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RAG Rating	Criteria
Red	Not on track, area for concern and requires attention
Amber	In progress but not complete, a risk but not an issue yet
Green	Completed or on track to complete with no issues

**Guiding Principle 1: Safe**

Opportunities for taking part is important for all

**Lead Officer(s)**

Chris Thomas

**Job Title**

Active Rutland Manager

**Progress Summary**

November 2017 - October 2018	<p>High quality and safe School Games events organised by the team - excellent feedback from young people that attend. Events are insured via the local authority Public Liability insurance</p> <p>Active Rutland is GDPR compliant - documents updated and internal controls in place</p> <p>There has been significant consultation with primary and secondary schools to inform and develop the school games and whole school approach programmes</p> <p>Staff have attended Safeguarding workshops and undertaken online training</p>
Highlight	<p>High quality, safe School Games programme organised, comprising 143 different events in 12 locations with over 1,000 attendances by children</p>
Developing	<p>Ensuring that Active Rutland designs activities suitable for all by evaluating programmes with the new Sport England performance management framework</p>
Priority	<p>Review and update event planning to to ensure safe, robust and effective systems are in place</p>

**Guiding Principle 2: Fair**

Equality of opportunity is at the heart of all physical activity and sport

**Lead Officer(s)**

Chris Thomas

**Job Title**

Active Rutland Manager

**Progress Summary**

November 2017 - October 2018	Active Rutland staff participate in the LRS wider workforce programme. Sessions planned for 2018/19 including Autism Awareness / Dementia Awareness / Mental Health Awareness
	The Care Homes Twilight Games programme has been established in two homes in Rutland.
	Public Health project funding has been secured for three major projects: Outdoor Fitness Area; Master Gardeners Programme; Whole School Approach
Highlight	Our work to upskill care workers has continued to grow, with 2 care homes brought together to compete against each other in the Twilight Games.
Developing	Expand the care home twilight games programme to further homes across the county.
Priority	Ensuring the evaluation and promotion of funded programmes enables the long term future of the projects.

**Guiding Principle 3: Customer Focused**

Decisions are based on the needs of our customers



<b>Lead Officer(s)</b>	Robert Clayton
<b>Job Title</b>	Head of Culture & Registration

**Progress Summary**

November 2017 - October 2018	We continue to develop the capability of the Active Rutland team and support our partners to identify customer needs
	We are working towards Quest accreditation for the Active Rutland Hub to ensure it is operated in a quality assured manner
	We continue to support community groups with developing projects and programmes, including bids to external funding streams and direct provision of small grants for training and equipment
	East Midlands Physical Activity and Sport Evaluation Toolkit is now available and will support the team to develop evaluation approaches, helping us to better understand the needs of our customers
<b>Highlight</b>	Staff team growing in confidence following an indepth insight project therefore having a better understanding of our demographics in order to tailor future projects based on need
<b>Developing</b>	Development of the LRS Insight Hub and the 3 supporting portals (Data and Stats, Research and Evidence, Tools and Resources) is progressing, local content needs to be added on a regular basis
<b>Priority</b>	Embedding a culture of knowing our customers as a start, middle and end point to the development of sport and physical activity

<b>Ambition 1: Get Active</b>	
Everyone, of all ages, has the opportunity to start participating in physical activity and sport	
<b>Lead Officer(s)</b>	Chris Thomas
<b>Job Title</b>	Active Rutland Manager



Progress Summary	
Overall RAG rating 2017/18	Green
November 2017 - October 2018	Exercise Referral programme, delivered in partnership with SLL, continues to go from strength to strength with participant numbers growing to 1,261 attendances in September 2018
	The Whole School Approach is a clear priority for many schools, and is being embedded into the work of the SSPAN and schools
	Active Rutland supports and promotes inclusive activity. With the support of the Local Sports Alliance, LRS, school games and clubs, Active Rutland encourages activities to be as inclusive to all participants as possible
	School engagement around physical activity and health and wellbeing is strong, with all Primary Schools signed up to the School Sport network
Highlight	Extension funding has been secured from East Leicestershire and Rutland Clinical Commissioning Group to extend the Steady Steps programme for an additional 2 groups from October 2018 – March 2019
Developing	To advocate and implement the Whole School approach in ALL schools and embed the philosophy and priorities
Priority	To continue to work on identified barriers to participation, such as accessing activities and clubs, aiming to ensure all clubs have provision to enable disabled persons' access

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
1.1	Implement EYFS/KS1 Intervention programme across all schools	Chris Thomas	Amber	
1.2	Promote and implement Daily Mile principles across all schools	Chris Thomas	Amber	
1.3	Develop and advocate a consistent offer to all schools via the School Sport Champion Group	Chris Thomas	Green	
1.4	Support schools to adopt the LLR Whole School Approach into normal practice	Chris Thomas	Amber	
1.5	Work with partners to develop opportunities (especially for under represented groups) to participate in physical activity and sport	Glynn Attiwell	Green	
1.6	Ensure that Health and Physical Activity organisations working together to develop appropriate pathways targeting those whose health will benefit through regular participation in physical activity and sport e.g. exercise referral	Trish Crowson	Green	
1.7	Work with local organisations to develop targeted physical activity campaigns which encourage greater participation in physical activity and sport programmes amongst our inactive / low participating population	Danielle Adams	Green	

<b>Ambition 2: Stay Active</b>	
Support people to develop a resilient physical activity and sport habit to ensure lifelong participation	
<b>Lead Officer(s)</b>	Chris Thomas
<b>Job Title</b>	Active Rutland Manager



Progress Summary	
Overall RAG rating 2017/18	Green
November 2017 - October 2018	The School Games Programme is undertaking a transformational change, aligning to the Team Leicestershire programme, feeding in to an 'LLR Active Schools Competition Programme'. This will develop a new '3-tier approach' – 'Engagement', 'Development' and 'Performance', to ensure an offer for all young people, not just the 'sporty'
	Working with RCC Transport Team to develop the Active Travel agenda, linking to the work of the whole school approach
	Working across Rutland to support partners to embed family physical activity into their wider plans e.g. Children and Families Plan, Healthy Weight Strategy
	Active Rutland Local Sport Alliance develops community sport, school sport and physical activity across the county in order to increase participation. Alliance shares knowledge on funding, accreditation, training and new initiatives, and provides a platform for networking and information sharing. Clubs and organisations invited to attend from across Rutland
	Public health funding secured to deliver Fun Food Family Fitness project which encourages families to tackle obesity and integrate physical activity into their everyday lives
Highlight	Successful Walking and Cycling Festival brought together over 300 individuals to participate in 34 different sessions
Developing	Ensuring successful delivery of our Satellite Club KPIs
Priority	Maintaining responsive Local Sports Alliance network to support local clubs and organisations to promote physical activity

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
2.1	Provide a high quality support service to our clubs and organisations, working in partnership with the Local Sports Alliance (LSA)	Danielle Adams	Green	
2.2	Coordinate a high quality and varied school games competition programme	Chris Thomas	Green	
2.3	Coordinate and implement a competition programme that caters for all children	Chris Thomas	Amber	
2.4	Collaborate with local and national organisations to sustain the core market	All	Green	
2.5	Work in partnership with local organisations to promote and deliver a variety of physical activity and sport intervention programmes within our schools and community settings	Chris Thomas	Green	
2.6	Work with local clubs and organisations to develop and sustain a core offer of Walking and Cycling	Danielle Adams	Green	

<b>Ambition 3: Active Places</b>
Facilities, playing pitches and informal spaces, that encourage physical activity and sport, are high quality and accessible

<b>Lead Officer(s)</b>	Robert Clayton
<b>Job Title</b>	Head of Culture & Registration



Progress Summary	
Overall RAG rating 2017/18	Green
November 2017 - October 2018	Participate in LRS Active Places Forum (includes planners and Sport England)
	Support the development of the FA's Local Football Facility Plans
	Seek to embed the use of the Active Design Guidance document produced by Sport England in all appropriate local developments
	Support local organisations to develop high quality sports and recreation facilities by facilitating access to funds and providing advice and network access
	Work with RCC Transport Team to develop the Active Travel agenda, linking to the work of the whole school approach
Highlight	Following significant investment in new sports facilities, the team are working to support embedding the use and growth of the new public / private facilities (Catmose Sports, Active Rutland Hub, Uppingham School Sports Centre, Inspire2Tri); Section 106 funding used to improve facilities in Ketton, Greetham and Oakham
Developing	Working with LRS to deliver the Active Places ambition which embeds physical activity options at the design stage of all developments
Priority	Investment through developer contributions is a major opportunity for improving access to healthy lifestyles and sporting opportunities. Working with planning and finance colleagues to identify potential opportunities to fund and improve facilities

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
3.1	Work with local partners and providers to ensure that we protect and enhance our existing playing spaces	Robert Clayton	Green	
3.2	Influence planning policy to include consideration for cycle routes, walking routes, outdoor spaces, etc.	Robert Clayton	Green	
3.3	Offer support and guidance for future facility funding applications, supported by LRS	Robert Clayton	Green	
3.4	Highlight the importance of investing Section 106 funding into sport, recreation and physical activity improvements by publicising the beneficial schemes which have been delivered to date	Robert Clayton	Green	
3.5	Advise on the design of new facilities (including schools) to enable regular community use / access and to enhance the quality of peoples lives	Robert Clayton	Green	
3.6	Work with local partners to enhance and maintain existing local formal and informal community facilities and local spaces.	Robert Clayton	Green	
3.7	Ensure high quality contracts are in place with leisure operators to ensure that appropriate programmes that meet the needs of the community are delivered.	Robert Clayton	Amber	
3.8	Signpost community partners, including to clubs, to specialist facility maintenance advice	Robert Clayton	Green	
3.9	The development of the Master Gardeners Scheme delivered by Root and Branch Out to support local communities in the development of personal and communal areas	Danielle Adams	Amber	
3.10	Support partners to identify opportunities that capitalise on social good / value interventions e.g. Outdoor Exercise Areas	Glynn Attiwell	Amber	

Ambition 4: Active Economy	
Promote Rutland as a premier, high performing location for undertaking the business of physical activity and sport	
Lead Officer(s)	Robert Clayton
Job Title	Head of Culture & Registration



Progress Summary	
Overall RAG rating 2017/18	Amber
November 2017 - October 2018	Support the work of LRS-funded Sport and Economy post, which aims to engage with local businesses and support the growth of this sector
	Encourage participation in the LRS Business of Sport Network. Monthly newsletters circulated to partners and bookable events promoted
Highlight	Workplace Health support package "Wellbeing @ Work" promoted to local businesses, active internal RCC group seeking to make improvements in staff wellbeing
Developing	Capture the economic impacts of events to evidence the ROI of the cost of hosting events; reach out and connect with sports businesses in the private sector not already linked to existing networks
Priority	Rutland is home to a significant number of leisure orientated businesses, including all of the watersports related activity at Rutland Water. Seek to develop relationships with the commercial businesses and showcase the focus and energy behind this agenda

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
4.1	Work with partners to promote physical activity as a part of their overall approach to providing a Workplace Health offer	Danielle Adams	Green	
4.2	Support LRS to develop a series of SME Sport Business seminars	Robert Clayton	Green	
4.3	Work with partners to identify opportunities to attract significant national events	Robert Clayton	Amber	
4.4	Work with tourism partners to explore how to position the leisure, physical activity and sport offer more explicitly as part of County's identity	Robert Clayton	Amber	



<b>Foundation 1: Well Led</b>
Creating a culture where collaboration, good governance, effective leadership and sustainability is the norm

<b>Lead Officer(s)</b>	Robert Clayton / Chris Thomas
<b>Job Title</b>	Head of Culture & Registration / Active Rutland Manager

Progress Summary	
Overall RAG rating 2017/18	Green
November 2017 - October 2018	All staff have participated in mandatory training including GDPR, and have updated procedures as appropriate
Highlight	Active Rutland team members participating in the ILM level 3 leadership and management apprenticeship course
Developing	Work is underway to achieve the Quest standard for the Active Rutland Hub
Priority	Ensuring that Active Rutland aligns its activities to the priorities of this strategy

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
5.1	Deliver the shared objectives of the Leicester, Leicestershire and Rutland Physical Activity and Sport Strategy	All	Green	
5.2	Take the opportunity to present sport and recreation perspectives when invited to comment on local and national consultations	All	Green	
5.3	Ensure that any external bids, fundraising and other activities are clearly based around the priorities of this strategy	All	Green	
5.4	Achieve Quest accreditation for the Active Rutland Hub	Glynn Attiwell	Amber	

<b>Foundation 2: Insight Driven</b>	
An understanding of people and place is at the heart of decision making	
<b>Lead Officer(s)</b>	Robert Clayton / Chris Thomas
<b>Job Title</b>	Head of Culture & Registration / Active Rutland Manager



<b>Progress Summary</b>	
Overall RAG rating 2017/18	Amber
November 2017 - October 2018	Engage with the developing LRS insight function following its internal restructure
	Supported by the LRS Insight Officer, a Loughborough University Masters student has started to develop an online Insight Hub. This has 3 platforms to host data and statistics, research and evidence and tools and resources. This will make insight and information easily accessible and useable. Product launched at the LRS Conference in November
	Rutland's Legacy Maker has produced a local insight document, which will assist developing a greater understanding of our area, and enable us to make needs led decisions
	LRS has commissioned Derby University to develop a Standard Evaluation toolkit, which is being rolled out. Active Rutland will be using the toolkit to support its activities
Highlight	The development of the online Insight Hub, hosted on the LRS website
Developing	Building a deeper understanding of the physical activity and sport challenges / issues / supply and demand at a local level
Priority	Bringing together the tools and insight available to build a clear understanding of Rutland and our residents

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
6.1	Work with LRS to build a more granular understanding of our communities (people and places)	Active Rutland Assistant	Amber	
6.2	Make use of the LRS insight hub now launched	Chris Thomas / Robert Clayton	Amber	
6.3	Develop the capability of staff to collect, interpret and utilise good insight	Chris Thomas	Green	
6.4	Utilise the East Mids Evaluation Framework (Sport England collaboration) at a Rutland level	Active Rutland Assistant	Amber	
6.5	Support local partners to understand how to share appropriate data that complies with GDPR (General Data Protection Regulations)	Danielle Adams	Green	



Foundation 3: Skilled and Representative Workforce	
Developing a skilled motivated and fit for purpose workforce (paid and voluntary) that is representative of our communities	
Lead Officer(s)	Chris Thomas
Job Title	Active Rutland Manager

Progress Summary	
Overall RAG rating 2017/18	Green
November 2017 - October 2018	Support local groups, organisations, volunteers and own staff to access high quality training opportunities, including providing small grant funding to support club development
Highlight	School Sports Leadership Academy has gone from strength to strength, now with 42 Bronze, 21 Silver and 5 Gold representatives all drawn from local schools
Developing	Understanding and compliance to operating standards for club and community settings
Priority	To support our local partners with any workforce development challenges they might have

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
7.1	Support partners to access a broad range of CPD programmes	Chris Thomas	Green	
7.2	Support the local delivery of the LRS workforce development plan	Chris Thomas	Amber	
7.3	Continue to develop and improve the School Sports Leadership Academy	Active Rutland Assistant	Green	
7.4	Work specifically with under-represented groups to support them into leadership, activator and coaching roles	Danielle Adams / Glynn Attiwell	Amber	

<b>Foundation 4: Effective Marketing and Communications</b>
Positively influence people's attitudes and behaviours towards being active and ensure information is accessible



<b>Lead Officer(s)</b>	Danielle Adams
<b>Job Title</b>	Active Rutland Officer

Progress Summary	
Overall RAG rating 2017/18	Green
November 2017 - October 2018	Deliver major annual events, including the Community Sports Awards, to highlight the value and impact of sports and recreation
	Maintain and continue to develop the Active Rutland website, delivered in partnership with LRS
	Continue to generate positive media coverage of Active Rutland and the wider sector
	Promote specific programmes including GO GOLD, School Games, Exercise Referral and the Active Rutland Hub
Highlight	Community Sports Awards is a major success, fully funded by sponsors, and generating massive media interest and profile for the dedicated work of the sector, and the achievements of our local sportspeople
Developing	Review the user experience of the Active Rutland website and ensure information can be accessed easily and quickly
Priority	Target marketing and communication to appealing to inactive individuals

Action No.	Business Plan Actions	Lead Officer	Nov 17 - Oct 18	Nov 18 - Oct 19
8.1	Coordinate work with partners to ensure maximum impact of campaigns at a local level	Danielle Adams	Green	
8.2	Continue to improve the major annual events to maximise media impact and the profile of the sector	Danielle Adams	Green	
8.3	Use social marketing to positively influence people's physical activity and health behaviour	Active Rutland Officer	Green	