



# Loving Sport, Living Life

A Strategy for Lincolnshire to 2012 and Beyond





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# Key concepts

## Strategy

This Strategy is a plan of action that is designed to achieve our vision for sport in the County over the next 12 years, achieving aims and objectives as measures of success along the way. It has links to the Sustainable Community Strategy for Lincolnshire 2009-2020 and the underpinning district sustainable community strategies as well as other relevant strategies for the County.

## Vision

Our vision statement contains key phrases that express our ideal, ultimate, realistic and achievable outcome for sport in Lincolnshire over the next 12 years; it is our preferred and plausible future; our 'when we've made it' scenario.

## Aims

The vision can best be achieved by working across four major aims over the next six year period. These aims are based upon the County's key sporting values.

## Objectives

The objectives under each of these aims will be developed over the next three year period and have been sought from the themes that arose in Stage 1's public consultation 'Aspirations for Sport'.

## High Level Initiatives

The initiatives outlined in the delivery plan will provide the mechanisms through which we will achieve the aims, objectives and ultimately the over-arching vision that by 2020 Lincolnshire will be a successful County that leads a healthy, sporting lifestyle.

## County Sports Partnerships (CSPs)

The Partnership is the central Countywide organisation for joint working between partners on sport and physical activity. There are currently 49 partner organisations represented within the Lincolnshire Sports Partnership, these include Lincolnshire County Council, all of Lincolnshire's district authorities, the eight Lincolnshire School Sport Partnerships and numerous National, Regional and local governing bodies of sport partners. In addition there are 48 other CSPs across England.

# Foreword

Foreword by Ian Emmerson OBE, President of the Lincolnshire Sports Partnership.

Welcome to Lincolnshire Loving Sport, Living Life - the strategy that sets out the direction for sport and its development in Lincolnshire through to 2012 and beyond.

The strategy is the result of a year-long consultation and development process managed by the Lincolnshire Sports Partnership and aims to set the direction for sport in Lincolnshire by working with key partners. We recognise the challenges that lie ahead for sport and physical activity and this strategy is part of our plan to overcome them with a view to achieving a lasting legacy for sport across the County.

The strategy aims to raise awareness, increase demand, develop people and increase opportunities for sport. Only by working in partnership with everyone involved in the provision of sporting and leisure opportunities can we hope to make a lasting difference in terms of the quality and the quantity of available services. By placing sport back at the top of the County's agenda we hope to build the lasting legacy that everyone desires.

I would like to thank all those who have contributed to this important strategy review and to the staff at Lincolnshire Sports Partnership for putting the final document together.

I know that I speak for everyone at the Partnership when I say that I look forward to working with you in the future to ensure that we achieve the aims and objectives within this strategy.



IAN EMMERSON JS



# Response to the Strategy for Sport in Lincolnshire 2007 - 2010

The first ever Strategy for Sport in Lincolnshire was published in January 2007. It was developed at a time of significant change for sports development. Indeed the Lincolnshire Sports Partnership was still a relatively new organisation. The first strategy aimed to set the initial direction for the Lincolnshire Sports Partnership at the time and was intended to act as a reference point for partners across Lincolnshire to develop their own action plans, which addressed local needs.

Recent changes within Sport England has resulted in an earlier review of our first strategy, hence the publication of our subsequent strategy, Lincolnshire Loving Sport, Living Life in July 09, which replaces the 2007 - 2010 strategy.

Our first strategy was aligned to the Regional Plan for Sport (Change 4 Sport) and set eight strategic outcomes for us to work towards. Underneath these eight strategic outcomes were a number of objectives and key performance indicators.

By working with partners to implement the eight strategic outcomes and underpinning objectives over the past two years we have seen a number of achievements that have laid the foundations on which to develop our new strategy. Some of these include:

- The Local Area Agreement now recognises sport and physical activity targets.
- Successful completion of two customer satisfaction surveys for the Partnership itself, resulting in a shift from the 'Fair' categories to the 'Good' categories based on the 2007 survey, particularly in the areas of leadership and communications.

- The Community Sport Networks met Sport England's criteria for becoming efficient, effective and embedded.
- The establishment of 36 new clubs across all districts in various sports including rounders, netball, hockey, swimming and badminton where demand for these sports was high and sustainable.
- 37 clubs achieved club accreditation and there are currently 21 clubs working towards achieving accreditation.
- In the region of 39 Awards for All Grants submitted securing investment of around £150k to fund the development of new clubs.
- Successful delivery of the Community Sports Coach scheme. Since it started in April 2004 the Community Sports Coach Scheme has delivered over 70,000 hours of coaching to over 140,000 children in the County.
- Successful delivery of the Step into Sport programme. Since starting the scheme twenty two students have reached the 50 plus milestone of volunteering hours.
- Achievement of the Advanced Standard for Safeguarding Young People.
- A re-launch of the Lincolnshire Sports Partnership website, resulting in an increase of over 3,000 visitors.
- Development and publication of the County-wide 2012 action plan for Lincolnshire.



# Response to the Strategy for Sport in Lincolnshire 2007 - 2010

Year	3x30	Volunteering	Club members	Tuition	Competitive Sport	Satisfaction	National Indicator 8
2006	19.6%	5.7%	22.9%	16.1%	16.3%	63.2%	20.0%
2008	20.8%	5.6%	23.3%	16.9%	15.9%	61.6%	21.2%
+/-	+1.20%	-0.1%	+0.4%	+0.8%	-0.4%	-1.6%	+1.20%

In terms of measuring the impact of our achievements, the Active People survey provides us with an accurate measure of how we are progressing in seven key areas. The table above shows our progress against these key areas and more details can be found on page 9 of this document.

The above table sets out the results of the 2006 and 2008 Active People surveys for the County. For a detailed description of the key performance indicators and National Indicator 8 please refer to the Glossary of Terms at the end of this document.

Lincolnshire has seen an increase in four out of the seven indicators measured by the Active People Survey, including both participation indicators (3x30 and National Indicator 8), even though none of the increases or decreases are deemed to be statistically significant yet (i.e. more than 95% certain of a real change). Whilst the Volunteering and Competitive Sport indicators show a slight decrease, our results are still above regional and national averages.

This means we are heading in the right direction, doing the right things, but there is more to do to meet our target increases set out on page 24 of this document. Our new strategy will build on the achievements already made providing us all with an excellent opportunity to see further increases in these key areas of measurement.



# Executive summary

This Strategy aims to set the direction for Sport in Lincolnshire from April 2009 to March 2012 and beyond. The year-long strategy consultation and development process has provided us with a raft of information that we have used to develop this document.

In summary, the Lincolnshire Sports Partnership will work together with key partners to deliver the Vision, Aims and Objectives set out below:

## Vision

By 2020 we will create a successful County that leads a healthy, sporting lifestyle.

## Aims and Objectives

### Aim 1 - Improve awareness of sport in the County

- 1.1 To develop key central sources of sports information including: facilities information; clubs, coaches and volunteering databases; County sports specific plans; performance data and research.
- 1.2 To develop a County media strategy incorporating: better use of existing media; targeted social marketing, development of key messages between agencies, and the use of key events to promote wider benefits of sport and physical activity.

### Aim 2 - Increase demand for sport across Lincolnshire

- 2.1 To clearly identify sporting demand.
- 2.2 To use sport & recreation taster events within corporate and family settings to increase demand.
- 2.3 To identify and tackle 'perceptions' of barriers to participation.
- 2.4 To improve links between existing transport and sporting infrastructure.

### Aim 3 - Develop people in and through sport across Lincolnshire

- 3.1 To provide support for coaches, clubs and volunteers.
- 3.2 To increase the numbers and quality of volunteers and coaches in Lincolnshire, in particular from priority and hard to reach groups.
- 3.3 To use sports activities to build community and corporate identity.

### Aim 4 - Increase opportunities and provision of sport in the County

- 4.1 To develop clear competition opportunities within Lincolnshire.
- 4.2 To increase and sustain the number of people using facilities and accredited clubs.
- 4.3 To increase and sustain the number of facilities available to the public for sport (e.g. school sites, military bases.)
- 4.4 To increase, improve and support accredited clubs.
- 4.5 To increase the number of athletes reaching high performance programmes.
- 4.6 To increase investment into sport across Lincolnshire.
- 4.7 To develop local, cost effective, opportunities to participate in sport and recreation i.e. the natural environment.

Aims 1 and 2 are primarily processes and preparation for delivery of Aims 3 and 4, which focus on delivery of tangible targets of more volunteers, coaches, and participants. The key driver and management of Aims 1 and 2 will be the Lincolnshire Sports Partnership core team and more details can be found in the Lincolnshire Sports Partnership Business Plan 2009-2012. Aims 3 and 4 will be driven by individual partners through innovative local, County and regional projects working with relevant partners and with the Lincolnshire Sports Partnership core team.

# Executive summary

## Acknowledgements

We would like to thank everyone who has been involved in what has been a year-long strategy consultation and development process. This includes key partners and members of the public who have given up their time in helping us to produce this document. Your feedback and input has been invaluable to the process and without it we would not have been able to produce a strategy that captures all our needs.

The strategy provides us with the plan to move forward, but it requires all current partners and sports putting this plan into action. Without the help and support of the key players within the development of sport in Lincolnshire we would not have a document of such quality: with your continued support we will have a legacy of sporting quality upon which we can keep building.





# Introduction

This document concludes ten months of planning to develop a new Strategy for Sport in Lincolnshire for April 2009 - March 2012.

The **'Have your Say' Consultation** was the initial stage which sought the views of Lincolnshire residents about a number of issues and attempted to establish an overall vision for sport in the County.

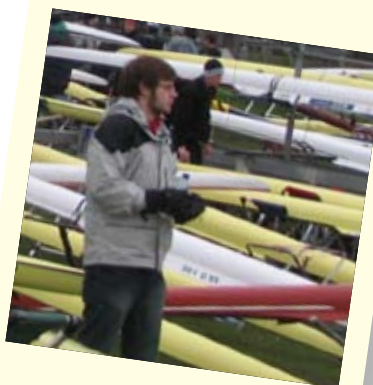
**According to stage one;** the 5 key things that the people of Lincolnshire aspire to for sport in the County are as follows:

- The people of Lincolnshire want more and better facilities in which to take part in sport.
- We want to play sport in facilities which are accessible, well managed and offer a range of sporting opportunities.
- We want to be well coached in our sporting endeavours.
- We want sport in Lincolnshire to receive its fair share of funding.
- The surveys also stated that more of us would take part in sport if we knew when and where it takes place and we were then able to get to the venue.

This information was pulled together in a document entitled *'Aspirations for Sport.'*

**Stage 2** set the aims and objectives which would assist us in realising the sporting vision and dreams of our County's inhabitants, and help Lincolnshire to align with national programmes and resources. Small planning groups made up of representatives from the member bodies of the Lincolnshire Sports Partnership and invitees from other key agencies, drew together information from *'Aspirations for Sport'*, County and national data regarding sport, along with other key national and regional strategic documents.

**Stage 3** concluded the strategic planning process. The senior staff of Lincolnshire Sports Partnership met with key partners across the County to test and discuss the delivery of the agreed aims and objectives. The process was fundamentally focused on trying to ensure that sport in the County moves in one direction, with clubs, coaches, governing bodies of sport, schools, local councils and others all working together to achieve the over-arching vision that by 2020 Lincolnshire will be a successful County that leads a healthy, sporting lifestyle. This strategy would not have been possible without the input of members of the public and our partners.



# Where we are now

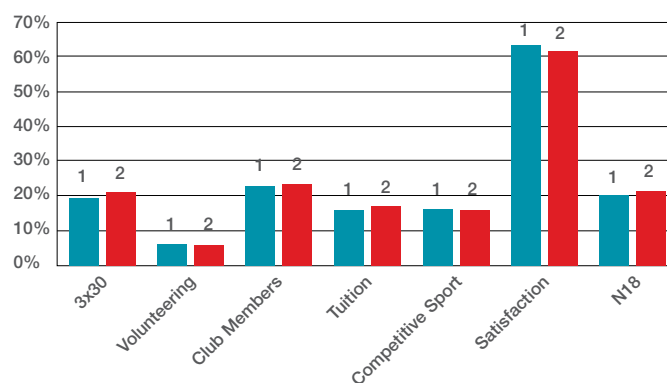
Information taken from a variety of sources, including the Lincolnshire Research Observatory, Sport England and the County Sports Facilities Framework has been used to provide a snapshot of the County, setting out the challenges associated with the delivery of this strategy.

## Active People results for Lincolnshire - the sporting profile

The following table sets out the results of the 2006 and 2008 Active People Survey for the County.

Year	3x30	Volunteering	Club members	Tuition	Competitive Sport	Satisfaction	National Indicator 8
2006	19.6%	5.7%	22.9%	16.1%	16.3%	63.2%	20.0%
2008	20.8%	5.6%	23.3%	16.9%	15.9%	61.6%	21.2%
+/-	+1.20% False	-0.1% False	+0.4% False	+0.8% False	-0.4% False	-1.6% False	+1.20% False

The chart opposite shows that Lincolnshire has seen an increase in four out of the seven indicators measured by the Active People Survey, including National Indicator 8, although none of the increases or decreases are deemed to be statistically significant (False) i.e. more than 95% certain of a real change.



Below is a summary of each indicator:

- **3x30:** Participation has risen by 1.2% to 20.8%, which is below the regional (21.6%) and national (21.3%) averages.
- **Volunteering:** The rate for sports volunteering has fallen by 0.1% to 5.6%. However, this is still above the regional (5.3%) and national (4.9%) averages.
- **Club membership:** Levels of activity in a club setting have risen by 0.4% to 23.3%. This is below the regional (24.1%) and national (24.7%) averages.
- **Tuition:** The amount of people receiving tuition has risen by 0.8% to 16.9%. This is below the regional (17.6%) and national (18.1%) averages.

- **Competitive Sport:** The amount of people taking part in competitive sport has fallen by 0.4% to 15.9%. However, this is still above the regional (15.1%) and national (14.6%) averages.
- **Satisfaction:** Satisfaction with local sports provision has fallen by 1.6% to 61.6%. This is below the regional (66.2%) and national (66.6%) averages.
- **NI8:** Results for NI8 show an increase of 1.20% to 21.2%. There are no regional or national average comparators available at the present time.

# Key demographics and facility information

## Population growth

Population estimates released in 2008 by the Office for National Statistics (ONS) show that the County population is now 692,800 people, an increase of 7% on the 2001 Census figures, whereas nationally and regionally, increases have been 4% and 5% respectively. The latest ONS population projections for Lincolnshire show that the County population will continue to grow and will reach 900,000 people between 2030/31, with people aged over 65 making up a larger proportion of the population over time, as set out in the table below:

Proportion of population in Lincolnshire (%) by age  
(Source: Lincolnshire Research Observatory)

Age Range	1981	2007	2020	2031
0 to 19	29	23	21	20
20 to 64	55	57	54	51
65+	16	20	25	29
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

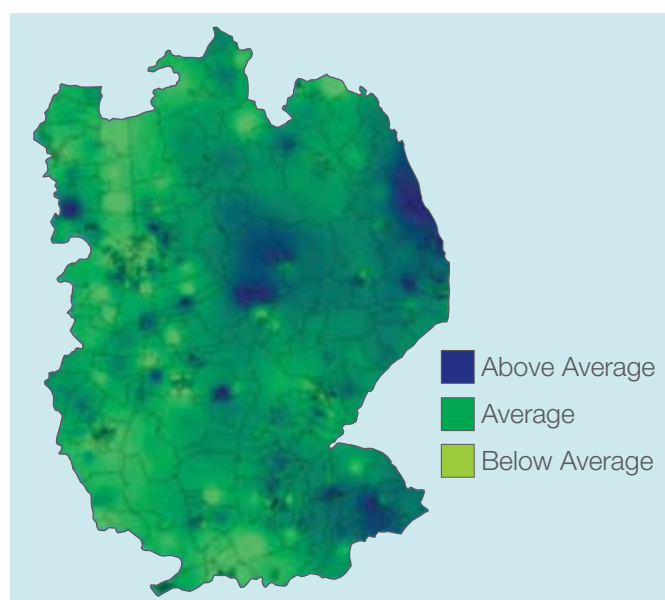
In previous years the trend has been for the proportion of those aged 0-19 years to fall whereas the proportion of those aged 20-64 has remained fairly static. These latest projections show that over the next two decades, whilst the proportion of 0-19 year olds will still fall as a proportion of the total population, the decrease will not be as stark as those aged 20-64 years.

There has been a large increase in the average age of migrants moving to the coastal area and as a result of these long-term migration patterns there is a clear east/west divide in the County in terms of areas where those aged 65+ tend to reside.

The map below is an index of people aged 65 and over as at 2007. It shows that these are concentrated along the coast, in South East Lincolnshire and around central and North Lincolnshire towns and surrounding areas.

The same areas also tend to have very low levels of out-migration, whilst the distribution across the County has changed very little between 2001 and 2007.

This has implications for sport in Lincolnshire, which this Strategy will look to address, primarily through choice of sports and venues used in local communities.



# Key demographics and facility information

## Deprivation

14% of the population of the County lives in wards that are amongst the 20% most deprived in the country. The low skills/low wage economy limits the extent to which some people are able to afford access to sporting opportunities.

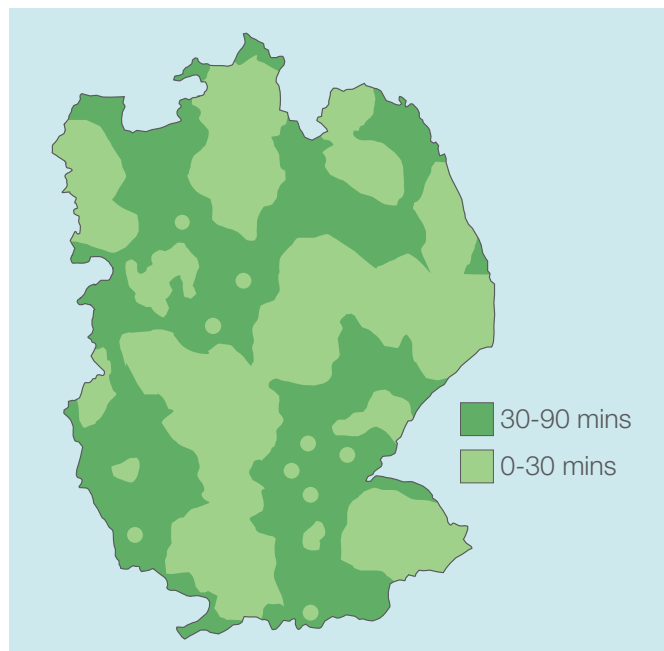
## Transport and the rural effect

Transport is a major issue in Lincolnshire, with generally poor infrastructure limiting physical access to services within the County. This is coupled with the fact that the fastest rates of growth are in the more rural districts.

Whilst the County's population continues to grow, population density remains much lower than both the regional and national figures ensuring that the challenge of delivering services to people across the whole of Lincolnshire remains, as demonstrated in the map opposite, which highlights the travel time to services using public transport. This clearly shows that residents in large areas of the County still have limited access to services via public transport.

## Demand for facilities

The County Sports Facilities Framework contains a full assessment of the future facility needs of the County taking into account the above demographics and other variables. The table opposite, taken from the County Sports Facilities Framework, summarises future facility needs (in 2031), taking account of projected increases in population and two different scenarios for higher participation rates.



## Key demographics and facility information

Facility Type	Current facilities provided	Current facilities needed	Future facilities needed (+39.8% population)	Future facilities needed (+23% participation)	Future facilities needed (+9% participation)
Sports halls	30	34	41	50.5	45
Swimming pools	19	23	30	37.5	32.5
Synthetic turf pitches	13	16	20	25	22
Synthetic tracks	3	3	4	4	4
Indoor bowls halls	14	15	19	25	19.5
Outdoor bowls greens	112	112	149	183	164
Health and fitness	67	74	92	113	100
Indoor tennis courts	7	18	22	27	25
Outdoor tennis courts	292	299	395	475	426
Squash courts	50	50	64	79	69
Golf courses	37	37	48	58	52
Village halls	324	343	451	553	491
Adult football pitches	325	325	414	504	446
Junior football pitches	103	171	233	285	262
Mini-Soccer pitches	70	89	116	143	127
Cricket pitches	113	116	149	188	166
Rugby pitches	35	43	60	74	65

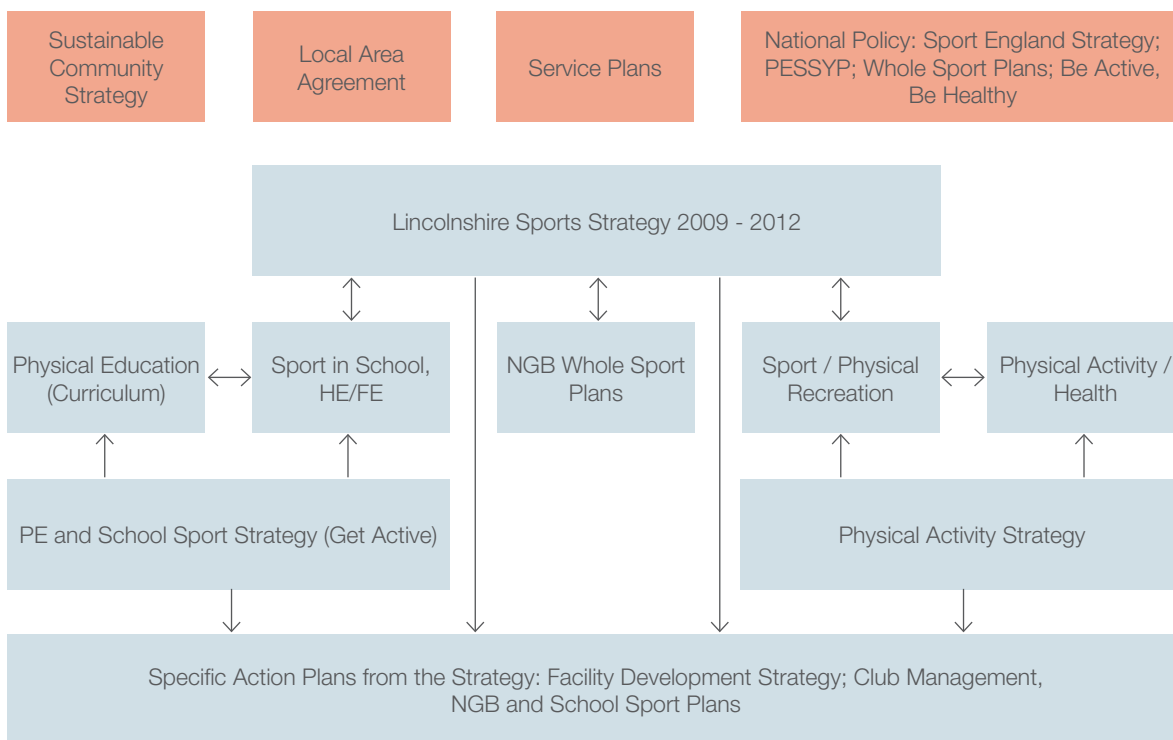
This Strategy will need to work towards addressing current deficits leading up to 2012 and beyond.



# Strategic context - the bigger picture

Sport and Recreation does not operate in isolation. It is influenced by a wide range of policy agendas. In Lincolnshire there are general and specific policy agendas which affect sport. The County has a two tier administration with services provided by district councils and the County council. With respect to sport and recreation, services are also provided through parish councils and school governance structures.

The diagram below shows how this strategy links and fits in with the local strategic context. Detailed summaries of the strategies and major policy drivers are given on subsequent pages. Additional policy agendas include the Regional Economic Strategy and Rural Action Plan, the County Sports Partnership National Network, District-based policy priorities and the Lincolnshire Economic Strategy.



# Strategic context - the bigger picture

## 'Playing to Win - A New Era for Sport' & Sport England's Strategy 2008-2011

The Department for Culture, Media and Sport (DCMS) published the strategy 'Playing to Win - A New Era for Sport' in June 2008. This Strategy set out the Government's ambition to become a truly world leading sporting nation, capitalising on the 2012 Olympic Games and Paralympic Games.

In response to 'Playing to win' Sport England published its new Strategy (2008-2011) in July 2008 to get more people playing and enjoying sport and to help those with talent get to the very top. The Strategy commits Sport England to deliver on a series of demanding targets by 2012/13. Key targets are listed below:

- One million people doing more sport.
- 25% reduction in the number of 16 year olds who drop out of five key sports.
- Improved talent development systems in at least 25 sports.
- A measurable increase in people's satisfaction with their experience of sport - the first time the organisation has set such a qualitative measure.
- A major contribution to the delivery of the five hour sports offer for children and young people.
- Sport England will work closely with the National Governing Bodies of sport (NGBs) to deliver the new strategy, through new Whole Sport Plans (WSPs) and will also create strong partnerships with local authorities. It will reduce bureaucracy by combining its multiple funding streams into a single pot of funding for NGBs, and will be consulting on a new, more streamlined method of funding wider community projects.

It is this new strategic focus from Government and Sport England, which is the primary driver in the creation of this new Strategy for Sport in Lincolnshire. The role of all partners will focus on increasing participation for adults and children increasing club members and supporting our local partners in improving the sporting offer across the County generally.



# Strategic context - the bigger picture

## PE and Sport Strategy for Young People (PESSYP)

Building on over eight years of good practice, the PESSCL Strategy is now the PE & Sport Strategy for Young People (PESSYP), often referred to as the '5 Hour Offer'. By 2011 the ambition outlined in the Strategy is to offer all children at least 5 hours of sport every week, comprising:

- At least 2 hours high quality PE in the curriculum (5-16 year olds).
- The opportunity for at least a further 3 hours sport beyond the school day delivered by a range of school, community and club providers (5-19 year olds).

To support this ambition an additional £100m (over 3 years) has been secured for:

- The addition of FE Sports Co-ordinators linked to School Sport Partnerships.
- The completion of the roll out of Competition Managers linked to School Sport Partnerships.
- Top up grants for School Sport Partnerships to pay Coaches.
- Multi sport clubs for children with special needs linked to School Sport Partnerships.
- Funding for Sport Unlimited for semi-sporty young people.
- National School Sport Week, commencing 29 June 2009.

To achieve the aims and objectives of PESSYP, support from a number of key agencies working specifically with young people will be required. This issue is wider than just sport, stretching to education and diversionary activities. This wider working will be achieved through the development of a Lincolnshire PE & Sport Strategy for Young People, which will draw from and complement Lincolnshire Loving Sport, Living Life.



# Strategic context - the bigger picture

## Be Active, Be Healthy - A plan for getting the Nation moving

Be Active, Be Healthy was launched on 12 February 2009 and establishes a new government framework for the delivery of physical activity aligned with sport for the period leading up to the London 2012 Olympic Games / Paralympic Games and beyond. The health legacy for the Games is expected to contribute to the Government's Legacy Action Plan (LAP) target for 2 million more adults being active by 2012. It also sets out new ideas for organisations such as district councils and primary care trusts to help determine and respond to the needs of their local populations, providing and encouraging more physical activity.

To achieve the ambition for a healthier, fitter Lincolnshire by 2012 and beyond, a world-class delivery infrastructure for physical activity is needed. Early foundations in Lincolnshire are already in place, however we will need to retain and resource those elements of the existing delivery network that will contribute to the wider delivery of physical activity and remain fully aligned with the delivery of sport. This will be achieved through the formation of a specific Physical Activity Strategy for the communities of Lincolnshire, which will compliment Lincolnshire Loving Sport, Living life - a strategy to 2012 and beyond.



# Strategic context - the bigger picture

## Regional Spatial Strategy & Local Development Frameworks

Government Offices work with regional partners to develop, implement and monitor 'Regional Spatial Strategies,' which set out Government's planning and transport policy for each region for a 15-20 year period. The current Regional Spatial Strategy for the East Midlands (RSS8) was published by East Midlands Regional Assembly (EMRA) in March 2005. It provides a broad development strategy for the East Midlands up to 2021.

In addition the Regional Spatial Strategy provides structure for preparing Local Development Frameworks (LDFs.) LDFs set out the local planning authority's policies and proposals for the development and use of land in their area over a minimum period of 10 years. LDFs must take into account both national and regional policies such as the Regional Spatial Strategy and consist of a portfolio of local development documents to manage how change takes place in the area. Local Delivery Frameworks are being created in each local authority area at present and this is a key policy area concerning the future development of facilities across the County.





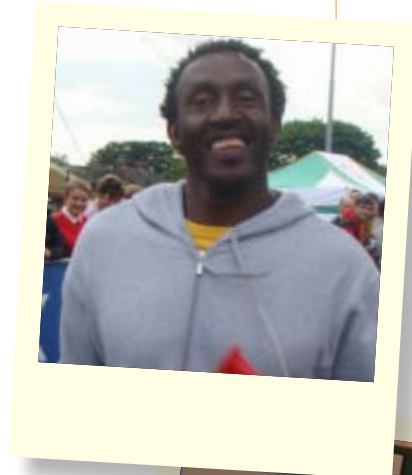
# Strategic context - the bigger picture

## The Local Area Agreement for Lincolnshire (LAA)

In line with national requirements, Lincolnshire agreed its LAA in June 2008, subject to a review and refresh in March 2009. The LAA is a three-year delivery plan for a number of key priorities within the Sustainable Community Strategy and is structured around ten priorities:

- Promoting social cohesion.
- Improving health.
- Reducing alcohol harm and improving community safety.
- Children and young people - raising attainment.
- Improving the quality of life of vulnerable people.
- Creating better communities through growth and improved housing provision.
- Improving skills and conditions for the economy.
- Getting connected.
- Adapting to climate change.
- Improving services, providing value for money.

These themes and priorities pick up some of the critical sports issues for the County such as community cohesion, health inequalities and helping to develop children and young people.



# Strategic context - the bigger picture

## Sustainable Community Strategy for Lincolnshire

The emerging Sustainable Community Strategy for Lincolnshire is the key policy driver for the County. It was developed by the Lincolnshire Assembly and provides the framework for the Local Area Agreement, District Sustainable Community Strategies and other strategies such as the Lincolnshire Economic Strategy.

The vision in the emerging Sustainable Community Strategy imagines Lincolnshire in 2030: ours is a big County, with big skies that has a big future because Lincolnshire is the place where everyone can find and enjoy the lifestyle that suits them best. Those great lifestyles come from the following values:

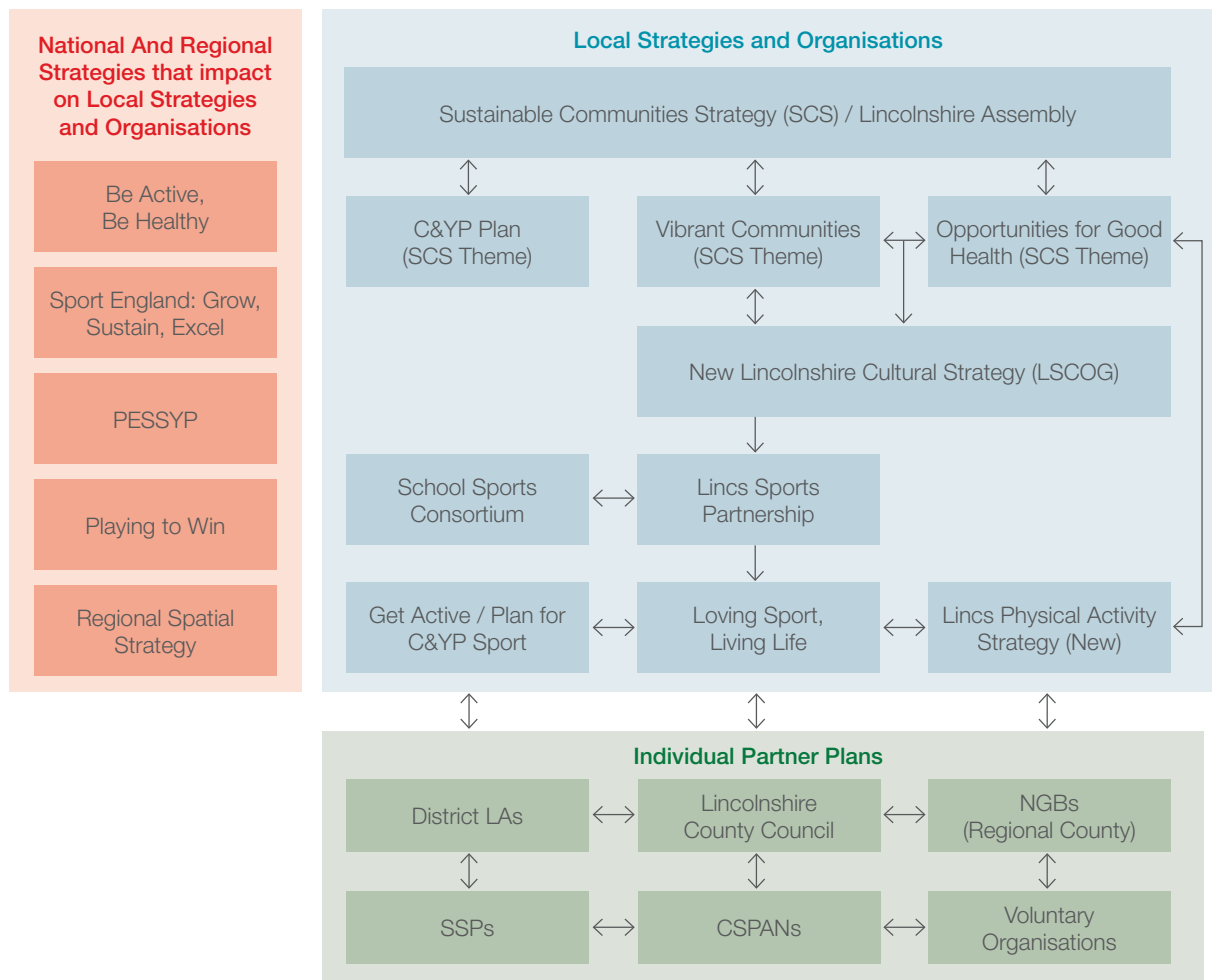
- Vibrant communities where people enjoy life.
- Opportunities for good health.
- One of the healthiest and most sustainable economies in Europe.
- Good connections between people, services, communities and places.
- Rich, diverse environments, heritage and cultures that residents and visitors enjoy.
- Supported by organisations working together for Lincolnshire.

It is this Strategy which has led to an emphasis on the role played by sport in local people's lifestyles. Sport will play a major role in supporting the themes of opportunities for good health and the creation of vibrant communities.



# Strategies and organisations

The previous section set out the local strategic context in which sport operates. Over and above this there are a number of different organisations involved in the process and the overall picture is a complex one. Therefore, in an attempt to demonstrate the links between the strategies and organisations involved the following diagram has been developed.



# Strategies and organisations

## What this has told us...

**Stage 1** of the planning process pulled together the five headline issues raised by the public consultation (Aspirations for Sport). This led to an initial over-arching vision for sport in the County.

**Stage 2** of the planning process (The Way Forward for Sport) then focused on reality checking the results of the public consultation to create a strategy that all key delivery partners can follow. Whilst the vast majority of key partners agreed with the vision, stating they could support it, the consensus was that it was too wordy and required some 'tweaking' so that it read better.

Following a meeting of the Sports Policy Group on the 22nd December 2008, the vision was reduced, and some of the statements contained within the vision were turned into aims, values and key objectives. The key objectives were sent out for consultation and checked against currently identified sporting needs.

**Stage 3** of the planning process looked to identify the work being carried out across the County against the new aims and objectives. At the Lincolnshire Sports Partnership Stakeholder Day on 11th March 2009 partners were invited to take part in workshops aimed at confirming the key initiatives that would form the delivery plans in the new strategy. These workshops resulted in some changes, the key changes being a re-ordering of the four aims and some of the objectives being merged in order to reduce the overall number. Therefore sport in Lincolnshire has set itself the following vision, aims and objectives:

## Vision to be achieved:

By 2020 we will create a successful County that leads a healthy, sporting lifestyle.

## Aims to be achieved by 2015:

To achieve the vision, four major aims have been identified for delivery over the next six year period. Quite simply, if we are to ensure the creation of a successful County that leads a healthy sporting lifestyle we need to:

1. Improve awareness of sport in the County.
2. Increase demand for sport across Lincolnshire.
3. Develop people in and through sport across Lincolnshire.
4. Increase opportunities and provision of sport in the County.





# Strategies and organisations

## Objectives to be achieved by 2012:

These four aims have been split into key objectives to be delivered within the next three years.

### Aim 1 - Improve awareness of sport in the County

- 1.1 To develop key central sources of sports information including: facilities information; clubs, coaches and volunteering databases; County sports specific plans; performance data and research.
- 1.2 To develop a County media strategy incorporating: better use of existing media; targeted social marketing, development of key messages between agencies, and the use of key events to promote wider benefits of sport and physical activity.

### Aim 2 - Increase demand for sport across Lincolnshire

- 2.1 To clearly identify sporting demand.
- 2.2 To use sport & recreation taster events within corporate and family settings to increase demand.
- 2.3 To identify and tackle 'perceptions' of barriers to participation.
- 2.4 To improve links between existing transport and sporting infrastructure.

### Aim 3 - Develop people in and through sport across Lincolnshire

- 3.1 To provide support for coaches, clubs and volunteers.
- 3.2 To increase the numbers and quality of volunteers and coaches in Lincolnshire, in particular from priority and hard to reach groups.
- 3.3 To use sports activities to build community and corporate identity.

### Aim 4 - Increase opportunities and provision of sport in the County

- 4.1 To develop clear competition opportunities within Lincolnshire.
- 4.2 To increase and sustain the number of people using facilities and accredited clubs.
- 4.3 To increase and sustain the number of facilities available to the public for sport (e.g. school sites, military bases).
- 4.4 To increase, improve and support accredited clubs.
- 4.5 To increase the number of athletes reaching high performance programmes.
- 4.6 To increase investment into sport across Lincolnshire.
- 4.7 To develop local, cost effective, opportunities to participate in sport and recreation i.e. the natural environment.





# Strategies and organisations

## Delivery of the Aims & Objectives

The aims and objectives break down into two key categories. The first two aims are primarily processes and preparation for delivery of the last two aims which focus on delivery of tangible targets of more volunteers, coaches, and participants.

The key driver and management of the first two aims will be the Lincolnshire Sports Partnership core team and details of the delivery of the high level initiatives aligned against the objectives will be found in more detail in the Lincolnshire Sports Partnership Business Plan 2009-2012. Support will be needed from all partners in the successful achievement of these aims for the County.

The key drivers of the last two aims will be individual partners themselves, delivering innovative local, County and regional projects through their own organisations, working with relevant partners and with the Lincolnshire Sports Partnership core team. The objectives within these two aims have clear links to the very tangible, output based performance indicators and targets detailed overleaf. The Partnership's core team will work with individual organisations to develop their specific action plans on an ongoing basis to ensure delivery of these Countywide targets in a co-ordinated fashion.

## Key Targets to be achieved by 2012:

The following targets have been set and will be used to measure Lincolnshire's success in the delivery of this Strategy. The indicators are a mix of National Indicators upon which there is direct impact and also Sport England Active People survey indicators, some of which are linked directly to the Local Area Agreement. Targets have been derived from robust baselines and stretch targets have been set to ensure that Lincolnshire works towards being the best in the country, exceeding both regional and national averages.

The high level initiatives delivered under Aims 3 & 4 of this strategy should influence the indicators directly, for example, by setting up specific initiatives relating to an area i.e. volunteering or participation. A clear delivery plan with milestones and targets for the initiatives under Aims 1 & 2 can be found in the Lincolnshire Sports Partnership Business Plan.



# Strategies and organisations

Area	Indicator	Baseline	Target	Source	Notes
Volunteering	National Indicator 6 - Participation in regular volunteering	23.4%	+1.5%	Place Survey	Target based on estimated baseline and will be measured through the Local Area Agreement. Baseline not yet confirmed by Lincolnshire County Council and is therefore subject to change
	Key Performance Indicator (KPI) 2 Active People Survey - At least 1 hour a week volunteering to support sport	5.7%	+1.5%	Sport England Active People Survey	Baseline - 2005/06 Sport England Active People Survey. Target based on Local Area Agreement target
Adult participation	National Indicator 8 - Adult participation in sport and active recreation	20.0%	+4.0%	Sport England Active People Survey	Baseline - 2005/06 Active People Survey. Measured through the Local Area Agreement
Children's and young people's participation	National Indicator 57 - Children and young people's participation in high-quality PE and sport	76.0%	+9.0%	Department for Children, Schools and Families Survey	Baseline set at 76%, which relates to the results published in October 2008. Therefore, the target is 85% and relates to the school year ending Summer 2010 with results published in October 2010
Club membership	KPI 3 Active People Survey - Being a member of a club particularly so that you can participate in sport or recreational activity (measured over a 4 week period)	22.9%	+4.0%	Active People Survey	Baseline - 2005/06 Active People Survey. Targets based on bringing Lincolnshire in line with 2005/06 national average
Coaching and tuition	KPI 4 Active People Survey - Having received tuition from an instructor or coach to improve your performance in any sport or recreational activity in the last 12 months	16.1%	+4.0%	Active People Survey	Baseline - 2005/06 Active People Survey. Targets based on bringing Lincolnshire in line with 2005/06 national average
Competition	KPI 5 Active People Survey - Having taken part in any organised competition in any sport or recreational activity in the last 12 months	16.3%	+1.0%	Active People Survey	Baseline - 2005/06 Active People Survey. Target based on exceeding 2005/06 regional and national averages
Facilities	KPI 6 Active People Survey - Percentage of adults who are very or fairly satisfied with sports provision in their local area	63.2%	+10.0%	Active People Survey	Baseline - 2005/06 Active People Survey. Target based on bringing Lincolnshire in line with 2005/06 national average

# Strategies and organisations

## Contributing to:

In addition to the targets set above, over the life of this Strategy, partners will look at simple methods to align data and performance measures with other indicators surrounding the wider but connected issues such as:

- National Indicator 1 - % of people who believe people from different backgrounds get on well together in their local area
- National Indicator 3 - Civic participation in the local area
- National Indicator 5 - Overall/general satisfaction with local area
- National Indicators 55 and 56 - Obesity among primary school age children in Reception Year; Obesity among primary school age children in Year 6
- National Indicator 110 - Young people's participation in positive activities
- Public Service Agreement (PSA) 12 - Improve the health and well-being of children and young people
- PSA 14 - Increase the number of children and young people on the path to success
- PSA 18 - Promote better health and well-being for all
- Department for Culture, Media and Sport Department Strategic Objective - Encourage more widespread enjoyment of culture and sport



# Delivery plan

**Aim 1:** Improve awareness of sport in the County  
(for further details see Lincolnshire Sports Partnership Business Plan)

	Objective	High Level Initiatives	LSP Business Plan Delivery Theme
1.1	To develop key central sources of sports information including: facilities information; clubs, coaches and volunteering databases; County sports specific plans; performance data and research	<ul style="list-style-type: none"> <li>■ Development and promotion of County sports specific plans</li> <li>■ Maintenance of facilities framework and links to Active Places Power</li> <li>■ Development, mapping and promotion of central hubs for data collection (schools, HE\FE, NGBs, etc)</li> <li>■ Development of key sports research/ briefing papers</li> </ul>	<ul style="list-style-type: none"> <li>■ Joint Working</li> <li>■ Facility Development</li> <li>■ Research and Evidence</li> </ul>
1.2	To develop a County media sports strategy incorporating: better use of existing media; targeted social marketing, development of key messages between agencies, and the use of key events to promote wider benefits of sport and physical activity	<ul style="list-style-type: none"> <li>■ Formation of a collaborative County-wide communications team</li> <li>■ Development of sports marketing strategy</li> <li>■ Investigate use of social networking tools such as YouTube, Facebook, etc</li> </ul>	<ul style="list-style-type: none"> <li>■ Marketing</li> <li>■ Marketing</li> <li>■ Marketing</li> </ul>

# Delivery plan

**Aim 2:** Increase demand for participation across Lincolnshire (for further details see Lincolnshire Sports Partnership Business Plan)

	Objective	High Level Initiatives	LSP Business Plan Delivery theme
<b>2.1</b>	To clearly identify sporting demand	<ul style="list-style-type: none"> <li>■ Development of clear datasets including: Active People, PESSYP, Active Student Survey, Market Segmentation profiling and FESCO audit</li> <li>■ Collation and management of local survey data to identify further needs (using standard processes)</li> </ul>	<ul style="list-style-type: none"> <li>■ Research and Evidence</li> <li>■ Research and Evidence</li> </ul>
<b>2.2</b>	To use sport & recreation events to increase demand	<ul style="list-style-type: none"> <li>■ Development of County Elite Events Calendar/Programme</li> <li>■ Community/Street Games Programme</li> </ul>	<ul style="list-style-type: none"> <li>■ Events</li> <li>■ Events</li> </ul>
<b>2.3</b>	To identify and tackle 'perceptions' of barriers to participation	<ul style="list-style-type: none"> <li>■ Review, research and deliver the County Equality Strategy</li> </ul>	<ul style="list-style-type: none"> <li>■ Equality &amp; Diversity</li> </ul>
<b>2.4</b>	To improve links between existing transport and sporting infrastructure	<ul style="list-style-type: none"> <li>■ Development of Rural facility usage project</li> <li>■ Support for Local Development Frameworks within local planning policy</li> </ul>	<ul style="list-style-type: none"> <li>■ Facility Development</li> <li>■ Facility Development</li> </ul>



# Delivery plan

**Aim 3:** Develop people in and through sport across Lincolnshire

	Objective	Key Strategic Indicators	High Level Initiatives	Partner Case Studies
<b>3.1</b>	To provide support for coaches, clubs and volunteers	NI6, KPIs 2 and 4 Active People Survey	<ul style="list-style-type: none"> <li>■ Development of SportsForce project</li> <li>■ Step into Sport Leadership Academy</li> <li>■ Lincolnshire Coaches Network &amp; Clubs Support Evenings</li> <li>■ HE/FE County coaching centres network</li> </ul>	SSP Leadership Academies Step into Sport
<b>3.2</b>	To increase the numbers and quality of volunteers and coaches in Lincolnshire, in particular from priority and hard to reach groups	NI6, KPI 2 Active People Survey	<ul style="list-style-type: none"> <li>■ Establish County-wide recognised recruitment process for sport and create closer links with CVS and wider voluntary sector (key component of SportsForce project)</li> <li>■ Access to role models through programmes such as LEAP; sporting champions; young ambassadors and the LSP patrons</li> </ul>	
<b>3.3</b>	To use sports activities to build communities	NI8	<ul style="list-style-type: none"> <li>■ County wide programmes of: Healthy Campus, Corporate Games; Lincolnshire Motiv8; Fair Play Football; Community/Street Games</li> </ul>	Street Athletics Dance Factor

# Delivery plan

**Aim 4:** Increase opportunities and provision of sport in the County

	Objective	Key Strategic Indicators	High Level Initiatives	Partner Case Studies
4.1	To develop clear competition opportunities within Lincolnshire	NI8, KPI 5 Active People Survey, NI57	<ul style="list-style-type: none"> <li>■ NGB Club Leagues</li> <li>■ School Competition Managers programme</li> </ul>	
4.2	To increase and sustain the number of people using facilities and accredited clubs	NI8, KPIs 3 and 6 Active People Survey, NI57	<ul style="list-style-type: none"> <li>■ Develop County-wide leisure card initiative. Promote Clubmark and Charter Standard clubs</li> <li>■ Rural facility usage project</li> <li>■ School/club links programme</li> </ul>	Free Swimming proposals
4.3	To increase and sustain the number of facilities available to the public for sport (e.g. school sites, military bases)	NI8, NI175, KPI 6 Active People Survey	<ul style="list-style-type: none"> <li>■ Joint work with partner programmes: Extended Provision, the County Facilities Strategy and Building Schools for the Future</li> <li>■ Forestry Commission and waterways partnership</li> </ul>	Facilities Strategy
4.4	To increase, improve and support accredited clubs.	NI6, NI8, KPIs 3, 4, 5 and 6 Active People Survey, NI57	<ul style="list-style-type: none"> <li>■ Develop County wide programme of education courses to support accreditation</li> <li>■ Delivery of Clubmark Charter</li> </ul>	Grantham Central facilities subsidy case study
4.5	To increase the number of athletes reaching high performance programmes	KPI 4 Active People Survey	<ul style="list-style-type: none"> <li>■ Exploit greater links between Gifted &amp; Talented programme, LEAP and NGB programmes</li> </ul>	Throws Academy School multi-skill Academies
4.6	To increase investment into sport across Lincolnshire.	NI8, NI57	<ul style="list-style-type: none"> <li>■ Development of advice from sports specific partners and County overview for funding support</li> <li>■ Research on Value of sport across Lincolnshire</li> </ul>	
4.7	To develop local, cost-effective opportunities to participate in sport and recreation i.e. the natural environment	NI8, NI57	<ul style="list-style-type: none"> <li>■ Expansion of taster sessions for key target groups (Disability Inclusion Project; Over 45s Project) plus wider groups such as adults in the workplace</li> <li>■ Delivery of key Countywide programmes: Sport Unlimited, Free Swimming, Beach Sports and County Events programme, Summer Sports Tours, Come and try it sessions linked to Holiday programmes, and Multi-sports events</li> </ul>	Leadenham Hockey Club FIVB Beach Volleyball (Skegness)

## What happens next?

This document sets out the framework that partners across Lincolnshire's sporting community have agreed to follow. The targets identified above will only be achieved if these aims and objectives are delivered through effective initiatives and projects.

All partners have engaged through Stage 3 of this process in identifying proposals to deliver this strategy. Further work will be done between April and May 2009, through to February 2011, to develop annual local action plans, local authority service plans, school sport development plans and sports specific County plans to ensure that the delivery of this strategy is tangible and has real effects on the numbers of people leading a healthy, sporting lifestyle across the County.

These plans will be published on the Lincolnshire Sports Partnership website and reports on the impact of this strategy will be published each year in the Partnership Annual Review, on behalf of all the partners involved. The results for the strategy's targets will be reported through a variety of means to local and central government, national sports organisations and to Lincolnshire residents on an annual basis.

In addition this document is complemented by the Lincolnshire Sports Partnership Business Plan, which will detail what the Partnership Countywide team will be doing to support partners and to support the Countywide delivery of key themes and initiatives.



# Glossary of terms

**Active People Survey** - The Active People Survey, commissioned by Sport England, is the largest ever survey of sport and active recreation to be undertaken in Europe. The first year of the survey, Active People Survey 1, was conducted between October 2005 and October 2006, and was a telephone survey of 363,724 adults in England (aged 16 plus) and is unique in providing reliable statistics on participation in sport and active recreation for all 354 Local Authorities in England (a minimum of 1,000 interviews were completed in every Local Authority in England). Sport England is repeating the Active People Survey, and it is now a continuous annual survey, until October 2010. The second year of the survey, Active People Survey 2, commenced on 15 October 2007 and was completed on 14 October 2008. Active People Survey 3 (2008/9) commenced on 15 October 2008 and will run for 12 months until mid October 2009. The Active People Survey also provides the measurement for National Indicator 8 (NI8) - adult participation in sport and active recreation. The survey also provides the measure for the cultural indicators NI9, 10 and 11.

**Active People Key Performance Indicators and National Indicator 8** - KPI 1 3x30 Participation is defined as the percentage of people (aged 16+) taking part on at least 3 days a week in moderate intensity sport and active recreation (at least 12 days in the last 4 weeks) for at least 30 minutes continuously in any one session. Participation includes recreational walking and cycling; KPI 2 Volunteering is defined as 'Volunteering to support sport for at least one hour a week'; KPI 3 Club membership is defined as 'being a member of a club particularly so that you can participate in sport or recreational activity in the last 4 weeks'; KPI 4 Receiving tuition is defined as 'having received tuition from an instructor or coach to improve your performance in any sport or recreational activity in the last 12 months'; KPI 5 Organised Competition is defined as 'having taken part in any organised competition in any sport or recreational activity in the last 12 months'; KPI 6 Satisfaction is the percentage of adults who are very or fairly satisfied with sports provision in their local area; National Indicator 8 is defined as the percentage of the adult (age 16 and over) population in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of the last 4 weeks (equivalent to 30 minutes on 3 or more days a week). NI8 is included with the priority indicators in the city and County LAAs. Please note NI8 differs from KPI1 (participation) due to the inclusion in NI8 of light intensity sports for those aged 65 and over (bowls, yoga, pilates, croquet, archery).

**County Sports Partnership** - County Sports Partnerships are County networks of local authorities, schools, clubs and other voluntary groups. They are led by a central team of people whose job it is to provide leadership and co-ordination of a network that is focused on sport.

**Department for Culture, Media and Sport (DCMS)** - is a department of government with responsibility for culture and sport in England, and some aspects of the media throughout the whole UK, for example broadcasting. It also has responsibility for the creative industries (jointly with Department for Business, Enterprise and Regulatory Reform) and tourism in England.

**Department Strategic Objective** - the Performance Framework for Local Authorities and Local Authority Partnerships requires departments to develop a set of Departmental Strategic Objectives (DSOs). The DSOs set out a picture of what the department as a whole aims to achieve over the next three years and provides an over-arching framework for performance management and progress reporting. The DSOs are no less important than PSAs and, like the PSAs, the DSOs will last for the period of the CSR until 2011.

**Five Hour Offer** - the 5 Hour Offer is made up of three elements: 2 hours high quality PE and School Sports; 1 hour in-school but out of school time activity; 2 hours off-school activity i.e. within a club or community environment. It is the fundamental promise originating in the PE & Sports Strategy for Young People (PESSYP).

**Key Performance Indicator** - relates to the Sport England Active People Survey, which measures six Key Performance Indicators on participation, volunteering, club membership, tuition, satisfaction with local provision and competition.

**Lincolnshire Research Observatory (LRO)** - the LRO was established in 1999 in partnership with Lincolnshire County Council, Lincolnshire Primary Care Trusts and Lincolnshire Police. The LRO aims to share and add value to data on social and economic issues affecting the County by providing a range of research materials to key partners.

**Local Area Agreements (LAAs)** - LAAs set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.

# Glossary of terms

**National Indicator** - the Performance Framework for Local Authorities and Local Authority Partnerships contains 198 National Indicators. This national indicator set was developed as part of the Comprehensive Spending Review 2007 and reflect the Government's national priorities. Performance against each of the 198 indicators will be reported for every single tier and County council Local Strategic Partnership and this Strategy will look to directly impact directly on the National Indicators that sport can influence.

**PESSCL** - The Physical Education School Sport Club Links (PESSCL) strategy incorporates eight different strands, supported by £459 million from central government. The main aim of PESSCL was to enhance the take-up of sporting opportunities by five- to sixteen-year-olds by increasing the percentage of school children who spent a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% in 2006 and 85% by 2008.

**PESSYP** - the national PE and School Sport Professional Development programme aims to support the implementation of the high level targets within the overall Physical Education, School Sport strategy for Young People (PESSYP) outlined by the Department for Children, Schools and Families (DCSF). The programme forms one of the strands of the PESSYP national strategy and is designed to provide a tool for the Local Authority and PESSCL infrastructure of Specialist Sports Colleges and School Sports Partnerships to meet their aims in delivering the five hour offer.

**Public Service Agreements (PSAs)** - these detail the aims and objectives of government departments for a three-year period. Such agreements also describe how targets will be achieved and how performance against these targets will be measured. The agreement may consist of a departmental aim, a set of objectives and targets, and details who is responsible for delivery. Currently there are 30 PSAs in place across a range of government departments.

**Sport England** - Sport England is an organisation set up to create opportunities for people of all ages and abilities to play sport in every community. In June 2008 it launched its new strategy to help community sport make the most of the unparalleled opportunities presented by the London 2012 Olympic and Paralympic Games.

**Step into Sport** - Step into Sport focuses on young people aged 14 to 19, giving them opportunities to become involved in sports leadership and volunteering and encouraging them to continue this into later life. The programme is funded by the Department of Culture, Media and Sport (DCMS) as part of the PESSYP strategy, which is revitalising PE and school sport across the country.

**Ward** - electoral wards/divisions are the key building block of UK administrative geography, being the spatial units used to elect local government councillors in metropolitan and non-metropolitan districts, unitary authorities and the London boroughs in England; unitary authorities in Wales; council areas in Scotland; and district council areas in Northern Ireland.



# Key contacts

## Lincolnshire Sports Partnership

### President:

Ian Emmerson OBE  
iemmerson@lincolnshiresports.co.uk

### Board of Directors:

Marcus Coleman  
marcus.coleman@lincolnshire.gov.uk

Darryn Hedges  
dwh@bmcf.co.uk

Philip Drury  
phil.drury@boston.gov.uk

Fiona Green  
fiona.green@iprm.co.uk

Barrie Pierpoint  
b.pierpoint@btinternet.com

Simon Webb  
webbsimon@btinternet.com

Professor Mike Saks  
msaks@lincoln.ac.uk

### Senior Management Team:

Chief Executive Officer:  
steve.dewint@lincolnshiresports.co.uk

Head of Sport:  
janet.inman@lincolnshiresports.co.uk

Head of Business Support:  
dave.carter@lincolnshiresports.co.uk

Head of Physical Activity:  
clive.breedon@lincolnshiresports.co.uk

## District Council Sport Development Departments

Healthy Communities,  
South Kesteven District Council  
d.kitchen@southkesteven.gov.uk

Sports Outreach,  
North Kesteven District Council  
NKYouthOutreach@leisureconnection.co.uk

Sports Development Team,  
City of Lincoln District Council  
keith.taylor@lincoln.gov.uk

Community Development,  
West Lindsey District Council  
will.saville@west-lindsey.gov.uk

Sports Development Team,  
Boston Borough Council  
barrie.higham@boston.gov.uk

Sports Development Team,  
East Lindsey District Council  
matthew.archer@e-lindsey.gov.uk

Sports Development Team,  
South Holland District Council  
dmatson@sholland.gov.uk

## Other County Contacts

Lead for Children and  
Young People and Sport,  
Lincolnshire County Council  
david.mcwilliams@lincolnshire.gov.uk

Community Grants Officer,  
Lincolnshire County Council  
ellie.bould@lincolnshire.gov.uk

## EMDA

2012 Co-ordinator  
tracycroft@emd.org.uk

## County Governing Bodies

Lincolnshire County  
Swimming Co-ordinator  
john.gray@swimming.org

Lincolnshire County  
Rugby Football Union  
gareththomas@rfu.com

Lincolnshire County Cricket  
niall.young@ecb.co.uk

## Centre for British Teachers (CfBT)

PE Advisor  
sallison@cfbt.com

## Partnership Development Managers

Cherry Willingham Partnership  
gareth.hart@cwcs.lincs.sch.uk

Coastal School Sport Partnership  
paulineyemm@hotmail.com

Central School Sports Partnership  
andy.allen@carres.lincs.sch.uk

Boston and District School  
Sport Partnership  
matthew.haslam@middlecott.lincs.sch.uk

City of Lincoln School  
Sports Partnership  
pdm@priorityacademies.co.uk

South West School  
Sport Partnership  
vincent.brittain@central.lincs.sch.uk

North East School  
Sport Partnership  
alan.grantham@cgs.lincs.sch.uk

South East School  
Sport Partnership  
lee.farrell@spaldinghigh.lincs.sch.uk

For a full list of all other regional and national NGBs, please refer to the Lincolnshire Sports Partnership website  
[www.lincolnshiresports.com/pages/NGB-SPORTS-a-z\\_of\\_sports.html](http://www.lincolnshiresports.com/pages/NGB-SPORTS-a-z_of_sports.html)