STRATEGY FOR SPORT AND PHYSICAL ACTIVITY

2013-17
Foreword

This strategy presents a long term vision …where we would like to position sport and physical activity by 2025. It sets clear priorities for the next 4 years through to 2017. We have identified three very challenging Outcomes that will help us determine if we are on course to meet our Vision. It helps us to focus on what needs to be done post the 2012 Olympic and Paralympic Games – to create a sustainable legacy that inspires our communities.

We have worked very closely with and on behalf of our partners to identify our shared Ambitions and Strategic Objectives between now and 2017……the second cycle of our long term planning. The development of eight shared and jointly owned Action Plans represents the work that we need to do together to create the foundations for better sport and physical activity.

The process by which we have developed this strategic framework has enabled us to engage with many of the organisations and partners who deliver sport and physical activity throughout Leicestershire, Leicester and Rutland. The success of this strategy will depend on partners leading and taking responsibility. We believe that no single organisation will be able to deliver this strategy, it requires that we align our effort and resources and work together to achieve a shared Vision. A Vision, that if realised will Inspire for Generations to come – creating a lasting legacy from London 2012.

This Strategy for Sport & Physical Activity will work in tandem with other plans to ensure that we create a safe and equitable environment for sport and physical activity. Local Authorities, Local Sport and Physical Activity Alliances, National Governing Bodies of Sport, School Sport and Physical Activity Networks, the NHS and our vast array of excellent clubs, coaches and volunteers need to work to deliver this single vision, creating a strong voice for sport and physical activity.

On behalf of our partners we have written this strategy to help us shape our collective efforts over the next four years. By working together we believe that we can make Leicestershire, Leicester and Rutland the most sporting and physically active place in England by 2025, securing a legacy that ‘Inspires for Generations to come’.

Andy Reed, OBE
Chairman
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### Terminology in this Document

- **Vision**: Describes the future, the way we want the future to be.
- **Outcomes**: A significant milestone towards achieving the vision.
- **Guiding Principles**: Overriding principles that are integral to and guide the delivery of sport and physical activity across Leicestershire, Leicester and Rutland.
- **Ambition Statements**: Statements that establish a common direction of travel, that inspire, inform and stretch the collective effort. It may not have one specific measure – it is about taking things beyond what could be achieved by independent action.
- **Strategic Objectives**: A high level activity, process or input that needs to be undertaken and completed in order to evidence success, significantly contributing to the achievement of the headline priorities.
Scope & Definitions

Scope
We recognise that there is a significant degree of overlap between the worlds of Sport and Physical Activity. The following diagram demonstrates this overlap but also defines the boundaries.

Definitions
The following diagram represents the relationship between Physical Activity, Sport, Active Recreation and Everyday Activity. Importantly it explains what we mean when we refer to Physical Activity, Sport, Active Recreation and Everyday Activity and the critical role that PE & School Sport has on establishing the habits of a lifetime.
Who, What, Why?

WHY are Leicester-Shire and Rutland Sport (LRS) writing this Strategy for Sport and Physical Activity?

LRS is a network of partnership organisations, led by an Executive Board, with a shared commitment to:

- Getting more people taking part in Sport and Physical Activity.
- Developing our paid and unpaid workforce.
- Creating a strong voice for Sport and Physical Activity.
- Building a sport and physical activity infrastructure that is SAFE, FAIR and WELL LED.

We believe this document and the supporting plans will be key advocacy documents for Sport and Physical Activity throughout Leicestershire, Leicester and Rutland.

LRS is supported by a Core Team who have a key role to galvanise and sustain action.

WHO will benefit from this strategy?

LRS and the partner organisations who work together want this strategy to make a real difference to you and your community.

To make a difference we need to support and develop:

- Coaches
- Officials
- Volunteers
- Teaching staff
- Participants
- Athletes

Working with our Schools, Clubs and Leisure providers we aim to improve the quality of the offer for grassroots athletes, performance players and everyday participants.

WHAT role can you play?

We need partners to sign up to the Vision, Outcomes and Ambitions identified in this document.

Partner organisations should use this strategy and the accompanying implementation plans to help develop their own Service and Business Plans.

Colleagues need to consider how this strategy impacts on their annual work programmes.

Clubs can use this document and the principles that sit behind it to explore how they can enhance the Sport and Physical Activity offer.

Schools have the greatest opportunity and challenge to ensure that every young person creates a lifelong Sport and Physical Activity habit.

Coaches and Volunteers can use this document to shape how they develop their role as coaches or volunteers to provide the very best possible experience for participants and performers.

Finally, we need partners to understand that no single organisation can deliver this strategy on their own. The commitment of all partners and their integrated and joint planning is the key to future success.

LRS works well in partnership and has developed a clear role within sport in Leicestershire. The CSP meets the requirements of its funding partners well and looks to maintain a culture of continuing improvement."

Partner Survey (December 2011)

In 2011 £220,000 was secured annually to support the development of 10 School Sport & Physical Activity Networks.

In 2011-13 £248,206 was invested to deliver Sportivate projects, attracting over £166,000 worth of partner funding, resulting in 6,298 participants aged 14-25.

During 2009-11 £517,775 invested to deliver Sport Unlim ited projects attracting over £470,000 worth of partner funding: 195,764 user visits, 33,927 participants.

did you know . . .

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what’s been said . . .

"LRS works well in partnership and has developed a clear role within sport in Leicestershire. The CSP meets the requirements of its funding partners well and looks to maintain a culture of continuing improvement."

Partner Survey (December 2011)
Three Guiding Principles

Safe Sport & Physical Activity
Safe opportunities for taking part is important for all and essential when providing opportunities for young people and vulnerable adults.

Fair Sport & Physical Activity
Equality of opportunity is at the heart of all Sport and Physical Activity provision within Leicestershire, Leicester and Rutland.

Well Led Sport & Physical Activity
Building a positive partnership environment where we develop good leaders and excellent communication - creating a strong voice for Sport and Physical Activity.

One Vision
Leicestershire, Leicester, and Rutland the most sporting and physically active place in England by 2025.

Three Outcomes

More People
We will be one of the top 5 most improved areas* in England by 2017 in relation to peoples participation levels in Sport and Physical Activity.

More Medals
We will support and develop six ‘homegrown’* athletes who will contribute to TEAM GB medals by the 2024 Olympics, Paralympics or World Championship in their chosen sport.

Better Health
We will be one of the top 5 most improved areas in England in reducing the primary and secondary care costs attributed to Physical Inactivity by 2017.

* Based on a national measure e.g. Active People Survey (APS)

* Indicates athletes who have come through the Leicestershire, Leicester and Rutland school and National Governing Bodies (NGB) system – for a majority part of their formative sporting careers.

Based on national measure determined by the Department of Health.
Ambitions

Through enhancing local partnerships and working smarter, our ambitions by 2017 are to ensure:

**Ambition 1  Young People**
There is a year on year increase in participation by children and young people in high quality PE, Sport and Physical Activity.

**Ambition 2  Adults**
The number of adults regularly taking part in Sport and Physical Activity increases year on year.

**Ambition 3  Places to Play**
Facilities, playing pitches and spaces that encourage Sport and Physical Activity are high quality and accessible.

**Ambition 4  Legacy**
The Olympic and Paralympic Games, the Special Olympics and other major sporting events continue to inspire generations to start, stay and succeed in Sport and Physical Activity.

**Ambition 5  Clubs and Pathways**
There is a high quality structure to deliver sport with appropriate and accessible pathways.
Where does this strategy fit?

The reason for writing this strategy is to demonstrate the contribution that Sport and Physical Activity can make to the lives of people across Leicestershire, Leicester and Rutland. The 2012 Olympic and Paralympic Games was a once in a lifetime opportunity for sport and physical activity - the key to fulfilling our Vision is joint working. The implementation and delivery opportunities, as outlined below, will help us fulfil our vision and ambitions.
**Consultation Process**

LRS has employed a variety of methods to assist with the development of the partnership Vision, Outcomes, Ambitions and Strategic Objectives for the period 2013-17. The engagement process will continue to ensure ownership and successful delivery of the strategy.

<table>
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<tr>
<th>October 12</th>
<th>December 12</th>
<th>January 13</th>
<th>February 13</th>
<th>March 13</th>
<th>April 13</th>
<th>June 13</th>
<th>July 13</th>
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| · LRS Board discussion  
  · LRS Core Team discussion (1) | · LRS Core Team consultation [2]  
  · Online consultation | · Draft 2 Vision, Outcomes, Ambitions  
  · Workshops with network groups (LSAs, CSCOP’s, NGB Forum etc)  
  · LRS Board consultation | · Workshops with sub-groups (LSAs, CSCOP’s, NGB Forum etc)  
  · Consultation workshop | · Workshops with sub-groups (LSAs, CSCOP’s, NGB Forum etc)  
  · Consultation workshop | · LRS Business & Oversight Group  
  · LRS Board endorsement  
  · Final partner consultation | · LRS Strategy for Sport & Physical Activity published |

**Consultation Methods**
- On-line survey.
- Consultation events.
- Workshop forums with Sector Groups.
- Internal consultation with LRS Core Team.
- LRS Board consultation sessions.

**Key Messages**
The strategy should:
- Focus on ownership and responsibility between partners.
- Measure what is appropriate, but not at all cost.
- Provide better support for home grown talented athletes.
- Work to ensure that localities are central to delivery and should receive long term support.
- Be action led – concise strategy, big action plan.
- Provide services for all people not just young people.
- Provide greater emphasis on supporting people to get healthy using Physical Activity.
- Explore links to the economy, particularly linking Sport & Physical Activity to skill development / job creation.
Strategy at a Glance

Vision

Leicestershire, Leicester, and Rutland the most sporting and physically active place in England by 2025.

Outcomes

More People
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(*Based on a national measure e.g. Active People Survey.)

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**Ambition 5  Clubs and Pathways**
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Guiding Principles

**SAFE Sport and Physical Activity**
Safe opportunities for taking part is important for all and essential when providing opportunities for young people and vulnerable adults.

**FAIR Sport and Physical Activity**
Equality of opportunity is at the heart of all Sport & Physical Activity provision within Leicestershire, Leicester and Rutland.

**WELL LED Sport and Physical Activity**
Building a positive partnership environment where we develop good leaders and excellent communication - creating a strong voice for Sport and Physical Activity.
Guiding Principle **Safe Sport and Physical Activity**

Safe opportunities for taking part is important for all and essential when providing opportunities for young people and vulnerable adults.

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<tr>
<th>Strategic Objective</th>
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<tbody>
<tr>
<td>High level drivers - what we want to change / deliver</td>
<td>Key steps linked to achieving an objective</td>
<td>Key partner organisations encouraged to take ownership of the action and target.</td>
</tr>
<tr>
<td><strong>S.1</strong> Provide direction and influence the safeguarding practice of statutory and voluntary organisations.</td>
<td><strong>S.1.1</strong> Ensure all organisations that deliver sport and physical activity opportunities have an appropriate Safeguarding Policy in place.</td>
<td>LRS Core Team / Localities / NGBs</td>
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<td></td>
<td><strong>S.1.2</strong> Ensure all individuals working in regulated activity with young people and vulnerable adults in a sport and physical activity setting have undertaken the relevant vetting procedures.</td>
<td>LRS Core Team / Localities / NGBs</td>
</tr>
<tr>
<td><strong>S.2</strong> Ensure all programmes that are delivered locally and are overseen by LRS, comply with safeguarding standards.</td>
<td><strong>S.2.1</strong> Ensure a comprehensive safeguarding training programme is put in place to support the local sporting workforce.</td>
<td>LRS Core Team / Localities / NGBs</td>
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<td></td>
<td><strong>S.2.2</strong> Ensure LRS complies with the standards set out by Sport England and the NSPCC, Child Protection in Sport Unit.</td>
<td>LRS Core Team</td>
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Measuring Success

**Safe Sport and Physical Activity** - Safe opportunities for taking part is important for all and essential when providing opportunities for young people and vulnerable adults.

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<tr>
<td>Comply with the Child Protection in Sport Units Standards for Safeguarding and Protecting Children in Sport.</td>
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<tr>
<th>Secondary Indicators . . . Year on year Increase (where appropriate) in:</th>
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<tr>
<td>The number of Safeguarding and Protecting Workshops organised (a minimum of 10 per annum).</td>
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<td>The number of people attending Safeguarding training by individuals operating across LLR (a minimum of 200 people per annum).</td>
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<tr>
<td>The number of clubs achieving / retaining CLUBMARK accreditation (a minimum of 40 clubs per annum).</td>
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During 2009-13, 45 Safeguarding & Protecting Workshops have been organised, training 864 volunteers.

**what’s been said . . .**

“As a local NGB we are exceptionally pleased with the relationship with LRS”

*Partner Survey (December 2011)*

**did you know . . .**

During 2009-13, 45 Safeguarding & Protecting Workshops have been organised, training 864 volunteers.
Guiding Principle **Fair Sport and Physical Activity**

Equality of opportunity is at the heart of all Sport & Physical Activity provision within Leicestershire, Leicester and Rutland.

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</tr>
<tr>
<td><strong>F.1</strong> Provide direction and influence key partners to ensure that practices are inclusive and fair.</td>
<td>F.1.1 Support key partners to become more equitable in their approach to sport and physical activity.</td>
<td>All</td>
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<td>F.1.2 Put into place an inclusive equality training programme to support the local sport and physical activity workforce.</td>
<td>LRS Core Team / Localities / NGBs</td>
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<tr>
<td><strong>F.2</strong> Ensure all programmes delivered and overseen by LRS comply with equality standards.</td>
<td>F.2.1 Influence ambition areas, projects and officers work programmes to ensure equity is built in not bolted on.</td>
<td>LRS Managers</td>
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<td>F.2.2 Ensure individual improvement plans are in place for all LRS officers and the projects they manage.</td>
<td>LRS Core Team</td>
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<td>F.2.3 Ensure LRS act in accordance with the standards set out by Sport England.</td>
<td>LRS Core Team</td>
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<tr>
<td><strong>F.3</strong> Utilise the success of the Olympics, Paralympics and Special Olympics Leicester to create a local lasting legacy and help break down the barriers to participation.</td>
<td>F.3.1 Improve the school and community sport and physical activity offer for disabled people by managing the Inclusive Sport Project.</td>
<td>LRS Core Team / LARiSA</td>
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<td>F.3.2 Deliver targeted sport and physical activity interventions/projects based on local data of participation levels.</td>
<td>LRS Core Team</td>
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Measuring Success

**Fair Sport and Physical Activity** - Equality of opportunity is at the heart of all Sport & Physical Activity provision within Leicestershire, Leicester and Rutland.

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**Headline Indicator**
Ensure that participation in our ‘signature’ events and programmes [e.g. School Games, Coach Web, Sportivate, Go Gold] reflect the demographic of Leicestershire, Leicester & Rutland.

**Secondary Indicators . . . Year on year Increase [where appropriate] in:**
The number of young disabled people participating in Sport & Physical Activity increases year on year, as measured by the Inclusive Sport Project.
The equality standard of sport – foundation and preliminary accreditation achieved and maintained.

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Leicestershire & Rutland Sport and LARISA have secured a grant of £270,000 from the Sport England Inclusion Fund to improve our sport and physical activity offer for disabled people.

**did you know . . .**
Leicestershire & Rutland Sport and LARISA have secured a grant of £270,000 from the Sport England Inclusion Fund to improve our sport and physical activity offer for disabled people.

**what’s been said . . .**
"Quality staff who remain thoroughly professional in difficult challenging times."

Partner Survey (December 2011)
## Guiding Principle: Well Led Sport and Physical Activity

Building a positive partnership environment where we develop good leaders and excellent communication - creating a strong voice for Sport and Physical Activity.

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<tr>
<td>W.1</td>
<td>Develop the LRS Board as a key conduit between national and local policy and as a credible voice for Sport and Physical Activity.</td>
<td>W.1.1 Ensure that the LRS Board has the right governance structure and Board member profile to drive forward our Vision, 2013-17 Strategy and annual delivery plans.</td>
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<td>W.1.2 Improve communication between LRS government departments, national and local agencies/organisations.</td>
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<td>W.1.3 Explore avenues to improve LRS commercial activity while reducing reliance on grant funding.</td>
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<td>W.1.4 Ensure connectivity and synergy across the range of partnership groups - focusing on effectiveness and efficiency.</td>
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<td>W.2</td>
<td>Support locality networks develop as a robust local voice for sport and physical activity.</td>
<td>W.2.1 Ensure that decisions are taken that maximise local investment [e.g. strategic commissioning] and are managed by locality groups.</td>
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<td>W.2.2 Sustain and enhance the local delivery infrastructure by identifying funding and opportunities to maintain local delivery practitioners/networks.</td>
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<td>W.2.3 Support localities to develop robust governance, communication and advocacy.</td>
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<td>W.3</td>
<td>Invest in leadership development programmes to ensure high quality locality delivery.</td>
<td>W.3.1 Coordinate a sub-regional leadership development programme to support school &amp; community sport and physical activity.</td>
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<td>W.3.2 Create and sustain an annual Graduate Trainee Placement offer.</td>
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<td>W.3.3 Create and sustain an annual Sport Apprenticeship offer.</td>
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Measuring Success

**Well Led Sport and Physical Activity** - Building a positive partnership environment where we develop good leaders and excellent communication - creating a strong voice for Sport and Physical Activity.

**Headline Indicator**
Maintain an annual GREEN rag rating from Sport England Performance Reporting system.
Record 80%+ plus satisfaction rating in Partner Surveys including LA and NGB feedback.

**Secondary Indicators . . . Year on year Increase [where appropriate] in:**
- LRS Annual Review published x4.
- Investment at a local level.
- Local Delivery Staffing infrastructure maintained [and enhanced if feasible].
- One Leadership Programme coordinated for 20-25 emerging leaders [once every 4 year cycle].
- Annual paid placements for 5+ Graduate Trainees.
- Annual paid Sport Apprenticeships for 10-15 young people.
- Website visits [unique users].

**did you know . . .**
During 2009-13 the total spend on Sport and Physical Activity across Leicestershire, Leicester and Rutland by LRS with partners: **£11,554,229**

**what’s been said . . .**
“I got so many opportunities and experiences this year, definitely a good stepping stone for the next job”.

**202 Legacy Maker / Graduate Trainee**

**did you know . . .**
During 2011-13 there were **852** attendances at **39** Sport Makers Workshops.

In 2012-13 over **14,000** users receiving LRS Newsletters. An increase of 3,294 on 2011/12.

There were a total **235,024** visits to our website during 2009-13.
**Ambition & Priorities for Young People**

### Ambition 1
There is a year on year increase in participation by children and young people in high quality PE, Sport and Physical Activity.

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<td><strong>1.1 ‘On your Marks’</strong> Early Years settings and providers are supported and encouraged to offer increased opportunities for 0-5 year olds, and their families, to participate in appropriate physical activity in order that children become more physically literate.</td>
<td>1.1.1 Provide physical activity training to early year providers and settings in order to raise the standard of physical literacy.</td>
<td>LRS / LAs / Public Health</td>
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<td>1.1.2 Support early year settings to achieve the recognised standards in physical activity.</td>
<td>LRS / LAs / Public Health</td>
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<td></td>
<td>1.1.3 Work with partners to increase capacity to coordinate and develop early years physical activity and physical literacy, extending to primary school age children.</td>
<td>LRS / Localities / Public Health</td>
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<td></td>
<td>1.1.4 Support partners provide a family approach to the delivery of sport and physical activity opportunities to early years.</td>
<td>LRS / LAs / Public Health</td>
</tr>
<tr>
<td><strong>1.2 ‘Get Set’</strong> Schools are supported, challenged and encouraged to ensure ALL children and young people are provided with the opportunity to participate in high quality PE, sport and physical activity.</td>
<td>1.2.1 Provide a clear direction for PE, school sport and competition by driving forward and supporting a network of School Sport &amp; Physical Activity Networks, PE Departments and the Local Organising Committee.</td>
<td>LRS / SSPAN / HoPE / LOC</td>
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<td>1.2.2 Work with School Games Organisers to ensure ALL young people have access to appropriate competition utilising the School Games programme.</td>
<td>LRS / SGOs / LOC / HoPE</td>
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<td>1.2.3 Create a single system player pathway, aligning competitive playing opportunities provided by NGBs, SSAs &amp; schools up to national level through the “Team Leicester-Shire” concept.</td>
<td>LRS / SSAs / SSPANs / NGBs</td>
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<td>1.2.4 Use the Strategic Champion Groups to advocate the importance of PE, school sport and physical activity to young people’s health and school attainment.</td>
<td>LRS / HTs / LAs</td>
</tr>
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<td></td>
<td>1.2.5 Provide an evidence base, through the ‘Me and My Lifestyle’ toolkit, to ensure that future PE, sport and physical activity programmes are shaped around the wants and needs of children and young people.</td>
<td>LRS / HTs / SE / CSPN</td>
</tr>
<tr>
<td><strong>1.3 ‘Go’</strong> Young people are supported to participate in sport and physical activity by providing appropriate pathways from school.</td>
<td>1.3.1 Increase participation of 11-25 year olds through the delivery of the Sportivate programme.</td>
<td>LRS / Localities / LMs</td>
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<td>1.3.2 Provide direction and support to FE and HEIs in order to create a consistent PE, sport and physical activity offer for young people.</td>
<td>LRS / CSM / FE / HEIs</td>
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<td></td>
<td>1.3.3 Support the next generation of school sports coaches, by providing opportunities for young people to receive appropriate training and work experience through an apprenticeships programme.</td>
<td>LRS / LCC / Loughborough College</td>
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<tr>
<td></td>
<td>1.3.4 Improve the links between schools and community sport clubs through establishing satellite clubs in secondary, special schools and FE colleges.</td>
<td>LRS / Localities / LMs / CSM / NGBs</td>
</tr>
</tbody>
</table>
**Ambition 1 Measuring Success**

**Ambition 1** There is a year on year increase in participation by children and young people in high quality PE, Sport and Physical Activity.

**Headline Indicator**
Once a week participation of 14 - 19 year olds reported by the Active People Survey (APS).

**Secondary Indicators... Year on year Increase (where appropriate) in:**
The number of young people retained in Sportivate projects each year.
The number of children and young people involved in level 2 and championship level 3 competitions.
The number of children and young people participating in PE, School Sport and Community Sport reported by the ‘Me & My Lifestyle’ toolkit.
The number of satellite clubs established on school sites, linked to community clubs.

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**did you know...**
The inaugural Level 3 2012 School Games Programme provided competition in 22 sports, attracting 458 partnerships teams, from 134 schools including 11 special schools. A total 3,110 young people competed including 452 disabled participants.

In 2012, 121 young people aged 16-19 attended the Sports Leadership Conference for Young People.

Between 2009-11, 426 young volunteers attended the Step into Sport Conferences at Loughborough University and actively volunteered in the local community.

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**what’s been said...**
"The 2012 Summer Games was excellent and will be well supported by the Spring Championships this year."

"Having regular meetings as a group across the County with the CSP has been extremely useful and has provided a great deal of support to help with the delivery of competitions and other projects."

*Partner Survey (December 2012)*

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**did you know...**
3000 children and young people from 10 schools completed the Me and My Lifestyle toolkit survey helping to positively influence the PE, school sport and physical activity offer for those schools.

£100,000 investment secured from Leicestershire and Rutland Public Health for School Sport & Physical Activity Networks in 2012-13

Successful application to Sport England for £160,000 to deliver the Leicester-Shire & Rutland School Games over the next 3 years.
## Ambition & Priorities for Adults

### Ambition 2
The number of adults regularly taking part in Sport and Physical Activity increases year on year.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strategic Actions</th>
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<tbody>
<tr>
<td>High level drivers - what we want to change / deliver</td>
<td>Key steps linked to achieving an objective</td>
<td>Key partner organisations encouraged to take ownership of the action and target.</td>
</tr>
<tr>
<td><strong>2.1</strong></td>
<td>A comprehensive universal sport and physical activity offer is provided for adults in local communities.</td>
<td></td>
</tr>
<tr>
<td>2.1.1</td>
<td>Work with localities to develop opportunities for communities to participate in Sport and Physical Activity.</td>
<td>LRS Core Team / Localities</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Work with NGBs to place ‘Back to Sport’ and other NGB programmes, for example, beginners running, at a local level.</td>
<td>LRS Core Team / NGBs / Localities</td>
</tr>
<tr>
<td><strong>2.2</strong></td>
<td>Targeted intervention programmes are offered for priority individuals / groups recognised as having low levels of participation in Sport and Physical Activity.</td>
<td></td>
</tr>
<tr>
<td>2.2.1</td>
<td>Manage the ‘Get Healthy, Get into Sport’ project which aims to improve the evidence base for the role sport plays in engaging inactive people from priority neighbourhoods.</td>
<td>LRS / Localities / Public Health Teams</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Further develop disability sport in schools and communities by managing the Inclusive Sport Project.</td>
<td>LRS Core Team / LARISA</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Work in partnership to identify new resources to support the development of appropriate Sport and Physical Activity opportunities for under-represented groups.</td>
<td>LRS / NGBs / Localities</td>
</tr>
<tr>
<td>2.2.4</td>
<td>Work with localities to ensure the most vulnerable individuals and groups, including ‘Troubled families’ are supported to improve their lives by participating in regular Sport and Physical Activity.</td>
<td>LAs / Localities</td>
</tr>
<tr>
<td><strong>2.3</strong></td>
<td>Create and sustain clear integrated referral pathways for those for whom inactivity is putting their health at risk</td>
<td></td>
</tr>
<tr>
<td>2.3.1</td>
<td>Develop and sustain a comprehensive sport and physical activity referral programme involving health professionals targeting identified individuals / groups whose health will benefit from regular participation.</td>
<td>LRS / Localities / Public Health Teams</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Ensure that Health, Physical Activity and Sport sectors are working cohesively to provide appropriate opportunities which will attract the least active individuals into physical activity and sport.</td>
<td>LRS / Health Professionals / Public Health Teams / Localities</td>
</tr>
</tbody>
</table>
Ambition 2 Measuring Success

Ambition 2 The number of adults regularly taking part in Sport and Physical Activity increases year on year.

**Headline Indicators**
- 1% [1 x 30 min] increase in APS results from June 2013 to 2017.
- 1.5 million attendances at Sport and Physical Activity sessions organised by locality partners.

**Secondary Indicators**...
- Year on year Increase (where appropriate) in:
  - The number of adults recruited to Sport and Physical Activity during themed campaigns.
  - The number of adults recruited to Sport and Physical Activity through the Active4Life programme in Leicester City.
  - The number of private and public employers participating in the Workplace Challenge programme.
  - The number of inactive adults from priority areas supported to enable them to participate in 1 x 30 minutes of sport each week.
  - The number of people referred by their GPs to appropriate physical activity and sport opportunities.

---

**did you know ...**

- 3,053 people from 351 workplaces participated in the Workplace Challenge.
- £438,000 secured from Sport England to target inactive people in Leicester City and North West Leicestershire during 2013 to 2015.

**what’s been said ...**

“Very accessible staff who are knowledgeable in their particular area. Have proactively forged strong relationships with partners to improve delivery of programmes.”

**Partner Survey [December 2012]**

**did you know ...**

Between 2009 and 2011 £1.61m secured to employ 15 full time Physical Activity Development Officers based in localities working to ensure more adults, were more physically active, more often.

During 2009-12 there were 169,711 attendances at Active Together sessions.
**Ambition & Priorities for Places to Play**

### Ambition 3
Facilities, playing pitches and spaces that encourage Sport and Physical Activity are high quality and accessible.

<table>
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<tr>
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<td>Key steps linked to achieving an objective</td>
<td>Key partner organisations encouraged to take ownership of the action and target.</td>
</tr>
<tr>
<td><strong>3.1</strong> Current and future priorities for sports facility investment are identified in partnership with LAs, NGB’s and relevant private and voluntary sector facility providers across Leicestershire, Leicester and Rutland.</td>
<td>3.1.1 Produce a partnership wide Sport and Physical Activity facility improvement action plan across LA, Voluntary and Education sectors.</td>
<td>LRS / Localities / NGBs / HEIs / FE</td>
</tr>
<tr>
<td></td>
<td>3.1.2 Engage with identified NGBs to formalise local roles and responsibilities for sports facility development and produce a LLR sports specific facility improvement plan.</td>
<td>LRS / NGBs</td>
</tr>
<tr>
<td></td>
<td>3.1.3 Adopt a strategic and needs based approach (with NGBs, LAs and other key stakeholders) to support clubs, schools and LAs to access national and local funding opportunities (e.g. Sport England Places, People, Play).</td>
<td>LRS / Localities / NGBs / Local Clubs</td>
</tr>
<tr>
<td></td>
<td>3.1.4 Increase “business skills” capacity in local sports clubs with workshops, guidance notes and other learning tools to increase fund raising expertise for local sports clubs / facilities.</td>
<td>LRS / Localities / NGBs</td>
</tr>
<tr>
<td><strong>3.2</strong> Maximise the inclusion of indoor and outdoor sports and recreation spaces within local planning policy and development control processes.</td>
<td>3.2.1 Support LA cultural service teams with developing sport facility and open space priorities for CIL infrastructure and other planning policy and housing growth strategies.</td>
<td>LRS / Localities</td>
</tr>
<tr>
<td></td>
<td>3.2.2 Develop and improve partnerships at a planning and policy level with those involved in the provision of “open space” and access to the natural environment to increase opportunities to participate in physical activity.</td>
<td>LRS / Localities / Public Health</td>
</tr>
<tr>
<td></td>
<td>3.2.3 Develop with LA cultural service teams, appropriate section 106 funding requests for sport and recreation facilities that meet the needs of local communities.</td>
<td>LRS / Localities</td>
</tr>
<tr>
<td><strong>3.3</strong> Develop LLR wide joint working arrangements with leisure facility operating contractors to maximise sports development programmes and opportunities.</td>
<td>3.3.1 Establish and maintain a leisure contractors forum with key terms of reference and create new joint planning and working opportunities.</td>
<td>LRS / Localities / Leisure Contractors</td>
</tr>
<tr>
<td></td>
<td>3.3.2 Explore potential options for appropriate data sharing with private sector leisure facility operators to maximise marketing and access opportunities for target markets.</td>
<td>LRS / Localities / Leisure Contractors</td>
</tr>
</tbody>
</table>
Ambition 3 Measuring Success

Ambition 3 Facilities, playing pitches and spaces that encourage Sport and Physical Activity are high quality and accessible.

**Headline Indicators**
- £750,000 per year, new investment in clubs.

**Secondary Indicators**
- Year on year Increase (where appropriate) in:
  - Sports facility CIL infrastructure lists agreed with all LA’s.
  - Facility / club workshops run (10 clubs per workshop).
  - Sport facility CIL infrastructure lists agreed with LAs.
  - NGB facility investment (capital and revenue) in new opportunities / programme.

**did you know . . .**
- That £1.16m was secured from Sport England’s Inspired Facilities Fund for local clubs.

**what’s been said . . .**
- “Despite fewer resources the CSP staff have clear roles and responsibilities which assists in providing quality services to partners.”
  - Partner Survey (December 2012)

**did you know . . .**
- That the European Women’s U17 Championship is coming to Hinckley in 2013 and that Leicester is hosting 3 matches of the 2015 Rugby World Cup.
## Ambition & Priorities for Legacy

### Ambition 4
The Olympic and Paralympic Games, the Special Olympics and other major sporting events continue to inspire generations to start, stay and succeed in Sport and Physical Activity.

<table>
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<td>Key partner organisations encouraged to take ownership of the action and target.</td>
</tr>
<tr>
<td>4.1</td>
<td>Develop legacy action plans to maximise the benefit from major national and international sporting events [2014 Commonwealth Games 2015, Rugby World Cup, etc].</td>
<td></td>
</tr>
</tbody>
</table>
4.1.1 | Establish a shared events calendar of major national sporting events to enable planning of legacy outcomes and communications across all partners. | LRS Core Team |
4.1.2 | Utilise Games Makers and other local volunteers to support events. | LRS Core Team / NGBs / LAs |
4.1.3 | Continue to capitalise on national legacy initiatives such as Join In, Community Games, Big Dance. | LRS Core Team / LAs / SSPANs |
| 4.2 | Ensure that the concept of legacy is built into locally hosted major sports events and local programmes. |  
4.2.1 | Build on the success of the Legacy Makers, and continue to develop a Sport and Physical Activity graduate trainee programme. | LRS Core Team / Localities |
4.2.2 | Promote the School Games and the opportunity for children and young people to have competitive sporting opportunities. | LRS Core Team / Localities |
4.2.3 | Create a legacy plan to maximise benefits for girl’s football from Hinckley hosting U17 European Women’s Football Championship. | LRS Core Team / FA / LAs |
| 4.3 | Utilise the profile from the 2012 Games to help Inspire a Generation and reinforce the impact locally. |  
4.3.1 | Co-ordinate an athlete visit programme in school and community settings to inspire people throughout Leicestershire, Leicester and Rutland. | LRS Core Team / NGBs / Localities |
4.3.2 | Provide support for talented young athletes through the Go Gold scheme and investigate funding Special Olympians in same manner. | LRS Core Team / SSPANs / LAs / NGBs |
4.3.3 | Support the work of the Regional Co-ordinator 2012 Legacy for CYP, in seeking to turn inspiration into participation across sport, culture, leadership, and education. | LRS Core Team / CSCOPs / NGBs |
Ambition 4 Measuring Success

Ambition 4 The Olympic and Paralympic Games, the Special Olympics and other major sporting events continue to inspire generations to start, stay and succeed in Sport and Physical Activity.

**Headline Indicator**
Year on year growth in participation by Adults, Children and Young People [measured via APS and MML].

**Secondary Indicators . . . Year on year Increase (where appropriate) in:**
The number of talented young athletes supported through the Go Gold talented athlete programme.
The value of commercial investment secured to support talented young athletes.
The number of 2012 Olympians and Paralympians visits to schools and community settings per annum.
The number of annual paid placements for Graduate Trainees [Legacy Makers].

**did you know . . .**
Lord Sebastian Coe KBE was the keynote speaker at an LRS event in October 2012 to celebrate our legacy achievements.

From September 2012, 9,591 people engaged in 45 Olympian and Paralympian visits as part of the Olympic and Paralympic Roadshow.

**what’s been said . . .**
“Strong methods of communication and excellent team approach to projects and programmes.”

Partner Survey (December 2012)

**did you know . . .**
Over 17,200 individuals, ranging from partners to young athletes benefited from LRS organised events in 2012.

In 2012, £135,500 invested to recruit 11 Graduate Trainees [Legacy Makers].

On 2nd and 3rd July 2012 170,000 people lined the streets to welcome the Olympic Torch and support our local Torchbearers across Leicestershire, Leicester and Rutland.
Ambition & Priorities for Clubs and Pathways

**Ambition 5** There is a high quality structure to deliver sport with appropriate and accessible pathways.

<table>
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</tr>
<tr>
<td><strong>5.1 Work in partnership with NGBs and localities to increase participation levels in sport.</strong></td>
<td><strong>5.1.1</strong> Deliver a comprehensive support package that enable NGBs to operate effectively across LLR. <strong>5.1.2</strong> Connect NGBs with localities by facilitating partnership working opportunities to ensure their products and programmes are featured within Locality Action Plans.</td>
<td>LRS Core Team / NGBs / LRS Core Team / Localities / NGBs</td>
</tr>
<tr>
<td><strong>5.2 Provide high quality support structures for coaches, officials, volunteers and young leaders.</strong></td>
<td><strong>5.2.1</strong> Develop and implement a clear and comprehensive single system pathway for the sport and physical activity workforce. <strong>5.2.2</strong> Provide a comprehensive support network and appropriate CPD opportunities for the sporting workforce. <strong>5.2.3</strong> Increase the number of coaches, officials and volunteers deployed into delivery roles within both formal and informal settings across LLR.</td>
<td>LRS Core Team / NGBs / SSPANs / VAL / Localities</td>
</tr>
<tr>
<td><strong>5.3 Provide a high quality community sports club infrastructure.</strong></td>
<td><strong>5.3.1</strong> Deliver a high quality club development and support service to ensure our clubs are safe, fair and well led. <strong>5.3.2</strong> Support local clubs and organisations to successfully access funding opportunities.</td>
<td>LRS Core Team</td>
</tr>
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</table>

Leicester-Shire & Rutland Sport
**Ambition 5 Measuring Success**

**Ambition 5** There is a high quality structure to deliver sport with appropriate and accessible pathways.

<table>
<thead>
<tr>
<th>Headline Indicator</th>
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<tbody>
<tr>
<td>There is a year on year increase in NGB investment in Leicestershire, Leicester and Rutland.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Secondary Indicator Year On Year Increase In . . .</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of coaches, officials, volunteers and young leaders registered on CoachWeb.</td>
<td></td>
</tr>
<tr>
<td>The number of clubs achieving ClubMark status.</td>
<td></td>
</tr>
<tr>
<td>The amount of investment into clubs across Leicestershire, Leicester and Rutland.</td>
<td></td>
</tr>
</tbody>
</table>

During 2009 to 2013, **427** Go Gold Athletes were awarded a total of **£215,000**.

Triathlete Lucy Hall, who has been supported by the Go Gold scheme for 5 years, competed at the London 2012 Olympic Games.

**did you know . . .**

That during 2009-13, **190** clubs supported to achieve Clubmark or equivalent quality kitemark accreditation.

During 2009-13 **215** clubs and voluntary organisations made successful funding applications, supported by LRS generating **£1,557,380**.

**765** coaches supported via the CoachWeb support system and a number of providers promoting employment and volunteering opportunities.

**what’s been said . . .**

“We (the County Council) have worked well with LRS during a difficult time. They have been helpful, direct and clear as well as open to new approaches and ideas.”

*Partner Survey (December 2012)*
Ways of working the GOLDEN threads

The LRS Team, Board and Partner organisations should consider the following when shaping local delivery:

- **INVOLVE** - greater involvement of participants in the planning of delivery - demand led and community based.
- **INSIGHT** - it is imperative that alongside our partners we use data and research to inform our practice and approach.
- **INNOVATION** - find ways that work, be prepared to do things differently.
- **INCLUSION** - make sure all of our programmes reach all of our communities - particularly potential participants and those who participate the least.
- **INSPIRE** - celebrate success, share best practice and promote positive role models.
- **INVEST** - secure funds to underpin delivery in a way that sustains activity beyond the funding - build on the capacity of our voluntary sector.
- **INTEGRATE** - sport and physical activity across other key social agendas e.g. Crime and Disorder, Adult Social Care.

Structure of our partnership

1. **Leicester-Shire and Rutland Sport (LRS) BOARD**
   The Board oversees the work and progress of LRS. The Board is representative of the partnerships key stakeholders and is independently chaired. Board members act as advocates and take on a scrutiny role to ensure that resources for sport and physical activity are well used and have the greatest possible impact for local people.

2. **Leicester-Shire and Rutland Sport (LRS) CORE TEAM**
   The LRS Core team have a responsibility to support the wider partnership by identifying new resources, supporting local networks and ensuring that the delivery of sport and physical activity programmes are SAFE, FAIR and WELL LED.

3. **Leicester-Shire and Rutland Sport CHAMPION & PROJECT / ACTION SPECIFIC GROUPS**
   LRS supports a number of Network Groups in their planning and delivery and provides constructive challenge to ensure the greatest impact. Key partners shape the activity and business priorities for LRS. The development of policy, the leading of improvement planning and the pooling of resources across agencies is the key business of our champion groups.

4. **Leicester-Shire and Rutland Sport LOCAL SPORT AND PHYSICAL ACTIVITY (ALLIANCES / LOCALITIES)**
   Local Sport and Physical Activity Alliances (LSAs) are charged with leading improvements to local delivery. They have a key role to ensure that resources are aligned, pooled and maximised. They consist of local partners who work together to increase the capacity and improve quality of local sport, PE and physical activity provision.
Contributors, Glossary & Further Information

This strategy has been developed over a 6 month period and has engaged and sought the views of a wide range of partners. The following organisations have contributed to the development of this strategy.

Active Oadby & Wigston
Amateur Swimming Association
Blaby District Council - Leisure & Culture Services
Blaby Local Sport Alliance
British Gymnastics
British Heart Foundation National Centre physical activity & health
Charnwood Borough Council - Leisure & Environment Services
Charnwood LSA
England Basketball Association
English Federation of Disability Sport
English Table Tennis Association
Hinckley & Bosworth Borough Council - Leisure & Culture Services
Hinckley & Bosworth Local Sport Alliance
Hinckley LSA
Learning South Leicestershire School Partnership
Leicester City Council CYPS and Sports Services
Leicester City & County Clinical Commissioning Groups
Leicester City Public Health
Leicester City School Sport Partnerships
Leicester Sport Partnership Trust Steering Group
Leicester-Shire & Rutland Culture & Sport Chief Officers Partnership
Leicester-Shire & Rutland Public Health
Leicester-Shire & Rutland School Sports Associations
Leicester-Shire & Rutland Sport Board & Core Team
Leicester-Shire & Rutland County FA
Leicester-Shire & Rutland Sports Development Officer Forum
Leicester-Shire Sports Volunteering Forum
Leicestershire County Council
Loughborough College - FE Department
Loughborough University
Melton Belvoir School Sport B Physical Activity Network
Melton Borough Council - Leisure & Culture Services
Melton LSA
North Charnwood School Sport & Physical Activity Network
North West Leicestershire District Council - Leisure, Culture & Community Services
North West Leicestershire Local Sport Alliance
North West Leicestershire School Sport Partnership
Oadby & Wigston Borough Council - Leisure & Culture Services
Rugby Football Union
 Rutland County Council - Leisure & Culture Services
 Rutland LSA
 Rutland School Sport Partnership
 South Charnwood School Sport Partnership
 Sports Coach UK
 Voluntary Action Leicester

www.lrsport.org/2013-17strategyforsportandphysicalactivity

Glossary

APS Active People Survey
CIL Community Infrastructure Levy
CPD Continual Professional Development
CSCOPs Culture and Sport Chief Officer Partnership
CSM College Sport Makers
CSPs County Sport Partnerships
CSPN County Sports Partnership Network
CYP Children and Young People
CYPs Children and Young People Service
EIP Education Improvement Partnership
FA Football Association
FE Further Education
GHGIS Get Healthy, Get Into Sport
GPs General Practitioners
HoPE Head of PE
HEIs Higher Education Institutes
HTs Headteachers
LA Local Authority
LARISA Leicestershire and Rutland Inclusive Sports Association
LCC Leicestershire County Council
LLR Leicestershire, Leicester & Rutland
LDC Local Organising Committee
LRS Leicester-Shire & Rutland Sport
LSAs Local Sport Alliances
MML Me and My Lifestyle
NGBs National Governing Bodies of Sport
NHS National Health Service
NSPCC National Society for the Prevention of Cruelty to Children
SE Sport England
SGO School Games Organiser
SSA School Sport Associations
SSPA School Sport & Physical Activity Network
SRDI Social Return On Investment
VAL Voluntary Action Leicestershire
WSFF Women’s Sports and Fitness Foundation
# Key Contacts

## Leicester-Shire & Rutland Sport Key Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
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<td>01509 564862</td>
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</tr>
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<td>01509 564879</td>
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</tr>
<tr>
<td>General information and enquiries</td>
<td></td>
<td>01509 564888</td>
<td><a href="mailto:lrsport@lboro.ac.uk">lrsport@lboro.ac.uk</a></td>
</tr>
</tbody>
</table>

## Leicester-Shire & Rutland Sport Board Members

Contact LRS Board Members by post:
Leicester-Shire & Rutland Sport, SportPark, 3 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andy Reed, OBE</td>
<td>Chair – Independent Sport Consultant</td>
</tr>
<tr>
<td>Bill Cullen</td>
<td>Vice Chair – Deputy CEO, Hinckley &amp; Bosworth Borough Council</td>
</tr>
<tr>
<td>Barry Thompson</td>
<td>Independent Board Member</td>
</tr>
<tr>
<td>Paul Edwards</td>
<td>Head of Sport, Leicester City Council</td>
</tr>
<tr>
<td>Tim Garfield</td>
<td>Deputy Director of Sport Development Centre, Loughborough University</td>
</tr>
<tr>
<td>Lesley Hagger</td>
<td>Acting Director of Children &amp; Young People’s Service, Leicestershire County Council</td>
</tr>
<tr>
<td>Rachel Harrison</td>
<td>Director of Sport &amp; Community Development, King Edward VII Science &amp; Sport College</td>
</tr>
<tr>
<td>Steve Kind</td>
<td>Director of Finance &amp; Corporate Services, Aylesbury College</td>
</tr>
<tr>
<td>Iris Lightfoot</td>
<td>CEO, Leicester Race Equality Centre</td>
</tr>
<tr>
<td>Stuart Lindeman</td>
<td>Specialist Education Advisor for Sport England</td>
</tr>
<tr>
<td>Mike Sandys</td>
<td>Acting Joint Director of Public Health, Leicestershire County Council</td>
</tr>
<tr>
<td>John Sinnott, CBE</td>
<td>CEO, Leicestershire County Council</td>
</tr>
<tr>
<td>Sam Ruddock</td>
<td>GB Paralympic Athlete</td>
</tr>
<tr>
<td>Zara Hyde-Peters</td>
<td>Chief Executive, British Triathlon</td>
</tr>
<tr>
<td>Gary Toward</td>
<td>Headteacher, South Wigston High School</td>
</tr>
<tr>
<td>John Richardson</td>
<td>Head of Community Services, North West Leicestershire District Council</td>
</tr>
</tbody>
</table>

Leicester-Shire & Rutland Sport working together with national partners to create local delivery.