short term direction for the management of Council controlled leisure facilities in the district.

A further, more detailed, long term assessment of facility need across Central Lincolnshire has been undertaken as a separate exercise.

This Strategy focusses primarily on recreation, physical activity and sport. A separate leisure facilities strategy is under development as a result of the work undertaken by Central Lincolnshire Sports Facilities Audit.

The Leisure Strategy will:

- Create links with National, Regional and Local priorities
- Identify priorities for the development of an outcomes based strategic action plan
- Provide a basis on which to establish a new Leisure Partnership
- Identify areas where leisure is able to deliver on Corporate and Community priorities
- Provide a basis on which to build a programme of activities with partners to deliver on locally identified needs.
- Provide a focus on improving provision for children, young people and older people
- Increase the opportunities for local people to adopt healthier lifestyles through participation in leisure activities.

The Strategy document also identifies the summary outcomes of the recent Central Lincolnshire Indoor and Built sports facility study which will influence the Sports Facilities Strategy development, and which will need to be included in the emerging Strategy action plan.

This document will be underpinned by the development by partners of an action plan based on the priorities identified in the strategy. A performance management process will be developed to monitor the performance of the implementation of the strategy.

## 2. Policy Framework

The following table highlights the policies and strategies which will influence and enable the implementation of this strategy.

<b>Regional and National Policies/Strategies</b>	<b>Relevant Priorities</b>
Public Health Outcomes Framework - Healthy Lives, Healthy people: Improving outcomes and supporting transparency	Increased healthy lifestyle expectancy Reduced differences in life expectancy and healthy life expectancy outcomes
Public Health England	Wellbeing and mental health Diet, obesity and physical exercise
Sport England Strategy	Continue to work through National Governing Bodies (NGB's) with a tougher performance regime An increased focus on youth sport, making the transition from school to community sport easier Taking sport to where people live
Lincolnshire Joint Health and Wellbeing Strategy	Promoting healthier lifestyles Improve health and wellbeing of older people Improve health and social outcomes for children and reduce inequalities Tackling the social determinants of health
Greater Lincolnshire Local Enterprise Partnership	Enable infrastructure for growth Connect Greater Lincolnshire to high speed broadband Improve the skills and employability of the workforce Maximise inward investment Support our growth sectors
Lincolnshire Children and Young Peoples Plan	Safe and protected Community Aspiration Happy and healthy Learning and achievement
Marmot Review	Give every child the best start in life Ensure a healthy standard of living for all

	Create and develop healthy and sustainable places and communities
Lincolnshire Sports Partnership Inspiration to Participation – A Strategy for Sport and Physical Activity in Lincolnshire 2013 – 2017	Workforce - To develop people in and around sport and physical activity Events/Programmes – To increase opportunities for people to take part in sport and physical activity Facilities – To increase the number of facilities available for sport and physical activity Communications – To improve awareness of sport and physical activity

West Lindsey Strategies	Priorities
Corporate Plan	Communities and partners working together to address business and jobs growth Affordable housing in rural and urban areas Healthy villages and neighbourhoods A green district A place where people want to work, visit and enjoy all that our heritage and environment has to offer A rural district better connected by electronic technology and other means of access to basic services These priorities have further been divided into Five themes as detailed below
Health and Wellbeing Strategy 2012 - 2015	Promoting healthier lifestyles Improve health and wellbeing of older people Improve health and social outcomes for children and reduce inequalities Tacking the social determinants of health
Economic Development	Priorities under development Business Growth Jobs growth Skills development
Locality Plans	As identified in each individual area plan

## West Lindsey District Council Corporate Plan

West Lindsey District Council's Corporate Plan identifies five themes under which the priorities and outcomes have been developed. Leisure plays a crucial part in the delivery of the Council's priorities, the impact of leisure being, mainly focussed on the priorities detailed under then theme headings below.

### **Theme 1: An accessible and connected district where all have the best opportunities in life to help themselves**

This theme focusses on the Council's support for community action, helping citizens to help themselves and others by valuing the power of local people and communities.

Priority 1.1: Communities are able to meet their local needs sustainably

Priority 1.2: The needs of local people in West Lindsey are met appropriately effectively and sustainably.

Priority 1.3: That all communities in West Lindsey achieve their full potential and provide the services and infrastructure local people need

Priority 1.4: Customer focussed, public sector business improvement

### **Theme 2: A green district where people want to work, live and visit.**

This theme focusses on how we preserve our natural environment, reduce our carbon footprint, invest in opportunities that the green economy might bring, housing provision and Tourism potential.

Priority 2.1: Businesses and communities in West Lindsey operate and develop in a sustainable and environmentally responsible manner. Our environment is conserved and enhanced.

### **Theme 3: A prosperous and enterprising district**

This theme is about improving the employability of the work force, creating conditions for employment growth, helping existing businesses develop and growing the local economy through inward investment.

Priority 3.1: An environment where an increased number of businesses and enterprises can grow and prosper.

Priority 3.2: A good range of high, medium and lower skilled jobs in the region to support a growing population in West Lindsey.

Priority 3.3: West Lindsey residents have the appropriate skills to meet the diverse and changing needs of the business and enterprise community.

### **Theme 4: Active, healthy and safe citizens and communities**

This work is concerned with the work of the council to promote an improvement in the well-being of our communities, increasing the promotion of good health, both physical and mental, and supporting reductions in crime and disorder to enable communities to be strong and safe. An ability to enjoy activities which can improve health, safety and build strong neighbourhoods where people look out for each other are just as important as our ambitions to develop future Olympic champions.

Priority 4.1: An active and healthy population

Priority 4.2: Opportunities to access sport and cultural facilities to enhance the wellbeing and vibrancy of the community.

Priority 4.3: Safe and secure communities

### **Theme 5: The Entrepreneurial Council**

This theme focusses on the need to ensure the council drive through efficiencies in all ways. It focusses on income and trading in order to become 'a council less dependent on formula or regional grants that is innovative in investments and achieving income in other forms to meet district needs'

Priority 5.2: A sustainable financial position supported by customer focussed value for money services

Priority 5.3: A sustainable financial position supported by a commercial approach to delivering outcomes.

West Lindsey District Council is committed to working with local people to support community action. The council support this work by providing council officers to work in designated areas to facilitate community capacity building and removing barriers and bureaucratic hindrances. These officers provide a crucial role in supporting and informing the delivery of health improvements and localised activities and supporting communities to do more for themselves.

West Lindsey DC has also identified a number of priority neighbourhoods where additional support is required to address disadvantage. These areas will also be a focus for the future planning of leisure activity. They are:-

The ex MOD villages of New Toft, Brookenby, Hemswell Cliff and Scampton, as well as the South West and Park Springs areas of Gainsborough.

### **The Health and Well-being Strategy for West Lindsey 2012-2015**

The Health and Well-being Strategy for West Lindsey 2012-2015 has been produced in response to the Council's corporate plan vision for:

'West Lindsey to be seen as a place where people want to live, work, invest and visit.'

Health and Well-being is a key priority for the Council and the strategy seeks to give an overarching plan to improve the health and well-being of local residents and to reduce health inequalities within the district.

The focus for the strategy is based on the principles of prevention and early intervention. The wider determinants of health and well-being are addressed through the area health and well-being priority plans and the strategy recognises that there are many cross cutting issues particularly linked to the other agendas, such as Localism.

The strategy places emphasis on the importance of partnership working and joint commissioning of services to achieve a focused use of resources and better value for money. The aims for each neighbourhood area have been informed by the Joint Strategic Needs Assessment (JSNA) and in consultation with residents, strategic partners, Lincolnshire County Council Health Scrutiny Committee and other identified stakeholders.

The strategy details five main themes for health and wellbeing:

1. Reducing obesity in priority areas in Gainsborough
2. Improved facilities for those affected by dementia
3. Increased awareness and adoption of a healthy lifestyle
4. Communities are self-sufficient with regards to health
5. Improved health and well-being for children and young people

Mental health has not been included as a theme in its own right as it is felt that mental health is integral to all aspects of health and well-being and is therefore a central component throughout all themes listed above and the strategy as a whole.

The strategy provides details of 'what needs to be done' in order to achieve the five themes within local geographical areas across the district, forming Area Health and Wellbeing Priority Plans (AHWPP).

The purpose of the strategy is to:

- Provide a shared framework for supporting the people of West Lindsey to improve their health and well-being
- Ensure all service areas consider their impact upon improving health and well-being
- Effectively address the social determinants of health and strengthen existing partnerships to reduce health inequalities
- Translate the ambitions and priorities for the health and well-being of our communities articulated in our corporate plan into actions that will address public health and health inequalities locally
- Identify how we will tackle issues such as obesity, alcohol, dementia, unhealthy lifestyles and an ageing population, actions to support communities to help themselves as well as actions to address the wider determinants of health such as worklessness, poor housing and low educational attainment.

West Lindsey District Council currently provides or commissions a number of services that help to address a variety of determinants of health, for example:

- Health Trainers programme

- Benefits advice and support
- Housing advice and support
- Homeless prevention
- Leisure Provision
- GP exercise referral schemes
- Community development
- Economic development and growth

The Communities Board monitors delivery of the strategy and provide assurance to the Prosperous Communities Committee that outcomes and objectives are being achieved.

The Policy Framework above sets out a clear foundation upon which the Leisure Strategy will be based. The Leisure Strategy will be delivered by working with partners to develop action plans which will embed the priorities and outcomes within future service plans, strategies and action plans of all partner agencies and organisations.



# 'BE HAPPY – LOVE LEISURE IN WEST LINDSEY'

## Appendix 3

### 1. Demographic Issues and Market Segmentation

#### 1.1 Demographics

West Lindsey is predominantly a rural district with a current population of 89,400. It covers an area of 447 square miles and has three main market towns – Gainsborough, Market Rasen and Caistor. The district is made up of 129 parishes of which 72 have parish councils. Gainsborough is the largest centre of population with 18,000 residents, with the next largest settlements being in the region of 3,800 residents. The total current population of 89,400 is predicted to grow to approximately 103,300 by 2023, and 111,500 by 2033.

One of the main features of the district is that the population are spread across a large area. There are also differences in the characteristics and levels of need across the district, with some wards being amongst the highest levels of deprivation in the country whilst others are amongst the most affluent.

The district has significantly high population of elderly people with one in five currently over 65 and this being likely to rise to one on four by 2025. It is estimated that over 40% of the people aged over 65 who will be providing unpaid care of older relatives in the County by 2030 will live in West Lindsey i.e. approx., 17,210 against a figure of 38,546 for the County.

Two of West Lindsey's wards feature in the worst 20% areas of deprivation in the country – Gainsborough South West and Gainsborough East. These communities have issues around low skill levels, health inequalities, unemployment, poor housing standards and high crime levels. Gainsborough has been given Growth Point status with plans for an additional 8,000 plus homes over the next ten years. There are high levels of fuel poverty together with poor housing quality standards and increased levels of vulnerable people living in the more deprived areas.

There is a high level of home ownership except in the deprived wards where there is a high proportion of rented properties. A higher level of people travel to work by car than by public transport reflecting the rural nature of the district and the lack of public transport. Lack of access to regular scheduled bus services leaves some smaller settlements without access to any public transport.

Unemployment is relatively low at 4.2% however in the Gainsborough South West ward this rises to 14% - the highest in the County.

#### 1.2 Health Profile

At a glance:-

- The health of people in West Lindsey is mixed compared with the England average. Deprivation is lower than average, however about 2,500 children live in poverty.
- Life expectancy is 7.6 years lower for men and 6.5 years lower for women in the most deprived areas of West Lindsey than in the least deprived areas.
- The Health costs as a result of physical inactivity for West Lindsey are calculated to be £1,973,266 based on research carried out by the Sport England and based on data from the British Heart

Foundation Health Promotion Research Group. West Lindsey ranks 21 out of 49 for deprivation levels in the East Midlands, and 169 out of 353 in England.

- An estimated 17.8% of adults smoke and 24.3% are obese.
- The rate of road injuries and deaths is worse than the England average

Priorities in West Lindsey include reducing the impact of alcohol, tobacco and obesity.

Overall health indicators show that the percentage of people with fair or good health in West Lindsey is 94.6% compared with a national average of 94.5.

Population Health comparisons:

Health Status	West Lindsey District	National
Very Good Health	44.0%	47.2%
Good Health	35.9%	34.2%
Fair Health	14.7%	13.1%
Bad Health	4.2%	4.2%
Very Bad Health	1.1%	1.2%

Community Health profiles indicate that:-

24% of the population smoke compared with a county average of 23% and national average 22.18%  
 31% of the population are at increased risk of harm from alcohol consumption compared with a county average of 28.6%.

24% of the population are estimated to be obese compared to 25% of the county and 24.16 nationally.

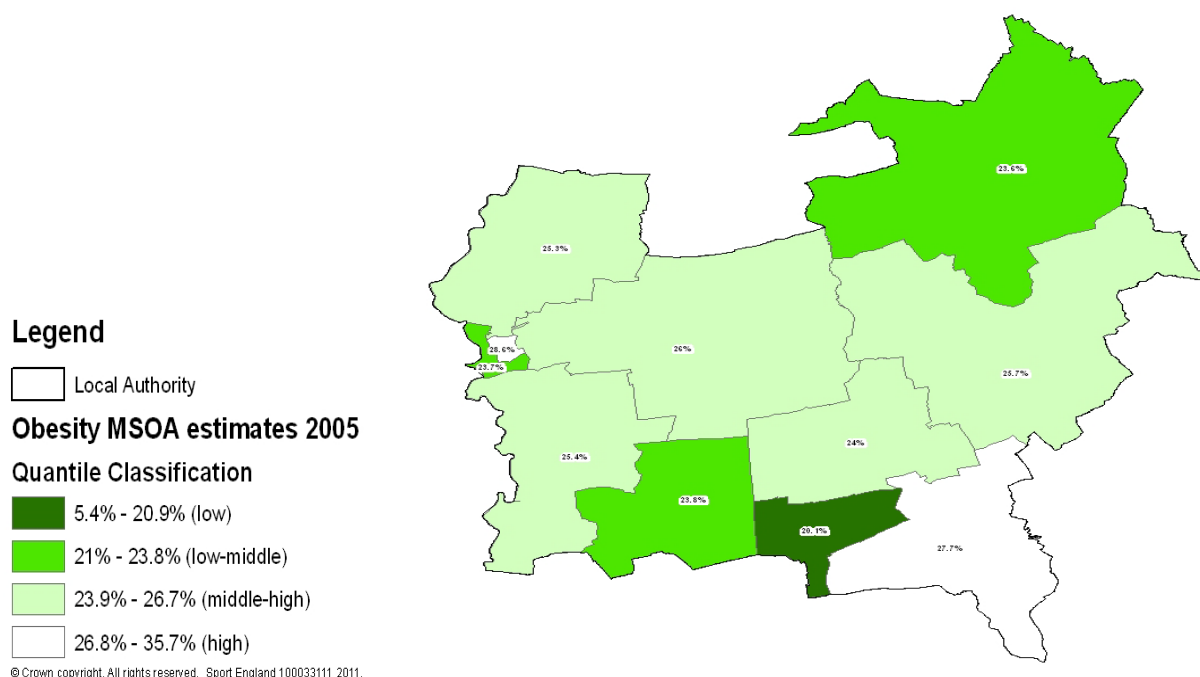
21.8% of children at year 6 are estimated to be obese compared with 20.2% at county level.

31% of the population are considered healthy eaters compared with 28% of the county.

35.6% of the population participate in 1 x 30 minutes of activity per week compared with 35% of the county.

Average life expectancy for males in West Lindsey is 79.3 which is higher than the regional average, and 82.4 for females which is in line with the regional average.

## Obesity rates in West Lindsey



## Health Impact of Physical Activity

Related to sports inactivity is the impact this has in terms of health benefit.

The health impact of physical inactivity uses estimates of local levels of physical activity from the Sport England Active People survey and models the potential benefit that increased levels of physical activity has on reducing the levels of preventable death.

The first set of results based on March 2013 are set out below:-

Conditions Preventable through physical activity	Latest annual deaths in West Lindsey	Preventable deaths if 100% active	Preventable deaths if 75% active	Preventable deaths if 50% active	Preventable deaths if 25% active
Total Deaths	411	77	53	30	6
Coronary heart disease	55	11	8	4	1
Breast Cancer	75	16	11		1
Colorectal Cancer	55	11	8	4	1

## 1.3 Sport England Participation Trends

### The Active People Survey

The Active People Survey is carried out annually with the latest results being published in July 2012. It is the biggest national survey and monitors physical activity rates at local levels.

The survey is aimed at over 16 year olds and covers 5 key indicators:

- KPI 1 Participation rates – these were previously counted as 3 x 30 minutes of moderate activity, this has been reduced to 1 x 30 minutes for Active People Survey 6
- KPI 2 Volunteering of at least one hour per week
- KPI 3 Club membership in the last 4 weeks

- KPI 4 Received tuition/coaching in last 12 months
- KPI 5 Taken part in organised competition in last 12 months

The relative performance in the West Lindsey District against the performance indicators when compared nationally and regionally is detailed in the table below:-

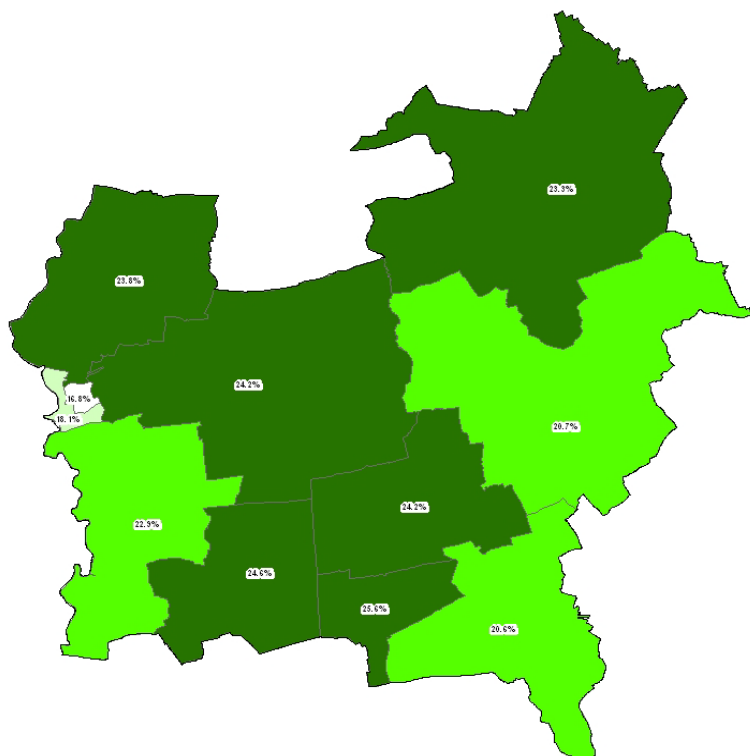
Key Performance Indicators	District	Regional	National
	West Lindsey	East Midlands	England
KPI 1 – at least 1 x 30 mins moderate activity	33.7%	35.3%	36%
KPI 2 – Volunteering at least once a week	6.1%	8.2%	7.6%
KPI 3 – Club membership in the last 4 weeks	27%	23.3%	22.8%
KPI 4 – Received tuition/coaching in mast 12 months	14.3%	15.7%	16.8%
KPI 5 – Taken part in organised competition in last 12 months	19.3%	14.9%	14.4%

**Legend**

- Local Authority
- N18 MSOA participation estimates 2010**
- Quantile Classification**
- 10.7% - 17.6% (low)
- 17.7% - 20.3% (low-middle)
- 20.4% - 23.1% (middle-high)
- 23.2% - 32.9% (high)

**Adult Participation in Sport 3 x 30 mins per week - 2010 (previously N18)**

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Other findings from the Active People Survey (APS) in relation to West Lindsey show that:-

Male participation is higher than female participation i.e. 22.9% males and 15% of females taking part in 3 x 30 minutes of moderate intensity of sport per week by APS 4.

Both male and female participation is increasing

Participation across all age groups has increased between APS1 and APS4 The 16-34 age group is the biggest participant age group at 32.7% , with 17.6% of the 35-54 age group and 12.2% of the 55+ group participating.

There is a close split of participation across the four APS social classes. In APS 4 participation by social group 1 and 2 is 19.6% whilst for social group 3 it is 19.2% and for group 4 it is 18.6%.

## 1.4 Sport England Market Segmentation

Market Segmentation has been developed for Sport England by Experian, using socio-economic and demographic data, and overlaid with Sport England’s Active People and Satisfaction data, as well as the DCMS/Sport England Taking Part survey. Segments are identified by characteristics and can be used to profile the different groups’ behaviour, preferences, motivations and barriers towards sport.

The segments and the percentage population are identified below:-

Code	Name	Description	West Lindsey		East Midlands		England	
			Number	Rate	Number	Rate	Number	Rate
A01	Ben	Competitive Male Urbanites	3.3	4.8%	151.3	4.3%	1,989.1	4.9%
A02	Jamie	Sports Team Drinkers	2.4	3.4%	182.6	5.2%	2,162.9	5.4%
A03	Chloe	Fitness Class Friends	3.6	5.1%	136.6	3.9%	1,896.5	4.7%
A04	Leanne	Supportive Singles	2.0	2.9%	148.0	4.2%	1,711.6	4.3%
B05	Helena	Career Focused Females	3.3	4.8%	143.6	4.1%	1,829.8	4.5%
B06	Tim	Settling Down Males	6.5	9.4%	286.2	8.2%	3,554.0	8.8%
B07	Alison	Stay at Home Mums	3.5	5.0%	147.8	4.2%	1,766.4	4.4%
B08	Jackie	Middle England Mums	3.6	5.2%	192.1	5.5%	1,965.0	4.9%
B09	Kev	Pub League Team Mates	2.7	3.8%	200.3	5.7%	2,386.6	5.9%
B10	Paula	Stretched Single Mums	1.2	1.8%	115.7	3.3%	1,507.3	3.7%
C11	Philip	Comfortable Mid-Life Male	6.8	9.8%	327.7	9.4%	3,480.0	8.6%
C12	Elaine	Empty Nest Career Ladies	5.2	7.5%	219.3	6.3%	2,443.9	6.1%
C13	Roger & Joy	Early Retirement Couples	7.3	10.4%	265.3	7.6%	2,723.7	6.8%
C14	Brenda	Older Working Women	2.5	3.6%	180.6	5.2%	1,976.8	4.9%
C15	Terry	Local 'Old Boys'	1.9	2.7%	132.8	3.8%	1,484.5	3.7%
C16	Norma	Later Life Ladies	1.1	1.5%	68.0	1.9%	855.0	2.1%
D17	Ralph & Phyllis	Comfortable Retired Couple	3.9	5.6%	124.2	3.6%	1,700.2	4.2%
D18	Frank	Twilight Year Gents	3.3	4.7%	164.8	4.7%	1,612.9	4.0%
D19	Elsie & Arnold	Retirement Home Singles	5.6	8.1%	300.5	8.6%	3,206.3	8.0%
Total			69.6	100.0%	3,487.3	100.0%	40,252.4	100.0%

The dominant segments by age band are:

Age group	26 – 45	Tim
Age group	36 – 45	0
Age group	46 -55	Elaine and Philip
Age group	56 – 65	Roger and Joy
Age group	65+	Elsie and Arnold/ Ralph and Phyllis

Therefore 5 of the top 6 segments are in the 46+ age bands and only 1 in the younger 26 – 35 group.

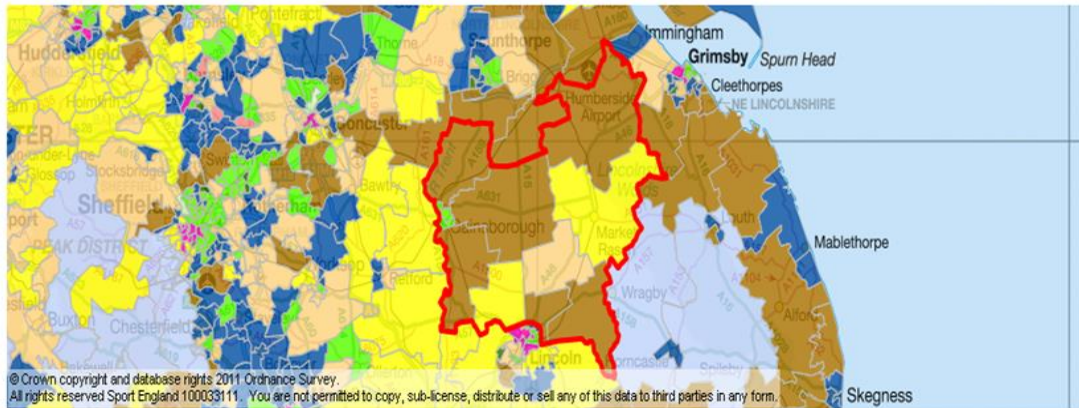
The motivations consistent across the main market segments are to do more activity for personal health, loss of weight and to overcome injuries.

# Dominant market segment by population



Catchment area:  
West Lindsey District

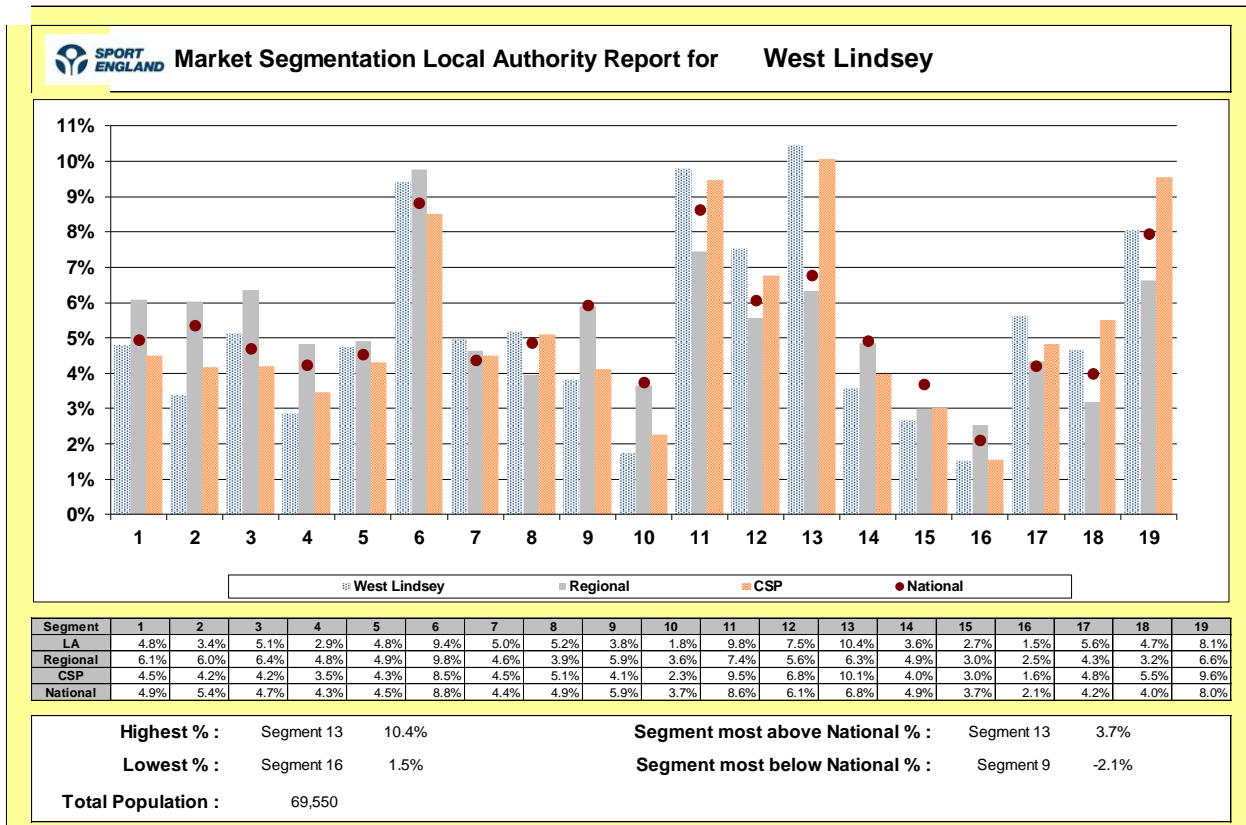
- Ben - 1
- Jamie - 2
- Chloe - 3
- Leanne - 4
- Helena - 5
- Tim - 6
- Alison - 7
- Jackie - 8
- Kev - 9
- Paula - 10
- Philip - 11
- Elaine - 12
- Roger & Joy - 13
- Brenda - 14
- Terry - 15
- Norma - 16
- Ralph & Phyllis - 17
- Frank - 18
- Elsie & Arnold - 19



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- Catchment area
- Middle Super Output Areas

## West Lindsey Comparison



The largest segments in the West Lindsey District are clearly identified as:-

6 - Tim	Settling Down Males
11 - Philip	Comfortable Mid Life Males
13 - Roger & Joy	Early Retirement Couples
19 – Elsie & Arnold	Retirement Home Singles

**The four largest segments in West Lindsey represent 37.7% of the population.**

Noticeably Kev is also dominant around the Gainsborough area.  
By contrast the four smallest segments represent only 8.9%.

4 – Leanne	Supportive Singles
10 – Paula	Stretched Single Mums
15 – Terry	Lonely 'Old Boys'
16 – Norma	Later Life Ladies

Taking the characteristics of the dominant segments:-

**Tim and Philip** are likely to be interested in cycling, gym/fitness, swimming, football, athletics, golf, badminton and tennis. 66% of Tims and 58% of Philips say they would like to do more sport. They are likely to want to do more cycling, swimming and gym/fitness. Barriers to participation tend to be work commitments, lack of time or health issues. The main motivations tend to be enjoyment, keeping fit, socialising and taking children.

**Roger and Joy** are likely to be interested in keep fit/gym, swimming, cycling and golf. 50% of this segment gave their main barrier as 'health, injury or disability'. A third of this segment has a long standing illness, disability or infirmity. Other barriers include no opportunity and economic factors. Motivations are enjoyment, keeping fit, socialising, and weight loss and taking children.

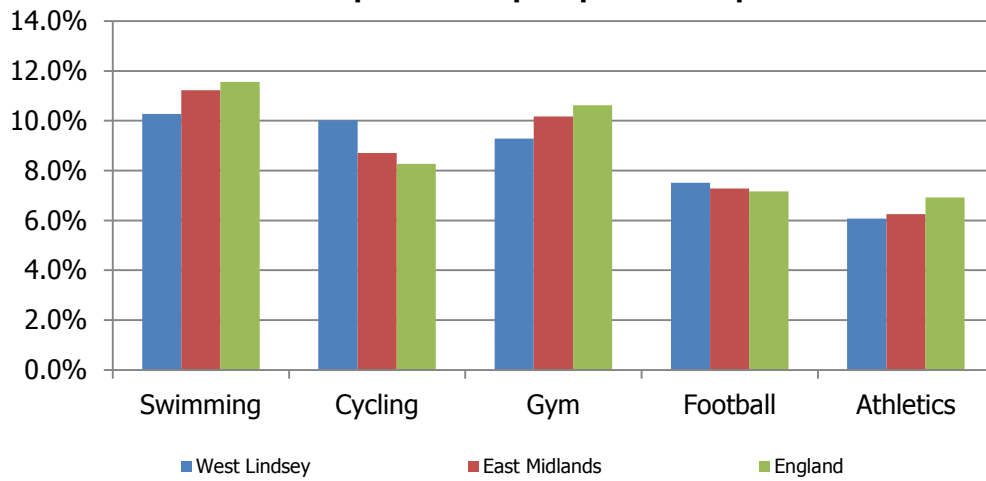
**Elsie and Arnold** are likely to be interested in keeping fit/gym, swimming and bowls. 25% of this group would like to do more sport. They are likely to want to do swimming, keep fit/gym, cycling, bowls and tennis. Barriers tend to be 'health injury or disability'. 50% of this group have a long standing illness, disability or infirmity. Other barriers tend to be no opportunity or economic factors. Motivations include enjoyment, socialising and keeping fit.

**Kev** is interested in keep fit/gym, football, cycling, swimming and athletics. Motivations are enjoyment, keeping fit, socialising and to take children. Barriers are work commitments, no opportunity, economic factors. 21% would be encouraged to do more sport if it was cheaper compared with national of 18%.

#### Summary

The dominant sectors in the West Lindsey Market Segmentation support the view that there is likely demand for keeping fit/gym, swimming, cycling, socialising, family activities, weight loss and bowling. There is a definite dominance of males over females. The top five most popular sports as identified by Sport England within West Lindsey are swimming, cycling, gym, football and athletics. 5 out of the top 6 age segments are in the 46+ age group.

**Participation in Top 5 Sports - Comparison**



The participation rates are based on sports that 'adults like to do most'. Swimming and cycling are quite clear leaders followed closely by gym.



# 'BE HAPPY – LOVE LEISURE IN WEST LINDSEY'

## Appendix 4

### Consultation process and outcomes

The consultation process has taken place between September 2012 and July 2013. It has been an extensive process and has included partners, key stakeholders, non-users, members of the public, parish councils, schools and sports clubs.

The process has included face to face interviews, internet surveys, workshops, questionnaires, non-user surveys, and has also taken into account the outcomes from the Leisure Review consultation process and the outcomes of the Locality consultation. In total 367 surveys were completed, 30 key stakeholders attended the main workshop and 52 partners and stakeholders were interviewed either by telephone or one to one. This is in addition to the Locality consultation which had already identified priorities for each locality prior to the strategy development and to the two main stakeholder workshops.

The initial consultation which was undertaken as part of the Leisure Review identified:-

- The need for a cohesive approach to the delivery of leisure and physical activity
- The need for a shared strategic direction
- The need for communication between partners
- The need for the development of a West Lindsey partnership to coordinate sport and physical activity across the district
- The need to share resources and commitment to leisure services delivery

Social Care and Health as well as Children's Services all indicated that there were opportunities for further partnership working, shared facilities and shared planning in the future.

Social Care outlined the potential for working together to deliver the 'Excellent Ageing' outcomes which include addressing social isolation and community activity planning.

Children's Services were also keen to develop partnership working in relation to Positive Activities and the Youth Council and to expand the links with leisure for young people.

Public Health is considered to be a key partner and have indicated that there may be potential to look at other examples of best practice which have been successful in reducing health inequalities. There is currently a programme of activity which is coordinated by LSP and financed by public health which provides a GP referral service, Fit Kids programme and a Healthy Walks programme, all of which are successful in West Lindsey and could be built upon for the future. There is also currently a substantial Health Trainers programme which provides support and encouragement to the community and signposts them to services to suit their needs. These programmes are however subject to funding being available for their continuation.

GP's are also keen to access more information on what activities are available in their areas. There is currently a lack of communication of activities with GP surgeries of leisure activities which are already taking place. There is also potential to involve Patient Forums in promoting activities but also with

appropriate training to support individuals as 'buddies' to attend activities or even to expand their groups into self-help support groups for leisure activities.

Voluntary Services (CVS) are keen to work with LSP and support volunteers within the leisure sector and to support the development of local social enterprises should the need be identified.

Dance 4 is a development organisation based in Nottingham which has the dance development remit for Lincolnshire and Nottinghamshire. They are interested in utilising spaces in West Lindsey to work with partners to promote and deliver dance as a physical activity as well as an art form.

## Summary

The consultation has highlighted numerous options for future service delivery however there is a clear strategic direction emerging from the feedback. As a result it has been possible to identify 5 clear headline objectives from which priorities and detailed action plans can be developed.

The strategic objectives identified by the majority of respondents can therefore be developed through the following priorities:-

- Objective 1: Strategic Coordination/Partnership
- Objective 2: Coordination and Communication
- Objective 3: Sustainable Facilities
- Objective 4: Physical and Mental Health and well-being
- Objective 5: Volunteers and Community Leaders

The first and main priority in the short term is to establish a revitalised Leisure Partnership for West Lindsey District.

Key themes identified as needing to be considered through each priority are:-  
Equality, Access and Delivery.

A detailed action plan should be developed and agreed by partners utilising the information gathered from the consultation exercises and intelligence already available through the LSP and other partners.

### **4.1 Key facts arising from the community consultation**

The consultation process also identified current and potential participation rates together with the identification of areas for future development for facilities and activities.

The top 5 activities undertaken by the West Lindsey respondents are:-

Fitness Classes	33.4%
Cycling	32.2%
Running	24.6%

- 86% of respondents took part in sport or physical activity 58% more than three times per week.
- 60% use a leisure facility and 40% do not.
- 57% of those questioned would like to do more activity than they already do.
- 64% felt that West Lindsey District Council should take the lead in the delivery of sport and physical activity.
- 92% felt that the Council should work in partnership with others to deliver the service.
- 68% felt that they would be willing to pay more in Council tax in order to improve Leisure facilities.
- Overall 92.7% of respondents stated that leisure and physical activity was important to them.

An overview of the consultation is highlighted below:-

### **Future activities**

Respondents identified the following activities they would like to see developed in the future:-

- More swimming – longer hours for the public
- More locally based keep fit
- Gentle exercise for older people and disabled people
- Social exercise with a drink and a chat afterwards
- Sailing, canoeing and rowing
- Road Cycling/cycle routes
- Athletics
- More child and parent activities
- Archery
- Rowing

### **Future Facilities**

Allotments

All weather running track

Better football changing facilities

Archery

Rifle Range improvements

Cycle routes

Walking routes

The respondents attended a variety of different activities provided in a number of different ways as listed below:-

Parish Council	-	10%
Sports Club	-	44%
Private Company	-	27.5%
West Lindsey District Council	-	53.5%
Individuals	-	20.5%
Voluntary Group	-	18.3%
Lincolnshire Sports Partnership	-	9.5%

Facilities also used include those outside West Lindsey as well as within the district, e.g.

- Brigg
- Yarborough,
- East Lindsey
- Lincoln
- North Kesteven
- Immingham
- Scunthorpe

**Other additional services**

- More information on what is happening
- More health advice
- Coordinated lifestyle services in one place
- Access to cycles
- Support groups or 'buddies'
- More signage for informal walks
- Transport access to activities and facilities
- Local communities to make more use of open space

# 'BE HAPPY – LOVE LEISURE IN WEST LINDSEY'

## Appendix 5

### 1 Facilities

#### 1.1 Leisure Facility Management Review

West Lindsey recently commissioned a review of their leisure facilities and the management arrangements. As a result of the review it was agreed that the current contract with SLM for the management of West Lindsey Leisure Centre, De Aston leisure Centre and Caistor Yarborough Sports Centre be extended for an additional 4 years until 2018 to enable the end of the contract to coincide with the end date of the main contracts in the rest of Lincolnshire, but most specifically Lincoln City and North Kesteven collectively referred to as Central Lincolnshire. It was also agreed that the current 'Chance to Share' agreements with the schools be reviewed and if appropriate updated to reflect community demand.

At the same time a wider ranging and longer term review has been undertaken by the joint Councils of the Central Lincolnshire area with a view to developing a Core Facilities Strategy for central Lincolnshire.

#### 1.2 Central Lincolnshire Indoor and Built Sports Facility Study

A separate and more detailed report has been produced as a result of this study. The report contains a considerable amount of background information which can be used to forward plan for the provision of activities/facilities in West Lindsey as well as Central Lincolnshire. It is not necessary within this document to replicate all the information provided – the main issues around population etc have already been highlighted earlier in this discussion document.

The key fact of the study indicates that the current provision of facilities when compared to the population numbers is more or less adequate but not necessarily in the right place or open at the right times.

The main themes emerging from the report are:-

#### **Theme 1 : Growth agenda and the sporting population**

This theme focusses on the potential changes in the future population of the area and the resultant changing sporting profile. Any resultant increase in population is likely to impact on the level and type of facilities required in the future. E.g. at the moment 16% of the West Lindsey adult sporting population is in the 18 – 25 age group. This is the group that currently has the highest rate of sports participation however this is a low percentage of the population at the moment. If the population grows this may well change. West Lindsey has the most population in the 35-54 age group whose reasons for participating in sport are more social, recreational and family orientated however they participate on a more ad hoc basis. The population in this group is likely to increase in the future which will again impact on the type of facility/activity required by the community.

In actual fact the highest percentage of the population of West Lindsey i.e. 60% do not actually take part in any sporting activity which obviously has consequences for the health and wellbeing and lifestyles of residents.

The evidence around population participation and potential increases in the report combined with the evidence produced during the leisure review provides a foundation for informing the strategic direction of leisure provision in the future and up to 2031.

### **Theme 2 : Rationale for sport, leisure and cultural services, cost of providing and changes**

The rationale for the sport, leisure and cultural services provision is based primarily on improving the health and wellbeing of the community through sport and physical activity, and is inextricably linked to the outcomes of the Health and Wellbeing Strategy.

Contrast the provision of leisure centres and sport buildings to the profile of what the majority of residents of West Lindsey actually do i.e. walking, cycling, running and informal recreation and it highlights the need to focus some delivery on these activities which are usually provided at much lower cost.

The key question arising from this is:  
Should expenditure be moved from buildings to activities?  
This is something the new Leisure Partnership will need to address.

### **Theme 3 : Community recreation changes in providers and competition/gaps in provision**

This theme focusses on who is providing services. Changes in education, emergence of academies, use of community facilities in more rural and isolated areas, sharing of facilities and multi purpose venues all lead to changes in key providers of services. There are likely to be changes required to the traditional 'Chance to Share' agreements ( as already mentioned)., schools may seek to develop their own sport and physical activity offer linking into their local communities.

The recent Leisure Review in West Lindsey has begun the process of assessing who should do what and where and how. Duplication of effort needs to be eradicated wherever possible.  
Old fashioned 'Chance to share' agreements should be renegotiated or disbanded and funding allocated in a more strategic way in order to increase the benefit to the community.

### **Theme 4 : Who does what and why?**

This consultation (as with the previous West Lindsey Leisure Review) highlighted a very mixed economy of who delivers community sports participation and for what purposes.

The need to develop a cohesive and strategic approach to the delivery of sport and physical activity is seen as crucial to moving forward effectively.

The Central Lincolnshire local authorities have recognised the value of sports provision as an integral part of community infrastructure, the development of the needs and evidence base , and its application in the Core Strategy Infrastructure Delivery Plan to be applied in the securing of inward investment through developer contributions. This is a direct way of providing new sports facilities.

There is clearly defined role for the Lincolnshire Sports Partnership linking into Sports providers, schools, local authorities, National Governing Bodies. Working with partners to develop club based sport and new programmes.

The mixed economy provides an increasing reliance on local authority leisure centres to provide for pay and play and the casual participant and yet some of these facilities are aging and will become unfit for purpose in time without investment.

The way forward is for local authorities to undertake a strategic review of the role of the local authority – why is it providing the service? What is it trying to achieve by doing so? What partners does it need to work with to deliver a better service?

The role of sports/community development is crucial to support the development of leisure facilities and should not be underestimated or omitted from strategic developments.

The evidence in the Central Lincolnshire report together with the evidence from the recent West Lindsey Leisure Review has resulted in the production of this strategic document.