

# Move More, Live Well.



## A Shared Movement for Lancashire.

Our collective 10-year strategy to embed active, healthy living into everyday life.



# Who are we?



**We are Active Lancashire — the strategic lead for physical activity and sport across the county, working collaboratively to create a fairer, healthier and more active Lancashire.**

We're proud to be part of a wider movement of local authorities, community groups, health bodies, volunteers and residents who all want to make it easier for people to move more in their everyday lives.

Lancashire is full of energy and character — from our coastal towns and rural valleys to our proud industrial heritage and vibrant city life. But not everyone has the same opportunity to enjoy the benefits of an active life. That's why we work with partners to reduce inequalities, support local innovation and embed movement where it matters most.

Our approach is built on trust, shared learning and meaningful partnerships — because real, lasting change only happens when we work together.

## Our Values

### **People First**

We build everything around real lives, relationships and needs.

### **Everyone Counts**

We champion inclusion and make sure no one is left behind.

### **Working Together**

We achieve more by listening, learning and acting as one.

### **Influencing Change**

We lead by example and inspire others to think and act differently.

### **Forward Thinking**

We stay curious, adapt boldly and always look ahead.

### **Passion**

We care deeply about what we do — and it shows in every step we take.

We live these values every day — in how we lead, how we partner and how we show up for Lancashire. They shape our culture and guide how we influence others.

# Why we exist.



**Movement is not a luxury; it is essential. It fuels healthier, happier lives, a thriving health service, and a stronger, more resilient economy.**

That's why over the next ten years, we will work with partners to tackle inequalities and help people enjoy active, connected lives — embedding a culture of health and wellbeing for everyone in Lancashire.

We will continue to invest in local places and relationships — building trust, equipping systems, and supporting partners to embed physical activity sustainably into everyday life.

We know this is only possible through shared ambition, lived values and strong relationships. That's why we've engaged deeply with partners and stakeholders throughout this journey — and we will not stop there.

Our aim is to support and connect the great work already happening in communities — helping to scale what works through shared learning and collaboration. We are not here to act alone, but to enable collective impact through the Universal Offer and wider system change.



# Our vision.



**To create a healthier, more active Lancashire where everyone can thrive —by embedding movement into everyday life and empowering communities and systems to lead lasting change.**

**We want to see a future where every person in Lancashire has access to, and benefits from, a physically active lifestyle — whatever their background, ability or circumstance.**

# Our purpose.



**To use the power of physical activity to transform lives, reduce inequalities, and strengthen communities across Lancashire — putting people and place at the heart of everything we do.**

Through collaboration with local partners, we aim to grow participation in every community. Because we know every person can benefit from moving more — and our ambition to make that happen is relentless.



# Where we are today

May 2025

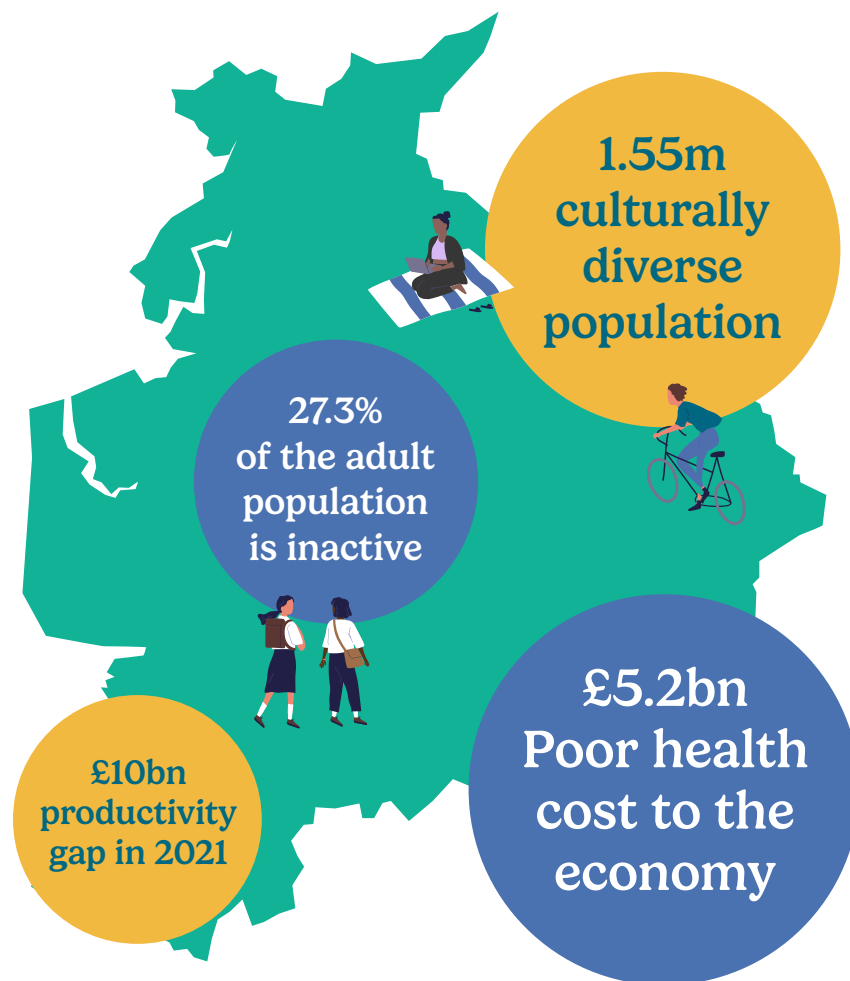


Lancashire is a county of contrasts. It is home to over 1.5 million people, with world-famous football clubs and areas of outstanding beauty — but also some of the deepest health inequalities in the country.

Blackpool has some of the UK's worst health outcomes, while nearby Ribble Valley has some of the best. The pandemic has deepened these divides, particularly across East Lancashire and our coastal towns.

Movement is one of the most powerful tools we have. It improves wellbeing, boosts productivity, and reduces the burden on health and care systems. The cost of poor health in Lancashire is over £3bn a year — and inactivity remains stubbornly high.

**Together, we're building a Lancashire where more people can move more, live well and thrive — whatever their background or circumstances.**



# Our strategic priorities



1

## Inequalities

Tackling inequality is central to our mission. We know that people who face the greatest barriers to physical activity are also those who stand to gain the most from it.

We will focus our efforts on communities with the least access, challenge the systems and structures that perpetuate inequality, and co-create inclusive, sustainable opportunities that reflect local cultures and lived realities.

Our commitment is to fairness, access and impact — for everyone, in every community.

2

## System leadership

Strategic leadership is not just about direction—it's about collaboration. We work with system partners to embed movement into policies and services, aligning with local priorities and building a workforce that reflects and serves diverse communities.

By aligning with priorities and using data, insight and lived experience, we'll shape policies and partnerships that put physical activity at the heart of social, economic and health outcomes.

3

## Place leadership

We believe that meaningful change starts in place. Working in partnership with local stakeholders, we support and connect place-based partnerships, recognising the incredible work already happening across Lancashire.

Our role is to connect, amplify and learn from these place based innovations, extending impact across the county through our developing Universal Offer.

4

## Children and young people

The foundations of an active life are laid early. That's why we are committed to supporting children and young people to develop positive relationships with movement from the very start.

We will champion early intervention, invest in youth-led wellbeing and employability hubs, and ensure every child and young person has access to inspiring, inclusive and culturally relevant opportunities to be active. Their voices, ideas and leadership will shape our work and the future of Lancashire's health.

5

## Health

Physical activity is one of the most effective and accessible tools for improving population health. We work with health and care partners to embed physical activity into prevention, recovery and rehabilitation — making it a normal, everyday part of health systems.

From social prescribing to long-term condition management, we will promote movement as a core part of good care. We will also support mental health through community-led initiatives that reduce isolation and build resilience.

6

## Environment

We recognise the urgent need to respond to the climate crisis while also creating places that enable active lives. That's why we are committed to embedding environmental sustainability into everything we do.

We will lead by example and support others to adopt sustainable practices that enhance the places where people live, work and move.

This includes promoting active design principles in urban planning, protecting and enhancing green and blue spaces, and supporting people and partners take climate-conscious actions that support wellbeing now and for future generations.

# Our Universal Offer.

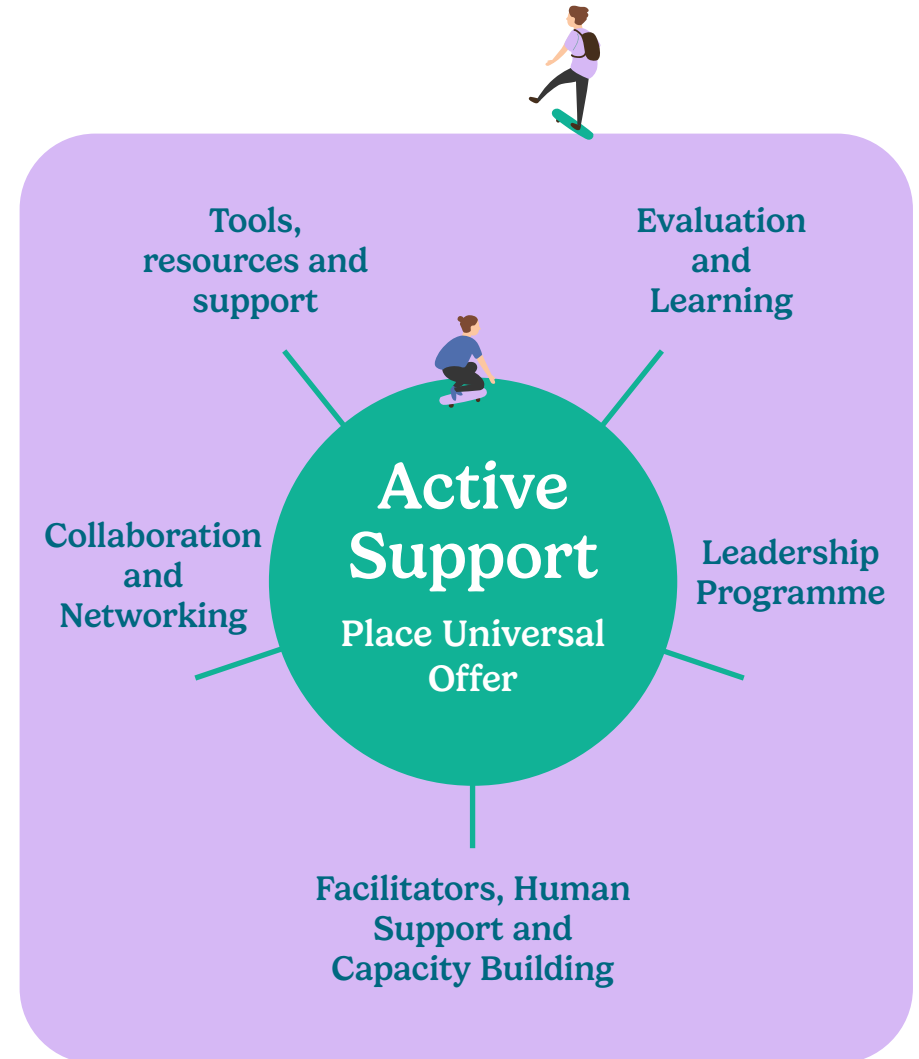


**Our Place Universal Offer provides a consistent, accessible and proportionate offer to all communities and partners across Lancashire. It is built on shared learning, tested approaches, and what we know works in local settings.**

The Universal Offer is a flexible framework that supports places at all stages of their journey. It includes practical tools, resources, coaching and leadership development, access to facilitators, forums for shared learning, and opportunities for peer support and collaboration. It's a way of making sure no one is left behind — while creating space to innovate, adapt and lead in response to local need.

Crucially, the Universal Offer is not a top-down prescription. It is designed to amplify the great work already happening in communities and enable partners to scale successful practice. It supports both local ownership and system-wide alignment — helping us connect the dots between grassroots delivery and strategic change.

The offer helps embed learning from place-based work into the wider system—spreading what works and supporting a culture of shared practice. It ensures everyone, regardless of where they are on the journey, has access to meaningful support.





# An investment in place



## Movement as therapy in Pendle and Morecambe

In Pendle and Morecambe, physical activity became a powerful tool for mental health. Active Lancashire worked with family support practitioners and mental health teams to weave movement into everyday services. Through a partnership with Empire Fighting Chance, boxing therapy was introduced into settings like The Cove, offering young people new ways to build resilience and wellbeing.

## Culturally sensitive outreach in Preston

Omar, co-employed with GLL at Westview Leisure Centre, brought lived experience and local knowledge to his role. He connected with mosques and madrasas in Preston, building trust through culturally sensitive outreach. His work sparked grassroots energy: community members came together to set up their own boxing clubs and physical activity groups—led by and for their communities.

## Building trust in Blackpool and Pennine Lancashire

Through the Together an Active Future programme, Active Lancashire staff took on shared roles embedded within Blackpool and Pennine Lancashire's place partnerships. Working side-by-side with local teams, they helped co-develop initiatives rooted in community insight. This close collaboration built deep trust and enabled successful projects—like family hubs—to be expanded across wider areas.

## Countywide collaboration through thematic groups

To align local delivery with strategic priorities, Active Lancashire co-led three cross-sector thematic groups with Lancashire County Council—focused on children, health, and active environments. These forums brought together voices from across the system, using insight from communities and practitioners to shape joint action on shared challenges.

## Youth engagement at the YES Hub in Pendle

At the Pendle YES Hub, a new approach to youth engagement emerged. Co-run with Positive Action in the Community, Pendle Council and the DWP, the hub used informal physical activity—like table tennis during appointments—to build rapport. This simple shift made a big difference: more young people started to turn up, open up, and take part.

## Active travel and inclusion in Burnley

Active Lancashire helped turn Burnley's vision of an 'Outdoor Town' into reality. Working through the Active Cycles programme, they co-developed inclusive cycling hubs with partners including Burnley Leisure, NHS colleagues, and local environmental groups. Refurbished bikes—repaired by prisoners at Wymott Prison—were redistributed into the community, linking rehabilitation, skills development and active travel in a single, powerful initiative.

## Sport and leadership across Lancashire schools

Over 500 schools took part in inclusive sports events and leadership training through the School Games and Panathlon. With Active Lancashire's support, these events became more than competitions—they became a platform for teaching staff and young leaders to embed physical activity into school life, creating a culture of movement beyond the sports hall.

# How we work: our model for change



**At the heart of our work is a clear, practical framework for change: Engage, Empower, Enable. This approach shapes how we operate across Lancashire — in partnership, in places, and with people.**

## **Engage: Collaboration that drives collective action**

We will continue to engage partners across sectors and systems — building shared understanding, trust and purpose. By bringing people together around common goals, we create space for collaborative learning, shared innovation, and aligned outcomes. Our networks are designed to encourage joint ownership and lasting impact.

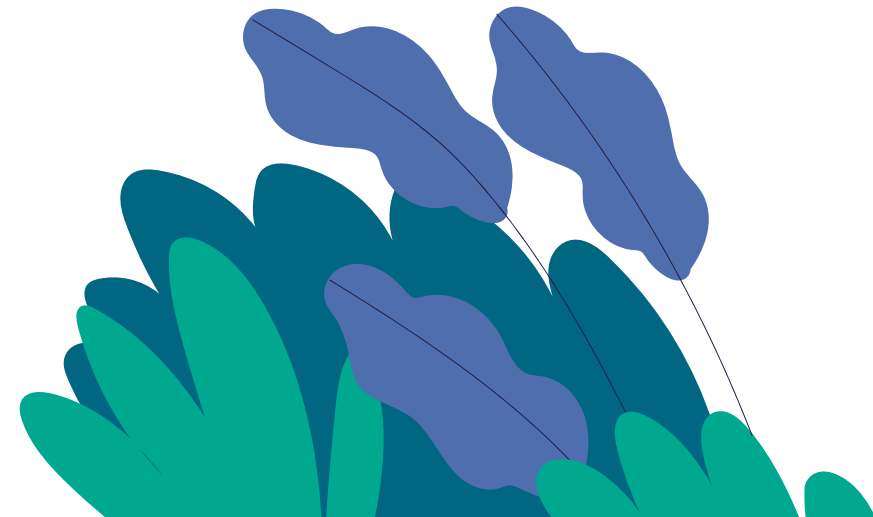
## **Empower: Supporting communities and people to lead**

We invest in relationships that matter — building capacity within communities to co-create their own solutions. We develop professional and volunteer workforces that reflect and respond to local needs. We support discovery, experimentation and resilience. By empowering individuals and communities, we give people the tools, confidence and influence to drive their own change.

## **Enable: Helping individuals live active, healthy lives**

We work to embed movement into the daily routines, environments and mindsets that shape people's lives. By enabling individuals to access opportunities, build motivation and overcome barriers, we help them make physical activity a lasting and meaningful part of their everyday life. Whether through local projects, supportive systems or inclusive spaces, we focus on sustained, personal impact — because real change happens one person at a time.

This model is underpinned by insight, evidence and learning. We are a reflective, resilient organisation that adapts as we go.



# Theory of Change



## If We...

### Engage Partners

## By...

Building robust networks across Lancashire that can advocate for physical activity and movement supporting our strategic stakeholders to collaborate, advocate and share opportunities working with local systems to raise awareness of the benefits of physical activity and movement.

### Empower Communities

Using data, insight and learning to inform local decision making working within places with the greatest level of needs to bring people together with a shared common purpose supporting places and their leaders to understand how climate change impacts them.

### Enable Individuals

Providing opportunities to upskill, build capacity and capabilities; advocating for more affordable and accessible active travel options; and offering targeted support to help people access the benefits of physical activity, we can empower communities to lead healthier, more sustainable lives.

## Then...

- System leaders will make positive decisions and policy changes that make it easier for people to be active local environments will meet the physical activity needs of residents by offering appropriate services, built facilities and natural spaces
- Places and communities will work more collaboratively to develop solutions to complex and interconnected challenges, including social inequality, access to activity, and environmental barriers
- People will feel safer and more comfortable accessing and engaging in physical activity, particularly in environments that are welcoming, well-designed, and fit for purpose
- People will be happier, healthier and wealthier members of society
- Our approach recognises that those already experiencing the greatest inequalities must be prioritised, ensuring efforts to enhance environments and systems do not exacerbate existing disadvantages

## Because

- We believe that changing people ultimately changes the system
- Our local environments need to be suitable and accessible to encourage physical activity for us and generations to come
- Physical activity can enhance both an individual's life cycle and those around them
- Complex challenges require collaboration and local solutions to meet local needs
- We believe approaches need to be evidence informed through research and learning
- Having a common purpose will ultimately lead to places reducing inequalities

# What success looks like.

In ten  
years'  
time:



- ✓ **More people will lead active lives, particularly in communities with the least access**
- ✓ **Movement will be embedded into health, planning, education and employment systems**
- ✓ **Our green and blue spaces will be more active, accessible and sustainable**
- ✓ **Communities will be empowered to drive change and increase access to physical activity in their local place**
- ✓ **Youth-led initiatives will shape futures, and system leadership will be visible across the county**

We will measure impact through ripple effect mapping, community storytelling, SROI, and shared indicators aligned to our strategic priorities. We will adapt and evolve as we learn.