



HM Government

Sporting Future: A New Strategy for an Active Nation



#SportingFuture

Sporting Future:

A New Strategy for an Active Nation

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1. Foreword

by the Prime Minister



Rt Hon David Cameron
Prime Minister

Sport is part of our national identity. We invented many of the sports that the rest of the world plays. We take pride in hosting some of the greatest sporting competitions on the planet. Whether it is our national teams competing in World Cups, our Davis Cup team winning for the first time in 79 years, or Team GB going for gold in the Olympic and Paralympic Games, the whole nation follows their progress, agonising over every setback and savouring every success.

Sport is also good for us. It teaches our children how to rise to a challenge, nurturing the character and discipline that will help them get on in life. It encourages us all to lead healthier and more active lives. It is good for our economy, adding £39 billion every year and it is good for our society too, with governing bodies and charities alike delivering many brilliant programmes that already use sport to strengthen community cohesion and give our young people new skills for life and work.

Above all, sport is fun. Learning to play a sport can lead to a lifetime of enjoyment. The satisfaction you get when you score

a great goal or beat a personal best, the adrenaline rush of that nail-biting stoppage time equaliser, the dreams and ambitions you have for success, the lifelong friendships you make, all these things remind us of the unique way in which sport can excite and inspire us all.

So at the heart of this strategy are three ideas that can help us make the most of this unique power of sport in our national life.

First, we will be much bolder in harnessing the potential of sport for social good. In delivering this Strategy we will change sport funding so it is no longer merely about how many people take part, but rather how sport can have a meaningful and measurable impact on improving people's lives. So in a sport like cricket where participation will fall when it rains, future funding will depend less on the weather and more on the impact cricket delivers in improving community cohesion and continuing to raise standards in school sport. As part of this, we will also target funding at groups which have traditionally had lower participation rates, including by extending Sport England's remit

to engage people from as young as five, to help create a much healthier and more active nation.

Second, just as government has made a priority of Olympic and Paralympic success, so we will also work with the governing bodies of non-Olympic sports to prioritise their long-term elite success too. This means examining how our investments in school sport, coaching and facilities can best support the identification and development of talent in all parts of the country. It will involve stronger partnerships between sports as the stars of the future are given the opportunity to move between sports and discover where they can have the greatest impact. And as part of this renewed national effort, UK Sport will also share its Olympic and Paralympic expertise in sports science, medicine, technology and performance management with the governing bodies of the non-Olympic sports.

Third, we will stand up for the integrity of the sports we love. We should be proud of the role that British journalists have played in lifting the veil on corruption and poor

governance at the heart of some of the biggest international sports. We should be similarly determined to play a leading role in putting things right. So we will establish a new governance code that will be rigorously enforced at home and set a new standard internationally. The code will be mandatory for all sports bodies that want to receive public funding from 2017. Tackling corruption in sport will also be a key part of my International Anti-Corruption summit in London next year.

By harnessing the power of sport for the good of our whole society, by investing in developing the talent of future stars in every sport and by standing up for the integrity of the sports we love, we can secure our sporting future and in doing so make our country stronger for generations to come.



2. Foreword by the Minister for Sport



Tracey Crouch MP, Minister for Sport,
Tourism and Heritage

My passion for sport is very real, and very personal. It is for that reason that I'm incredibly proud to be able to deliver the first government strategy for sport in more than a decade. I make no apologies for its scale and scope, nor its ambition for the short term and the long term delivery of sport and physical activity in this country.

I want to thank everyone who responded to the sport strategy consultation. The thousands of comments and expertise were invaluable in helping to deliver what I hope you will agree is a new and exciting approach to sport policy in this country.

We have tackled head-on the major challenges the sport sector has posed us, how to measure success more effectively than in the past, how to reflect the complexity of what sport can deliver and how to ensure government works in a more joined-up way.

We have also added things that have been missing in the past, a focus on social outcomes asking not just what we should invest in but why, the need to put

the customer first in future, to understand the differing needs of different groups and a stronger focus on children and young people, with a specific remit for encouraging sport outside of school as well as inside.

Up to now our focus has been on how many people we could get to meet our definition of playing sport, and how many medals we could win. This approach is too simplistic. It does a disservice to sport, the impact of which is broader and far more complex, it does a disservice to the public whose money we are spending, and a disservice to those lives we must focus on improving.

I've seen first hand how sport can change lives. After years of playing sport, and football in particular, I was lucky enough to coach and then manage a local girls' football team in Kent. I saw them develop from young children just enjoying the game, growing up and progressing into ladies' teams as mature, confident adults. The joy, disappointment, frustration, celebration of managing a team, any team, is experienced by thousands of volunteers every week but the purpose and value of that team

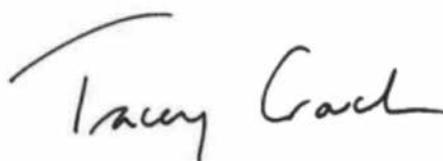
on individuals and wider communities should never be underestimated or underappreciated.

The impact that sport has on physical and mental health, from dementia-friendly swimming sessions to Street League for unemployed youngsters, alongside sport and physical activity more broadly, shows the power to transform people's wellbeing and create a fitter, healthier and happier nation. This has never been more important, when we are battling with growing levels of obesity and diabetes, mental health problems and other conditions associated with inactivity that cost the nation £7.4bn each year.

I also know the role that sport plays in the economy, providing jobs and driving growth domestically and exports abroad. Physical activity adds £39bn to the UK economy each year and half of this comes from individuals' involvement in grassroots sport. The more successful the sporting economy is, the more people are being physically active and vice versa. Through private sector providers of sport, the low cost gyms or the disruptive new technologies breathing new

life into grassroots sport right through to the dramatic transformation of deprived areas demonstrates sport is central to economic success.

At the heart of this new strategy sit five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development. It is these outcomes that will define who we fund, what we fund and where our priorities lie in future. It sets the pathway for sport and physical activity for the next decade and beyond. This is the new sporting formation for the future and I look forward to working right across the sector to deliver it.



Tracy Coach

3. Introduction – A New Strategy for an Active Nation

The United Kingdom is renowned for its love of sport. Millions of us play it, millions of us watch it, quite a few of us are better than anyone in the world at it, many heroic people volunteer a large chunk of their life to enable it and no-one is better at hosting international events than us.

Recent years have been particularly successful. We have staged more than 70 major sporting events since London 2012 and had our best performances in a century at both the Winter and Summer Olympic and Paralympic Games. More than a half a million extra people are playing sport regularly since 2010, and there have been gains in traditionally under-represented groups such as women, disabled people and people from black and minority ethnic (BME) backgrounds. The contribution of sport to the economy has grown to £39 billion annually.

But complacency is just as much of an enemy to those that run sport as it is to an athlete. Government has a duty to ensure that absolutely everyone can benefit from the power of sport and more needs to be done not just to increase participation but to harness its awesome power to change people's lives for the better.

So this new strategy for sport and physical activity moves beyond merely looking at how many people take part. It will consider what people get out of participating and what more can be done to make a physically active life truly transformative. In the future, funding decisions will be made on the basis of the social good that sport and physical activity can deliver, not simply on the number of participants. We are **redefining what success looks like in sport** by concentrating on five key outcomes: **physical wellbeing, mental wellbeing, individual development, social and community development** and **economic development**.

There are several demographic groups whose engagement in sport and physical activity is well below the national average. The benefit of engaging those groups that typically do little or no activity is immense. We will **distribute funding to focus on those people who tend not to take part in sport**, including women and girls, disabled people, those in lower socio-economic groups and older people.

Because we want everyone to get the best possible experience of sport from the earliest possible age, we are **broadening Sport England's remit** so that it becomes responsible for sport outside school from the age of five, rather than 14. A person's attitude towards sport is often shaped by their experience – or lack of experience – as a child, and many people drop out of sport before they even reach the age of 14. Getting Sport England involved earlier will help to combat this.

This new approach requires a new system of measurement. We will **transform how we measure success** by replacing the *Active People Survey* with *Active Lives*. Through it we will measure how active people are overall – rather than how often they take part in any particular sport. A new set of key performance indicators will be used to test progress towards the five key outcomes and we will transform our understanding of how sport delivers them.

Policy will also better reflect the value of **broader engagement in sport**, whether through volunteering, watching sport, or enjoying the shared feel-good factor and pride that comes from domestic and international sporting success.

We are **reaffirming our commitment to Olympic and Paralympic success** but also **extending that ambition to non-Olympic sports** where government will support success through grassroots investment in those sports, and by sharing UK Sport's knowledge and expertise.

Sport can be hugely undermined by poor governance and corruption, so we will establish a **new, mandatory governance code** that will be rigorously enforced at home and set a new standard internationally. It will help us to tackle doping, match-fixing and corruption wherever they occur in sport.

As any athlete knows, success is only possible when a strong foundation has been put in place. We will therefore **make the sport sector stronger and more resilient** through changes in governance, developing the workforce, and reducing the reliance on public funding. We will also introduce a new 'Duty of Care' for all athletes and participants, because sport should be safe for and inclusive of everyone.

We will also work to enhance the contribution of sport to the economy, we will **establish a Sports Business Council** to develop a new business strategy that helps support growth, improve access to finance and develop skills in the Sport Sector.

If this new strategy is to work effectively, **all parts of government must work more closely together** towards clear, shared outcomes. There is universal agreement across all Whitehall departments about this, and a shared commitment to delivering it.

Sport is already central to life in this country. It enhances individuals and communities, boosts the economy, and supports a range of other policy priorities, including health, tackling crime and education. Yet in order to fulfil its potential, sport and physical activity needs to be about much more than mere numbers. All of us need to fully comprehend how much of a positive difference it can make to people's lives. In this strategy we set out a framework that will allow those who fund and deliver sport to focus on the social good it can deliver. Where that focus exists it should be rewarded. Where it is absent it should be enabled.

We do not underestimate the scale of the change that is needed. But we can and we will win.

4. The Role of Government

4.1. Central Government

To help inform this strategy a public consultation was carried out during summer 2015. The consultation paper¹, with themed ministerial forewords from nine different departments, made clear that this would be a cross-government strategy. It recognised that sport and physical activity touches on areas and issues across a huge range of government interests. Consultation responses stressed repeatedly how important it was to maintain this genuinely cross-government approach.

Government's role is to set the high level policy that guides how public money is invested rather than to make each and every funding decision. This distance is particularly important in sport where specialist expertise is needed to make the best and most informed decisions, guided by the needs of the customer. This is the reason for the 'arm's length principle' that operates across a number of government agencies. Government will not generally prescribe which organisations, sports or types of activity should be funded; that is the role of UK Sport, Sport England, Public Health England (PHE) and others.

To support this strategy a new and more joined-up approach to delivery and funding needs to be taken across government. We will put in place the structures needed to make this happen, including a formal annual progress report to Parliament and a cross government ministerial group which will meet regularly to drive implementation.

Where actions in this strategy do not include a precise timescale we will report against their progress in the first annual report to Parliament.

Government will submit a formal, annual report to parliament setting out progress in implementing this strategy.

4.2. Local Government

Sport is a key part of local communities but it looks different in different places – there is no top down approach that works everywhere. Some outcomes can be commissioned nationally, but markets vary locally and many responses to our consultation stressed that different places require their own strategies which respond to local need and define partnerships locally. Local authorities are the biggest

¹ <https://www.gov.uk/government/consultations/a-new-strategy-for-sport-consultation>

public sector investor in sport and physical activity, spending over £1bn per year, excluding capital spend². Their understanding of communities enables them to target opportunities and encourage mass participation.

Local Responsibilities

Councils also have an important leadership role to play, bringing schools, voluntary sport clubs, National Governing Bodies of sport (NGBs), health and the private sector together to forge partnerships, unblock barriers to participation and improve the local sport delivery system. So local authorities have, and will continue to have, an absolutely crucial role to play in delivering sport and physical activity opportunities.

“Sport can be the glue that keeps communities together and is a persuasive tool in promoting shared interests alongside fostering a keen sense of civic pride.

I have seen at first-hand the positive power sport and recreation exert, from children of all backgrounds emulating their heroes at their local community facilities to supporters working together to protect the assets they value.”

MARCUS JONES MP

Minister for Local Government

Department for Communities and Local Government

Since the devolution of public health from the National Health Service (NHS) to local authorities in 2013, many councils have taken the opportunity to integrate physical activity into public health policy as part of a wider shift from a system that treats ill-health to one that promotes wellbeing. In many areas, local Health and Wellbeing Strategies have highlighted physical inactivity as an issue that needs to be tackled and agreed approaches to tackling it. Local authorities also have responsibility for wider policy areas which can have a significant impact on the physical activity of the local population, including management of rights of way, parks and other green spaces.

Being close to where people live, high quality multi-use local green spaces can play a key role as sporting venues and as alternative settings for sport and healthy activity for communities including new audiences that are less likely to use traditional sports centres. The opportunities to realise the multiple benefits that can be achieved for communities by investing in green spaces and routes as venues for sport and healthy activity should be considered whenever they arise.

Local Delivery

Getting national organisations to work together to support what happens at a local level has been a challenge, but the answer is not simply to devolve everything. Consultation responses from a range of organisations stressed that national bodies working with strong local partnerships added value and economies of scale and that the local support from national bodies is vital to success. We also want to find ways to encourage and support local areas in taking collective ownership of the sport and physical activity agenda, particularly as this strategy’s outcomes are equally applicable locally as they are nationally.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/398741/RO_Final_Outturn_2013-14_Statistical_Release.pdf

Sport England will, following a competitive bidding round, pilot focusing significant resources, including intensive staff input, to support development and implementation of local physical activity strategies in a number of selected geographic areas. These areas will have identified physical inactivity as a key priority through their Health and Wellbeing Strategies and will have close cooperation between all relevant local agencies, for example through new devolution deals. Sport England will set out how it plans to deliver this in its strategy in 2016. It will work closely on this with PHE, given PHE's existing links with and statutory duty to support the local public health system and Health and Wellbeing Boards.

The aim will be to drive significant increases in physical activity through close cooperation between all relevant local and national agencies to learn lessons which can be applied elsewhere.

Consultation responses also highlighted that more organisations were getting involved in sport locally, including the positive role of housing associations, the fire service and police in different areas. We want to encourage this type of partnership thinking at local level, including where local need or specific projects create natural synergies with the arts and heritage sectors.

Sport England will explore with other National Lottery distributors how to ensure that opportunities for partnerships focused on specific projects at local level are encouraged and taken up, particularly when they are led by a strong coalition of local bodies.

County Sports Partnerships

Much local partnership work in sport has for many years been organised by the national network of County Sports Partnerships (CSPs). They play an important role across the country in promoting sport and physical activity, working closely with local authorities, schools and others. Many do an excellent job and are rightly valued by local stakeholders, but their role varies from place to place. As local government evolves, we need to think about how best to get local organisations to work together to deliver the priorities in their areas so that local people can get the most value from sport.

Government will commission an independent review of the role played by CSPs in the delivery of sport at the local level, which will also consider the impact that new structures in local government created through devolution deals have on local delivery of sport and physical activity. This review will be completed by autumn 2016 to complement Sport England's new strategy.

4.3 Devolved Government

We recognise the complicated landscape of reserved and devolved powers around responsibility for sport and physical activity. The UK Government is responsible for elite sport both at a UK level and in England, with the devolved governments of Scotland, Wales and Northern Ireland holding responsibility for elite sport in their own countries. The UK Government also holds responsibility for a number of reserved issues such as security or anti-doping across the whole of the UK, whereas grassroots sport, health and education policy is devolved in Scotland, Wales and Northern Ireland.

To help improve coordination and the sharing of best practice among each of the devolved administrations and the UK Government, the 'Sport Cabinet' will be re-established. It will bring together the four sports ministers who represent Scotland, Wales, Northern Ireland and both England and the UK as a whole. It will aim to meet at least once a year and discuss a range of shared issues for all four home countries and the UK as a whole across sport and physical activity.

The 'Sport Cabinet' will be supported by a new official level working group made up of the senior civil servants responsible for sport in the UK Government and devolved administrations. Although the same minister and officials are responsible for both England and UK-level sport, England will be treated in the same way as the other home countries by both groups.

5. The Framework

For more than a decade, the government's policy on sport has been to get more people participating in sport and to win more Olympic and Paralympic medals. Both of these are valuable, and will remain part of this new strategy. However, what really matters is how sport benefits the public and the country.

Focusing on the Outcomes

In any new strategy, the outcomes that we are seeking to deliver through government investment need to be crystal clear and widely shared. Only then can all organisations, whether publicly funded or not, unite in striving towards a common set of goals. At the heart of this strategy is a simple framework which sets out how success will be judged by impact on the set of outcomes that define why government invests in sport: (1) physical wellbeing; (2) mental wellbeing; (3) individual development; (4) social and community development; and (5) economic development. How these outcomes will be measured is explained in Chapter 9.

All new government funding for sport and physical activity will go to organisations which can best demonstrate that they will deliver some or all of the five outcomes in this strategy. We are open-minded about what type of organisation should receive this funding. However, it is likely that organisations which show that they can work collaboratively and tailor their work at the local level will be best placed to access this funding.

Respondents to the consultation wanted to see funding decisions take into account the broader value that organisations or activities add. Through the new framework we are therefore challenging the whole sector, from the largest NGB to the smallest charity, to link their actions clearly to the delivery of positive outputs in ways that will meaningfully contribute to positive change in the overall outcomes. Demonstrating how these connections work in practice will be the basis for how public funding is allocated. In some areas, pilot work will be needed to further understand the precise behavioural links to different outcomes, so changes will not happen overnight.

Those investing public money in sport and physical activity will develop common appraisal and evaluation approaches for all proposals and investments, based on the outcomes and Key Performance Indicators (KPIs) in this strategy. These will be used to judge the relative merits of applications for funding, and the likelihood of them delivering this strategy's five outcomes.

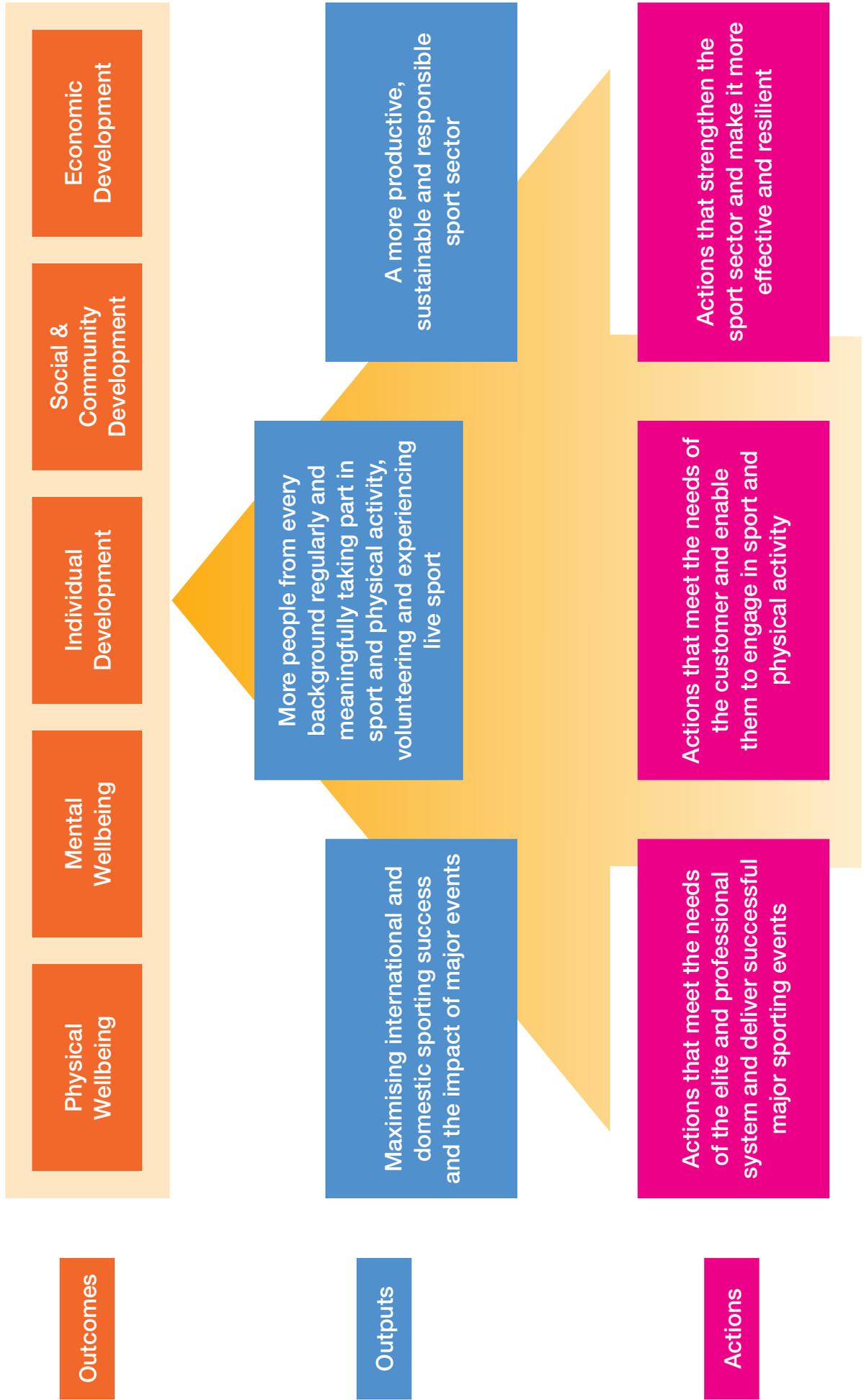
Delivery of the outcomes will be driven through three broad outputs around (1) engagement in sport and physical activity, (2) sporting success and (3) a strong and resilient sport sector. The following chapters set out the actions we will take to achieve this strategy and how we will measure our success.

Case Study: Changing Lives Through Sport

Greenhouse Sports is a London-based charity committed to using sport to help young people living in the inner city to realise their full potential. The charity's coaches work full-time in schools and the community to provide sports programmes that nurture social, thinking, emotional and physical skills that equip young people for life. Greenhouse Sports has worked with over 35,000 young people since it began in 2002. It currently operates in 37 mainstream and 9 Special Educational Needs schools and runs four community clubs. The charity uses a range of sports to engage with participants including basketball, table tennis, volleyball, judo, football, swimming and tennis. The average school attendance of participants on Greenhouse Sports' programmes in Years 9 to 11 also exceeded the national average by 2% and that of their non-Greenhouse classmates by 3 days a year.



The Framework for a new Sport Strategy



6. More people from every background regularly and meaningfully:

- a) taking part in sport and physical activity,
- b) volunteering and c) experiencing live sport

The power of engaging in sport is clear. This engagement might involve training for a triathlon, attending fitness classes or playing dodgeball. But engagement can equally mean volunteering at a local sports club or attending a live sporting event. There are positive outcomes for both the individual and society from all of these different forms of engagement and we want to encourage the sector to deliver all of them in ways that meaningfully deliver the strategy's outcomes.

We want to ensure that in future, the whole population is encouraged and supported to engage in sport and physical activity in whatever way is best for them. Reaching everyone is challenging. Different audiences have different needs that have to be addressed in different ways, but the universal power of sport and physical activity to improve lives came through very strongly in the responses to the consultation and we share this ambition.

Many different organisations will have a role to play. This isn't simply about how government invests its money through Sport England, it is equally about how local authorities invest their sport and leisure budgets, how NGBs decide to invest in their sports, how charities focus their activities and how the scale and reach of the private sector, which delivers a huge amount of sport and physical activity through gyms, leisure centres, privately owned facilities and events, can all work together and bring their collective power to bear to deliver for the public.

To achieve the changes we seek, we will need to be strategic in how we use public investment. In the past, much of the action and funding has gone to support people that would probably have met our targets for taking part in sport and being physically active anyway. While we need to ensure these groups are catered for and do not slip into inactivity, the biggest gains and the best value for public investment is found in addressing people who are least active.

For this reason we will, in future, prioritise work done to engage those who do sport less than the population as a whole. We will make most progress by focusing on particular sections of society that face common barriers to taking part and who take part in sport and physical activity at below average levels at the moment (for example, those from lower socio-economic groups, women and disabled people). We will ensure that investment is specifically set aside for this purpose.

Achieving our vision will take more than a single scheme targeted at under-represented groups however. While many of the actions needed to transform levels of activity are outside government's control, there are a number of specific things that we can do to enable more people to choose to be active.

Fundamental to the success of this strategy is the principle that funding decisions relating to engagement in sport should be based only on how to best meet the needs of the customer. Sport must become more demand-led, recognising the different motivations, attitudes and lifestyles of its potential customer base. The system must be more flexible and actively reach out to those who do not get involved in sport, whether because of practical, social or emotional barriers. Behavioural insights and an understanding of how to help people to make better decisions themselves will be at the heart of the new approach to delivering sport and physical activity.

The sector must also adapt to suit how people want to engage in sport and physical activity. For some this will mean a social game of ultimate frisbee or skateboarding with friends, but others won't want to take part unless it is fiercely competitive and they are able to push themselves to fulfil their potential. Competitive sport is not just part of the formal talent pathway, but it is actually just another way in which some people want to take part.

Where organisations and sports have understood and responded to customers' demands, through evidence based actions, the number of people engaging in those sports has grown. Developers who have capitalised on ways for users to capture and share their data through apps or wearable technology have also seen success in attracting new participants. Similarly many organisations have used the power of social media to effectively engage new and existing participants. However, where organisations or sports have failed to understand what customers want and need, the number of people taking part has fallen.

6.1. Taking Part

The benefits of taking part in sport and physical activity are well recognised. Government has big aspirations for increasing levels of participation and would like to see clear targets as recommended in the recent Triennial Review of Sport England and UK Sport.³

We believe that it is for Sport England to make an evidence-based assessment of the exact scale of change they envisage achieving given their interventions, much as UK Sport sets itself precise medal targets, and for government to agree the output. The focus should be on maximising the return against this strategy's outcomes and we expect modelling of impact to take into account behavioural insights that suggest that the type of population-level changes in engagement we seek will occur in big steps rather than incremental year-on-year increases. Government is therefore open to Sport England setting targets of a step-change in engagement by 2020 in those areas of the country or key population groups on which it focuses significant resource. This should pave the way for a major step-change in engagement across the country by 2025. We will only do this once new baselines are available through the new system of measurement, outlined below.

Building on the recommendation in the Triennial Review to introduce participation targets, by early 2017 Sport England will set out, and agree with government, clear targets for the increases in engagement in sport that it expects to see by 2020 and by 2025 along with the evidence supporting those targets.

Addressing Under-Representation

When planning how best to meet challenging new participation targets, it will be important for Sport England to focus on those groups that are particularly unlikely to take part in sport at the moment. This is something it has already started to do, most

³ <https://www.gov.uk/government/publications/uk-sport-and-sport-england-triennial-review-report>

notably through its *This Girl Can* campaign, which is aimed at overcoming barriers preventing women from getting active. Early evaluation conducted by Sport England in July 2015 shows that the campaign is already changing behaviours with 49% of women aged 14 to 40 who have seen the advert, reporting they had taken action as a result.

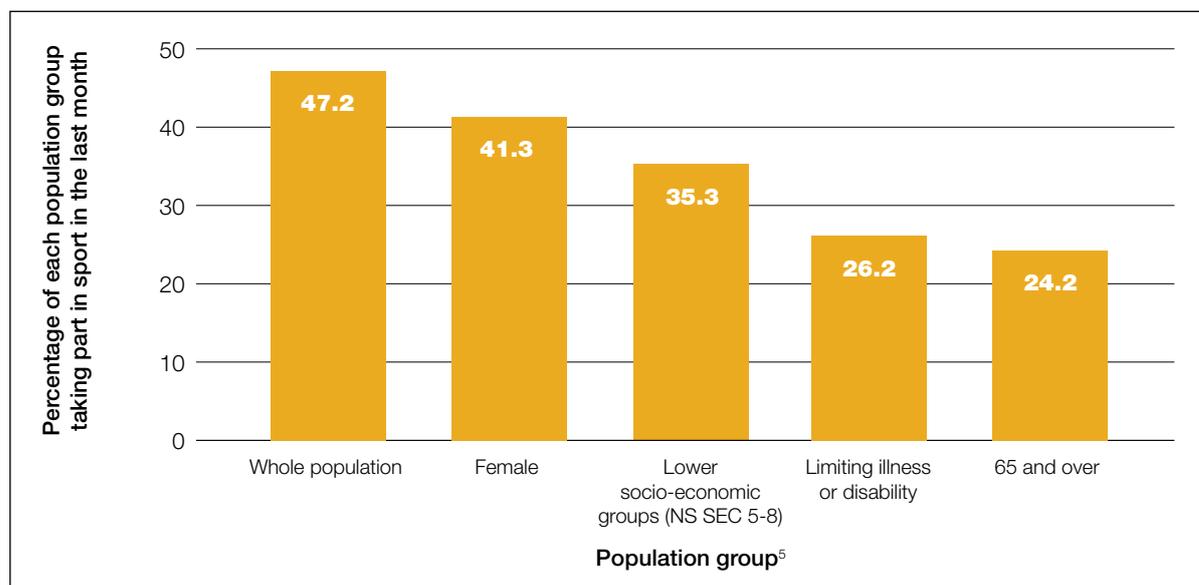
"We want everyone to feel that sport is for them, no matter if they are a seasoned athlete or a complete beginner... for some people the very best thing about sport participation is the thrill of competition, and that is absolutely to be encouraged.

"But we should also make sure that people who don't want to be the next Bradley Wiggins or Nicola Adams still feel that sport is for them too. And by giving everyone the chance to participate, we can create a healthier and happier country to live in."

Rt Hon JOHN WHITTINGDALE MP OBE
Secretary of State
Department for Culture, Media and Sport

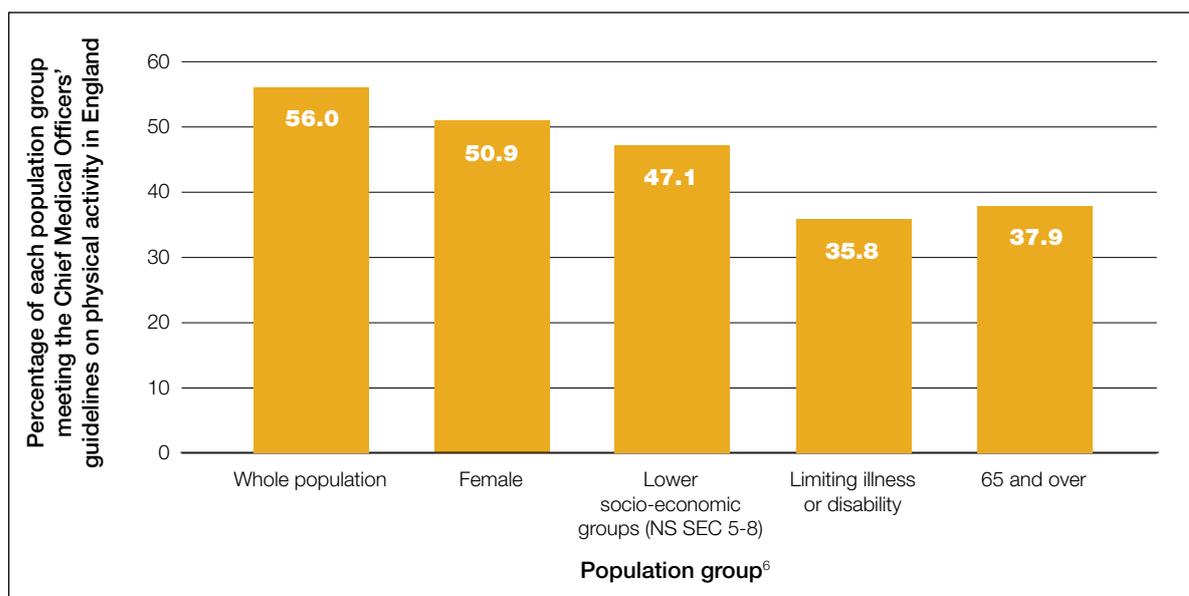
Certain groups, including women and girls, older people, disabled people and those from lower socio-economic groups, are significantly less likely to play sport and be physically active than the population in general. A range of different factors are responsible for the under-representation of different groups and it is important that the sector understands the breadth of causes in designing solutions. For example, recent research on the relationship between poverty and access to sport for young people highlighted not just practical barriers like cost and availability of the right informal activities but also emotional barriers around perceptions of safety and ownership of local space as well as wider social circumstances.⁴

It is also the case that under-representation may be a problem within more widely defined groups. For example, there may be significant under-representation or specific barriers to taking part in sport and physical activity for some Lesbian, Gay, Bisexual or Transgender (LGB&T) people and some Black and Minority Ethnic (BME) groups which are not immediately apparent when looking at the overall participation levels for those groups as a whole.



⁴ <http://sticerd.lse.ac.uk/dps/case/cr/casereport95.pdf>

⁵ Figures for people (aged 14+) who have taken part in sport at least once in the last month, from Active People Survey Apr 2014-March 2015



Disabled people are twice as likely to be inactive as non-disabled people, that is, active for less than 30 minutes a week. Given the emphasis in this strategy on inactive people it follows that there will need to be a particular focus on getting disabled people active, including through the new approaches to local delivery we refer to in section 4.2 above. It is also important to note that over half of disabled people are over 60 years old. Consideration of how we address under-representation in older people will therefore be integral to addressing under-representation of disabled participants. As with all areas of under-representation it is important that action is based on insight and evidence of what works, including building on progress that has already been made. For example, the English Federation of Disability Sport's *Talk to Me* principles outline ten clear steps that providers can follow to make their activities more appealing to disabled people⁷. Disability Rights UK's *Get Yourself Active*⁸ project, which is led by and for disabled people, seeks to explore how Disabled People's User Led Organisations (DPULOs) can lead the development of better physical activity and sport opportunities for disabled people locally.

In future government will, via Sport England, support work designed to get more people from under-represented groups engaging in sport and physical activity. Wherever possible, this focus on under-represented groups will run through all Sport England funding.

Measurement

Accurate measurement is key to setting targets. Many respondents to the consultation argued that the measurement framework should change and were concerned that any future measure of the number of people engaging in sport and physical activity should accurately reflect the true breadth of activity that people undertake. Our thinking about sport and physical activity has tended in the past to focus too heavily on traditional outdoor sports like football or rugby and indoor sports like swimming or badminton. This has partly been driven by a narrow interpretation of what is counted.

⁶ From the most recent Active People Survey figures published in January 2015 (for people aged 16+). The Chief Medical Officers' guidelines on physical activity are shown here <https://www.gov.uk/government/publications/uk-physical-activity-guidelines>

⁷ http://www.efds.co.uk/assets/0001/0539/Talk_to_me_FINAL.pdf

⁸ <http://www.disabilityrightsuk.org/how-we-can-help/get-yourself-active>



Both government and Sport England agree with this assessment and have consulted on and developed a new survey called *Active Lives*⁹. This will capture more of the types of activity that people do, and their contribution to the outcomes of the strategy. It will use a ‘postal to web’ methodology where respondents will first be contacted by post (to ensure accurate geographical coverage) and then asked to fill in a survey online. It will also deliver a more balanced sample of respondents than *Active People*’s telephone design achieved, meaning less need to weight results. A joint Innovation Fund between Sport England and their survey contractors will ensure the approach remains fit for a changing world.

To ensure a baseline is available for setting new targets in early 2017, fieldwork has already begun. The new arrangements will run in parallel with *Active People* for 12 months to enable a smooth transition, and then *Active People* will stop.

Active Lives will replace *Active People* as the primary data source for measuring engagement in sport and physical activity among adults. Given Sport England’s new age remit, DCMS will work with them and other key public bodies like Public Health England in the first half of 2016 to develop the most appropriate extension of the *Active Lives* method for measuring children’s engagement in sport and physical activity. *Active Lives* and *Active People* will run concurrently for the coming year, with *Active Lives* fully replacing *Active People* from the end of 2016 onwards.

Outdoor Recreation

The UK is fortunate to have some of the best countryside and outdoor space in the world, where people can take part in a wide variety of activities, many of which have not necessarily been supported as much as other more traditional sports. This needs to change if we are to provide a variety of different opportunities to engage in sport

⁹ <http://www.sportengland.org/research/about-our-research/methodology-of-measuring-sports-participation/>

and physical activity that meets the demand from the customer, rather than telling them what type of activity we think they should be doing. Outdoor activities are also a vital part of the tourist economy across the UK, so the benefits stretch beyond just those who take part. The Sport and Recreation Alliance's (SRA) *Reconomics*¹⁰ report into the economic impact of outdoor activity sets out clearly how significant a contribution those taking part in outdoor recreation make to the economy and the work that government undertakes should seek to maximise that value.

Sport England and the Outdoor Industries Association (OIA) recently published *Getting Active Outdoors*¹¹, a detailed study into both the supply and demand for outdoor activities in England. It showed that of the 43.7m adult population, 18.2m who are not currently active outdoors want to re-engage in outdoor activity in the next 12 months. Monitoring how these levels of activity change in future will be important to our understanding of the outdoor activities landscape.

We will track levels of engagement in outdoors activity through the new *Active Lives* survey and explore how to enhance the compatibility of data from *Active Lives* and the *Monitor of Engagement with the Natural Environment* (MENE) to deepen understanding of behaviours.

The insight in *Getting Active Outdoors* showed that 'being outdoors' itself is important rather than the sport or activity; it is the environment which is enticing. We are very encouraged by the report's findings and want to see the outdoor activities sector thrive and grow as an important alternative way that people can engage in sport and physical activity.



¹⁰ <http://www.sportandrecreation.org.uk/policy/research/reconomics>

¹¹ <http://www.sportengland.org/research/encouraging-take-up/key-influences/getting-active-outdoors/>

To support the outdoors activities sector and to give government and Sport England a clearer policy role in encouraging outdoor activities, responsibility for the Adventure Activities Licensing Authority (AALA) is likely to move from the Department for Work and Pensions (DWP) to DCMS and the organisation will be reformed to make its focus the active encouragement of greater levels of outdoor activity, beyond simply its licensing.

In order to deliver the most for this sector, Sport England will need to work with organisations it has not traditionally worked with on outdoor recreation. It will also need to bring together partnerships to deliver the broader objectives set out in this strategy as well as helping to build capacity within the sector.

While DCMS has a strong interest in getting people active in all settings, including outdoor recreation, we recognise that the Department for Environment, Food and Rural Affairs (Defra) has policy responsibility in England for the ‘fabric’ of the natural landscape, including rights of way, the England coastal path and National Parks. Given our joint interest in this area, DCMS and Defra will continue to work together to ensure the potential of our natural capital (including rights of way, canal and river paths, National Parks and Areas of Outstanding Natural Beauty, accessible forests and open spaces) to meet physical activity needs is met. Other departments also have a role in encouraging outdoor activity, for example the Department for Transport (DfT) in delivering walking and cycling infrastructure or the Department for Communities and Local Government (DCLG) in relation to urban green spaces and parks. These departments will also be linked in to this work.

Technology and Open Data

Many respondents to the consultation raised the importance of technology. Wearable technology which encourages people to be more physically active through quantifying their activity or competition and websites that enable simpler access to facilities have already transformed how people engage in sport and physical activity.

The increasing use of technology is one of the strongest examples of how meeting the needs and the demands of consumers can drive up levels of activity. Apps like MapMyRun and Strava and wearable technology like Fitbit and Jawbone have made participants in sport far more aware of what activity they have done, and introduced competition with both other people and themselves, for those that derive motivation that way. The ability of these apps and devices to capture data and encourage increased levels of activity will define the world of sport and physical activity in the coming decade.

There is a well functioning market in the design of sport and physical activity apps and devices, one that we do not believe government should be trying to unduly influence. However, it should ensure that the conditions are there in which the software and hardware that can support engagement in sport can flourish. This will be one of the main areas of focus on the new Sports Business Council mentioned in Chapter 8.

One of the best examples in recent years of how public sector organisations can most effectively support a diverse and competitive market in technology is the model used by Transport for London (TfL) which makes a wide range of data available publicly, for free, that developers can then use in their own software in innovative ways¹². In a similar way, the sport and physical activity sector currently captures a huge range of

¹² <https://tfl.gov.uk/info-for/media/news-articles/an-open-door-for-travel-apps>

data, and holds a great deal of information that, in the hands of innovative developers and business has the potential to be harnessed to transform how people engage in sport. At present, this information is too inconsistent or the process for putting it to use in pitch bookings, for example is too bureaucratic, especially when compared to other systems in the private sector like hotel or flight booking systems that are universally accessible.

To be useful therefore, common standards need to be agreed, it needs to be regularly updated and available for use by a wide range of developers easily and free of charge. Such a range of new data could provide the stimulus for another significant leap forward in how technology is used to help more people engage in sport more often, and with a more significant impact on their lives.

All organisations that receive funding from Sport England will be required to make data which is relevant to getting more people involved in sport and physical activity publicly available in an agreed format. This may include (but is not limited to) data on the location and availability of facilities, coaches and clubs. Sport England should set and own clear data standards to support this work. Sport England will set out how this will be achieved in their new strategy.

6.2. Physical Activity

Government is committed to reducing physical inactivity. This commitment and the rationale for it were set out in the *Moving More, Living More* report of February 2014¹³. This also reiterated government's aim to increase the number of people meeting the UK Chief Medical Officer (CMO) guidelines on physical activity and reduce the number of people deemed to be inactive by being active for less than 30 minutes a week. PHE's *Everybody Active, Every Day* report in October 2014 set out clear guidance for public sector bodies and others to promote physical activity, under the four themes of:

- Active society: creating a social movement
- Moving professionals: activating networks of expertise
- Active environments: creating the right spaces
- Moving at scale: interventions that make us active

Government, working with local government, will ensure that the recommendations in PHE's report *Everybody Active, Every Day* are properly implemented. PHE will report annually on progress in implementing *Everybody Active, Every Day*, including by showcasing examples of good practice.

"Promoting physical activity is a core part of our strategies to improve the health of the nation.

"Sport is only a part of the picture but it is an important part. In particular, encouraging inactive people to take up physical activity in any form, ranging from walking to sport, can have a hugely beneficial effect."

JANE ELLISON MP
Minister for Public Health
Department of Health

¹³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/279657/moving_living_more_inspired_2012.pdf



Creating a more active society, in which it is easier and more natural for people to be active than inactive, will require action by a huge range of bodies over a significant period of time. This will mean offering people ways to be physically active that they enjoy, at times and places that suit them, and encouraging people to create opportunities to engage in activity for themselves. Sport England's tools¹⁴ to help sports bodies engage women and girls to get active, based on a huge amount of insight, demonstrate how this can be done effectively.

There are no quick fixes but creating this more active society is not a choice, it is a necessity when we face an ageing population and a range of health challenges across the lifecourse, including rising obesity amongst children and adults, and the increase in a range of long-term conditions such as diabetes.

Sport is just one way of getting people active. Many people love sport and get huge enjoyment from it, but others prefer less competitive activities like recreational walking. Whatever preferences people may have, the important goal is to help more people to get active. Further plans to encourage healthier living and get people more active will be set out in the Childhood Obesity Strategy and the Cycling and Walking Investment Strategy which are due to be published next year by DH and DfT respectively.

Bringing Together 'Sport' and 'Physical Activity'

There are currently distinctions between sport and wider physical activity, for example in terms of the activities that are relevant to Sport England's objectives against which it rightly chooses to fund. Overwhelmingly, those who responded to the consultation told us that these distinctions are unhelpful, outdated and irrelevant, so we are removing them. This is especially important as projects that feature activities such as dance, utility cycling and walking can be extremely effective in reaching inactive people, who might not consider themselves at all 'sporty', and help them to get moving. For example older people taking part in a walking group can have huge benefits for those individuals, both for their health and in tackling issues like loneliness. And teenage girls might prefer alternatives to traditional sport.

¹⁴ <http://www.sportengland.org/womenandgirls>

Government will broaden Sport England's role from measuring and supporting sport to measuring and supporting both sport and certain kinds of physical activity, including cycling, dancing and walking. Details of activities which can be subject to Sport England measurement and support will be included in Sport England's strategy published in 2016.

Tackling Inactivity

Sport England's *Get Healthy, Get Active* projects have shown that sport can reach inactive people and get them moving. For example Active Norfolk's *Mobile Me* is aimed at over-65s and includes bringing table tennis and other forms of activity into residential care homes. Knowledge of what works has been built up but we want to enhance that knowledge further and scale up the types of projects which have been effective at a local level in getting people moving so they can benefit more people in more areas of the country.

Building on the *Get Healthy, Get Active* pilot programmes, government will, via Sport England, establish new competitive funding designed specifically to get inactive people to be more physically active and featuring thorough evaluation of success in delivering the outcomes of this strategy. The details of this funding will be outlined in Sport England's strategy published in 2016.

We are also keen to ensure that inactive people benefit from other investments that Sport England make. The Greater London Authority (GLA) has, for some years, used a system under which grants for sport need to reach a certain proportion of inactive people. Sport England will, in future, adopt a similar approach with their major grants programmes.

Within its major grants, Sport England will include a target for the percentage of inactive people that organisations and programmes should be engaging – drawing on learning from *Get Healthy, Get Active* projects and, in time their new physical activity funding – in the same way it currently does with other demographic groups including young people and disabled people.

Working with Health Providers

Several sectors have a major role to play in getting people active. Consultation respondents told us about some great examples of the health sector and local government working together to deliver opportunities to be active, often in innovative ways, that suit the end user. The transfer of responsibility for public health to local authorities has helped deepen this relationship in many areas. In places where medical professionals are well-informed about local leisure services and other opportunities to be active and are confident that these will be delivered effectively by suitably trained staff, they are prescribing physical activity. Often this is as simple as telling people what's available or encouraging them to make a start. We want the health and sport and leisure sectors to work more closely together to fight inactivity across the country, not just in areas of good practice.

DCMS and DH will work with the NHS, PHE, the Local Government Association (LGA) and others to promote the integration of sport and physical activity into care pathways and maximise the potential of advice, prescribing and referral interventions by health and social care professionals. We will report on progress in the first annual update to Parliament on this strategy in 2016.



Case Study: East Riding GP Referral

In the East Riding of Yorkshire, GPs and other health professionals can refer people with medical conditions whose health would benefit to join an activity programme at a council leisure centre that is linked to the GP's surgery. The £33 programme has 20 sessions run by a qualified fitness instructor. It aims to be enjoyable and is tailored to individuals to help them get into and keep doing exercise. People who have taken part have reported benefits including better self confidence, wellbeing and quality of life as well as becoming more active, healthier and fitter.

Sport and Exercise Medicine

Sport and exercise medicine has been developed in this country as part of the legacy from the London 2012 Olympic and Paralympic Games. In particular the National Centre for Sport and Exercise Medicine (NCSEM) has been established at three sites (Sheffield, Loughborough and London) and has been recognised as a centre of excellence by the International Olympic Committee (IOC). The NCSEM continues to grow, building its expertise, partnerships and influence, and helping to ensure that this expertise is used within the NHS and wider public health practice.

PHE will, with others including Health Education England (HEE) and the Faculty of Sport and Exercise Medicine (FSEM), support the growth of sport and exercise medicine and its use within the NHS and wider public health practice, including through supporting the development of the National Centre for Sport and Exercise Medicine (NCSEM).

The Role of Employers

A key factor that determines how likely people are to engage in sport and physical activity, and therefore one of the biggest barriers to them doing so, is the extent to which they are able to build activity into their daily routine.

Where people are not able to find time to fit sport and physical activity into their personal lives, it is important that employers are encouraged to provide the opportunities to be physically active in and around their working day. This might be by offering on site facilities like a gym, showers or cycle storage, it might be by giving them opportunities to use their lunch breaks for sport and physical activity or it might be by encouraging employees to join together for a collective challenge like a charity run or bike ride. Employers could also encourage active travel to and from work or for business travel.

Whatever type of activity it is, the role of employers will be vital in encouraging employees to be physically active. This isn't something that employers should see as just a benefit for their staff – they will benefit too, in greater levels of staff engagement and commitment to the organisation or better team spirit fostered by collective physical activity. Much of this was highlighted as far back as 2008 in Dame Carol Black's review of the health of Britain's working age population.¹⁵

DCMS will work with others to establish a network of employers which will bring together organisations keen to support and encourage their staff to be more physically active.

Workplace Challenge

Some of the structures to help make this type of activity happen are in place already. *The Workplace Challenge* is a programme set up by the County Sports Partnership Network (CSPN) to help workplaces get their staff more physically active. With government encouraging employers to help their staff become more physically active, it is only right that it holds itself to the same standards as it asks of others. Earlier this year, the Chief Executive of the NHS announced a major drive to improve health and wellbeing across 1.3m NHS staff.

Government departments and the Civil Service Sports Council already do much to encourage civil servants to become more active. This includes a range of sporting activities and cycle-to-work schemes. Increased physical activity has been identified as a priority area for civil service wellbeing initiatives.

As part of its wider approach to promoting the wellbeing of civil servants, government will sign up to a dedicated Workplace Challenge for the Civil Service operated by the CSPN, starting in early 2016. As part of this, departmental employees will receive training, in partnership with the British Heart Foundation, which will enable them to promote the Workplace Challenge within their departments. Each department in Whitehall will also work with the central civil service wellbeing service to promote a range of initiatives to encourage civil servants to be active both during and outside the working day.

¹⁵ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/209782/hwwb-working-for-a-healthier-tomorrow.pdf

Case Study: Mind – Get Set to Go

It is well established that people with mental health problems are also more likely to experience physical health problems. Research by mental health charity Mind has found that low confidence, low self-esteem and body consciousness present significant barriers to being active for those with mental health problems, particularly for women. Sport England and Mind's *Get Set to Go* programme, which launched in 2014, is therefore co-designed by people with lived experience of mental health to ensure that these issues are fully addressed. It is supporting people into mainstream sport and physical activity and has already seen some success particularly through the peer mentoring approach. Not only do peer mentors support and in some cases deliver sports sessions, they also play an integral role in creating a friendly and welcoming environment, which is crucial in attracting inactive people.

Raising Awareness

How we change people's behaviour sits at the heart of getting more people to take part in sport and physical activity. Experience from other policy areas across government has clearly shown awareness raising to be one key aspect in behaviour change. The vast majority of people now understand the 'five-a-day' message about how much fruit and vegetables people should eat. This can be contrasted with the Chief Medical Officers' guidance on physical activity which few people know about.

Following work by an expert group, government has recently produced an explanation of the Chief Medical Officers' guidelines for the medical profession. This is a good start, but to get more people being physically active enough to improve the nation's health, the guidelines need to be framed in a way that is easy for people to understand, helps them set achievable goals and encourages them to change their behaviour.

We also need the sport and physical activity sector to use the right marketing methods mix to best engage different groups. Stimulating demand among under-represented groups can mean appealing emotionally as much as rationally. Sport England's *This Girl Can* campaign has shown early successes through the bold approach of tackling the major emotional barriers to taking part for women head on. We recognise that creating such overarching messages that the sector can use will be key to the success of this strategy. For example PHE's Change4Life (C4L) *10-minute Shake-up* partnership with Disney and cross-sector national and local stakeholders in 2014 involved 450,000 children, with an additional 40,000 children reaching the recommended 60 minutes of activity per day¹⁶.

Sport England and PHE will work together to lead message development and marketing activity to create a compelling environment that encourages everybody, especially people in under-represented groups, to meet the Chief Medical Officers' guidelines on physical activity.

In efforts to get people to be more active, much has been made within the sector of the effect of major events, elite success or sporting role models. There is a growing body of evidence about who is most affected by these 'demonstration effects'¹⁷.

¹⁶ TNS BMRB Change4Life 10 Minute Shake Up evaluation, October 2014

¹⁷ <http://www.sportengland.org/research/encouraging-take-up/key-influences/events/>

Where it is the intention to use events or success as a stimulus for demand, we expect the sector to be clearer on how precisely it will do so. This will mean more rigorously applying the same set of filters as for any marketing activity – who is the target audience, what is the message, who is the messenger, what is the channel, how will it be activated with genuinely linked opportunities.

6.3 Children and Young People

“Opportunity for children to take part in and develop a love of sport and physical activity is vital to ensuring their long-term enjoyment and participation.

“Provision for children and young people will rightly sit at the heart of a new strategy for sport in this country. We want to see healthy, happy active children becoming healthy, happy active adults and the talented primary school children of today becoming our sporting stars of the future.”

EDWARD TIMPSON MP
Minister for Children and Families
Department for Education

A positive experience of sport and physical activity at a young age can contribute to a lifetime of participation. Unfortunately, a negative experience may narrow perceptions of sport and put someone off forever¹⁸. This is why we need to ensure that the sport and physical activity ‘offer’ is right for children and young people. This is particularly true for under-represented groups, such as girls and disabled children, where drop-out rates in childhood are high.

DfE has a key leadership role in school sport policy. It is supported in this work by DH and DCMS. All three departments share a common interest in seeing positive sport and physical activity outcomes for children and young people.

Meeting the Needs of Young People

Engagement in sport and physical activity by children and young people needs to be thought of as a journey. Throughout different stages of life, individuals will have different needs and require an offer which is tailored to these needs. What works for one individual may not work for another.

These different offers need to complement one another, but also recognise the transitions that young people experience, physically, emotionally and structurally through the education system. The more transitions a young person goes through, the more likely they are to find themselves outside sport¹⁹. We have historically looked vertically at each single stage – primary, secondary, further and higher education – as needing different support, whereas it is equally important to work out how to link them together and see them as part of the wider ‘taking part’ strategy. Naturally, there will be specific interventions which work best at specific ages and stages, but we also need to more clearly join up the overall approach. We know for example that there has been good progress in recent years in transforming the offer in Further and Higher Education which is of course welcome, but the key is for experiences there to now be better connected to the overall customer journey of young people through sport rather than just being good in each individual environment.

¹⁸ <http://www.sportengland.org/media/359792/20140923-yr-insight-pack-fv.pdf>

¹⁹ <http://www.sportengland.org/media/39266/sporting-habit-for-life-full-report.pdf>

This strategy is first and foremost about meeting the needs of the customer, understanding what they need at different stages in their life.

To enable Sport England to have a greater impact across the whole of a person's sporting life and across the transitions and disruptions that young people face, we will lower the age from which they are responsible from 14 to 5.

Accurately measuring children's attitudes and behaviour has a number of challenges. Given Sport England's new age remit, DCMS will work with them, DfE and other key public bodies like Public Health England in the first half of 2016 to develop the most appropriate extension of the *Active Lives* method for measuring children's engagement in sport and physical activity.

Encouraging active play at younger ages is important and can help develop healthy habits, enjoyment of physical activity and physical literacy skills.²⁰

Core physical literacy skills provide the common language for all types of participation in sport and all types of physical activity.

The distinctions between different ball games or between different racquet sports are far less important than developing the skills needed to play those sports later on in life. Developing the ABCs of physical literacy – agility, balance and coordination – is more important and should be the focus at the youngest ages.

Swimming

A very important skill to learn from a young age is how to swim. However, 45% of 7-11 year olds cannot swim 25 metres²¹. Although being able to swim a particular distance is only one measure of overall swimming competence and confidence, it is concerning that nearly half of primary age children cannot do this and therefore government will commit to ensuring that every child leaves primary school able to swim.



Each child faces different barriers when learning to swim and it is important that providers of swimming lessons take this into account in their delivery approach.

Government will establish a working group to advise on how to ensure no child leaves school unable to meet a minimum standard of capability and confidence in swimming, including disabled young people and those with Special Educational Needs. The group will consider what confidence and capability really mean in swimming, what challenges schools face in providing quality swimming tuition, how swimming is delivered in a way that caters for all children, and what government and others can do to tackle these issues. The working group will be established in early 2016 and will report by the end of the year.

²⁰ 'The ability to use body management, locomotor and object control skills in a competent manner, with the capacity to apply them confidently through play and practice, in settings which may lead to sustained involvement in sport and physical recreation.' Lifelong Engagement in Sport and Physical Activity (LIPSA) Framework – <https://www.irishsportsCouncil.ie/Coaching-Ireland/Life-Long-Involvement-In-Sport-Physical-Activity/LIPSA.pdf>

²¹ Amateur Swimming Association School Swimming Census, 2014 (http://www.swimming.org/assets/uploads/library/2014_census_web_version_secure.pdf)

Cycling

Similarly, cycling proficiency is another core skill that if learnt at an early age can act as a strong incentive for children to remain active as they grow up. It is government's aspiration that all children have the opportunity to learn to ride a bike, based around the Bikeability cycle training programme. To support this aim, DfT is providing £50m over the next four years to support Bikeability training for school children.

DCMS, DfT and DfE will work with others to explore how to ensure that all children have the opportunity to learn to ride a bike, through the Bikeability cycle training programme.

Physical Activity Among Children

Developing, at the earliest age, the skills needed to enable children and young people to better engage in sport is vital. However, we also recognise the importance of physical activity more broadly in ensuring that young children are able to enjoy better physical and mental wellbeing. Only 9% of under 5s meet the UK's CMO guidelines for being active for 3 hours a day, less than a quarter of under 11s are active for an hour a day and the gender gap in participation is already starting to emerge.²² Encouraging active travel to school through walking and cycling is one route towards increasing everyday physical activity for school children, parents and carers.

Any actions taken to address this shortfall in engagement in sport and physical activity must ensure that hard to reach groups are not excluded. For example, disabled children should be as fully involved in school sport and PE as every other child in their class. Additionally, sporting organisations, including many NGBs, run a number of interventions and programmes aimed at children and schools. Many of these are very good though there is scope for them to continue to explore opportunities to join up more effectively with each other, with other local initiatives and with government funded initiatives such as Change4Life.

Government's upcoming childhood obesity strategy will set out how we will encourage more young children to be active in the early years (between 0-5).

Primary PE and Sport Premium

Since the introduction of the Primary PE and Sport Premium in 2013, teachers have told us that the quality of sporting provision at primary school has improved. The next challenge is securing the legacy of this investment for future generations of pupils. We have introduced new grant conditions and guidance for this academic year which place greater emphasis on our expectation that funding should generate sustainable improvements which enhance, rather than maintain, existing provision. For example, where schools are using their funding to employ specialist coaches, these should be deployed alongside class teachers, rather than displacing them, in order for their impact to be sustainable and enable the upskilling of existing teachers.

The 2014 NatCen evaluation²³ found that the impact of the Premium is strongest when there is strong commitment from the school's senior leadership team. Sport England

²² <http://www.hscic.gov.uk/catalogue/PUB16988/obes-phys-acti-diet-eng-2015.pdf>

²³ <https://www.natcen.ac.uk/media/541221/pe-sport-premium-research-brief-final.pdf>

and national partners have developed resources specifically aimed at headteachers to support effective use of the Premium. Schools should continue to be made aware of and signposted to these resources.

Under the new inspection framework, Ofsted inspectors will assess how effectively leaders use the Primary PE and Sport Premium and measure its impact on outcomes for pupils, and how effectively governors hold them to account for this. DfE is already doing more to encourage governors to play an active role in deciding how the Premium is spent and has added guidance on this in the new *Governors Handbook*²⁴. Schools are required to publish information about their Premium spending on their websites. Reporting requirements have been enhanced so that we can evaluate the impact the investment is having, how it will be sustainable in the long term and where further support may be needed.

Government will continue investment in the Primary PE and Sport Premium and continue to advise schools on sustainable and effective ways to use it.

Transition to Secondary Education

As well as ensuring that improvements made at the school level are sustainable in the long term, it is also important that the benefits to pupils themselves are sustained when they leave primary school. Action is needed to ensure that pupils' skills and enthusiasm are built on as they move from primary to secondary so that this transition does not cause a drop-off in engagement.

Government will seek to better understand the barriers and issues around the drop-off in engagement from primary to secondary as well as identify good practice, particularly for those groups who are most affected, such as girls.

The School Games

The School Games offer children of all abilities a chance to take part in competitive sport. In 2014/15, 177,630 participants took part at level 3 of the School Games (the county festivals), and 51% of these participants were girls²⁵. What is particularly encouraging is that participation at this level has risen every year since the programme began.



Further, the Games have a proven track record of showcasing young elite talent. 166 of the competitors at the Glasgow 2014 Commonwealth Games were alumni of the School Games finals and 59 of these athletes won a combined total of 84 medals. Young disabled athletes have also benefitted from the inclusive nature of the School Games: the 2015 national finals included wheelchair basketball, wheelchair tennis and boccia.

²⁴ <https://www.gov.uk/government/publications/governors-handbook--3>

²⁵ Sport England figures

After five years of competition and with the changes this strategy will bring, the time is right to consider the future priorities of the School Games. It is important to understand whether it is still delivering on its original purpose, whether that purpose is still relevant, if there is anything else it should be focused on and how it can be delivered most effectively. Responses to the consultation highlighted a number of issues worth exploring, for example what more can be done to drive even wider participation at Levels 1-3 for all pupils – including those with an impairment or special educational needs (SEN) – and how the role of Level 4 can be developed, both as a talent pathway and as a part of the School Games experience as a whole.

Government and Sport England, working with the Youth Sport Trust (YST) as the current delivery partner, will assess the effectiveness and future priorities of the School Games, ensuring that it is appropriately positioned within the wider context of this new strategy for sport. This will take place before the Level 4 Finals in 2016.

School Games Organisers

Alongside this assessment of the objectives, structure and delivery of the School Games itself, it will be important to look at those specifically tasked with making the School Games happen, the School Games Organisers (SGOs). There are currently 450 SGOs working across the country to deliver the Games and Change4Life Sports Clubs in schools, but also establishing links with community clubs and improving the quality of sport and physical activity provision in their local areas. SGOs can have an important role in supporting the transition from primary to secondary education as well as developing and promoting local opportunities for participation. This could include establishing links with NGBs and other sporting organisations so that children are signposted effectively to other opportunities in their area. We know that many SGOs already have excellent working relationships at the local level and funding for a number of SGOs is topped up by local agencies and sometimes by schools. The School Games review will explore how SGOs can most effectively link up with sport provision in their area to deliver a strong local sporting offer.

Government will consider the work of School Games Organisers alongside the wider review of the School Games.

6.4. Frontline Workforce

Having a good time when taking part in sport or being physically active affects whether an individual is likely to take up the activity regularly. A big part of the experience is the people delivering on the frontline, whether this is the receptionist at the gym, the athletics coach, or the zumba instructor. We want the sport sector to be at the forefront of changing the way frontline staff interact with customers, focusing more on soft skills to build a welcoming and inclusive environment for everyone, regardless of background or ability.

Delivery of Sport and Physical Activity at Entry Level

To get more people taking part in sport, grassroots sport needs to be delivered so that it reflects the people it serves. Currently, just 30% of entry level coaches are

women, while 6% are disabled and 8% are from black and minority ethnic (BME) backgrounds²⁶.

People take up sport for a variety of reasons, including to meet friends, stay active, and have fun. Improving their technical performance is unlikely to be what motivates them, at least initially. And indeed getting better at a sport may never be very important to some people. Yet coaching qualifications at entry level continue to be focused on developing technical skills rather than how to encourage people to take part in sport and play into their motivations. If we are to engage a much wider range of people in sport, we need to make the people delivering it more diverse and make entry level qualifications accessible to a wider range of people.

Sport England will develop a new coaching plan by early 2016 that will focus on:

- revising entry level coaching qualifications so they include a strong focus on behaviour and attitudes rather than purely technical skills
- making coaching more accessible to a wider range of people
- making coaching qualifications more adaptable so entry level coaches can easily teach a range of sports and physical activity
- expanding and diversifying what we mean by ‘coach’, exploring new opportunities such as digital to reach new audiences and engage people in different ways

Delivery of Sport and Physical Activity at Higher Levels

While community sport can, in many situations, be delivered by an entry level coach with the right behaviours and attitude, some people taking part in sport and physical activity will want to be coached on more advanced, technical aspects of their performance. As such, it is crucial that exercise delivery professionals, such as personal trainers, group activity instructors, and sport coaches, are properly trained and assessed to give confidence to participants that they are appropriately qualified. We know employers are also keen to see a system that produces talented individuals with the right skills for the job, via improved standards, assessments and qualifications. While the behaviours demonstrated by entry level coaches are still absolutely fundamental, a highly-skilled workforce at Level 2 and above is crucial to delivering sport more effectively.

Sport England will support the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), in developing and implementing a single, clear and rigorous set of standards for all sport and exercise professionals, with a similar clear and rigorous system for assessment, and awarding and validating qualifications, starting in January 2016.

6.5. Volunteering

Volunteering in sport and physical activity enriches lives, both those of the volunteers and those whose sport and physical activity is facilitated by them. In this strategy we are recognising volunteering for the first time as a specific form of engagement

²⁶ Sports Coach UK 2015

in sport that we want to encourage for its own sake rather than just as a means to an end (that is, enabling people to take part in sport or major events to take place). Volunteering in the sport and leisure industry is the most common form of volunteering²⁷ and is a good opportunity to build social inclusion and community cohesion, particularly for socially isolated individuals. Volunteering helps people develop skills which can help them find work or improve their career prospects²⁸. Volunteering can therefore support the government's push on reducing worklessness and, for disabled people, support the government's commitment to halve the employment gap with the general population.

Case study: Volunteering at parkrun

parkrun has established a new model for community sport volunteering which puts the volunteer centre stage. parkrun is a free, timed 5km run, now taking place every Saturday morning in parks and other spaces across the country and, increasingly, the world. Local parkruns are entirely managed by volunteers who are rewarded by a round of applause before each run, the thanks of runners on their way around the course and a free T-shirt after 25 volunteering stints. Many of the runners take turns as volunteers and often find they enjoy it more than the running. And because local parkruns build up a large roster of volunteers over time, the tasks are shared widely and the runs are not always reliant on the same one or two people to manage them.

A New Volunteering Strategy

Volunteers came to the forefront during London 2012 as people from around the world saw and appreciated the commitment, expertise and sheer joy of the Games Makers and other Games volunteers. Since then many organisations have worked to bring some of that spirit and organisation into community sport volunteering.

It is crucial that the sport and physical activity sector is able to recruit, retain and reward appropriately the volunteers it needs for this strategy to be delivered, that volunteers are suitably representative of the entire population, and that sport volunteering is properly measured. We will ask Sport England to bring forward a volunteering strategy which considers the need in these areas (recruitment, retention, reward and measurement), the current position, and how to fill the gap. This should include whether formal recognition should be provided for sport volunteers and, if so, what.

Given the increased level of importance given to volunteering in this strategy, Sport England will publish a new volunteering strategy for sport and physical activity in 2016.

Information About Volunteering Opportunities

At the moment information about volunteering opportunities, including online, could be clearer. We would like to make it easier for people to find opportunities to volunteer in sport and physical activity and understand what these opportunities are likely to entail.

²⁷ NCVO UK Civil Society Almanac, 2015 – <http://data.ncvo.org.uk/a/almanac15/volunteer-activities/>

²⁸ Institute for Volunteering Research Evidence Bank – <http://www.ivr.org.uk/ivr-evidence-bank>

Sport England, working with other agencies, will improve the digital resource available to help people find out about sport volunteering opportunities and provide detailed information about what is involved.

Employee Volunteering

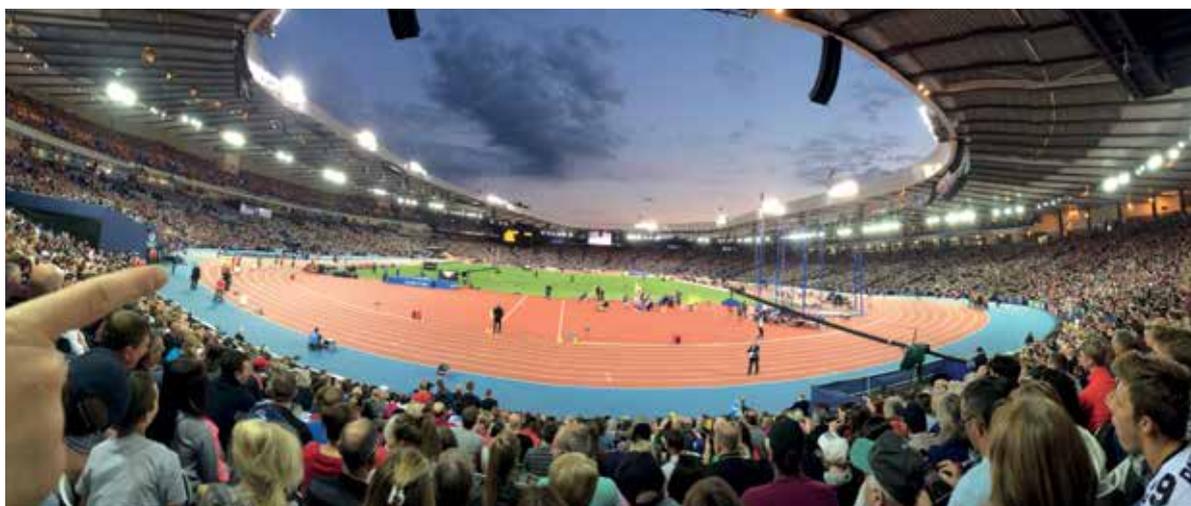
There is much greater scope for the sport and physical activity sector to offer suitable volunteering opportunities to employers, particularly in the context of government plans to introduce a workplace entitlement to three days a year volunteering leave, on full pay, for employees in large companies and the public sector. Employees will often have the kind of professional skills which could be invaluable to local clubs, for example business planning, website design or plumbing.

Sport England, working with other agencies, will cooperate to increase the number of suitable sport and physical activity volunteering opportunities so that employers are matched with local sport clubs and other opportunities.

Rewards for Volunteers

Effective volunteer management includes making sure volunteers feel valued and appreciated. Volunteers, by definition, are not seeking financial rewards but may welcome and enjoy the opportunity to volunteer at a Gold Series major event.

Sport England, UK Sport and NGBs will work together to reward existing / regular volunteers with 'gold ticket' opportunities to volunteer at major events.



6.6. Experiencing Live Sport

Experiencing live sport can be powerful and positive and is the final form of engagement we want to encourage through this strategy. People who regularly turn up and experience live sport, particularly when they support a specific team or athlete, can enjoy improved wellbeing or greater community engagement. It might be as a member of a supporters' trust that raises money to help their club, or that does good work in their local community. It might be the regular attendees at sporting events who help ensure the financial sustainability of their team and their sport by buying tickets and merchandise.

We want to ensure everyone is able to access live sport, both major events and local events, and benefit from the experience. The barriers to people doing so are similar to those involved in participating: some are practical, such as not knowing what events are on or how to get tickets, whereas others are emotional, such as the perception of exclusion or an intolerant atmosphere. Just as people are more likely to play sport if they can access the right experience in the right environment, they are also more likely to watch sport if the offer and experience are positive.

It is important that people can access sporting events by active travel and public transport. London 2012 and subsequent events at Queen Elizabeth Olympic Park are an exemplar of this. Clubs and NGBs should consider how the use of active travel and public transport can be promoted when hosting sporting events.

Organisations hosting events have legal requirements under the Equality Act 2010 and should be taking steps to eradicate all forms of discrimination and harassment at events, including sexism, homophobia and racism. We want sport to be at the forefront of equality and we would like to see event hosts not only actively tackle discrimination and harassment, but also consider how they engage and attract a wider range of people to events, ensuring the offer and the environment are inclusive and accessible to all.

Sports Grounds Accessibility

For the power of live sport to have the broadest impact it needs to be accessible to everyone. It is wrong that many sports grounds across the country fall short of providing the reasonable adjustments for disabled access set out in the Equality Act 2010.

"I am passionate about enabling more disabled people to participate in sport and physical activity at all levels and in all aspects, whether they are competitors, spectators, volunteers or workers. The London 2012 Olympic and Paralympic Games changed the way that people think about disabled people and sport, and I want to ensure that we continue to build on that momentum."

JUSTIN TOMLINSON MP
Minister for Disabled People
Department for Work and Pensions

We expect all sports, and all clubs, whose grounds do not make such reasonable adjustments, to take action to fulfil this legal obligation.

We recognise that there are some technical as well as financial challenges in achieving this legal requirement. These can be overcome, and some additional expert advice will help clubs to ensure they are able to meet these challenges and are compliant with the law.

Government will enable the Sports Grounds Safety Authority (SGSA) to take on a more formal role in helping sport grounds reach the required standards for accessibility.

Accessibility at Football Matches

As the most popular spectator sport in the country, we expect football to be a leader here, showing how access for disabled spectators can be integrated into grounds more effectively and how doing so can send a strong message about the inclusivity

of sport. We welcome the recent announcement by the Premier League that its clubs will meet the minimum standards set out in the *Accessible Stadia* guide by 2017²⁹, but we want to see this commitment built on to ensure all clubs are fulfilling their legal obligations towards disabled spectators.

Government will work with the football authorities to ensure that all clubs meet their legal obligations under the Equality Act 2010 to provide reasonable adjustments to accommodate disabled spectators attending matches.

Spectator Safety

As well as ensuring that disabled fans have access to the sports they love, some fans hold strong views about the type of accommodation made available at sports grounds more generally. This has particularly focused on the provision of standing accommodation at football grounds that are currently required to be all-seater. There is a careful balance to be found between ensuring safety for all spectators, enabling fans to enjoy watching sport as much as possible, and retaining the more welcoming, family-friendly atmosphere that has developed in football since the introduction of the all-seater requirement.

Government is not, at present, persuaded by the case put forward to re-introduce standing accommodation in grounds covered by the all-seater requirement. We will, however, monitor its introduction in Scotland closely and reassess this position once evidence from the Scottish experience is available and the Hillsborough Inquests have concluded, taking into account any recommendations made by the coroner on stadium safety.

Broadcasting

Sport loses much of its ability to deliver positive outcomes for the public when people do not have the ability to watch or experience it, whether live or on television, radio or online.

Government does not propose to reopen discussion on the Ofcom Code on Listed Events. Rather than being told by government what to show and what not to show on free-to-air television, it is for NGBs and other rights holders to strike the right balance between reaching a wide audience and using their rights to generate as much revenue as possible. However, one of the two fundamental principles of the SRA's Voluntary Code of Conduct on the Broadcasting of Major Sporting Events is that, wherever possible, all major events under the control of signatories to the code receive free-to-air television coverage in the UK. We would like to see more organisations sign up to this part of the code and ensure that live sport can have the widest reach possible and fulfil its inspirational potential.

Government encourages as many NGBs and other rights holders as possible to sign up to the accessibility principle of the SRA's Voluntary Code of Conduct on the Broadcasting of Major Sporting Events.

²⁹ <http://www.safetyatsportsgrounds.org.uk/sites/default/files/publications/accessible-stadia.pdf>

Through the consultation, many people shared their concern about the lack of variety of sport shown and reported on in the media. People felt that more coverage should be given, in particular, to smaller sports and women's sport that struggle for profile. While we recognise that decisions on content and programming are made independently by the broadcasters and editors themselves, we would like the media to recognise their crucial role and responsibility in this area.

The Role of the BBC

Respondents to the consultation noted the particular importance of the BBC in showing live sport, reporting on sport and encouraging sport and physical activity, particularly through its *Get Inspired* programme. While the BBC is editorially independent of government, and decisions about sports content, scheduling and reporting are matters for the BBC, the role of BBC Sport is part of the broader review of the BBC's Royal Charter, which expires on 31 December 2016³⁰.

Government will ensure that the concerns raised in the consultation on the role of the BBC in making sport available to the viewing public are reflected in the BBC Charter Review process.



³⁰ <https://www.gov.uk/government/collections/bbc-charter-review>

7. Maximising international and domestic sporting success and the impact of major events

We want to ensure that wherever and whenever the UK, the four Home Nations or their domestic clubs and teams compete, they can do so as competitively as possible. International and domestic success is a positive thing in two respects.

First, it provides significant wellbeing, social and economic benefits to the nation. Put simply, the more our teams win, the better the nation feels and alongside that sporting success often sits economic success as well, whether that is through tickets sold, subscriptions bought or tourists attracted³¹.

Secondly, international and domestic success can inspire some people to consider other forms of engagement in sport. That might be the young girls that joined their local boxing club after a visit to their school by Nicola Adams, or the Games Maker from the London 2012 Paralympics who, having got the volunteering bug, now helps out at their local parkrun or Race for Life.

However, the power of London 2012 would have been far less if we had finished tenth in the medal table rather than third, if Sir Bradley Wiggins had finished eighth in the Time Trial, or if Hannah Cockroft had finished outside the medals. We must therefore strive to maintain our world class performances where they happen already, and where the potential exists we must seek to maximise it. Some of the factors that affect this are out of our hands, but there are other things that government can directly influence.

To support sporting success at an elite and professional level, both domestically and internationally, the focus is on the system that supports athletes and sports. This is why UK Sport has been so successful in working with sports to deliver Olympic and Paralympic success: the focus has been on the right system of coaches, facilities and support staff to enable athletes to succeed. We see no reason to change this approach and will ensure that the actions in this section continue to be focused on the needs of the system.

We have also had significant success in bidding for and hosting major sporting events, positioning the UK as the global home of major events. The continued hosting of these events, where financially viable, is important for a number of reasons: it gives our athletes the opportunity to prepare for major competitions on home soil, it can generate significant economic impact, it attracts spectators who get to experience great live sport but are also encouraged to consider taking part themselves and it also acts as an important soft power tool, projecting a positive image of the UK around the world.

³¹ <https://www.gov.uk/government/collections/sport-satellite-account-for-the-uk-statistics>

7.1. International Success

London 2012 was one of the greatest sporting achievements in our history, both hosting an exceptional Olympic and Paralympic Games and the outstanding performances of Team GB and ParalympicsGB. Olympic and Paralympic success can provide the inspiration to get people involved in sport and the positive wellbeing and social development benefits from shared national success. We want to continue to build on this success, using our world leading expertise to maintain or improve our performances when we compete in Rio in 2016, Pyeongchang in 2018 and Tokyo in 2020.

Funding for Olympic and Paralympic Success

At the close of the London Olympics in 2012, the Prime Minister committed to maintaining the funding for Olympic and Paralympic sport that delivered such success in London through to Rio in 2016.

This has allowed UK Sport to preside over a system that has gone from strength to strength and has put Team GB and ParalympicsGB in a position where they can again challenge at the very tops of the medal tables in Rio 2016. Our ambition for elite success does not end here, however. We want to extend this commitment through to Tokyo in 2020.

Government has extended the commitment made by the Prime Minister in 2012 to guarantee funding for Team GB and ParalympicsGB at Rio in 2016, increasing central government funding to elite sport to build on the success of London 2012, at Rio 2016 and Tokyo 2020.

While security of funding is vital to ensure that our elite athletes continue to be supported, we also need to ensure that that support is aligned to the outcomes set out in this strategy. These outcomes are universally applicable across both elite and grassroots sport, so if we are holding grassroots sport accountable for delivering against those outcomes, we must do so for elite sport as well.



The Benefits of Olympic and Paralympic Success

Ultimately, it is medal success that delivers these outcomes from Olympic and Paralympic sport, so we are not suggesting that UK Sport deviates from winning medals as its primary objective. We do, however, want UK Sport, NGBs, the British Olympic Association (BOA), the British Paralympic Association (BPA) and others to better understand how medal success delivers this strategy's outcomes and work to increase their impact. We don't want to do this in a way that harms medal chances, but where UK Sport has two similarly ranked sports to choose between, the sport that better delivers the outcomes should generally be the one that receives support.

Where UK Sport has to make a funding decision between two sports that are equal or close in their meritocratic table, an important factor in that decision making will be how those sports contribute to the outcomes set out in this strategy.



Talent

Many of the comments made in response to the consultation, as well as during the recent Triennial Review of UK Sport and Sport England, focused on the need for Sport England and the other Home Nations' Sports Councils to work more closely with UK Sport on talent.

The overarching definition of what is meant by talent in this context is not consistently understood. Some people consider it to be about identifying and developing the Olympic and Paralympic stars of the future whereas others would define it as virtually any sport undertaken in a competitive environment that might be part of the pathway some people take to the top.

Many of those people will never achieve Olympic or Paralympic success, and many may never want to, but they should be supported in realising their potential, as doing so is a powerful way to ensure they maximise the benefits they receive from engaging in sport.

However, where talent work is clearly about contributing to a formal talent pathway, with a view to finding and supporting the Olympic, Paralympic and other elite athletes of the future, it is clear there is more work to be done to improve how the system is fully integrated and an athlete's journey is properly supported.

UK Sport and Sport England will agree a memorandum of understanding (MoU) on working together on talent by the end of 2016 including objectives and metrics. This MoU should also be extended to include the other three Home Nations' Sports Councils, and reflect the priorities and outcomes set out in this strategy.

Athlete Appearances

In supporting Olympic and Paralympic athletes, we have developed a cadre of fantastic ambassadors for the power of sport, able to engage people and inspire them. The Athlete Appearances programme run by UK Sport has provided and supported Team GB and ParalympicsGB athletes in spending more than 15,000 days in schools, colleges and sport clubs inspiring a new generation. We want to build on this approach, deepen the impact of the programme and use it to help deliver the outcomes in this strategy.

UK Sport will work with Sport England, NGBs, athletes and other partners to ensure that the Athlete Appearances programme utilises Team GB and ParalympicsGB athletes most effectively in support of the outcomes set out in this strategy.

Other International Success

While Team GB and ParalympicsGB have enjoyed immense success in recent years, the UK and individual Home Nations have fared less well in other international sporting competitions. It is now nearly 50 years since England last won the FIFA World Cup, we have never won the ICC Cricket World Cup, despite the recent Davis Cup success, we had previously gone 79 years without a victory and while England's women won the Rugby World Cup in 2014, the men's team did not match the women's success in 2015.

While government has not directly supported these sports in these competitions in the same way as it has done for the Olympic and Paralympic Games, they are also hugely important to sports fans across the country and share the ability to inspire people to take part or to improve people's wellbeing. Whether it is the achievements of the England team at the FIFA Women's World Cup in Canada, success in sports that feature in the Commonwealth Games but not the Olympics or the performance of teams in our major spectator sports, great performances can inspire the nation and encourage people to take part in sport.

Government's ambition for all these sports is the same. Where the UK or the Home Nations compete internationally, men or women, we want to win. Where success in that sport can be clearly demonstrated to deliver the same outcomes as Olympic and Paralympic success, government will do all it can to support that success.

Government will formally recognise UK and Home Nation performance in pinnacle World, European and Commonwealth competitions as a priority, alongside success in the Olympic and Paralympic Games to ensure that government's focus is on supporting success right across international sport.

While the responsibility for success will always rest with the relevant NGB, and we would not seek any involvement in the running of professional clubs or their development programmes, government can be involved in supporting this success in two ways.

Firstly, there are a number of areas that government already invests in, for example school sport, coaching or facilities. In the past government action in these areas has primarily been about increasing participation, but in the future we will also consider how these actions can best align with the needs of elite success. We have already started work in this area in football through the FA's Parklife scheme, designed to ensure that young footballers have access to the best facilities and best coaching to

make their experience of the game more rewarding, but also maximise their skills to, ultimately, develop the England players of the future. The ECB is also prioritising work in South Asian communities, a demographic group traditionally underrepresented in British sport, opening up a whole new pool of potential talent and engaging the next generation of stars in men's and women's cricket.

Secondly, the experience we have gained in the last twenty years developing a system that can deliver Olympic and Paralympic success can usefully be shared in support of the performances of our international teams. UK Sport, for example, have world class expertise in areas like science and medicine, technology and competition support. That expertise will be made available to support non-Olympic and Paralympic sports in understanding how they can make changes to improve performance, and to inform some of the interventions that are made by government at the beginning of the talent pathway.

Our aim is to build on the success of Team GB and ParalympicsGB, to develop an approach across all sports where knowledge and insight are shared, where received wisdom is challenged and assumptions tested and where all sports, whether Olympic, Paralympic or not, share in a common ambition to win.

7.2. Domestic Success

Successful professional sport at home as well as abroad, along with the associated levels of engagement in those sports by fans, has the potential to inspire and deliver wider wellbeing, community and economic benefits. There was limited evidence put forward in the consultation as to the role government can play in ensuring that professional sport was successful in sporting terms. By its nature, professional sport is a reasonably well functioning market in delivering sporting outcomes. The majority of government's interest in professional sport is therefore in ensuring it is effective outside of its core sporting remit. Much of this is covered elsewhere and Chapter 8 focuses on productivity, sustainability and responsibility more broadly as being the conditions needed for sport to most effectively deliver the outcomes in this strategy.

Fan Engagement

One area where government has a strong interest in professional sport is to help strengthen the links between clubs and their fans, and put more power in the hands of the latter. When people engage in live sport, even if it is not as a physical participant, they can still get some of the positive wellbeing and social benefits that are the focus of this strategy. This is part of the reason why government launched the Expert Working Group on Supporter Ownership and Engagement in football in October 2014³². Implementation of its findings and recommendations will ensure that links between fans and their clubs are strengthened and that fans are given more power to be involved in the running of the clubs they love, with the ultimate aim of ensuring that fans are able to derive even greater benefits from their engagement with sport.

Government will closely monitor how the findings of the Expert Working Group on Supporter Ownership and Engagement are implemented by the football authorities and supporter groups and will consider whether there are any lessons to be learnt that could be extended to other sports to deepen fan engagement with their clubs and with live sport.

³² <https://www.gov.uk/government/news/government-sets-up-experts-group-to-forge-stronger-links-between-supporters-and-professional-football-clubs>

Supporting Domestic Leagues

Sports that are not yet professional, many of which aren't funded as Olympic and Paralympic sports, can struggle to establish successful domestic leagues. We want leagues at this early stage of development, including some women's sports, smaller sports and disability sports, to become more established and financially sustainable over time, in order to establish themselves as strong, competitive leagues in their own right.

Sport England will review its commercial framework in 2016 to ensure it supports sports that may have strong domestic leagues but are not currently profitable and need additional help making them more commercially attractive and therefore more financially sustainable.



7.3. Major Sporting Events

Hosting major events plays a vital role in preparing our athletes for international success, enhancing the economic impact of sport and providing a platform for inspiring those that experience them. In the run-up to and in the time since London 2012, the UK has firmly established itself as one of the world's foremost destinations for major sporting events. Since 2010, the UK has hosted more than 70 major sporting events, including the Commonwealth Games, the Tour de France Grand Départ and the Rugby World Cup in both league and union. With events already secured such as the 2017 IAAF World Athletics Championships, the 2018 Women's Hockey World Cup, the 2019 Netball World Cup and the semi-finals and finals of the 2020 UEFA European Football Championships, there is more to look forward to.

We have a very strong story to tell in relation to the legacy from London 2012, which includes 1.65 million more people playing sport than when we won the bid in 2005, over £14bn in trade and investment benefits, all eight permanent venues on Queen Elizabeth Olympic Park with their future secured and over 8 million visitors to the Park

since it reopened. We continue to enhance our learning of how to drive legacy benefits from major sporting events and ensure that legacy planning is built into planning for future events at the earliest possible stage.

Upcoming Major Events as part of the UK Sport Gold Events Series

Year	Sport	Event	Venue	Date
2016	Cycling	UCI Track Cycling World Championships	London	24-28 February
2016	Athletics	World Half Marathon Championships	Cardiff	March
2016	Cycling	UCI BMX Supercross World Cup Series	Manchester	9-10 April
2016	Swimming	LEN European Swimming Championships	London	May
2016	Archery	European Archery Championships	Nottingham	23-29 May
2016	Triathlon	ITU World Triathlon Series	Leeds	11-12 June
2016	Hockey	FIH Champions Trophy Women	London	18-26 June
2016	Curling	European Curling Championships	Renfrewshire	19-26 November
2017	Para-Athletics	IPC World Athletics Championships	London	15-23 July
2017	Hockey	FIH Men's World League	London	12-23 July
2017	Cricket	ICC Women's World Cup	England (TBC)	4-27 August
2017	Athletics	World Athletics Championships	London	5-13 August
2017	Cricket	ICC Champions Trophy	Cardiff, London and Birmingham	Summer
2017	Badminton	World Individual Badminton Championships	Glasgow	21-27 August
2018	Hockey	FIH Women's World Cup	London	7-21 July
2018	Athletics	World Indoor Championships	Birmingham	Summer
2019	Curling	World Wheelchair Curling Championships	Stirling	February
2019	Cricket	ICC Cricket World Cup	England	30 May-15 July
2019	Netball	Netball World Cup	Liverpool	5-14 July
2020	Curling	World Curling Championships (Men)	Glasgow	28 March-5 April
2020	Football	UEFA European Championships	London (Final, Semi Final) and Glasgow (Group Stage and second round)	Summer

The Gold Framework

The UK is already third in the Sportcal Global Sport Nations Index³³ thanks to a very well developed major events hosting strategy in the *Gold Framework*³⁴ led by UK Sport through to 2023. However, to maintain or grow our standing in world sport, our reputation for major events hosting and, most importantly, the impact we derive from those major events, it is important to keep that strategy as up to date as possible.

Government and UK Sport will update the *Gold Framework* by the end of March 2016, incorporating lessons learned from recent hosting experiences such as the 2015 Rugby World Cup and from the Road to Rio event programme.

Mega-Events

One area not explicitly covered by the *Gold Framework*, is the small number of so-called ‘mega-events’ which, due to their scale, are not able to be owned and delivered in the same way as other events that are part of the framework. The list of mega-events is short, but includes the biggest and most popular global sporting events, such as the Olympic and Paralympic Games, the FIFA World Cup and the Ryder Cup. Given the success of London’s hosting of the 2012 Olympic and Paralympic Games and the ambition to further grow our reputation as the home for global sport, it seems sensible to develop a strategy for the UK’s hosting of these ‘mega-events’ where it is financially viable to do so.

UK Sport will, working with the Home Nations’ Sports Councils, the UK Government and the devolved administrations, develop a UK-wide strategy for so-called ‘mega-events’ where financially viable, by September 2016.

English Bids for Major Events

UK Sport has played a vital role in bringing many of the major events referenced to the UK, and its ability to represent the whole of the UK when bidding to international federations has been particularly powerful. However, an issue raised in the consultation was the lack of support for the development of English bids for major events, particularly when other Home Nations are also interested in hosting. Events Scotland supports this type of activity in Scotland and Visit Wales do it in Wales, but there is no equivalent in England, which can put English venues at a disadvantage. It is unreasonable to expect UK Sport, as a UK body, to support English bids where they may be set against those of other Home Nations, but we are committed to ensuring the English venues have the necessary support for developing major event bids.

Sport England will as part of its new strategy establish a scheme, alongside their existing major events engagement fund, to support English bids for major sporting events, where financially viable

³³ <http://www.sportcal.com/Impact/nationsindex.aspx>

³⁴ <https://www.gov.uk/government/publications/gold-framework>

Attracting New Sports

Government also wants to ensure that the UK is seen as a great place to invest in sport. Most of the biggest sporting events in the world have either been hosted in the UK in the past decade, or will be in the coming decade, but we want to continue to grow the variety of major sports we attract. There is huge potential in sports currently popular overseas but less well known, and less widely supported, in the UK. For some sports that might mean working hard to grow the participation base for a sport like handball, but for others, attracting major events or franchises can have a transformative effect on that sport in the UK, open up new opportunities for people to engage in new sports and bring significant economic benefits. The National Football League (NFL) has already had huge success with its International Series at Wembley, now being extended to Twickenham and Tottenham Hotspur's new stadium. We want to see opportunities like these continue to grow, and we will support them, where financially viable.

Government will support new sports in the UK, in particular through greater links with the US National Football League, the National Basketball Association and Major League Baseball, with the aspiration that a new franchise might one day be based here.



8. Supporting a more productive, sustainable and responsible sport sector

The actions in the previous two chapters focus on how government can directly impact on the outcomes in this strategy. This chapter focuses more on the conditions in the sector that will enable those outcomes to be delivered more effectively.

We want to ensure that there is a solid, sustainable base on which the sport and physical activity sector can build its work in the future. A more productive, sustainable and responsible sector will act as a catalyst in delivering the outcomes. Without organisational and financial sustainability, without excellent governance, without a strong, confident and talented workforce and without effective collaboration, the ability of the sector to deliver this strategy will be severely restricted.

Organisations which responded to the consultation argued strongly for outputs like this to be part of the strategy. There are some specific actions that government can take here, but this is more about a series of important principles which we see the sector as needing to apply in order to succeed.

8.1 Financial Sustainability

With continued pressure on public funding, it is more important than ever that the money available is used as wisely as possible. Those organisations that are particularly reliant on it for their survival are increasingly at risk and therefore less able to plan and deliver over the longer term. This is particularly important in the context of this strategy, where behaviour change may take a significant amount of time to manifest itself in improved outcomes.

“It is crucial that government and sport work together to consider new ways of ensuring the long-term financial sustainability of the sector, building on – but not relying on – public funding.”

DAVID GAUKE MP
Financial Secretary to the Treasury
HM Treasury

Critically we must place the foundations of sport on a more sustainable footing to be able to free the resources necessary to tackle under-representation and ensure sport's impact beyond its current participants. This also means that we must not achieve financial sustainability to the detriment of access for all in society, including balancing inclusive pricing policies with revenue needs.

Diversification of Funding

It is vital that organisations that rely heavily on a single source of income take active steps to diversify their income to insulate themselves from the risk of changes to that source of income. Some parts of sport have traditionally been good at exploring and exploiting the potential of some alternative income streams, for example sponsorship and selling media rights, but there are other areas, for example philanthropy and fundraising, crowdfunding, social impact bonds or partnerships with the private sector that have yet to be fully utilised.

To reduce the over-reliance of some organisations on the public sector and move them to a more sustainable mixed funding model, Sport England and UK Sport will together set targets for and support organisations in (a) reducing the percentage of income that the organisations they fund receive from a single public sector source and (b) increasing the overall level of non-public investment they receive. These targets will reflect the fact that this will be easier for some organisations than others. Targets will come into effect in April 2017, with the 2016/17 financial year acting as the baseline.

Efficiencies and Shared Services

Likewise, the limited public funding that will be available will have to be used even more judiciously in future. An area highlighted during the Triennial Review of UK Sport and Sport England was the potential for back office efficiencies, co-location and shared services among sporting bodies, particularly (but not limited to) NGBs. These potential efficiency savings need to be explored to ensure that the maximum amount of funding is free to make a difference on the front line, in delivering the benefits of sport and physical activity to the public.

Sport England and UK Sport will work with the organisations they fund to agree plans to make back office and efficiency savings where appropriate, and consider moves to shared service models during the next investment cycle starting in April 2017.

Tax Incentives

We are also keen to ensure that the financial benefit that the sport and physical activity sector receives from government outside of normal grants, for example through the tax system, works as effectively as possible, has the widest benefit across the sector and incentivises the sort of activity that best delivers the outcomes of this strategy. Sporting organisations are already able to benefit from a number of tax incentives, including through the Community Amateur Sports Club (CASC) scheme, with thousands of eligible sports clubs currently registered.

As announced in the 2015 Autumn Statement, the government will launch a consultation at Budget 2016 on how to expand support that can be given to grassroots sport through the corporation tax system.

A number of further potential changes to the tax system were suggested in responses to the Sport Strategy consultation. However, they lacked the supporting economic analysis.

Alongside the Treasury's planned consultation on expanding the support that can be given to grassroots sport through the Corporation Tax system, government will undertake a cost/benefit analysis for some of the tax proposals suggested.

Commercial Funding

There are potential sources of income outside direct government investment and the tax system. Sponsorship and media rights have traditionally been the areas most often used by the sector and while these have had a huge impact among the major spectator sports, they have yet to have the same transformative impact on smaller sports.

Recent high-profile deals such as SSE's sponsorship of the Women's FA Cup and Vitality's sponsorship of England Netball demonstrate that the market is starting to support a wider range of sports. We would like more brands to think creatively about their investment portfolios and consider options outside major spectator sports. On the sport side, there continues to be a lack of the required skills among some parts of the sporting workforce to help persuade and encourage potential sponsors to change existing behaviours. If sports can be helped to understand how to make their sports more commercially attractive, to both sponsors and broadcasters, then traditional attitudes about which sports present attractive sponsorship opportunities may begin to change.

In reviewing its commercial framework in 2016, Sport England will explore options to drive the commercialisation of sports where sponsorship and media income have traditionally been difficult to attract.

Sponsorship is an area where a number of sports, and individual clubs, have adopted a responsible approach, for example around sponsorship by companies marketing alcohol or high fat sugar and salt (HFSS) foods. We will continue to discuss with sports the scope for voluntary agreements in this area. The government's Childhood Obesity Strategy, due to be published in early 2016, is also likely to contain measures relating to HFSS foods.

"Sport is big business, contributing tens of billions of pounds – from both domestic and international markets – to the British economy every year.

"From big set piece events like the Tour de France Grand Départ and the Rugby World Cup, to annual sporting events like the Premier League and Wimbledon, they all have a big impact on the economy and show the strength of the UK sports industry. We want to help this industry stay on the top step of the podium for many years to come."

Rt Hon SAJID JAVID MP
Secretary of State
Department for Business, Innovation and Skills

Reinvestment in Grassroots Sport

Linked to financial sustainability is a wider concern expressed by many in the consultation that some sports are not showing sufficient regard for the long term health of their own sports, particularly when thinking about how best to use income from commercial sources, for example lucrative TV deals. A mechanism already exists through the SRA and its Voluntary Code of Conduct on the Broadcasting of Major Sporting Events, mentioned earlier in this strategy. The second principle of the Code

is that a minimum of 30% of net broadcasting revenue is put back into grassroots development within that sport. Many NGBs and rights holders have already agreed to this principle but we want to see more of them sign up.

Government encourages rights holders to fulfil their obligation to grassroots sport, for example by signing up to the reinvestment principle of the SRA's Voluntary Code of Conduct on the Broadcasting of Major Sporting Events.

For some sports that have been particularly successful, a reinvestment of 30% into grassroots development may damage their ability to remain competitive nationally or internationally or to invest in stadium development, training facilities and talent development. This could, in the long term, harm the commercial success of that sport and its ability to maintain investment in the grassroots. That said, the principle of reinvestment is vital and while the commercial success of these sports has meant that their investment in grassroots has never been higher, government considers that the upward trend in reinvestment should continue.

The Premier League, with net broadcasting revenues of well over £5bn for the coming three seasons, is one of the sports that already makes a significant investment into grassroots sport but whose continued commercial success needs to be reflected in the support it gives to all levels of football. Government has been discussing with the Premier League the level of investment in grassroots football it expects to see in future given their significant increase in income and we welcome their new commitment that, pending the outcome of the Ofcom investigation into how the Premier League sells its broadcasting rights, they will more than double their investment in grassroots football over the coming three seasons.

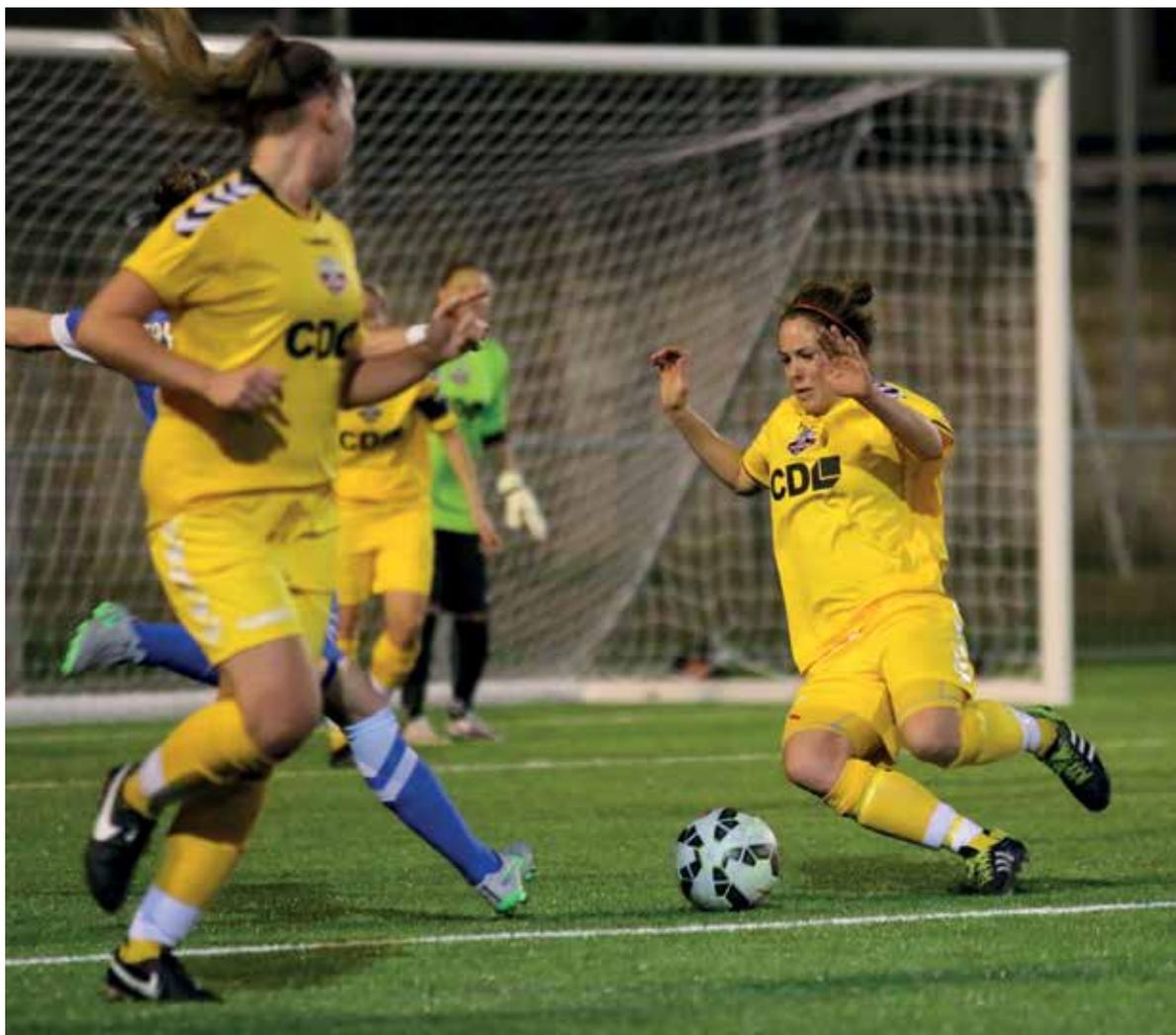
Government will encourage the Premier League to ensure that its investment is aligned to the overall outcomes set out in this strategy.

Alternative Sources of Income

Alongside these more traditional sources of private income, there are other types of financial support that have not traditionally been explored or used effectively by the sport and physical activity sector. Individual giving, through donations, investments or legacies, corporate giving through partnerships and other types of Corporate Social Responsibility (CSR) activity, along with trusts and foundations all offer further potential sources of income that organisations should be exploring as part of their push to become more financially sustainable. The fact that very few consultation responses mentioned these highlights how underused they currently are by the sector.

Social investment, the provision of repayable finance to help charities and social enterprises do more, could also play a vital role in supporting the sustainable development of the sports sector. There are a growing number of individual and institutional investors looking to invest their money into programmes that can deliver a social and financial return. Government support for this was underlined by the introduction of the Social Investment Tax Relief in 2014.

In 2015 government launched the £7m Arts Impact Fund, a partnership between Arts Council England (ACE), Bank of America Merrill Lynch, Nesta and Esmée Fairbairn Foundation to provide investment of between £150,000 and £600,000 to support arts organisations across the UK. This provides a workable model that could be adapted to support sports organisations in a similar way.



More broadly, we know that communities often have very strong links to their local sports clubs and organisations. In FC United, we have an excellent example of how this support can be used to generate investment through the introduction of community shares and crowd funding. Given these links, we should explore ways of making it easier for people to invest into their local sports clubs and facilities.

Building on the lessons learnt from the Arts Impact Fund, government will work to support the establishment of a Social Impact Fund for investment into sport, pooling public, philanthropic and commercial capital. As part of this, the Fund could also look at ways of enabling local communities to invest into their local sports facilities using models like community shares and crowdfunding.

We have seen the rapid growth of the Social Impact Bond (SIB) market over the last five years, with 32 SIBs across the UK. SIBs are an outcome based commissioning model that can be used to leverage in social investment to test or scale interventions tackling complex social issues. Investment is repaid on the basis of specific social outcomes being delivered (for example, a reduction in the number of people requiring hospital treatment for a long term health condition) and paid for by a commissioner (for example, a Clinical Commissioning Group).

This strategy is focused on the role of sport in tackling many of the social challenges that our communities face, including health and wellbeing. There is therefore a clear opportunity to explore the potential for outcome based commissioning models like

SIBs to generate the investment needed to scale sports based interventions that are focused upon tackling specific social challenges.

In conjunction with Cabinet Office, we will explore the potential use of SIBs and other outcome based commissioning models to support the scaling up of innovative sports based approaches to tackling social challenges. We will also work with Sport England to engage with the sport sector to upskill them in taking on social finance opportunities.

Efficiency Savings for Sports Councils

With government expecting the sector to become less dependent on a single source of funding, and to find substantial efficiency savings over the coming years, it is only right that government and its agencies live by the same standards. Both UK Sport and Sport England have made significant savings in their administration costs in recent years. They are now co-located in the same office in London, share a number of contracts and have committed to jointly procuring others in the future. It is important that momentum is maintained, however, and that further opportunities to rationalise their organisations, including those highlighted in the Triennial Review, are explored and implemented to ensure the maximum amount of funding possible is released to front line delivery of sport and physical activity.

Government will ensure that the recommendations in the Triennial Review of UK Sport and Sport England on efficiency are implemented, taking into account the additional responsibilities set out in this strategy and that both organisations work with the other Home Nations' Sports Councils to establish where those recommendations might be usefully applied in Scotland, Wales and Northern Ireland as well.

UK Anti-Doping and the Sports Grounds Safety Authority

We also want to make sure that the two relatively smaller arm's length sports bodies that government funds directly, UK Anti-Doping (UKAD) and the Sports Grounds Safety Authority (SGSA), can operate as efficiently and sustainably as possible but also enable them to continue the excellent work they do and increase their influence still further.

Government is protecting the funding it gives to UKAD and its funding will rise in line with inflation over the course of this Parliament to support its role in delivering world class anti-doping services in the UK.

UKAD are one of the world's foremost National Anti-Doping Agencies (NADOs) and we want them not only to continue the work they do in the UK with increased government funding but help other countries improve their own practices as well. Doing this will help give UK athletes the confidence that the competitors they are lining up against are held to the same standards, but it will help UKAD to generate additional commercial income and ultimately rely less heavily on government funding in the future.

We will also enable the SGSA to significantly increase the income it generates from the services it provides to sports grounds so that its budget too is protected over the course of this Parliament. Alongside this we will also work with both organisations to help them build on the world class expertise that they have in their field and to use that expertise more widely, allowing them to broaden their reach and impact.

Government will work with UKAD and the SGSA to explore the potential to expand their income through their high-quality expertise, allowing them to broaden their reach and impact, while avoiding any potential conflicts of interest.

The Economic Impact of Sport

With sport and physical activity contributing £39bn to the UK's GDP and with one million people employed in the sport and physical activity sectors³⁵, ensuring that this sector of the economy is effectively supported is crucial for government. The impacts are equally meaningful at every level with even a single parkrun adding significantly to its local economy. Sport and physical activity have not traditionally been supported in the same way as other parts of the economy; government has focused instead on increasing participation and winning medals, at the expense of the business of sport.

We know, however, that the two are complementary. A stronger and more successful sporting economy can help meet customer needs more effectively, and a strong demand from the public for opportunities to take part in sport and physical activity will also help drive the sporting economy. This is on top of the direct benefit for the UK of additional jobs and economic activity.

We also want to look at the role that sport can play in meeting the government's objectives to get more British companies exporting and for the value of those exports to increase. There are already success stories here, for example the construction and other expertise gained during the London 2012 Olympic and Paralympic Games and exploited subsequently; professional sports management and marketing skills which help make British sport such a valuable asset; or the global success of the Premier League. But we are confident there is untapped potential in the sport and physical activity sectors.

Government will work with sporting bodies and businesses to help them develop a business strategy for the sport and physical activity sector to support growth, improve access to finance and develop skills. To assist this work, DCMS and the Department for Business, Innovation and Skills (BIS) will jointly support a new Sports Business Council, to be established in 2016 and whose membership will be drawn from a number of the leading public and private sector organisations working in sport.

8.2 Infrastructure

While there is a core of people that will take part in sport no matter what the facilities are like, for most people the type, suitability and quality of infrastructure and opportunity to take part have a huge effect on the chances of them trying a sport or activity for the first time and then coming back to it regularly.

It is important that the wider built and natural environment is designed to make taking part in physical activity safer and easier, making activity the easy choice. For example, runners and cyclists do the majority of their sport on non-sporting infrastructure and non-organised sport is typically done in parks rather than sporting grounds. This is emphasised in the 'Active environments: creating the right spaces' section of PHE's *Everybody Active, Every Day* report. In addition, the Infrastructure

³⁵ <https://www.gov.uk/government/collections/sport-satellite-account-for-the-uk-statistics>

Act 2015 makes provision for a Cycling and Walking Investment Strategy, which is to be published in 2016.

The National Planning Policy Framework recognises the important contribution that opportunities for sport and recreation make to the health and wellbeing of communities. Planning policies should be based on robust and up to date assessments of needs. Existing open space, sports and recreational buildings and land should not be built on unless the sites have been assessed as surplus to requirements; the loss would be replaced by equivalent or better provision; or the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Co-Location of Sport with Other Services

Having the right facilities in the right place and designed with the customer as the focus, including by being inclusive and accessible, can strongly affect people's behaviour. One of the best ways to achieve this is by putting opportunities to take part in sport and physical activity alongside other services that people want or need to use. Co-locating sports facilities with other services such as libraries or doctors' surgeries encourages more people to engage in sport even if they haven't before, as something else, for example a visit to the doctors, has already brought them through the door, often a major step in getting active for the first time.

Where old and tired existing facilities have been replaced by new ones, the number of people using them can go up by up to 400%, and where leisure is co-located with other community services, up to 25% of the increase is from previously inactive people³⁶. Co-location also makes financial sense for the local authority, where the savings for housing a number of services on a single site can make the difference between services costing or making money. It also has benefits for other services. We want to see this good practice spread throughout the country.

In assessing applications for all major capital investments in future, Sport England will include a presumption in favour of co-location of services (including health and education) wherever possible.

Multi-Sport Facilities

As well as including other services alongside sporting infrastructure, it is also important to ensure that as many sports as possible can be played on those facilities. The impact of fantastic new sports facilities that can only be used for a single sport is likely to be less than one that can cater to a wider range of people who want to play different sports. New sporting infrastructure needs to accommodate the maximum possible number of sports so that people have the broadest choice of how to be active. Similarly, when planning major capital investment for one sport, it is vital to consider whether other sports have similar plans to make sure economies of scale are exploited.

Future large scale infrastructure investment through Sport England will operate on an assumption of multi-sport solutions, unless that can clearly be shown to offer poor value for money or there is no demand. Only if this is the case will Sport England fund single sport infrastructure projects.

³⁶ Sport England figures

Case Study: Orford Jubilee Park, Warrington

Situated on a former landfill site next to a Victorian park, Orford Jubilee Park represents the culmination of a 15-year project to develop a flagship community, leisure, health and education centre for Warrington. As well as co-locating extensive indoor and outdoor leisure and sports facilities, Orford Park also houses an education unit, a library, three GP surgeries, a lifestyles team and a central café. The project was developed through a partnership involving over 20 national, regional and local funding partners from the public, private and voluntary sectors. The new facility attracted over a million users by its second year of operation from a diverse cross section of the community. This is an increase of 400% from the old facility which only focused on sports provision. Early indications are positive that social and health benefits are being achieved in an inclusive facility which is a focal point for – and valued by – the community.

Focusing Facilities on the Customer

Customer needs must always be the starting point when planning and delivering new sporting infrastructure, but this has not always been the case in the past. Sport England already provides useful guidance and detailed plans for constructing new sporting facilities to a certain quality standard³⁷. However, this approach needs to be extended to cover customers' experiences of how the facilities are run, building on existing performance benchmarking programmes within the sector.



Sport England will work with the industry to develop a single customer-facing quality standard for sports facilities. This will be in place by the end of 2016.

³⁷ <http://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/>

Artificial Pitches

Playing fields are a vital part of sporting infrastructure up and down the country and will always remain so. Sport England will retain their statutory planning role in respect of the protection of playing fields from development. However, artificial surfaces are an increasingly vital part of any infrastructure strategy, particularly when so many hours of playing time on grass pitches are lost to bad weather over the winter, but also because artificial pitches can handle far more playing hours than grass pitches in general. As announced by the Chancellor of the Exchequer in December 2014³⁸, the government will be investing in grassroots football over the next five years, through a £40m capital investment in the Football Association's Parklife scheme to build 150 multi-sport facilities across 30 cities, focusing on the provision of new, high quality artificial pitches. This is in addition to government's existing investment in artificial pitches through the Football Foundation and various Sport England schemes.

Government will improve the quality of community sports facilities, working with local authorities, the FA and others to fund investment in artificial football pitches in 30 cities across England by 2020.

Outdoor Infrastructure

We recognise that people are active outdoors in both urban and rural environments. This can range from parks, canals and open green spaces to parkour sites and skate parks. Access to local urban opportunities is particularly important for those individuals who are currently inactive and want to get started doing 'something' outdoors, as we know that they tend not to travel more than two miles from their homes. Providing outdoor recreation opportunities to suit these people will help to make these experiences a success. This includes capitalising on the development of high quality local access networks, such as footpaths and pavements³⁹.

Related to this, we need to ensure that support for sport and physical activity infrastructure is not restricted to pitches, sports halls and buildings. In future, the definition should be drawn more widely, to include all types of places where people take part in activity, including both rural and urban environments. Providing people with the freedom to use existing facilities and spaces and keeping them in good repair is as important as building new infrastructure.

When considering future investment in infrastructure, Sport England will balance the need for – and existing provision of – all spaces, not just built facilities.

Making Use of School Facilities

Existing assets should be maximised to make the sector as productive as possible. Schools are one of the largest owners and operators of sports facilities, but a message that came out strongly in consultation responses is that more could be done to make their facilities available and accessible to local communities and clubs to use outside of school hours. While we do not think that a new mandatory regime is currently needed

³⁸ <https://www.gov.uk/government/news/chancellor-opens-200-million-manchester-city-football-academy>

³⁹ <http://randd.defra.gov.uk/Default.aspx?Menu=Menu&Module=More&Location=None&ProjectID=18944&FromSearch=Y&Publisher=1&SearchText=paths%20for%20communities&SortString=ProjectCode&SortOrder=Asc&Paging=10#Description>

to address this, we do want to provide schools and colleges with the appropriate knowledge and resources to maximise the use of their facilities – for the mutual benefit of schools and their communities. It is also important that, where possible, local facilities are available for use by schools as well as the wider community.

Sport England will review take up of and engagement with its *Use our School* guidance⁴⁰ in 2016 to ensure that sports facilities owned by schools and colleges are used as effectively as possible and are available to a broad range of community sports groups. DfE will review how schools are made aware of this guidance, including through a change to the *Governors' Handbook*.

Public Procurement

Finally, contracts for building, renovating and managing sport and leisure facilities are widely let within the sport sector. There are naturally costs associated with these processes. However, consultation responses indicate that the sector would welcome more action to drive not only greater efficiencies through more consistent application of key legal frameworks but also stronger contractual links to the kind of health and social outcomes we are all seeking through sport.

In early 2016, Sport England will re-issue an updated more user-friendly version of its Procurement and Leisure Contract Toolkit to support greater consistency within the sector and embed the health and social outcomes of this strategy into public leisure contracts.



⁴⁰ <http://www.sportengland.org/facilities-planning/use-our-school/>

8.3 The Integrity of Sport

The integrity of sport has been called into question by a number of high profile sporting scandals in recent years. This has mainly centered on the use of performance enhancing drugs, match-fixing or alleged bribery and corruption within sporting organisations. Ensuring the integrity of sport is a central part of getting sport to deliver the maximum value for the public. If the public cannot trust that a sport or sporting event is legitimate, it loses its power to inspire. If athletes cannot be sure that their opponents are drug free or feel that results are being manipulated, they may stop being motivated to succeed at the highest levels. If in bidding to host a major sporting event we are not competing on a level playing field, the incentive to create lasting legacy plans is damaged.

Anti-Doping

Anti-doping is one of the most important fights in the battle for sport's integrity. UKAD is one of the world's leading national anti-doping agencies. It is at the forefront of testing, intelligence and education, and gives the UK a reputation for having one of the strongest anti-doping regimes in the world. This reputation allows both UKAD and the UK Government to exert its influence internationally to improve the fight against doping, through both the European Committee for the World Anti-Doping Agency (CAHAMA) and the World Anti-Doping Agency (WADA) itself. We will ensure that UKAD continues to be funded at the levels needed for it to further enhance this strong reputation.

Funding for UKAD's funding will be protected in real terms throughout the current Parliament.

However, people seeking to use performance enhancing drugs innovate just as quickly as the anti-doping sector does, so to stay ahead, we must constantly revise and update our approach. In protecting UKAD's budget in the coming years, we have put them on a strong financial footing, but we also need to ensure that our policy keeps step with those that seek to undermine it, and with developments in the WADA's latest Code.

Over the coming months government will update its National Anti-Doping Policy to ensure it is consistent with the 2015 World Anti-Doping Code.

One reason why UKAD is so successful is that it educates athletes to resist the temptation to use performance enhancing drugs as well as testing and gathering intelligence to catch drug cheats. This is especially important as doping technology is developing very quickly, which makes keeping up through testing alone more difficult and expensive. Early intervention is vital and education on the importance of clean sport will be even more important in the future and is something we will look to UKAD to prioritise.

Government will work with UKAD to widen its education work and ensure a strong anti-doping message is promoted at all levels of sport from school and grassroots sport through every tier of competitive sport right up to the elite level.

Furthermore, from 1 January 2016, the Minister for Sport will be taking up a three-year appointment as an EU representative on the WADA Foundation Board. The Foundation Board is WADA's supreme decision-making body, and this will ensure that

the UK has pivotal role in protecting the integrity of sport and clean athletes both in the UK and internationally.

Manipulation of Sports Competitions

Match-fixing and manipulation is another major threat to the integrity of sport. While we are confident that the UK has robust internal processes in place to combat this threat through bodies such as the Gambling Commission and the Sports Betting Integrity Forum, the government recognises that corruption and match-fixing often crosses borders so we need to proactively and effectively collaborate with international partners.

Government will sign and ratify the Council of Europe Convention on the manipulation of sports competitions and in so doing will review the effectiveness of the UK's existing legislative framework.

Fighting Corruption

The government is already working with the EU and the Council of Europe on promoting standards of good governance which can help tackle corruption in sport. While we respect the autonomy of sport, we recognise that there are some major failings within some parts of the international sporting landscape and that much more needs to be done for sport to retain, or in some cases repair, its integrity. We will therefore work with others such as the Open Government Partnership, the Commonwealth Advisory Body on Sport (CABOS), the United Nations (UN) and others to promote and deliver a stronger commitment to tackling corruption. To this end, we have already convened a working group chaired by DCMS and be attended by Cabinet Office (CO), Ministry of Justice (MoJ) and Home Office, plus UK Sport, Sport England, the Gambling Commission and the Sports Betting Integrity Forum. The working group will also draw on the expertise of Transparency International and Organisation for Economic Co-operation and Development (OECD).

Government will ensure that corruption in sport is a key part of the Prime Minister's Anti-Corruption international summit in London in 2016, and that international bodies work together to deliver a stronger commitment to tackling corruption.

8.4 Governance

Recent, high profile cases of corruption and alleged corruption in sporting organisations demonstrate the importance of good governance and show what can happen when it is lacking. There is a fundamental problem, particularly in the international governance of sport, but also seen domestically, where some basic, minimum standards of governance on independence, conflicts of interest and term limits are not being applied in all organisations. This directly affects the value for money the public receives from investment into sport, undermines sports' credibility and can allow others to profit from morally questionable or outright illegal activity which can prevent our athletes competing on a fair and level playing field.

To have the strongest voice internationally when pressing for stronger governance standards, we need to hold ourselves to the highest possible standards domestically.

As in international sport, there are still parts of domestic sport where governance standards fall below those required of any public limited company or charitable organisation. It is not acceptable that governance standards should still fall short in any organisation that receives public money.

UK Sports Governance Code

Since 1992, the Financial Reporting Council (FRC) has issued its UK Corporate Governance Code⁴¹ which has helped spread best practice in corporate governance throughout the public listed sector. These high standards of corporate governance in areas like board composition and effectiveness, risk management, remuneration and the role of board committees have helped make the UK market more attractive to investors. Similarly, the UK should aspire to set and deliver the ‘Gold Standard’ for governing sporting bodies. This Governance Code will build on and strengthen existing commitments, including the requirement for all sports’ boards to have at least 25% female representation by 2017.

UK Sport and Sport England will, along with the other Home Nations’ Sports Councils, agree a new UK Sports Governance Code by September 2016, the equivalent of the Financial Reporting Council’s UK Corporate Governance Code.

We hope that the sector will embrace and voluntarily adopt a new governance code such as this, but voluntary codes in the past have not had universal support. To make sure that all parts of the sport and physical activity landscape adhere to the code it will, in future, be a condition for receiving public funding.

This new UK Sports Governance Code will be mandatory for all sports bodies seeking public funding in the next funding period. Organisations that do not meet the code will not be eligible for public funding.

We want the UK Sports Governance Code to be a model adopted internationally, both by domestic sports bodies in other countries and by international federations. Although we can’t enforce this outside the UK, we will use the influence that we have built up in international sport, in particular through the work of UK Sport, to support UK nominees for international sporting positions. Those nominees will promote the UK Sports Governance Code by using their influence to encourage others to implement it. This international activity will form a major part of the UK’s role in ensuring the integrity of global sport.

Where we work with international federations, we will also press for the UK Sports Governance Code to be applied internationally.

⁴¹ <https://www.frc.org.uk/Our-Work/Codes-Standards/Corporate-governance/UK-Corporate-Governance-Code.aspx>

“The UK has a proud sporting heritage and world-class athletes, training and facilities, as demonstrated by the success of London 2012.

“Despite historically lacking high-level representation in international sporting federations, the UK is now represented at senior levels in the International Paralympic Committee, Union Cycliste Internationale and UEFA. Fair play isn’t just restricted to the playing field, as events surrounding FIFA have shown. The UK has set the standard with regards to sporting governance and we believe that international bodies should not be treated any differently”

Rt Hon HUGO SWIRE MP
Minister of State
Foreign and Commonwealth Office

8.5 Leadership and Administration

We need the leadership and administration of sport to be fit-for-purpose and able to deliver the outcomes set out in this strategy. To do that, we need to make sport an attractive career option for the brightest and most able individuals, regardless of background or sporting ability. Individuals working in sport need access to open and transparent recruitment processes, with clear career pathways and opportunities to develop and progress throughout their careers.

At the moment, this isn’t happening. The sport workforce lacks diversity and is drawn from a relatively small pool of talent, often without the wide range of skills it needs. For example, across the entire workforce there is a lack of disabled employees. Sport is missing out when it does not capitalise on the talent and skills of the entire population. We need a workforce that, at all levels, is reflective of our society and is drawn from the communities it serves.

A New Workforce Strategy

Chapter 6.4 focuses on the front-line workforce, including entry level coaching, which directly enables engagement in sport and physical activity. As well as making entry level coaching more accessible to a wider range of people, we would like to see increased professionalisation in the wider sport workforce, via the Chartered Institute of Management for Sport and Physical Activity (CIMSPA). Recruitment practices must be open, transparent and available to all. There needs to be a skills framework developed for each level (1-9), covering both paid and voluntary, back-office and frontline roles. The Higher Education (HE) and Further Education (FE) sectors play a big role in achieving this by ensuring their graduates are high-quality and have the right skill set for employers. And we need a better training offer, with clear career pathways, to retain the most talented in the industry.

Sport England will develop a workforce strategy in 2016 and will work with CIMSPA towards greater professionalisation of the sport sector with a clear skills framework including good quality CPD provision.

Understanding the Workforce

In order to create a better, more vibrant, sport workforce, we need to better understand the current situation and challenges. There is some evidence, such as Women in Football's membership survey⁴², of discrimination and harassment, which threatens to hold the industry back from being an attractive and progressive sector to work in. Some NGBs and sports bodies carry out regular staff surveys, but this needs to be prioritised and much more systematic across the entire sector. Good practice in the public sector is to carry out a wide-ranging people survey once a year, covering attitudes, wellbeing and diversity.

All organisations in receipt of public funding will be expected to carry out a regular staff survey (including their volunteers) at least once a year and: a) act on the results internally making clear to their employees and volunteers how they are doing so; and b) make topline data available to Sport England to collate the results and build up a better picture of the sport workforce.

Developing Future Leaders

A key part of taking action to professionalise the sport workforce is ensuring we have strong leadership within the sport sector. Recently we have seen many sports recruit senior leaders from outside the sport sector, who bring a different set of skills and perspective to sports bodies. But we must also make sure we are developing our future leaders within the sector itself.

Modelled on UK Sport's International Leadership Programme⁴³ and the Clore Leadership Programme⁴⁴, Sport England will develop a new Sports Leadership Scheme as part of its new workforce strategy, to provide high quality professional development for future leaders in sport (at both national and community level).

Diversity in Leadership

While sport is not diverse enough at any level, there is a particular dearth of women, people from BME backgrounds and disabled people in leadership roles. Half of NGBs have not yet reached the 2017 target of 25% women on their boards⁴⁵. Consultation responses also highlighted the lack of women and minority groups in leadership roles further down organisations and throughout regional structures, showing that more needs to be done at every level to develop tomorrow's leaders. This issue was recognised in the Triennial Review.

Sport England and UK Sport will work together to tackle the lack of diversity in senior positions across the sport sector, working with expert organisations to break down barriers in the recruitment and advertisement of roles.

⁴² <http://www.womeninfootball.co.uk/news/women-in-football-survey-press-release/>

⁴³ <http://www.uksport.gov.uk/our-work/international-relations/people-development>

⁴⁴ <http://www.cloreleadership.org/>

⁴⁵ Trophy Women 2015 – no more board games – <https://www.womeninsport.org/resources/trophy-women-2015-no-more-board-games/>

Sports bodies themselves can also do more to improve diversity in leadership roles throughout their organisations, from board to regional and community levels. Women in Sport recently developed a *Checklist for Change*⁴⁶ which recommends action including on HR policies and processes, the role of mentoring and development, and the importance of working towards an inclusive culture. While this tool focuses on women, the recommendations can be used to help organisations take action on inclusive leadership across all under-represented groups.

All public bodies in receipt of public funding will use tools such as Women in Sport's *Checklist for Change* to make changes within their organisation to improve diversity in leadership at all levels.



Women in Sport currently collects data on how women, people from BME backgrounds and disabled people are represented in senior leadership positions in sport. Similar data for LGB&T people is not collected, so it is unclear what the present situation is for representation from this group.

Sport England will expand the data it collects on diversity in senior leadership positions in sport to include LGB&T people.

Diversity in Elite Coaching

World-class coaches are needed to produce world-class athletes, and it's crucial we have the best talent in those positions. However, just 10% of elite coaches are women while 4% are disabled and 5.5% are from BME backgrounds⁴⁷, demonstrating that high performance coaching is currently not drawing its talent from the widest pool available. Top athletes could be missing out on accessing the right coach for them, because the system has not enabled that coach to reach the top of their profession.

UK Sport recently carried out research which highlighted some of the barriers to women progressing in high performance coaching, including challenges such as maintaining a work-life balance, a lack of professionalism around human resources policies, and the wider culture of sport which doesn't respect female coaches to the same level as their male counterparts.⁴⁸

⁴⁶ <https://www.womeninsport.org/resources/trophy-women-2015-checklist-for-change/>

⁴⁷ Sports Coach UK 2015

⁴⁸ UK Sport research

UK Sport will review what steps can be taken to remove the barriers to women and minority groups progressing into high performance coaching roles with a view to diversifying the talent pool and ultimately increasing overall performance. NGBs, both within and outside the Olympic and Paralympic structure, will benefit from implementing the recommendations of the review.

Apprenticeships

A key mechanism to realising a sport workforce with the right skills will be via apprenticeships. This government is committed to reaching 3 million apprenticeships in 2020 and recently published a vision to achieve this.

“Skills are an important driver of balanced growth and world class apprenticeships are key to our skills strategy. They are essential to give young people the chance to reach their potential and deliver the skills employers and the economy need for growth. Building on the over 2.4 million apprenticeships delivered in the last Parliament, we are committed to 3 million apprenticeship starts in 2020 and are developing a comprehensive plan for growth, including more work with large employers, more support for small businesses and a renewed emphasis on communications.”

NICK BOLES MP

Minister for Skills

Department for Business, Innovation and Skills and Department for Education

The new vision means that larger employers in the sport sector (those with an annual payroll of over £3m) will pay a levy of 0.5% to help fund apprenticeships, incentivising employers to hire apprentices as part of their workforce strategies. Employers who pay the levy will be able to get out more than they put in to fund apprenticeship training.

Smaller employers who do not pay the levy will still be able to access government funding to support apprentices. All relevant central government contracts of £10m or over and more than 12 months in length must demonstrate a clear commitment to apprenticeships.

New apprenticeship standards, now developed by employers and with the introduction of more rigorous assessments, will transform apprenticeships into attractive, high quality qualifications. For example, the national charity StreetGames is currently leading a group of employers developing the Community Health Activator Trailblazer apprenticeship, designing a standard for apprentices to engage with hard-to-reach groups in physical activity⁴⁹.

We expect large organisations in the sport sector, such as leisure centre operators, to utilise apprenticeships as a key element of their workforce strategies. Smaller organisations that are in receipt of public funding, regardless of whether they are required to pay the apprenticeship levy, should have at least one apprentice at all times (unless they are so small that this is impractical). The employee could undertake an apprenticeship in any occupation suited to their employer rather than necessarily having to be specifically sport-related.

⁴⁹ <http://www.streetgames.org/news/streetgames-leads-industry-consortium-develop-new-trailblazer-apprenticeship>

8.6 Safety and Wellbeing

“Sport has huge potential to break down barriers. It can bring people of all ages, backgrounds and cultures together, acting as a powerful social glue. We need to make the most of the unique opportunities sport can bring to promote equality in our wider society.

“Government is committed to combating prejudice wherever it may be. There is no place for sexism, homophobia, racism or any other discrimination in sport. Ensuring that the culture of sport is inclusive and diverse will take commitment from the entire sector as well as government – but we are clear that it is a goal worth fighting for.”

CAROLINE DINENAGE MP
Minister for Women, Equalities and Family Justice
Government Equalities Office

We know that feeling unsafe or excluded from sport is a significant barrier to getting involved in sport and physical activity for some groups. People may accept or welcome some risk as part of some sports and physical activities, but a dangerous environment puts them off. In a similar way, people who feel sport is not for them because of their background, age, sexual orientation or ability, may not enjoy sport, or be put off trying in the first place.

We have made clear that sport should welcome everyone, whether they are taking part, watching, volunteering or working in sport. Those that engage in sport, whether it is as an athlete, a spectator or someone taking part in grassroots sport, should never have to worry about abuse or harassment when they do so. However, sport should not just aspire to be free from discrimination and prejudice; it should be at the forefront of actively embracing diversity. There are examples of where this has worked well, such as the shift in the public attitude towards disabled athletes and Paralympic sport after London 2012 that demonstrated the power of sport to convey positive messages about equality and diversity, but there are some areas that have not made the same strides forwards.

LGB&T People in Sport

LGB&T equality is a crucial part of ensuring everyone that engages in sport can do so in a safe and positive way. LGB&T equality has not historically had the same level of support as other protected characteristic groups. Some work has already been undertaken by Sport England in this area, but this is something we would like to see expanded.

Sport England will place equal emphasis on the support for LGB&T people in sport as it does for other characteristics protected by the Equality Act 2010.

Duty of Care

A strategy that encourages everyone to be more active, to prioritise physical activity in their busy lives, to volunteer in sport and help play their part in driving the sporting economy should also set out how they will be looked after and protected. Actions include making sure coaches are trained to meet people’s needs and help them enjoy themselves, or making sure that medical expertise and facilities are available to prevent concussions, identify those at risk from heart problems and provide

emergency assistance in case of sudden cardiac arrest. This also means safeguarding for children and people in a vulnerable situation, and making sure that sports grounds and sporting activities are properly licensed and regulated.

Safety and wellbeing are part of elite sport too. In striving for Olympic and Paralympic success or the highest performances in professional sport, we expect a huge amount from our athletes. They give up much of their adolescence and a large part of their adult life to pursue a single sporting goal. They put their bodies on the line, give up careers and make huge compromises in their personal life for medals or sporting success that benefit the nation as well as the athletes themselves. However, too often athletes are let down by the system that should be supporting them. This can happen when young people don't make it as elite athletes but have missed out on much of their education, when people's careers are cut short by injury or when people leave sport with no plans or support for their life or a career afterwards.

We want to develop a comprehensive plan for how government and everyone involved in the sporting system can more effectively look after people who take part in grassroots sport and perform at the elite level. This is a complex and substantial piece of work on a scale not undertaken before, so we are bringing together independent experts to find the best possible solution.

Government will establish an Independent Working Group on a new Duty of Care for participants in sport. The group will be chaired by Baroness Tanni Grey-Thompson and its terms of reference will be agreed and announced in early 2016, with the aim of beginning its work in April 2016.

9. Measuring the Impact

9.1 Measuring Sport's Contribution to the Outcomes

Until now, the impact of sport beyond simply the number of people participating at any moment in time and the number of medals won was not acknowledged in the system of measurement. Just focusing on participation numbers, for example, has led to situations where organisations have been disincentivised from engaging those who have most to benefit from the value of sport.

One of the most important changes in this strategy is the new focus on the broader outcomes that sport can deliver. The evidence for sport's impact on physical and mental health, building social capital, educational attainment and employability and economic growth is well-established. Many of the consultation responses referenced sport's contribution to society, and it is this social impact that will be at the heart of measuring the impact of sport in the future.

From all the available evidence, five areas stand out as where sport can make its greatest contribution – physical wellbeing, mental wellbeing, individual development, social and community development and economic development. We have defined a high level outcome in each area that is measured at a national level and making a positive contribution to these is what organisations will receive funding for in future.

However, sport is not the only factor impacting these outcomes at a national level and attributing impact to this strategy relies on demonstrating the contribution that sport and physical activity is making in each area. Currently the understanding to underpin this impact assessment is strongest for physical wellbeing and economic development. Data on physical wellbeing and taking part in sport are already being captured through *Active Lives* and the contribution of sport to the UK economy is captured through the *Sport Satellite Account*.

For mental wellbeing, individual development and social and community development, more work will be needed over the coming years to understand and evidence the exact impact that sport and physical activity can make on the overall outcomes. Sport England will explore the best way to include measures of subjective wellbeing, perceived self-efficacy and levels of social trust in the *Active Lives* survey so that these outcomes can be directly compared with data on sporting behaviour. This will build on the existing approach on subjective wellbeing in DCMS's *Taking Part* survey. We will also support the sector in more consistent use of relevant measurement tools to build the evidence for what works at a project level as well as enabling evaluation of impact at a national level. Progress on this will be reflected in each annual report to Parliament.

We expect funding decisions to be sensitive to the differing levels of evidence available for different outcomes and the series of KPIs that we have also developed will therefore provide useful proxies for progress. However, the outcomes remain the central part of the new strategy, setting clear expectations from government on the sort of impact it wants sport to have.

Where the evidence of causality is strong and well understood (physical wellbeing and economic development) we expect the high-level outcomes to form part of the way impact is measured immediately. However, where causality is less well understood or the evidence base does not yet exist (mental wellbeing, individual development, social and community development) we will work to develop a robust understanding of how sport contributes that will then form the basis for how impact is measured in the future.



Physical Wellbeing

The physical benefits of sport and physical activity are well documented, and provide the main rationale for current investment in increasing sport participation. Being active can reduce the risk of developing type 2 diabetes by 30-40% and can reduce the risk of a range of medical conditions, including cancer, dementia, strokes, heart disease and depression, but only 56% of adults are physically active for the 150 minutes each week which are part of recommendations by the UK's CMOs. The figures are lower still for children. Physical inactivity costs the UK an estimated £7.4bn each year.

The physical wellbeing benefits of sport will continue to be a central reason for government investment. However, rather than simply counting anyone that does sport regularly, we want the focus for everyone in the sector to be on encouraging people to take part in ways that deliver the most for their physical wellbeing.

High-Level Outcome

- (a) Increase in the percentage of the population in England meeting the CMO guidelines for physical activity
- (b) decrease in the percentage of the population in England that are physically inactive

Mental Wellbeing

Sport is, for many people, a hugely enjoyable experience. Physical activity can reduce stress and anxiety. Mastering new skills can increase confidence and self-esteem. Volunteering to help other people at local sporting events can be very satisfying and major sporting success leads to great national pride. Research has shown that exercise can be as effective as anti-depressants for those with mild clinical depression.

These positive mental wellbeing outcomes are every bit as important as the physical benefits from taking part in sport, and evidence is clear on the mental as well as physical health benefits of meeting the CMO guidelines. However, less is known about the precise links between mental wellbeing and sporting behaviours. Placing mental wellbeing at the heart of this new strategy will ensure that more evidence is collected and government and its agencies will work with the new What Works Centre for Wellbeing among other initiatives to fill these gaps.

High-Level Outcome

Improved subjective wellbeing

Individual Development

We know through work already funded by government and a great many consultation responses how powerfully sport can affect an individual's development more broadly. Evidence shows clearly how taking part in sport improves educational behaviour and attainment, through greater self-esteem and confidence and direct cognitive benefits. This can also have a positive impact on the employment opportunities available to individuals and sport can have a positive role in tackling the problems of those who are not in employment, education or training (NEETS).

Currently these individual development impacts are a nice additional benefit from engagement in sport that, while acknowledged, tend not to be the main reason for making the investment. For the future, we will make sure that public investment in sport recognises and encourages the broader benefits of sport to the individual, in particular the behaviours and skills linked to employment through improvements in perceived self-efficacy.

Various scales have been developed to measure self-efficacy and DCMS will work with other relevant government departments, ONS and academics in 2016 to identify the best way of evidencing the impact of this strategy in this area.

High-Level Outcome

Increased levels of perceived self-efficacy



Social & Community Development

As well as developing individuals, sport can help build stronger communities by bringing people together, often from different backgrounds, to make them feel better about where they live, improve community links and cohesion and build social capital. We know that people who volunteer in sport, for example, are more likely to feel they belong in their area and people who take part in sport are likely to enjoy stronger social links with other people. There are many aspects to measuring social capital, but the best starting point for the type of impact we want sport to focus on having is the level of social trust within communities.

High-Level Outcome

Increased levels of social trust

Case Study: Promoting Social Cohesion – Crawley Eagles

The Crawley Eagles programme, run by Sussex County Cricket Club in partnership with the England and Wales Cricket Board (ECB), developed a pilot project to work with some very hard to reach communities; providing the young local Muslim population with opportunities to play cricket, receive coaching and create pathways for integration. In just a few short months over 500 young people between the ages of 8 and 18 have participated, following an investment from DCMS, match funded by the ECB. Following its success this summer, the Crawley Eagles Cricket Club held a festival where members from the local Bangladeshi and Sri Lankan communities came together to play in a 6-a-side tournament; an idea that was initiated and brought to fruition by members of the local community themselves.



Economic Development

In the past, the economic value of sport has been looked at completely separately to the other public benefits sport can deliver. A significant proportion of the £39bn sport contributes to the UK's GDP comes from grassroots sport, the millions of people who buy trainers, bikes, gym memberships or pay match fees. The government's investment of £10m in the Tour de France Grand Départ in 2014 helped unlock a £125m contribution to GDP. So the UK's economic success is bound up with our sporting engagement, and vice versa. Sport also plays a huge role in supporting the GREAT Britain campaign to promote the UK abroad and the UK was ranked top in a recent analysis of global soft power.

The economic impact of sport, how it creates jobs, promotes growth and drives exports is a fundamental part of this new strategy. We will ask organisations to consider not just how they contribute to the nation's health or wellbeing, but to the economy as well, both nationally and locally.

High-Level Outcome

Economic value of sport to the UK economy

9.2 Measuring the Outputs

Another important shift in this strategy is the move beyond participation in sport and winning medals as the only outputs we want to encourage. Both are clearly very important and are retained in our new strategy, but sport has other ways of delivering the overall outcomes. Recognising and understanding how sport makes a positive difference through broader means will help the sector to deliver the five outcomes more effectively. We have designed a set of indicators for each output to support this new way of thinking.

The data that underpin these KPIs will be drawn from a variety of sources including the new *Active Lives* survey, the *Taking Part* survey, the *Monitor of Engagement with*

the Natural Environment survey⁵⁰ and the Sport Satellite Account as well as being gathered by UK Sport and Sport England through the course of their work.

More People Taking Part in Sport and Physical Activity

Taking part in sport and physical activity contributes to all of the outcomes of this strategy. To make the link to physical wellbeing in particular as strong as possible, we will measure both taking part in sport and levels of physical inactivity. This will also help ensure an adequate focus on under-represented groups in the population whose sporting behaviour we will monitor as part of the population-level KPI on taking part. The barriers to taking part for these groups are likely to be greater and so changes in behaviour may initially be slower. However, we would ultimately like to see a faster rate of change among under-represented groups than the population as a whole. We expect Sport England to provide the right incentives to tackling under-representation through their performance management approach.

Given the evidence of the enhanced impact on mental wellbeing of exercising outdoors, we will monitor taking part in this way. To get more people to enjoy an active lifestyle, we need to support children and young people to develop the confidence and skills to take part and to be positive about sport and activity. We will therefore also have specific KPIs for 5-18 year olds to track this alongside their behaviour.



⁵⁰ <https://www.gov.uk/government/collections/monitor-of-engagement-with-the-natural-environment-survey-purpose-and-results>

Key Performance Indicators

KPI 1 – Increase in percentage of the population taking part in sport and physical activity at least twice in the last month

KPI 2 – Decrease in percentage of people physically inactive (KPI 1 and 2 from *Active Lives* survey)

KPI 3 – Increase in the percentage of adults utilising outdoor space for exercise/health reasons (MENE survey)

KPI 4 – Increase in the percentage of children achieving physical literacy standards

KPI 5 – Increase in the percentage of children achieving swimming proficiency and Bikeability Levels 1-3

KPI 6 – Increase in the percentage of young people (11-18) with a positive attitude towards sport and being active (KPI 4, 5 and 6 from *Taking Part*)

More People Volunteering in Sport

Volunteering has previously been treated like any factor that supports participation. But volunteering is different as it allows the volunteer themselves to benefit from the outcomes we are seeking. We will therefore measure how many people are volunteering in sport. As this is a complex area to measure accurately Sport England will take time to design and test the right questions and introduce them to *Active Lives* in 2016.

Key Performance Indicators

KPI 7 – Increase in the number of people volunteering in sport at least twice in the last year (from *Active Lives* survey)

KPI 8 – The demographics of volunteers in sport to become more representative of society as a whole (from *Active Lives* survey and ONS population data)

More People Experiencing Live Sport

People who regularly turn up and experience live sport, particularly when they support a specific team or athlete, can experience improved wellbeing or greater community engagement.

This strategy is not about getting people to watch sport on television instead of taking part in sport. Activity under this heading must clearly and demonstrably contribute to the overall outcomes to the same extent as participating or volunteering in sport.

Key Performance Indicators

KPI 9 – Number of people who have attended a live sporting event more than once in the past year (from *Active Lives* survey)

Maximising International Sporting Success

The public's support for the UK's Olympic and Paralympic athletes is incredibly high and the results of UK Sport's recent strategy review showed continued support for the 'no compromise' principle that has underpinned Olympic and Paralympic investment since 1996. We do not need to change the overall output being sought here. We will, however, ensure that the link between Olympic and Paralympic success and the overall outcomes for the public is clear and incentivised through our continued support for elite sport.

There are some sports that either do not feature in the Olympic or Paralympic Games or whose highest international achievement is not at the Olympic or Paralympic Games. Despite this, there is still significant value to be gained and a significant contribution to be made to delivering the outcomes from success at the highest level in these sports and we will measure our overall performance.

Key Performance Indicators

KPI 10 – Number of Olympic and Paralympic medals won at Summer and Winter Games

KPI 11 – Position in Olympic and Paralympic Summer and Winter medal tables

KPI 12 – UK/Home Nation performance in pinnacle World, European or Commonwealth competitions (provided by UK Sport)

Maximising Domestic Sporting Success

Domestic success can also inspire and therefore can be part of getting more people involved in sport. It can also provide the positive wellbeing and social benefits that international sporting success brings along with the economic benefits from ticket sales, merchandising and attracting tourists.

Key Performance Indicators

KPI 13 – Average attendance levels at national-level domestic sport

Maximising the Impact of Major Events

The UK has a strong track record of delivering world class major sporting events and this is something we want to continue, for the vital role many events play in preparing our athletes for the Olympic and Paralympic Games, for the economic impact they can bring and the potential to inspire those that experience the events themselves. In ensuring these benefits are maximised, we can ensure that major events continue to play an important role in the overall success of sport in this country.

Key Performance Indicators

KPI 14 – Attendance at events supported through government and UK Sport major events programmes

KPI 15 – Economic impact of events supported through government and UK Sport major events programmes (both from UK Sport figures)

A More Productive Sport Sector

A more productive sport sector will be one that maximises its available resources and assets (including facilities, skills and workforce) and contributes directly to economic development. By ensuring it can be more productive, the sector can better deliver everything else in this strategy.

Key Performance Indicators

KPI 16 – Employment in the sport sector (from Sport Satellite Account)

KPI 17 – Position of the UK in the *Nation Brands Index*, both a) overall and b) in answer to the specific question about the UK excelling at sport (from *the Anholt-GfK Roper Nation Brands Index*)

KPI 18 – Percentage of publicly owned facilities with under-utilised capacity (through revised National Benchmarking Service)

A More Financially and Organisationally Sustainable Sport Sector

Financial and organisational sustainability are vital to build the strong foundation needed for successful delivery. This means that individual organisations and the sector as a whole must become more sustainable, including through robust governance and a capable workforce with a good pipeline of the right skills for the future.

Key Performance Indicators

KPI 19 – Increase in the amount of non-public investment into sport bodies which are in receipt of public investment

KPI 20 – Increase in the number of publicly funded bodies that meet the new UK Sports Governance Code (collated annually by UK Sport and the Home Nations Sports Councils)

A More Responsible Sport Sector

A more responsible sport sector is one that makes sure that the people within it, whether playing, working, volunteering or watching, feel welcome and can do so safely. Sport should be inclusive and open to everyone that wants to take part, and also meet its responsibilities towards the rest of the sector, ensuring that organisations work in partnership and those areas that enjoy commercial success are able to support those for whom a commercial business model may not be feasible.

Key Performance Indicators

KPI 21 – Number of sports that meet the Sport and Recreation Alliance's Voluntary Code to reinvest 30% of their net UK television broadcasting revenues in grassroots sport (collated by the SRA)

KPI 22 – Headline results of the new Sport Workforce People Survey (Sport England benchmarking)

KPI 23 – Relevant indicator to be developed as part of Duty of Care review

10. Summary of Consultation Responses

Overview of responses

The public consultation about the development of a new sport strategy ran for just over eight weeks, from 4 August until 2 October 2015. The aim was to canvass views from the sport sector and all other interested parties to inform the development of the new sport strategy.

Around 3,200 responses were received. Approximately 2,575 of these responses were received via an online survey, about 800 of which were from organisations and the rest from individuals. Another 600 responses were either emailed or posted to the sport strategy team. Over 300 of these responses were from organisations and the rest from individuals.

The combined responses addressed all the questions posed in the consultation, with the majority focussing on how to increase participation in sport and physical activity. While not exhaustive, the main themes are summarised below.

The importance of participation in sport and physical activity

Respondents overwhelmingly welcomed the idea of a new strategy for sport and physical activity, and strongly advocated the wide range of benefits that participation in sport and physical activity can bring. These included social and community benefits, health, wellbeing and enjoyment.

The importance of getting the offer right for children and young people

A large number of responses focused on the importance of a quality sporting provision for children and young people. Suggestions on how to do this included designing activities which appealed to young people, were fun and easy to fit into everyday life and could be done as part of time spent with the family.

The importance of recognising a wide variety of sports

A number of respondents noted the importance of not being too 'traditional' when considering the sporting offer. Sport should be seen as an enjoyable experience, and for many people this may mean less traditional sports. The importance of outdoor recreation in getting people interested in physical activity was also recognised.

Allocation of public funds

Funding was a common theme. Some argued that the method of allocating public funds did not achieve sufficient value for money or deliver effective results. Smaller organisations highlighted the difficulties they faced in applying for public funding. Many felt that the proportion of National Lottery funding should be rebalanced in greater favour of sport.

Coaching

Coaching was a recurrent theme, with many calling for greater collaboration between agencies, greater levels of support for coaches at all levels and improved access to information. One of the most frequent requests was for more emphasis on “soft skills” as well as technical skills.

Role of NGBs and local authorities in delivering sport locally

A number of respondents focused on the provision of sporting opportunities at a local level, with many arguing that funding and projects should be delegated to the most local level possible as that is where the best understanding of local need will be.

Barriers to being active and taking part in sport

Cost was raised most often as a barrier for participation, mainly in terms of ticket prices for sporting or leisure facilities. The availability and proximity of facilities was also a common theme, as well as time and other commitments.

The *Active People Survey*

Many respondents commented that the approach taken by the *Active People Survey*, used by Sport England to measure participation in sport and physical activity, meant that much physical and/or sporting activity was not being accurately captured. Many called for a more modern approach to collecting data.

Equality

Respondents who commented on equality were strongly of the opinion that sport should be for everyone, and that more should be done to tackle discrimination. Suggestions included greater diversity of sport organisations’ workforce and executive boards and a zero tolerance stance towards instances of discrimination.

Facilities

A large number of respondents commented on the importance of providing facilities in the right place, open at the right time, offering the right opportunities at the right cost, and maintaining them to a good standard.

The financial sustainability of the sector

Financial pressures were frequently highlighted, particularly from public sector, charitable or publically funded organisations. A number of suggestions were made about changes to the tax system that could benefit small sporting organisations in particular. A number of responses called for improved guidance about tax opportunities for sporting organisations, and more support with diversifying funding streams.

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