

**UNIVERSITY OF BOLTON**  
**SCHOOL OF SPORT AND BIOLOGICAL SCIENCES**  
**BA (HONS) SPORT DEVELOPMENT AND COACHING**  
**SEMESTER ONE EXAMINATION 2018/19**  
**MODULE NO. SDC 6001**  
**POLICY AND STRATEGIC PLANNING IN SPORT**

Date: Wednesday 16 January 2019

Time: 10.00 am – 12.00 pm

---

**Instructions to candidates:**

- 1). There are **two parts** to this paper and five questions available.
  - 2). You must answer **both mandatory questions in Part A** (each question is awarded 25 marks).
  - 3). You must also **answer 1** out of 3 **optional questions in Part B** (each question is awarded 50 marks).
  - 4). All questions relate to the **case study – ‘Towards An Active Nation’** (Sport England, 2016 – 21). **PLEASE SEE HANDOUT COPY PROVIDED.**
  - 5). **No notes** are permitted to be taken into the examination.
-

## Page 2 of 2

School of Sport and Biological Sciences  
BA (Hons) Sport Development and Coaching  
Semester One Examination 2018/2019  
Policy and Strategic Planning in Sport  
Module No. SDC6001

**IMPORTANT REMINDER: ALL QUESTIONS RELATE TO THE CASE STUDY - 'TOWARDS AN ACTIVE NATION' (SPORT ENGLAND, 2016 – 2021). PLEASE SEE HANDOUT COPY PROVIDED.**

**PART A: PLEASE ANSWER BOTH OF THE FOLLOWING MANDATORY QUESTIONS:**

1. Using examples from this case study and theory, critically appraise Davies (2000:26) notion “policy is a legislative function, strategy is an executive function” to distinguish between the inter-relationship and characteristics between ‘Sporting Future’ (Government, 2015) and ‘Towards An Active Nation’ (Sport England, 2016-21).

**25 Marks**

2. Using examples from this case study and theory, compare and contrast how Sport England has applied flexibility in its adoption of theoretical strategy approaches and ‘strategic management’ practices of; gathering and analysing need, strategic formulation, strategic implementation, evaluation and control, organisational learning and effectiveness.

**25 Marks**

**PART B: PLEASE ANSWER 1 FROM 3 OF THE FOLLOWING OPTIONAL QUESTIONS:**

1. Using examples from the case study and theory, reconstruct a ‘strategic analysis tool’ (e.g. PEST, STEEPLE, PESTLE) to appraise the various opportunities and threats that impact upon Sport England, in its ambition of delivering against the five outcomes in the Government’s Sporting Future policy.

**50 Marks**

2. Using examples from this case study and theory, synthesise between the concepts of ‘Globalisation’, ‘Nationalisation’ and ‘Localism’ to argue the benefits and challenges of local authorities’ changes in sport and leisure provision, through the emergence of public-private and third sector partnerships, in an era of austerity.

**50 Marks**

3. Using examples from the case study and theory, justify why organisations seeking funding should demonstrate higher standards of ‘governance and integrity’, to create a trustworthy, safe and inclusive environment, for those wishing to take part and invest in sport and physical activity.

**50 Marks**

**END OF QUESTIONS**



**SPORT  
ENGLAND**

**SPORT ENGLAND:  
TOWARDS  
AN ACTIVE  
NATION**

**Strategy  
2016–2021**



## CONTENTS

Foreword from Tracey Crouch MP	04
Foreword from Jennie Price	05
Introduction	06
Sport England Strategy 2016-2021	08
Investment principles	10
How we will work with partners	12
Investment programmes	14
Sport England investment	16
Tackling inactivity	18
Children and young people	20
Volunteering – a dual benefit	22
Taking sport into the mass market	24
Supporting sport's core market	26
Talent	30
Local delivery	32
Facilities	34
Transforming delivery	36
Targets, insight and evaluation	40
Other areas of work	42
Summary of consultation messages	44

# FOREWORD FROM TRACEY CROUCH MP



**WHEN WE PUBLISHED *SPORTING FUTURE: A NEW STRATEGY FOR AN ACTIVE NATION* IN DECEMBER 2015, IT MARKED THE BIGGEST SHIFT IN GOVERNMENT POLICY ON SPORT FOR MORE THAN A DECADE**

At its heart lies an unwavering focus on how publicly funded sport can work better for the taxpayer, benefitting people across the country.

Our focus in the future will be on the benefits that sport can bring to people, and to society, built around a simple set of outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development. Public funding will be directed to delivering these outcomes and success will be measured against improvements in each of them.

We will be working to maximise sporting success at home and internationally, to get more people from every background regularly and meaningfully involved in sport, and to deliver a more productive, sustainable and responsible sport sector.

The sporting landscape has changed enormously in the last decade with shifting social patterns giving rise to new activities while others decline in popularity due in part to unprecedented pressure on leisure time and competing demands for people's attention. Any new strategy has to tackle these changes head on.

This is what Sport England's new investment strategy seeks to do, to put the customer first, focus on those least active and transform how sport is delivered across the country. We should

not underestimate the scale of the change that is needed across the sector, but we should also see this as an opportunity to do what we do well even better. It is the beginning of an exciting journey, but the transformation will not happen overnight.

The legacy of hosting the Olympic and Paralympic Games has built the foundations for this new strategy.

London 2012 propelled this country into the sporting superpower bracket and it is this momentum on which so much of our new strategy is based. The new, stronger role for volunteering – capitalising on the phenomenon of the Games Makers. The strengthening of our support for major sporting events – helping to inspire a nation to take part in sport. The focus on under-represented groups – founded in what the Paralympics showcased so fantastically, that sport is for everyone.

Sport in this country runs broader and more deeply than the legacy of London 2012 though. It can have an impact on almost every aspect of everyone's life and it is this potential that we in Government, along with Sport England and the sport sector will seek to achieve. Working together we can fulfil the ambition of a truly active nation.

**Tracey Crouch MP**  
Minister for Sport, Tourism and Heritage

# FOREWORD FROM JENNIE PRICE



**I AM PROUD TO INTRODUCE SPORT ENGLAND'S NEW STRATEGY: TOWARDS AN ACTIVE NATION. IT SETS OUT HOW WE WILL USE THE PUBLIC FUNDING AND RESOURCES FOR WHICH WE ARE RESPONSIBLE TO BENEFIT EVERYONE IN ENGLAND**

Our vision is that everyone, regardless of their age, background or level of ability feels able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We want everyone to feel welcome, to find something in sport and activity that meets their needs and for the sector to value them as a customers.

This strategy is built on firm foundations. We have taken our lead from the Government's widely welcomed *Sporting Future: a new Strategy for an Active Nation*. We have consulted with over a thousand stakeholders. We have looked at best practice in other sectors – including private equity, consumer goods and the charity sector, and internationally. We have built on our own experience, but we will be adopting some completely new approaches, including a new set of investment principles, seven new investment programmes (replacing the thirty odd we have now) and adopting a new measurement system.

For the first time *Sporting Future* has put not just what we invest but why we invest at the heart of our work. We seek to increase the number of people who engage in sport and activity, not for its own sake but for the wider benefits it can bring, in terms of physical and mental wellbeing and individual, community and economic development. It asks us to invest where the impact on these wider outcomes will be greatest.

This means changing the balance of our investment to encourage inactive people to become active. So 25 per cent of our resources over the next four years, over £250 million, will be focused on this group – the largest investment in tackling inactivity ever made in England. We will continue to invest in people who play sport and are active now, including talented athletes. Our aim here is to ensure they are treated as valued customers by the sport system, and that those who support them do so efficiently and at lower cost to the public purse. We recognise this is a transition that will take time, and we will offer both practical and financial help.

This document gives an overview of our strategy, but those we work with and fund regularly will need more details. We will be issuing a series of investment guides for the different programmes and partners, beginning with an investment guide for National Governing Bodies. This will be published in June 2016.

I am looking forward to putting this strategy into practice, as is the whole team at Sport England. We hope you will join us.

**Jennie Price**  
Chief Executive, Sport England

# INTRODUCTION

## RESPONDING TO NEW CHALLENGES AND OPPORTUNITIES

In December 2015 the Government published *Sporting Future: A New Strategy for an Active Nation*. It sets a bold and ambitious direction for sport policy which has been widely welcomed. It looks beyond simple participation to how sport changes lives and becomes a force for social good. At its heart are five outcomes: physical wellbeing, mental wellbeing, individual development, social and community development, and economic development.

Putting this policy into practice to achieve these outcomes will mean significant change for Sport England and for our partners.

This strategy sets out how we will deliver this task. The key changes we are making are:

- Focusing more money and resources on **tackling inactivity** because this is where the gains for the individual and for society are greatest
- Investing more in **children and young people from the age of five** to build positive attitudes to sport and activity as the foundations of an active life
- **Helping those who are active now to carry on, but at lower cost to the public purse over time.** Sport England will work with those parts of the sector that serve the core market to help them identify ways in which they can become more sustainable and self-sufficient
- Putting **customers at the heart** of what we do, responding to how they organise their lives and helping the sector to be more **welcoming and inclusive, especially of those groups currently under-represented in sport**
- Helping sport to keep pace with the **digital expectations** of customers

- Working nationally where it makes sense to do so (for example on infrastructure and workforce) but **encouraging stronger local collaboration** to deliver a more joined-up experience of sport and activity for customers
- Working with a **wider range of partners**, including the private sector, using our expertise as well as our investment to help others align their resources
- Working with the sector to encourage innovation and share best practice particularly through applying the principles<sup>1</sup> and practical learning of **behaviour change**

The behaviour change model below was included<sup>1</sup> in our consultation and was widely welcomed. It features five key stages of behaviour that will define the interventions we make and the programmes we fund in future.



People can move back and forth through these stages

*Sporting Future* redefines what success looks like. In the behaviours we target we will move away from our historic focus on how many people are playing one sport or another at a particular moment to understanding how active people are overall. To capture this change we are replacing the Active people survey with the new Active Lives survey to renew the sector's confidence in the data we use.

We will also develop new ways of evaluating the broader outcomes of sport, especially mental wellbeing, individual development

and social and community development. This will help both Sport England and the organisations we work with to show how we are contributing to the Government's policy priorities, strengthening the case for continued public investment in sport.

As part of the development of this strategy we consulted widely. During that consultation, the sector encouraged us to show leadership and to make bold choices. We are happy to take up this challenge and look forward to working with the sector to make change happen.

<sup>1</sup>Prochaska and DiClemente Transtheoretical Approach in Handbook of Psychotherapy Integration John C Norcross, Marvin R Goldfried (eds), OUP, 2005.

## OUR VISION

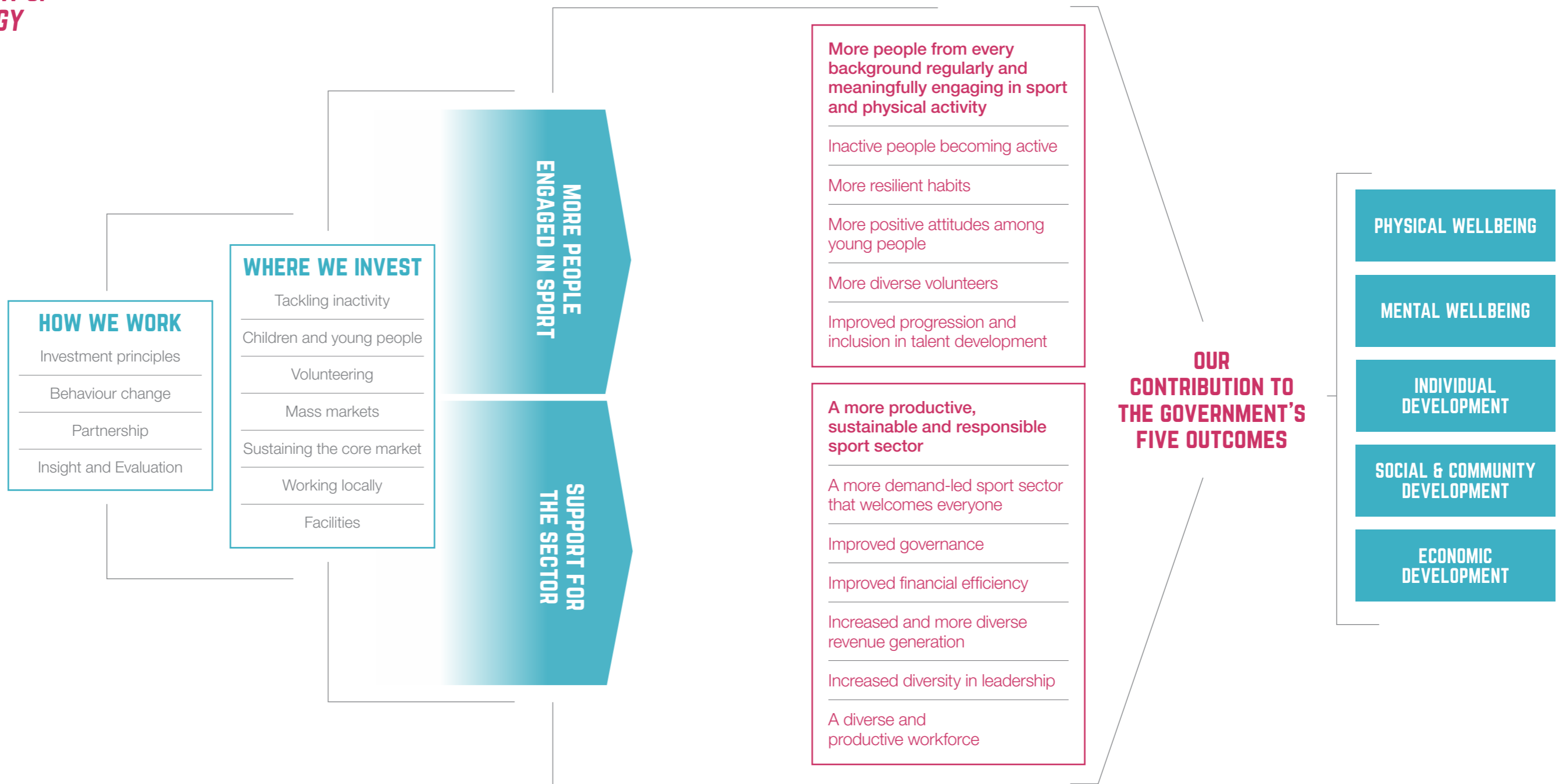
WE WANT EVERYONE IN ENGLAND REGARDLESS OF AGE, BACKGROUND OR LEVEL OF ABILITY TO FEEL ABLE TO ENGAGE IN SPORT AND PHYSICAL ACTIVITY. SOME WILL BE YOUNG, FIT AND TALENTED, BUT MOST WILL NOT. WE NEED A SPORT SECTOR THAT WELCOMES EVERYONE – MEETS THEIR NEEDS, TREATS THEM AS INDIVIDUALS AND VALUES THEM AS CUSTOMERS.



# SPORT ENGLAND STRATEGY 2016-2021

AN OVERVIEW OF OUR STRATEGY

**2016**  
SPORT ENGLAND  
WORKING  
DIFFERENTLY



# INVESTMENT PRINCIPLES

**HOW AND WHERE SPORT ENGLAND INVESTS ITS MONEY AND WIDER RESOURCES IS THE BIGGEST CONTRIBUTION WE CAN MAKE TO SECURING THE OUTCOMES IN SPORTING FUTURE**

We have drawn on our experience in recent years, best practice in other sectors and the advice we received during the consultation to create seven investment principles. These will inform where we invest and how those investments will be supported and managed.

## 1. A clear line of sight to the objectives in *Sporting Future*

We will create a clear ‘line of sight’ between each investment and the contribution it can make to both the overarching outcomes in *Sporting Future* and the individual key performance indicators (KPIs) we are seeking to deliver. This will allow us to invest in making a wider impact on people’s lives in terms of physical wellbeing, mental wellbeing, individual development, social and community development, and economic development, rather than simply driving numbers. We will develop robust evaluation systems to show the difference an investment makes to the wider outcomes, as well as measuring increased engagement.

## 2. Ensure investment benefits under-represented groups

We will prioritise demographic groups who are currently under-represented in terms of their engagement with sport and physical activity. This includes many different groups including women, older people, disabled people and people from lower socio-economic backgrounds.

## 3. Use behaviour change to make investment choices

We will use the behaviour change model to help guide our investment decisions. We will focus on three behavioural challenges:

tackling inactivity; creating regular activity habits and helping those with a resilient habit stay that way.

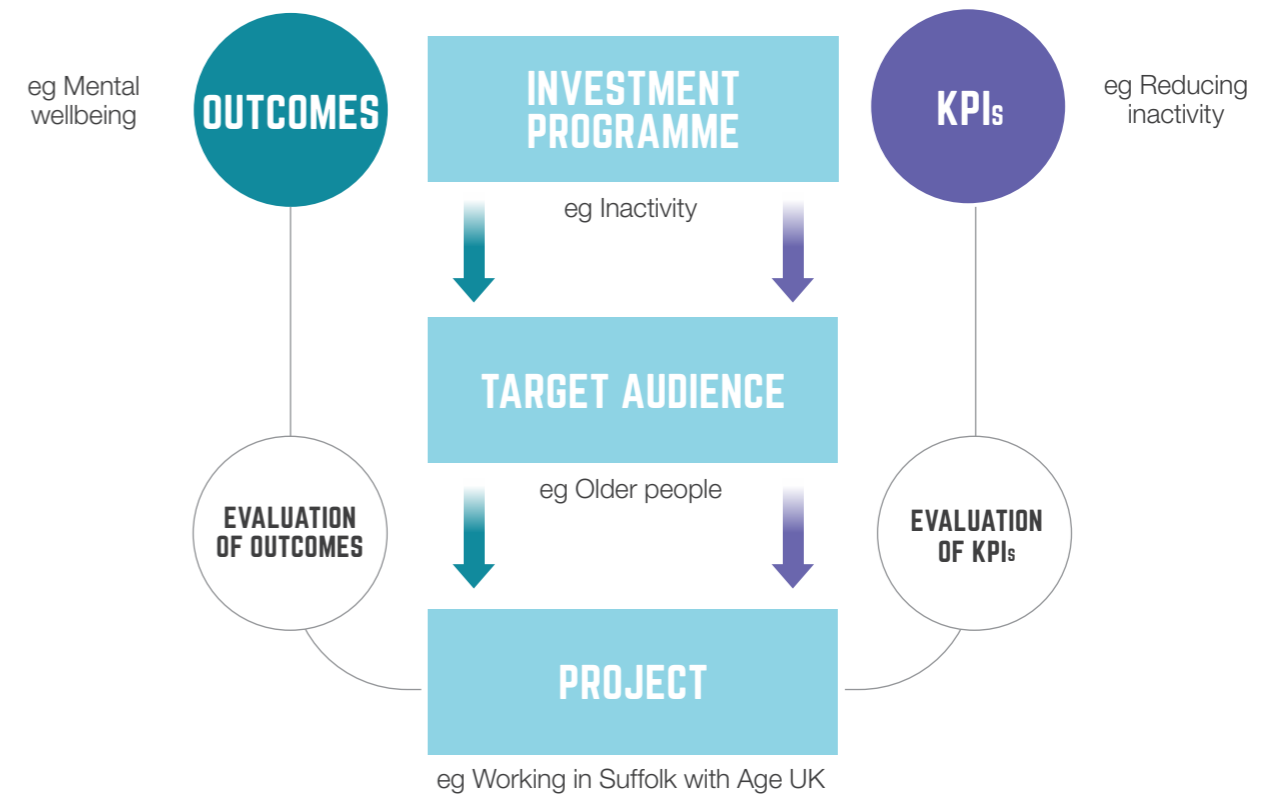
The greatest return on the Government’s outcomes will be realised by changing the behaviour of individuals who are not currently active. The balance of our investment needs to shift from people who would do this anyway to encouraging inactive people to become active.

To achieve this, we will dedicate at least 25 per cent of our investment to tackling inactivity, which will more than triple our current investment. We will monitor the proportion of our investment on the other two behavioural challenges over the next four years, with a view to reducing the proportion spent on those with a resilient habit.

## 4. Get maximum value from all Sport England’s resources, not just our cash

Given the available resources, significant multiplier effects will be needed to achieve our goals. There are two ways we can do this. Firstly, we can persuade others to invest alongside us. By contributing less than 20 per cent of the cost of a facility we can give confidence to co-investors, shape its design, and encourage co-location of leisure with health or education facilities. Secondly, with some partners we may not invest cash at all, but contribute advice and insight or broker a collaboration. Our work with the outdoor sector is a good example of how new insight can influence private sector providers.

## LINE OF SIGHT



## 5. Strike a balance between ‘bankers’ and ‘innovators’

Growing engagement in sport and activity is tough. We have only a few proven delivery models and providers we can confidently back, so we need to expand the supply chain on which we rely. We will also set different expectations for proven interventions and innovative projects. Learning from bodies like the Wellcome Trust, we will manage our portfolio on the basis that 80 per cent of our investments should deliver all of our outcomes, while the remaining 20 per cent will test new ideas. Not all will succeed but our aim will be to find a few solutions capable of delivering game-changing results.

## 6. Review our investment portfolio regularly and remove funding if an investment is failing and cannot be rescued

We will review our investment portfolio more regularly, and will invest more in anything going particularly well. Several of our programmes, such as Inactivity, have

the potential for accelerator funding to be allocated if they deliver good results. We will learn from how private equity approaches its investments by setting clear targets but also evaluating potential. We will stop investing if a project is failing and can’t be rescued.

## 7. Encouraging increased efficiency

Our current approach has over-invested in supporting people who are already regularly active. In future that investment will be more limited and we will encourage the sector to diversify its funding from both private and other public sector sources. We will also encourage them to use their assets – including data – to generate income, and to reduce costs, for example by sharing services. Sport England will offer both practical and financial support to help this transition.



# HOW WE WILL WORK WITH PARTNERS

**SPORTING FUTURE ENTAILS SIGNIFICANT CHANGE BOTH FOR THE SECTOR AND SPORT ENGLAND**



The prospect of change was widely recognised and generally welcomed in our consultation and is reflected throughout this strategy.

In this section we set out what this will mean for our approach to building partnerships and some of the things Sport England will do differently.

*Sporting Future* is clear that whether an organisation receives public funding should be based on what it can contribute to the outcomes: physical wellbeing, mental wellbeing, individual development, social and community development, and economic development, not on its nature or structure. Put simply, **it's what you can do that counts, not who you are.**

This means that, in future, Sport England will set its budgets based on the **seven investment programmes** set out below and we will work with the partners best able to deliver them.

To ensure we make those judgements fairly and transparently, we will create a **common evaluation framework** for all proposals and investments. Given the variety of our work the approach cannot be identical in all cases, but there will be a common core based on the investment principles described above. Over time we will build a single framework which allows us and our stakeholders to compare the effectiveness of different investments. Our expectations will be proportionate to the partner and the scale of our investment.

We want to create new and **wider partnerships** in the next four years, as well as working with existing partners in new ways. In the past we have asked some of our traditional partners – especially the national governing bodies of sport (NGBs) and local authorities – to solve problems or take on roles very different from their core business. Sometimes – usually where there has been a shared desire for change or expansion – this has worked, but often it has not. This is going to change. We will collaborate and fund where there is genuine common purpose with any type of organisation that can deliver the desired outcomes.

We will not, however, compromise on the basic standards of **governance** that will be required to receive public funding. We are working with the Government and UK Sport to draw up a new Governance Code for Sport in the UK. Compliance with that Code will be a requirement of all our funding agreements from 2017. We recognise that the details may need to differ by scale and type of organisation – local authorities, for example, are constituted differently to charities and NGBs – but the central principles will be the same.

Some of the challenges inherent in this strategy will require a long-term approach. Tackling inactivity and piloting local delivery, for example, will require a coalition of partners, some of whom may not have worked together before.

**Sport England will play an active role in brokering these arrangements**, and will offer active support throughout their work. It is tempting for funders to stand back and see what happens. During our consultation there was a clear message on this: Sport England does most good when it stays actively involved – not in delivery, but by contributing insight, advice and support.

**Sport England itself will need some new skills** to play its part in delivering this strategy, including more commercial, digital and data expertise. This will be a priority as we move into the implementation phase later in 2016. We also want to reduce the bureaucratic burden of accessing public funds, especially for smaller organisations.

We will build on the lessons learned in our Inspired Facilities programme to **simplify all of our competitive funding processes** over the life of this strategy, starting with the new Community Asset Fund which will replace our Small Grants programme. We will consult on and test our processes with current and potential applicants to ensure these changes make a real difference to users.

We have an important role to play in helping the sector to become more productive and sustainable. We work with a number of organisations of different types that are reliant on public money either for survival or for key parts of their operation. This is unlikely to be sustainable in the medium term, and *Sporting Future* tasks us with

taking some specific steps to **encourage diversification of funding for those organisations we regularly fund**. Working with UK Sport (where we fund the same organisations) we will set targets to reduce organisations' reliance on any single source of public funding and increase their overall level of non-public investment.

We will also work with those organisations to agree plans and set targets for **back office and efficiency savings** where appropriate, and use our investment cycle beginning in 2017 to encourage more shared service models. We will offer practical support for these arrangements, working with the Sport and Recreation Alliance (SRA) and others to identify opportunities and meet set-up costs where long-term savings to the public purse can be made.

Sport England will implement the recommendations in the Triennial Review of UK Sport and Sport England on efficiency. We will also adopt shared service models for our own operations wherever appropriate, which may be with UK Sport or the other Home Nations' Sport Councils, other Lottery Distributors or through new arrangements set up for sports bodies.

**WE HAVE AN IMPORTANT ROLE TO PLAY IN HELPING THE SECTOR TO BECOME MORE PRODUCTIVE AND SUSTAINABLE.**

# INVESTMENT PROGRAMMES

DURING OUR CONSULTATION WE WERE ENCOURAGED TO SHOW LEADERSHIP AND TO MAKE BOLD CHOICES



We have created seven new investment programmes directly responding to the policy direction set in *Sporting Future*. They will replace the 30+ plus investment programmes we have now.

## 1) Tackling inactivity<sup>2</sup>

At any one time 28 per cent of people in England are inactive<sup>3</sup>.

They face a diverse range of barriers to activity, both emotional and practical. They will be the highest priority for our investment because the benefits of becoming active for them and for wider society are the greatest. We will dedicate at least 25 per cent of our total resources to tackling inactivity and when we set our targets, we will also set a percentage of inactive people who will benefit from our major investment programmes.

## 2) Children and young people

We welcome our new remit to work with children from the age of five and recognise that our responsibility lies outside the school curriculum. We will focus on pre- and post-school activities that increase children's capability and enjoyment and lay the foundations for being active throughout their lives. Children are customers of the sport system just as much as adults, and we will tailor our work according to their needs and preferences.

## 3) Volunteering – a dual benefit

Volunteering has traditionally been regarded as an enabler for others to play sport. We will turn this on its head, focusing on what the volunteer gets out of volunteering, making it easier to fit volunteering in sport into a modern lifestyle, and making volunteers more representative of society.

## 4) Taking sport and activity into the mass market

Millions of people drop in and out of sport on a regular basis. If we can make it easier for them to stay active, many more people will derive the wider benefits of doing so.

We will seek out and back the ideas that can help make sport a mass market activity, including making sport more digitally accessible.

## 5) Supporting sport's core market

We want to ensure that those who have a strong affinity for sport – including the highly valuable but small-scale talent pool – are treated as valued customers by the sport system.

*Sporting Future* highlights that public investment has disproportionately focused on supporting this part of the market and has built financial dependency in some organisations. We will work with these organisations to improve their sustainability and increase efficiency.

## 6) Local delivery

People do not make choices about sport and activity in a vacuum. Where they live and work plays a big part in the choices they make, with each community having its unique structure, relationships and geography.

We will demonstrate the benefits of working in a more joined up way in some specific places – a mix of urban and rural – where we will pilot new ways of working locally and build long-term collaborations.

## 7) Facilities

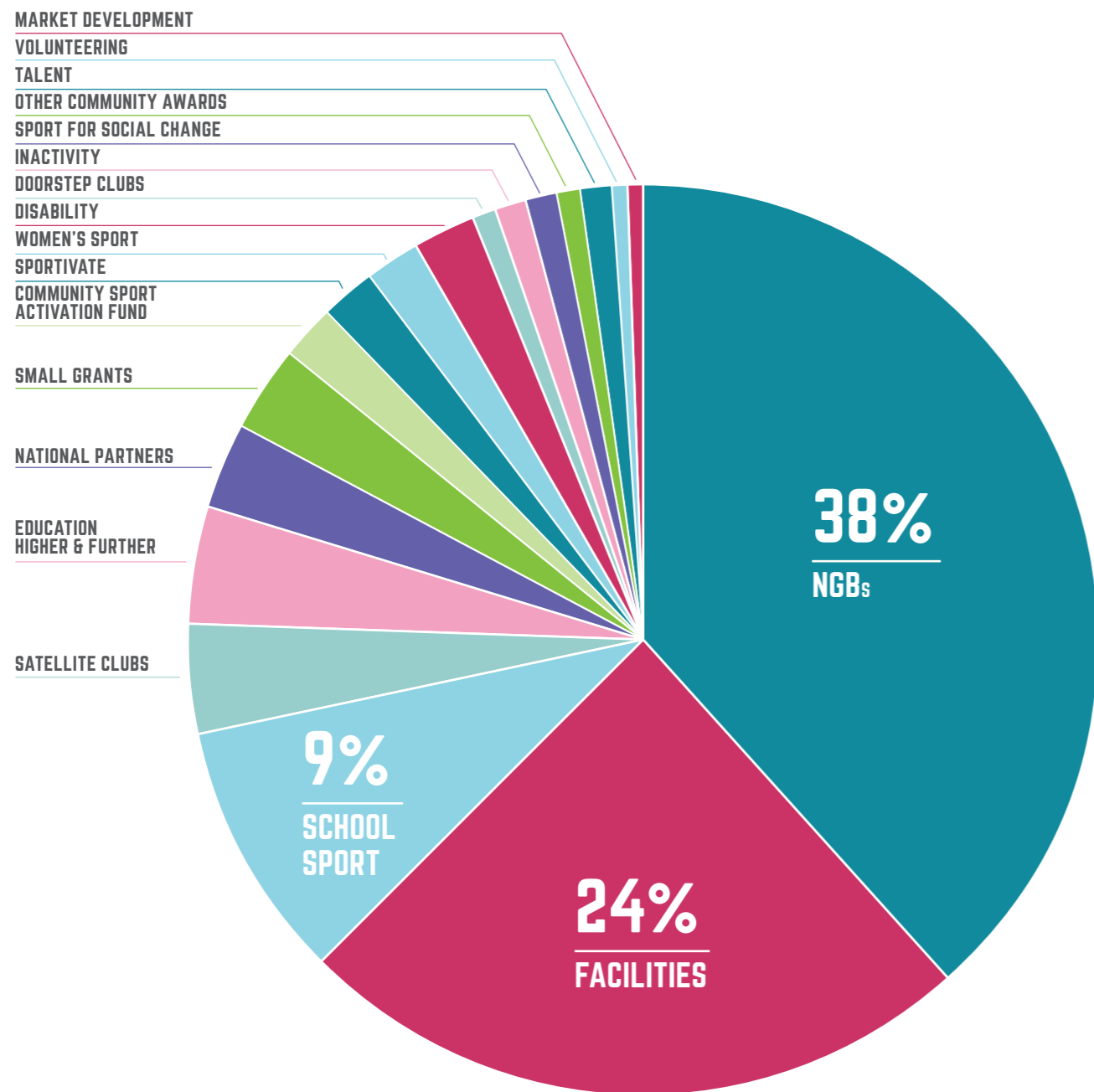
The places where people play sport have a big impact on their experience and the likelihood they will come back regularly. We will continue to invest in all types of facilities, with a strong presumption in favour of multi-sport for our major strategic investments. We will also create a new Community Asset Fund to support local infrastructure.

These seven investment programmes will be underpinned by a new **Workforce Strategy** and a new **Coaching Plan**.

<sup>2</sup> Inactivity is defined as doing less than 30 minutes of moderate intensity activity per week. Chief Medical Officer Guidelines, 2011. <sup>3</sup> Public Health England outcomes framework 2014.

# SPORT ENGLAND INVESTMENT

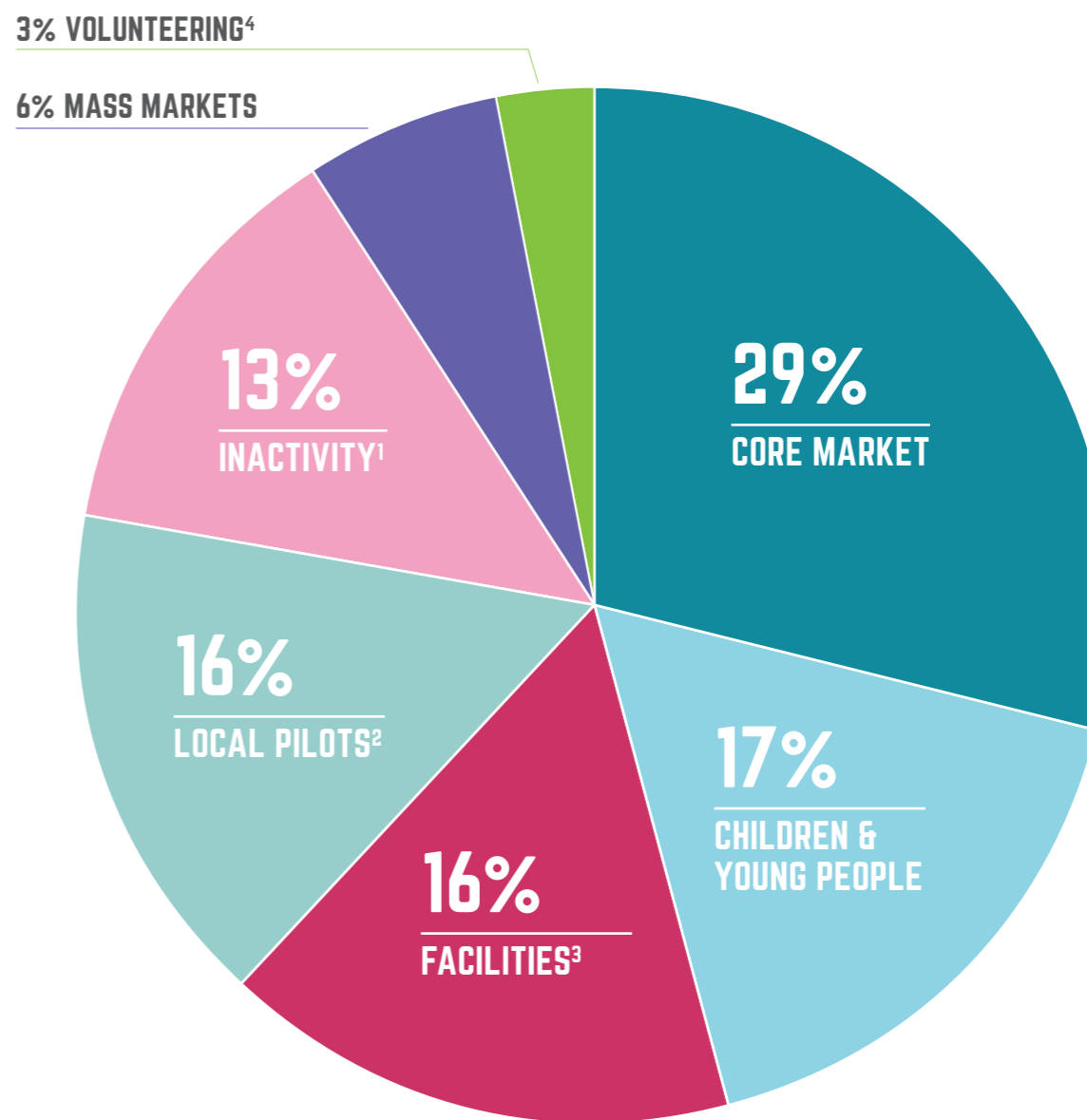
## INVESTMENT MADE 2012-16



In 2012-16, Sport England's strategy allocated investment directly through organisations and a large number of individual programmes.

Our strategy will see our 2017-2021 funding allocated through seven investment programmes based on the types of customers they will help us reach.

## PROJECTED INVESTMENT 2017-21



### Note 1: Inactivity

This represents projects totally dedicated to inactivity; some investment from other programmes will also target this group, notably local delivery and facilities. Total investment in activity over the period will amount to **at least 25 per cent**; this will be tracked and recorded in Sport England's Annual Reports

### Note 2: Local pilots

This represents the funding for the 10 local pilots only. Local delivery will be relevant to all seven programmes.

### Note 3: Facilities

This represents only the capital funds described in the Facilities section. We anticipate other programmes will include an element of capital investment, especially the local pilots.

### Note 4: Volunteering

Additional funds will be invested in volunteering through the core market programme.

# TACKLING INACTIVITY

## ONE OF THE MOST IMPORTANT FEATURES OF THIS STRATEGY IS A MUCH STRONGER FOCUS ON TACKLING INACTIVITY

*Sporting Future* makes it clear that in the past much of the action and funding supported people who would probably have been active anyway, and important as it is to ensure they continue to be catered for, 'the biggest gains and the best value for public investment is found in addressing the people who are least active'.<sup>4</sup>

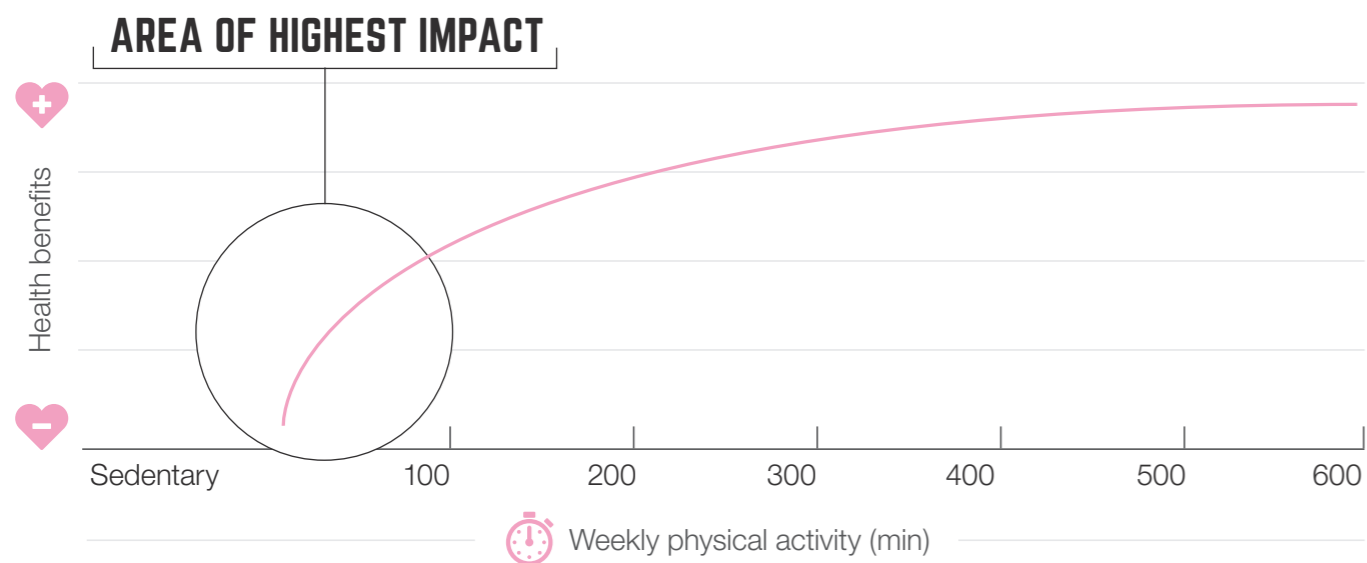
This is based on scientific evidence. The graph<sup>5</sup> below shows the value of getting people active from different starting points. It illustrates that although increasing the activity of an already active person (say from 200 minutes to 300 minutes a week) will benefit that individual's health, it is nowhere near the benefit experienced by a sedentary person who takes up even a small amount of activity.

The health benefits referred to in this chart include reducing the risk of many chronic conditions such as type 2 diabetes, coronary heart disease, some of the most common cancers and many mental health conditions.

We will collaborate with Public Health England, relevant charities and other organisations to join up the support available to people at risk of (or suffering from) these conditions to offer activities that are safe, attractive and suit them.

Extensive research tells us we don't have to promote the benefits of sport and physical activity. Almost everyone knows it is good for them, and most would like to do more. We need to make that an easy, practical, attractive choice, especially for people who tend not to take part in sport or activity now: women and girls, disabled people, those in lower socio-economic groups and older people.

It's tempting to stereotype people who are inactive, particularly if you love sport and being active and can't imagine not doing it. But people are inactive for a host of different reasons and their habits can vary dramatically at different times in their lives. Customer focus is a theme that runs through our strategy and it is absolutely



<sup>4</sup>*Sporting Future: A New Strategy for an Active Nation* page 19  
<sup>5</sup>Dose-response curve for physical activity, Nigam, 2011  
<sup>6</sup>£120m inactivity, £56m place based, £37m facilities, £10m Children and Young People, £35m system costs, £7m coaching and workforce.

crucial here. Programmes and projects must start with the needs of the individual – offering them activities when and where it suits them, and where they feel comfortable. From walking to table tennis, rounders to swimming, we know that these activities have a good track record of appealing to those who are inactive and the key is finding something enjoyable.

### Under-represented groups

Although anyone can be inactive, there are some groups in society who are less likely to take part regularly. We will ensure that much of our work is tailored to the needs of these groups, including women and girls, people from lower socio-economic groups, older people, disabled people; people from particular ethnic groups, and those with long-term health conditions. We will look for partners who understand these groups best. They will not necessarily be deliverers of sport and activity nor will activity take place in traditional sports settings. We will learn from some of our most successful pilot projects with groups such as Macmillan Cancer Support and Mind in settings such as workplaces and sheltered housing.

Coaches, volunteers and the wider sport workforce can make a big contribution to helping inactive people get fitter, stronger and more confident, but this will require a very different approach from working with someone with an established habit who wants to improve their technique. We will

### MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 1:** Increase in the 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

recognise this in the new Coaching Plan and Workforce Strategy both of which will prioritise improving the support for inactive individuals.

We must not underestimate how difficult it can be to make this change. If sport and physical activity is not on your radar, it is likely to take both time and some tailored support to get involved, and even longer to create a resilient habit. We have therefore ring-fenced substantial resources for this work over the next four years and will monitor the reach of our major investments. In 2017, at the same time as we set broader targets for engagement, we will set a target for the percentage of previously inactive people to benefit from our investment.

### WE WILL...

Create a new, dedicated fund of £120 million to tackle inactivity over the next four years, building on the insight we gained from our Get Healthy Get Active pilots.

Ensure that at least 25 per cent (c£265 million)<sup>6</sup> of our total investment over the next four years directly benefits inactive people, including a proportion of our funding for local delivery, children and young people, and facilities.

Work with Public Health England to develop clear messages on the Chief Medical Officer's guidelines on physical activity and deliver a national sport and physical activity training programme to primary healthcare professionals.

Develop a collaborative programme of work with leading health charities. The aim will be to get more people at risk of, or living with long-term, conditions taking part in sport and physical activity.

# CHILDREN AND YOUNG PEOPLE

## A PERSON'S ATTITUDE TO SPORT IS OFTEN SHAPED BY THEIR EXPERIENCES AS A CHILD

This is when future champions first dream of success, but it is also when the last child to be picked for the team or the disabled child constantly relegated to the sidelines is put off sport and physical activity, sometimes forever.

Two things matter most at this age: basic competence and enjoyment.<sup>7</sup> The sense that 'you can do this' whatever your level of ability and that you can get something out of it that matters to you, builds strong foundations. What matters to each child varies – it might be winning, spending time with a parent or just the freedom of

running around with friends. Children are customers too and we will focus on their needs and wishes. They deserve a voice and choice, especially if we are to engage groups who are under-represented even at this early age, for example girls and disabled children.

Sport England welcomes the opportunity to have a greater impact on children by the extension of our remit in *Sporting Future* to cover children from the age of five, and it was universally welcomed during our consultation. However, stakeholders gave us a clear message: while Sport England

is not responsible for delivering PE and school sport, children and young people (and their families) do not arrange their lives according to divisions of responsibility within government or between the education and sports sectors.

### Competence and enjoyment

We will work with others to join the system up as much as possible to deliver those two essentials: basic competence and enjoyment. We will work both at primary and secondary school age and support the provision of high quality, insight-based training to coaches and teachers who work with children outside as well as within the curriculum. We will engage families and children's wider support network to influence behaviours at an early age. Our support for the School Games will continue, taking account of the review initiated by *Sporting Future* to ensure its future priorities are aligned with the outcomes set by the Government.

Young people experience many transitions: physically and emotionally, especially around puberty; the big jump from primary to secondary school; moving to further or higher education. These transitions will be a focus for our work and investment. We need to make sure that children do not lose their enjoyment of sport and physical activity as they move from one stage to another and that they stay engaged.

## WE WILL...

Make a major new investment of £40 million into projects which offer new opportunities for families with children to get active and play sport together.

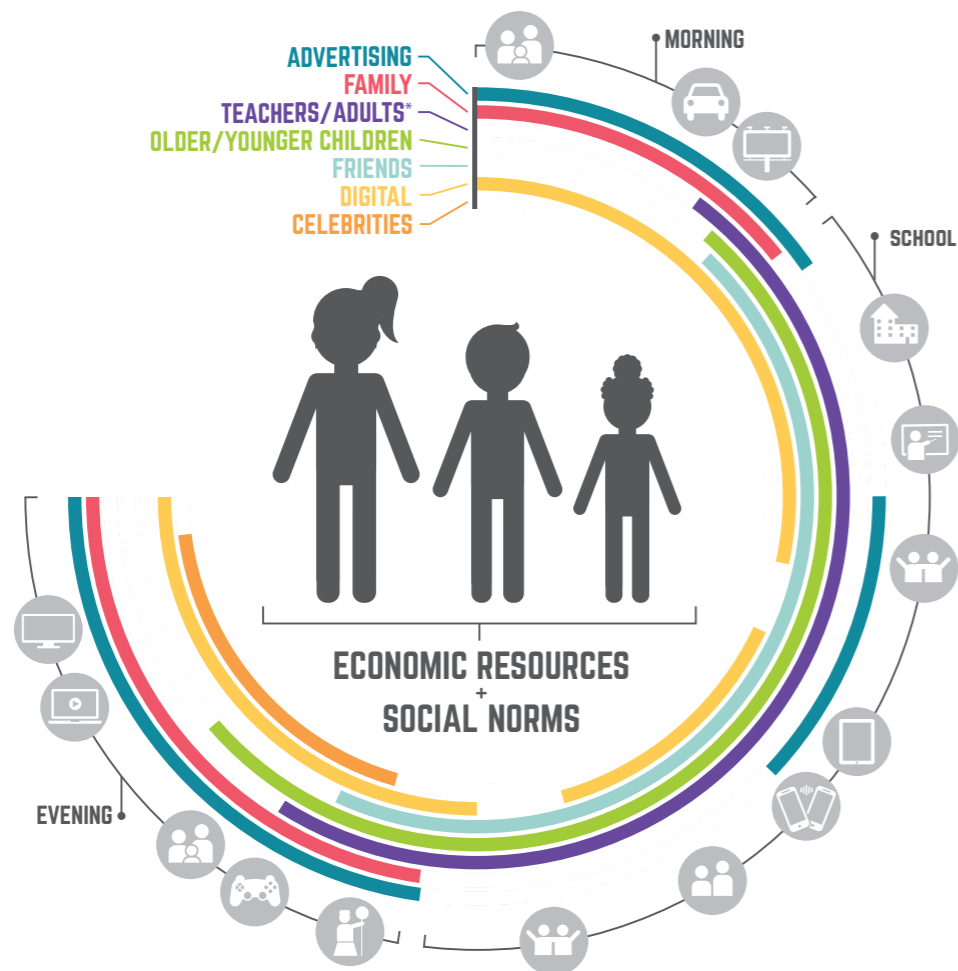
Offer specialist training to at least two teachers in every secondary school in England by 2020. The aim of this will be to better meet the needs of all children, irrespective of their level of sporting ability, and to involve them in shaping the sporting opportunities that are provided.

Improve the experience that children get in school through our work to support the effective use of the recently doubled Primary PE and Sport Premium funding and our investment into the School Games.

Help to ensure there is a good sports and activity offer before and after the school day through supporting satellite clubs and exploring the new Government investment into extending the school day and breakfast clubs.

Recognise the importance of transitions between both primary and secondary and then to further and higher education, with an increased focus on supporting inactive children and students to take up sport and exercise.

## INFLUENCES ON CHILDREN ON A TYPICAL DAY



\* Carers, group leaders, friends' parents, teaching assistants, dinner supervisors  
<sup>7</sup> In addressing basic competence, we are particularly concerned with the confidence and motivation aspects of physical literacy rather than purely the technical physical skills

## MEASURING IMPACT

Sport England will measure the engagement of children between the ages of 5–14 outside school through questioning parents in the Active Lives survey.

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 6:** An increase in the percentage of young people (11–18) with a positive attitude towards sport and being active

**KPI 4:** Increase in the percentage of children achieving physical literacy

Other areas of this strategy, for example tackling inactivity and local delivery will also include young children, and we will improve our insight into their sporting behaviour.

Many sports already have excellent offers in place for children and we will not impede that work or displace the investment that already supports it.

# VOLUNTEERING A DUAL BENEFIT

**VOLUNTEERS PLAY  
A SPECIAL ROLE IN  
SPORT. WITHOUT THEM,  
GRASSROOTS SPORT  
WOULD GRIND TO A HALT**

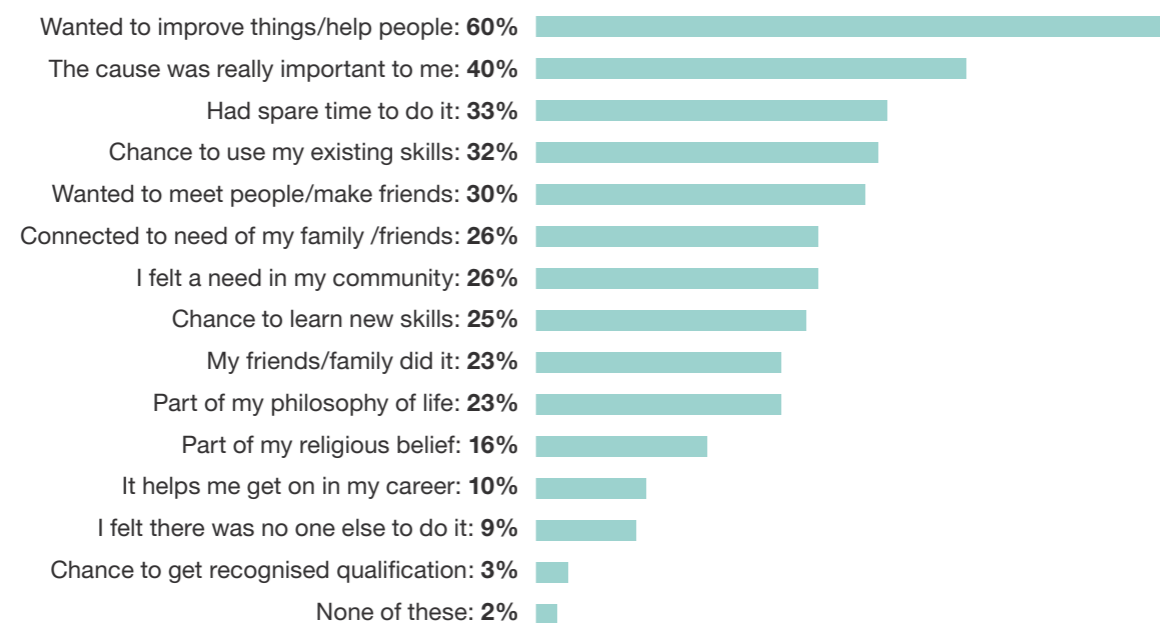
In elite sport, every athlete has a story to tell about an individual who helped them take their first steps towards success. And the major events we host in the UK are now firmly identified with the volunteers who support them, from the Commonwealth Games in Manchester and Glasgow, through the Games Makers in London 2012 to the Pack in the 2015 Rugby Union World Cup, and many others.

*Sporting Future* acknowledges this vital contribution, but asks Sport England and the sector to look at volunteering differently, through the eyes of the volunteer. Volunteering may be fundamental to sport, but what does it do for the individual concerned? For many it's an act of generosity for their club, their children or the sport they love. But often it benefits them personally too – providing friendships or status in the local community, or helping to develop skills needed to find paid work or enhance career prospects.

If we think about the outcomes the Government has placed at the heart of *Sporting Future*, the importance of volunteering is immense. If we encourage it for its own sake as well as an enabler for others to engage, it can contribute to every single one of the five values – physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

For this reason, volunteering will play a central role in Sport England's strategy, and we will work with the sector, including NGBs who engage with so many volunteers, to offer extra support. This prospect was warmly welcomed in our consultation and we were given many great examples of individuals who have given much of their lives to supporting others to play sport. But there was also an acknowledgment that modern life makes it hard for many individuals to get involved in week in, week out.

## REASONS FOR FORMAL VOLUNTEERING 2014-15



We need both to encourage different types of volunteering – short term as well as long term, for example – and to engage people from a wider range of backgrounds.

We will start our new work by increasing our insight in this area. We will be looking at who volunteers, what they do, what they get out of it and how we can best measure those numbers. We will look outside as well as inside sport – although those who volunteer formally are most likely to do so in sport, huge numbers of people also volunteer in education, religion and youth work. They have a wide range of reasons for doing so<sup>8</sup>, as illustrated in the chart on the left.

### Learning from others

Organisations like the National Citizen Service, the Scouts, and the Prince's Trust, to name just three, have expertise and models of volunteering from which we can learn.

Our approach will be customer focused, and our customers will be current volunteers and people who might volunteer in future, as well as the people they support. We will use behaviour change principles to understand the picture, and as well as attracting more people and better supporting existing volunteers, we will seek to maximise the benefits to be gained from volunteering.

In addition to growth in numbers, our other priority is diversity. We want to make the demographics of volunteers in sport more representative of society as a whole. The majority of current volunteers in sport are male, white and from more affluent backgrounds. We need to keep them, but we also want to attract new and different people.

We will also support the voluntary work done by sports club officials and administrators which is the fuel for the engine of competitive sport. For the players, coaches, club members and the sports economy their value is enormous, and we will help to recruit, retain and reward them by providing tools and support to help them run their community clubs successfully.

## / MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 7:** Increase in the number of people volunteering in sport at least twice in the last year.

**KPI 8:** The demographics of volunteers in sport to become more representative of society as a whole.

### WE WILL...

By November 2016, create a new strategy for volunteering in sport and physical activity in England.

Include in its objectives both increasing the number of people who volunteer and increasing diversity among volunteers.

Prioritise the motivations and needs of volunteers, as well as the needs of the sports and activities they support.

Encourage new thinking about volunteering, valuing short – as well as long-term engagement, and how people can be engaged in groups as well as individually.

Ensure the new strategy includes improving digital information on volunteering opportunities; support for employee volunteering through a matching service to local clubs and other groups; a reward system for volunteers including 'gold ticket' opportunities to volunteer at major events.

Increase support for our Club Matters resource to support volunteers working in sports clubs.

Make available up to £30 million over the next four years to support the implementation of this strategy.

# TAKING SPORT AND ACTIVITY INTO THE MASS MARKET

**MOST OF US IN ENGLAND TOOK PART IN SPORT AND PHYSICAL ACTIVITY AT SOME POINT LAST YEAR**

But for every person who regularly takes part in sport and physical activity there is at least one with good intentions who struggles to convert their motivations into action.

They might buy the trainers or sign up for an event but never turn up. Or they might get stuck in sport's revolving door, sometimes in but just as often out, knocked off course by everyday influences like the weather, an unpredictable work pattern or a single missed session. Critically, many of them come from the under-represented groups that *Sporting Future* highlights.

We want to make life easier for the millions of people who are trying to be active but find that the physical, social and emotional cues and incentives to act are just not strong or relevant enough to their lives. We need to encourage the market to create more practical solutions specifically for them, and not just support those with well-established habits. This will be critical to driving growth in the number of people who derive the wider benefits of sport – the central requirement of *Sporting Future*.

The answer for these people is unlikely to be a single great idea. We need to stimulate a range of changes – some small, some large – so that it is easier and more attractive to be physically active.

Our focus in this area is scale – we want ideas that will make a difference to hundreds of thousands of people. We want to work with organisations, of whatever type, who have (or think they have) programmes with the mass appeal of Go Ride or parkrun. And it is not just by investing funds that we can make an

impact. We want to make it as easy to book a badminton court as it is to book a restaurant. We will set standards for how data is collected to make it easy to aggregate. This will allow developers to use it to create clever solutions, in the same way as airline data is used by a wide range of apps to find cheap flights.

Our This Girl Can campaign has demonstrated how campaigning can help to nudge people into more sustainable habits. Since its start, the campaign has prompted 2.8m women to do some or more sport. A repeated request in our consultation was for Sport England to create more consumer campaigns which the sector can use, and this will be an important part of our work to encourage growth at scale.

Some activities have a particularly strong potential to move the market because they have wide appeal and are relatively easy for people to fit into their busy lives. Millions of people already take part in swimming, running, cycling, outdoor activities, gym and fitness for example. As the scope of our work is widening to include walking and dance they will also present good opportunities to appeal to a wider range of people, many of them in currently under-represented groups.

We have already backed some initiatives that would fall into this category. This includes helping more women take up cycling, creating This Girl Can Swim sessions with pool operators, and commissioning research work with the Outdoor Industry Association to encourage commercial investment in new markets.

We have also opened up new markets by working with bodies like the National Trust and the Forestry Commission. This is not about more of the same: in each one of these examples we have challenged ourselves and the deliverers to think differently. Insight has helped us to understand why it's hard for people to build resilient habits and to address their needs more effectively.

Investment in mass markets will address *Sporting Future's* big aspirations for increasing levels of engagement and balance the higher costs and slower burn of other areas like addressing inactivity.

## MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 1:** Increase in the 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 3:** Increase in the percentage of adults utilising outdoor space for exercise/health reasons

## THIS GIRL CAN

The This Girl Can Swim pilots are different to the usual women-only swimming sessions. The experience is designed entirely around our target audience: a relaxing, adult-only session, often with relaxing music, friendly helpers on hand to answer questions and offer advice, and lots of little things that make swimming easier and more enjoyable (like hooks to hang towels beside the pool meaning that women don't need to bare all until they are ready to swim, and high-powered hairdryers in the changing rooms).

## WE WILL...

Identify and back innovations that offer clear potential for growth at scale, especially in under-represented groups.

Experiment with new ways of investing, such as taking equity stakes or using loans and profit share arrangements to the extent we are legally able.

Encourage others to invest and innovate in markets with the greatest potential by making insight freely available, creating data standards, requiring those we fund to share their data and working with the Open Data Institute to promote the principles of shared data.

Continue to invest in national-level campaigning, given our leadership position across the sector, including working in partnership with bodies such as Public Health England.

Ensure Active Lives can test the strength of respondents' habits not just their immediate behaviour.

The impact in terms of numbers and feedback has been impressive.

**"THANK YOU... AFTER HALF A CENTURY, AND ONE THIS GIRL CAN SWIM SESSION I AM FINALLY WELL ON THE WAY TO BEING ABLE TO DO FRONT CRAWL. MY MUM JOINED US, AND AFTER 25 YEARS, IS SWIMMING AGAIN! SUPERB INSTRUCTOR-LED SESSIONS..."**

GEORGINA, NOVEMBER 2015

# SUPPORTING SPORT'S CORE MARKET

## LONG-TERM ANALYSIS SHOWS THAT A THIRD OF THE ADULT POPULATION (14.4 MILLION PEOPLE) ALREADY HAVE A GENUINE SPORT AND PHYSICAL ACTIVITY HABIT

This habit enhances their quality of life, giving them confidence, improving their wellbeing and helping to connect them to other people<sup>9</sup>.

We must not be complacent about this group. Life can change at any point and even the most ingrained habits slip. Major upheavals such as moving house, changing job or a new baby can significantly interrupt this active behaviour and getting back into the routine can be tough. Minor alterations can also be unsettling, such as the switch of a regular fitness class to a different night of the week.

The challenge is to keep people taking part in sport when these changes happen. We know regularly active people with an established habit are positive about sport and physical activity and they like to take part in a variety of pursuits, switching between them regularly. There needs to be more open and attractive opportunities, which make sure people keep coming back for as long as they want to, whatever happens in their lives. And when they do decide to hang up their boots in one sport, there should be visible and viable alternatives that immediately present themselves. The graphic on page 28 is an example of how engagement can vary as life circumstances change and illustrates the wide variety of activities, even for the most committed.

*Sporting Future* recognises the importance of this core of people who engage regularly, but also asks us to consider the supply side of the equation. Large amounts of public funding have traditionally supported people who already have an established habit (including the funding of talent programmes). As a result, some organisations have become progressively more reliant on public money to support this market. *Sporting Future* highlights the risks inherent in this for the organisations themselves, and one of its major objectives is to make the sector more modern, independent and sustainable in the long term.

The Government's strategy also makes a clear policy choice – that more public funding should be directed to those who are least active, and less to supporting those with an established habit. It is Sport England's role to lead that shift of funding in an effective but responsible way, so that the end result is not only a rebalancing of funding towards people who are least active, but also a sport and physical activity sector that operates on a more efficient and sustainable basis. This means finding better and more efficient ways of meeting existing customers' needs and supporting the sector to free up resources and to operate more efficiently.

In our consultation there was strong support for Sport England to work closely with key providers to explore new ways of serving existing customers more sustainably. Governance reform has already made a significant impact and there was support for this to continue. Diversifying income is recognised as a complex challenge, but one that has to be tackled. Developing effective digital platforms, seeking greater efficiencies and adopting more shared service models were also agreed to be high priority areas. There was an appetite for increased collaboration between sports and with different types of organisation, which Sport England would welcome and support.

Our historic relationship with NGBs means that they, out of all the suppliers in this part of the market, are the ones we know best. Around half of individuals who engage regularly, take part in traditional sport, and NGBs contribute significantly to the fabric and infrastructure that allows them to get active in this way. Sports clubs can also be an important focus for a community, especially where other leisure options or outdoor space are limited. However, they are not the only providers for these customers, many of whom go to the gym or

attend fitness classes, run or swim either in informal groups or on their own. Our investment in this part of the market will consider all providers, as well as the need to reduce the proportion of our funding it receives.

### WE WILL...

Provide insight, advice and funding to those who deliver to regular players, focusing on customer needs and delivering excellent experiences.

Invest approximately 29 per cent of our available budget to support sport's core market, which will include our work with talent.

Recognise the key role NGBs play in supporting people who already play regularly, and work collaboratively with them find more sustainable models to support them.

Help those organisations who receive substantial amounts of public funding to become more sustainable by setting targets for efficiency savings and diversification of income, and providing practical support to help them achieve those targets.

Revise our Commercial Framework to help organisations reduce the levels of public funding through finding alternative sources of private investment.

### MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

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

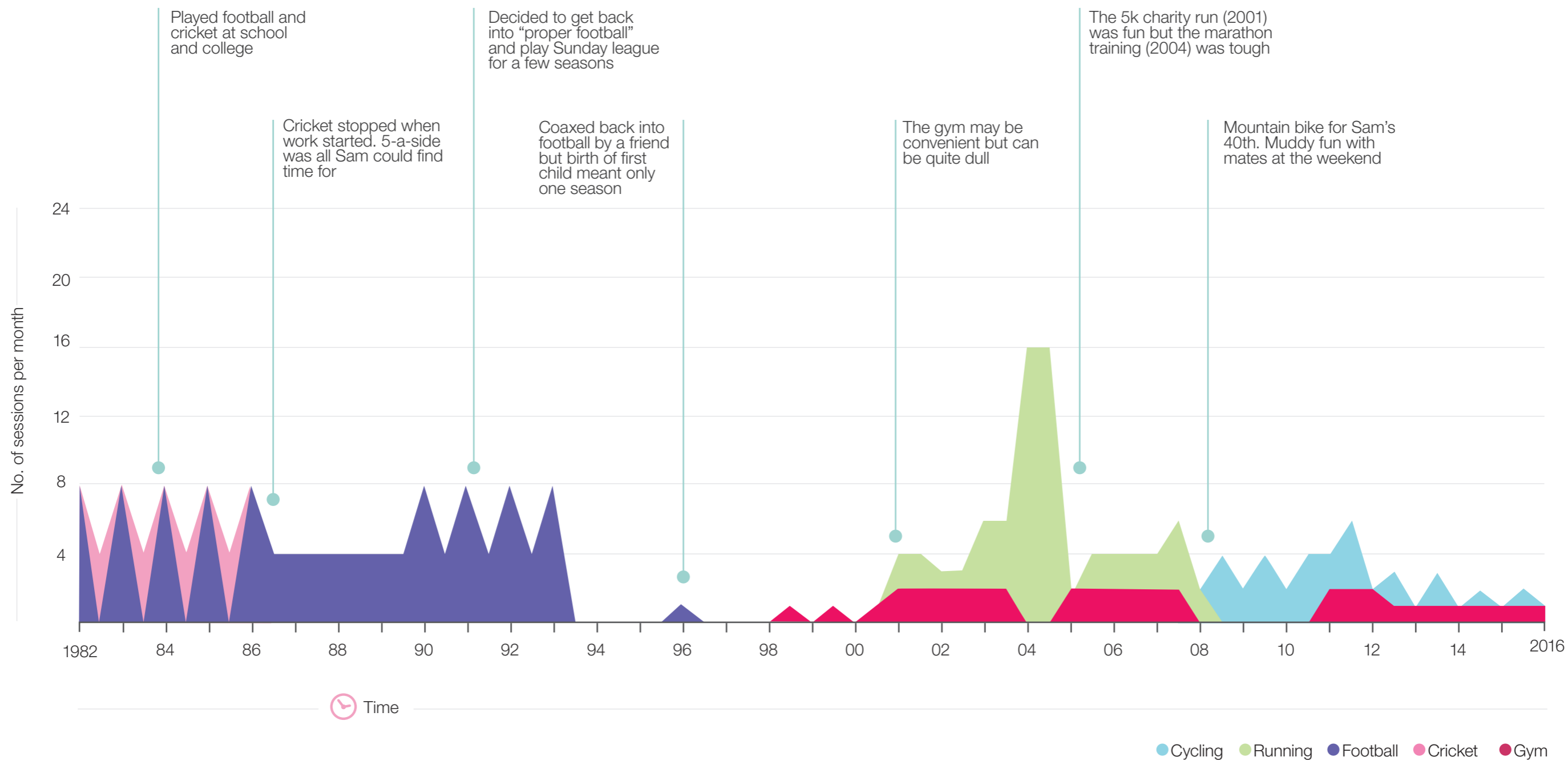
**KPI 2:** Decrease in percentage of people physically inactive

**KPI 19:** Increase in the amount of non-public investment into sports bodies which are in receipt of public investment



# SAM'S SPORTING LIFE

EVEN PEOPLE TRADITIONALLY SEEN AS SPORTY, FALL IN OUT OF SPORT AND TRY LOTS OF DIFFERENT ACTIVITIES, AS SAM'S SPORTING LIFE ILLUSTRATES.



# TALENT

**THERE ARE APPROXIMATELY 60,000 ATHLETES IN FORMAL TALENT PATHWAYS AT ANY ONE TIME, WITH EVEN MORE IN EDUCATION OR COMMUNITY CLUBS**

While this is a small number relative to the millions involved in sport and activity for fun, social or health reasons, this is an important group. Our future champions and heroes are in this category, and they can uniquely deliver against all three of *Sporting Future's* outputs: international success, more people engaging and ensuring a responsible, sustainable sports industry.

While talented athletes are certainly more active than the rest of us, they share some of the same challenges. Drop-out rates are high, precisely because the talent environment can be tough especially on young people with lots of other pressures and interests, including their education. The onus is on those managing the pathway, while identifying and nurturing the best, to make the experience positive and rewarding for all.

The evidence also points to our talent system becoming in recent years more expensive and exclusive in the race for international success. If we want our international teams to truly represent our nation, as well as be the world's best, we have some work to do to level the playing field. The talent system should be the ultimate meritocracy where ability and dedication are the key success factors, not money or background.

After consultation, Sport England's vision to create the world's best sporting talent system has been simplified to two objectives:

## Progression

Develop a talent system in England that produces higher quality athletes throughout the entire pathway including Performance Foundations, while delivering a positive experience that retains those athletes in the sport system.

## Inclusion

Ensure that there is equality of opportunity and access to the talent system for all those with the ability and potential, regardless of background or circumstances.

## MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 12:** UK/home nation performance in pinnacle World, European or Commonwealth competitions.



## WE WILL...

Invest in talent pathways and performance foundation programmes to give athletes a positive experience and to allow the best athletes to achieve international success

Create metrics to measure the success of Sport England's talent investment which will be developed in consultation with stakeholders

Work closely with UK Sport to clarify the talent system and allow seamless transition from England to GB level (in relevant sports) and agree a memorandum of understanding on working together on talent

Support talented athletes with limited resources through the Backing the Best athlete bursary scheme

Encourage talented athletes to stay in education alongside their training through the Talented Athlete Scholarship Scheme (TASS)

Contribute to the success of Team England at the Commonwealth Games

Give consideration to how the findings of the Duty of Care review will influence our talent future investment

# LOCAL DELIVERY

**THE CENTRAL PRINCIPLE IN THIS STRATEGY IS FOCUS ON THE CUSTOMER – BOTH CURRENT AND POTENTIAL. OUR CUSTOMERS DON'T LIVE IN A VACUUM**

They are part of communities across England, each with its own unique structure, relationships and geography. Effective local delivery or place-based working means starting with that individual place and designing and delivering sport and activity according to its specific needs and wishes.

The members of a community are the most valuable resource in shaping successful local programmes. We will harness their knowledge of the environment, history, culture and challenges of the places where they live or work. Building partnerships with them and their trusted organisations will be a key to success. One of the messages we heard repeatedly from local representatives in our consultation was 'do it with us, not to us'. That is precisely how we intend to work.

We believe that focusing significant resources in particular places will give us the best opportunity to show how sport can deliver the wider outcomes in *Sporting Future*, especially social and community development and economic development. It also allows us to test some new ways of working with under-represented groups. It's within individual communities that the stubborn inequalities in being active or playing sport come to life, and where solutions are most likely to be found.

Collaboration will be essential. We already have good examples where we have worked in this way with local government, public health bodies, county sports partnerships (CSPs) and other local partners in some of England's major cities as well as more rural counties, and we will apply what we have learned to this new

investment. One of the biggest challenges will be helping to join up the efforts of multiple organisations so that from a user or customer perspective it is simply easier to get and stay active. Close cooperation between local agencies will be a pre-requisite for success.

Our local investment will also give us an opportunity to improve the lives of some of the most marginalised people in society and those at risk in different ways.

In the past we have invested in a small number of charities who use sport for wider development purposes. For example we have recently invested in Fight for Peace, a charity working with young people at risk of exclusion, offending or becoming involved in gangs, working with local schools and youth offending teams, to offer sport sessions such as boxing, taekwondo and judo late at night.

This type of investment will be a much stronger theme of our new approach.

## MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 1:** Increase the percentage of the population taking part in sport and physical activity at least twice a month

**KPI 2:** Decrease in percentage of people physically inactive

**KPI 6:** Increase in the percentage of young people (11–18) with a positive attitude towards sport and being active

## WE WILL...

Invest at least £130 million over the next four years in 10 places in England to develop and implement local strategies for physical activity and sport. They will be a mix of urban and rural areas. As recommended by *Sporting Future*, these will be pilots to learn lessons we can then apply elsewhere.

In those places, focus particularly on addressing inactivity and working with groups who are under-represented in terms of sport and activity.

Select the places with advice from both national and local partners including Public Health England, and ensure they have identified physical inactivity as a priority through their health and wellbeing strategies.

Offer dedicated, senior level support to the partnership in each area, and act as an active broker rather than as passive investor. We will develop the approach which is right for that place over a period of time and deploy the investment to support it as needed.

We want to maximise the opportunities for co-investment and to avoid the risk of the award conditions, rather than the needs of the community, driving the nature and pace of the activities. We will also develop the partnerships bearing in mind sustainability and the need to avoid long term dependency.

Ensure that rigorous evaluation and the creation of new insight is a high priority in all 10 places and we will invest extra resources to make sure that happens.

Continue to support local delivery throughout England, for example through our Strategic Facilities Fund and the Community Asset Fund and by offering advice and tools to help local planning and decision making.

Ensure that where we identify successful delivery models, capable of creating a step change in engagement in sport and physical activity, we promote and publicise them so they can be used across the country.

## FIT VILLAGES

Fit Villages gives communities in Suffolk the chance to run subsidised, informal sport and physical activity programmes in the village, making use of village facilities such as village halls, community centres and playing fields.

Supported by Suffolk County Council and Sport England, it creates activities that are local, frequent, familiar and – most importantly – designed to meet the needs of the community not the providers. Previous projects have included activities such as pilates, yoga, tai chi, nordic walking, Zumba, beginners running and keep fit.

Taking part in her local beginners running group has helped 78-year-old Margaret improve her health, fitness and wellbeing. She says: "I wouldn't miss my group for the world because we get

together and it's like being in a family." The participants feel fitter and better for doing something active, but importantly feel more confident and happier as a result of being part of a social group.

It is part of Suffolk's ambition to be the most active county and brings together a range of sport and physical activity providers. It aligns sport and physical activity to wider social outcomes.



# FACILITIES

**WHERE PEOPLE PLAY SPORT MATTERS. WHETHER IT'S THE PARK YOU RUN THROUGH, THE POOL YOU SWIM IN OR THE PITCH YOU PLAY ON, EASY ACCESS TO THE RIGHT FACILITIES IS VERY IMPORTANT**

Building the right things in the right places makes taking part in sport and physical activity a realistic option for many more people and leads to a better experience for those who are already engaged.

We want to place the customer at the heart of all of our decisions about facilities, both where Sport England invests and where we offer advice. This thinking already features in some of our more recent capital programmes, but we will make a step change to ensure every single new or refurbished facility is designed to welcome customers and help them have a great experience. This means starting with local insight – really understanding what the local community needs and wants. It means thinking about a whole area to make sure existing and future facilities will work together, not just looking at an individual building or the needs of an individual sport.

When making major investments we will prioritise multi-sport facilities, recognising this will make it easier for families to play in the same place, ensure year round use and offer the best value for money to the public purse.

We will ask questions like how can the building make it easy for people to take part regularly, or can they combine it with another activity. Some of the biggest increases in activity have been where sport is located alongside other services such as schools, libraries or doctor's surgeries, providing a focal hub for the community.

We also want to make sure the public money we invest in facilities will serve local communities for many years to come, so we will rigorously test the business plan of any major facility. They must have clear local outcomes, and demonstrate

not only a robust return on investment for the capital but also cost effective operating solutions. We recognise the challenge of putting these plans together, particularly for local authorities and others who only occasionally make major capital investments of this type. We will offer specialist advice and support to applicants throughout the process, which will cover both capital and any supporting revenue grants. We will also encourage the creative use of existing facilities, for example through our Use our School guidance document.

We will change how we invest in smaller facilities – the clubhouses, pitches and halls where thousands of people play sport every week. As part of our legacy programme for London 2012 we invested over £112 million in more than 2,000 facilities through our Inspired Facilities scheme. We have developed a simplified application process for these grants which has been welcomed by clubs and community organisations up and down the country. But we now want to take this a step further. In 2016 we will replace Inspired Facilities with a new community asset fund to include helping communities take ownership of local assets from local authorities or elsewhere. We recognise they may need help with running costs – at least initially – so the new fund will allow applicants to apply for a revenue as well as a capital grant in a single application.

*Sporting Future* is clear that this area of our work should extend to both indoor and outdoor settings, recognising the enormous potential to encourage more people to enjoy the outdoors for a wide range of sport and physical activity. In doing so we will ensure we balance the

need for all spaces, not just built facilities.

Our investment strategy for facilities will therefore concentrate on two areas:

- **A strategic capital programme** – for large, usually multi-sport facilities
- **Community Asset Fund** – offering grants of between £10,000 – £150,000 to support and improve existing local infrastructure

In addition to these dedicated facility investment streams, we anticipate that there will be capital elements in other programmes – such as local delivery investment and work on inactivity – to complement revenue funding.

## MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 1:** Increase the percentage of the population taking part in sport and physical activity at least twice a month

**KPI 2:** Decrease in percentage of people physically inactive

**KPI 3:** Increase in the percentage of adults using outdoor space for exercise/health reasons

**KPI 18:** Percentage of publicly owned facilities with under-utilised capacity

## WE WILL...

Work with industry to develop a single customer-facing quality standard for all sports facilities.

Create a new Community Asset Fund which builds on the success of Inspired Facilities and Protecting Playing Fields offering smaller grants up to £150K for facilities. We will also enable projects to remain viable for the long term by attracting local social investment.

Increase our investment in a Strategic Facilities Fund to support long-term investment decisions by others. We will prioritise co-located facilities integrated with other community services so that the needs of local people are better served at lower cost. We will also favour multi-sport solutions unless they offer poor value for money or there is no demand.

Continue to work with UK Sport on our joint Elite Training centre programme to ensure the environments that support and accelerate performance are available for our athletes.

Invest £18 million each year over the next four years in accordance with the football facility investment strategy being developed by Sport England, the Football Association, the Premier League and the Football Foundation. This will include the Parklife project which will create football hubs in more than 20 major cities across the country.

# TRANSFORMING DELIVERY

## A NEW WORKFORCE STRATEGY

Sport is a people business. The industry is growing, with approximately 400,000 people currently employed in the sector, from lifeguards to reception staff, as well as coaches and session leaders. This whole workforce shapes the customer's experience of taking part. Their passion, commitment and knowledge of sports and activity are great assets, but can mean the 'product' is tailored for the most active and most skilled.

If we are to tackle inactivity, and work more with those who are regularly dropping in and out of sport, we need a flexible workforce who can help people manage a range of emotional and practical barriers to activity within their daily lives.

Insight shows that people take part in sport for a variety of reasons, but sport's delivery workforce is overwhelmingly geared towards improving ability. A new approach is needed to take account of that broader range of motivations and attitudes. We also need to develop a workforce that represents the diversity of our country.

Our starting point will be to understand the capacity and capability gaps in the industry, and to work where the needs are greatest. The sport and physical activity workforce needs to inspire confidence not only in customers and potential customers, but also in those we are seeking to influence,

such as healthcare professionals, who need to know that the people they might encourage to take up sport and physical activity will receive a good service from suitably qualified staff.

Leadership remains essential. The progress of recent years such as Sport England's relationship with Cranfield University School of Management, the Leading Edge programme in partnership with UK Sport, the recruitment of high-quality leaders in to sport from other industries, has been widely welcomed. Developing future leaders within the sector itself is the next challenge, helping our young industry to grow and mature.

## MEASURING IMPACT

This work will contribute to the following KPIs identified for the sector in *Sporting Future*:

**KPI 16:** Employment in the sport sector

**KPI 22:** Headline results on the new Sport Workforce People Survey



## WE WILL...

By the end of 2016, deliver a workforce strategy that will support Chartered Institute for the Management of Sport and Physical Activity (CIMPSA) to become a strong and independently supported chartered institute.

Together with CIMSPA, support the professionalisation of the sector workforce and

- create a framework of skills
- develop a career development pathway
- provide sector staff with quality CPD to retain the most talented

Develop a new sports leadership scheme for future leaders at community and national level

Champion all forms of diversity in leadership and at all levels of the workforce and expand the data we collect on diversity in leadership to include lesbian, gay, bisexual and transgender (LGBT) people

Ensure that organisations in receipt of public funding carry out a regular staff survey, act on the results and make data publicly available

Ensure apprenticeships are actively supported by sector employers and delivery partners

# TRANSFORMING DELIVERY



## A COACHING PLAN FOR ENGLAND

Our coaching investment will support the wider aims of this strategy. We need coaches who are technically capable but who also have the skills, knowledge and behaviours to deliver in a way that is mindful of physical wellbeing, mental wellbeing or personal development goals. These softer skills are relevant for all coaches, but excellent people skills will be especially important for coaches working with beginners in a sport or people who do not see themselves as sporty.

Coaching sport in England has improved steadily in the last 10 years through creating standard qualifications, increasing numbers of people achieving them and putting their skills to good use. That improvement has happened most in the traditional parts of sport, such as clubs and the talent system where skill development is more highly valued. Coaches also make

a big contribution to their local communities, with 80 per cent of coaches being unpaid and typically spending four hours a week supporting others to take part. Building on that strong foundation, coaching now needs to better reflect the trends and changes in how we play, and to serve people of all levels of ability.

The new Coaching Plan for England will embrace coaching in less formal environments and in the context of supporting people to play sport or be active regularly, whatever their starting point. We want to make it easy to access coaching, for example through wearable technology or virtual coaching. Our vision for coaching is bold: a diverse and happy workforce providing great experiences to an active nation. Our investment into coaching will be with partners who share this vision and have the ability to deliver it.

## WE WILL...

Develop a coaching plan by September 2016 which will include:

A new competency framework to deliver coaching that meets the needs of all customers.

A recruitment strategy based on coaching behaviours, skills and attitudes to work with people whose objective is basic competence and continued enjoyment rather than constant improvement in technique.

Evidence-based learning and development opportunities for coaches and require the appointment of a coaching advocate in all funded partners that deliver coaching.

A coaching knowledge centre of excellence.

Measurement of the experience of participants and coaches.

Influential coaching advisory groups to set direction, shape interventions and influence investment into key areas.

# TARGETS, INSIGHT AND EVALUATION

## THREE THINGS WILL BE NEEDED TO UNDERPIN EVERY INVESTMENT PROGRAMME IN THIS STRATEGY: CLEAR OBJECTIVES, EXCELLENT INSIGHT AND THOROUGH EVALUATION

### Setting targets

*Sporting Future* asks Sport England to make an evidence-based assessment of the scale of change we envisage achieving through our interventions and set targets by early 2017. We have started this work and will publish targets in March 2017.

An important first step is deciding what will be included in the extension of our remit to cover more physical activity. The new activities we plan to measure, influence and that are eligible for funding is set out below. The data analysis on which this is based is set out in more detail in a technical note available on our website - [sportengland.org/activenation](http://sportengland.org/activenation)

ACTIVITY	MEASURE	INFLUENCE	DIRECTLY FUNDED
WALKING FOR LEISURE	✓	✓	✓
WALKING FOR WORK	✓	✓	✗
CYCLING FOR WORK	✓	✓	✗
DANCE	✓	✓	✓

Sport England will fund wider forms of walking for leisure and dance than we do today by investing in what is most appealing to our target audiences, and will deliver on the outcomes. We will not displace existing funding (eg from Arts Council England) and will not intervene where there is already a strong commercial offer.

### Insight

We will put insight at the heart of our work. If we are to help different audiences change their behaviour, we need not just to understand their sporting habits and preferences, but their wider lives, needs and wishes.

*Sporting Future* emphasises that funding decisions should be based on how best to meet the needs of the customer. We strongly agree with this principle, and we will test the evidence on customer need with particular rigour in all of our investments.

Stakeholders also urged us to be open to innovation, supporting the sector to unlock creative solutions and not being afraid to let go of current programmes given our new context. We have reflected this in our investment principles, but to put it into practice we need to understand both what works and why.

The sport sector already has some of the answers. Ground-breaking insight into the emotional barriers to getting active faced by many women underpinned Sport England's This Girl Can campaign, and has begun to shape delivery to good effect.

Other countries are now looking to England as an exemplar in creating and using insight in sport, but we need to be even better at capturing learning, understanding its strengths and limitations and sharing it widely.

Sport England will not have all the answers, and we should not try to fill all the gaps on our own. We will aggregate data from a range of digital and non-digital sources and share it across the sector for others to analyse. We will commission research to fill in some of the gaps. And we will work hard to become a centre of innovation and excellence, an aspiration welcomed in the consultation. But everyone we work with has a role to play: by using insight to work out what will work for the audiences most important to them, testing whether it does in practice and sharing the results.

### Evaluation

Some projects succeed as much by chance as by design. Whilst celebrating success is important, it isn't enough to accept it at face value. It might be the friendly coach making the difference, the new building, or the different set of rules. But it could just as easily be the friendship group you go with, the time of day you can play, or the choice of what you do. We need robust and consistent evaluation practices to understand the real whys behind the successes, so they can be replicated in different contexts and settings and we can maximise our impact on the Government's outcomes.

This will also inform the common evaluation and appraisal approaches we will use for all proposals and investments. But within this, we will be proportionate in ensuring the right approach for different partners so that evaluation and the search for insight always adds value, not an unnecessary burden.

## WE WILL...

In early 2017, set targets for the increases in engagement in sport we expect to see by 2020 and 2025 and the percentage of inactive people that our major investment portfolio will reach, setting out clearly the evidence behind our assumptions.

Set common data standards, create a common language around data and champion open data sharing across the sector to enhance our collective ability to discover new insights into our audiences and better understand our impact.

Deliver a robust approach to measuring impact on both levels of engagement and the government's outcomes both through Active Lives and our wider evaluation of investments.

Commission research to fill gaps in our understanding of key audiences and work collaboratively with the sector to develop the insights and solutions it unlocks.

Create a common evaluation framework for all of our investments, including proportionate expectations for different partners and scales of investment.

Become a centre for innovation excellence, supporting the sector to learn by doing, as well as through customer engagement, research and sharing what we learn.

# OTHER AREAS OF WORK

## MAXIMISING MAJOR EVENTS IN ENGLAND

Since London 2012, England has continued to witness some of the greatest sporting events being contested across the country. Hosting major events not only provides home advantage to our athletes and wide ranging economic impacts, but our Major Events Engagement Fund has shown that – with careful planning – they can also inspire people to engage in sport through taking part, coaching, volunteering and spectating.

## COUNTY SPORTS PARTNERSHIP APPRAISAL

County sports partnerships (CSPs) have for a number of years been a key part of the local sporting landscape. They play an important role in joining up local authorities, schools, the health, voluntary and business sectors and other organisations with an interest in sport and physical activity.

*Sporting Future* recommended an independent appraisal of CSPs. This has now been set up and is being chaired by Andy Reed; it will be concluded by June 2016. We will frame our future relationship with CSPs on the basis of his findings, but we anticipate continuing to support the network over the life of this strategy.

Our emphasis will be on supporting local delivery to maximise the impact on the wider values in *Sporting Future*, and to that end will prioritise tackling inactivity, working with under-represented groups and innovations in local delivery.



### WE WILL...

Launch a new fund of up to £1 million to support prospective hosts in developing their bids to bring major events to England.

Invest a further £2 million through the Major Events Engagement Fund to maximise the wider impact of events brought to England.

Make available to event hosts in England any resources we develop which could aid the bidding or delivery process.



# SUMMARY OF CONSULTATION MESSAGES

## TO HELP SHAPE OUR NEW STRATEGY AND ADDRESS THE SPECIFIC RECOMMENDATIONS IN SPORTING FUTURE, WE RAN A PUBLIC CONSULTATION FOR SIX WEEKS IN JANUARY AND FEBRUARY 2016

We were determined to adopt an open approach and keen to hear what current and potential partners believe to be the opportunities and the challenges. Over 340 organisations were represented at a series of workshops held across England.

In addition, we held bespoke sessions for specific groups of stakeholders, such as local government, NGBs, the health sector, CSPs, leisure operators, sport for development charities, and digital and technology experts. We also held two sessions with 100 relevant stakeholders to discuss our support for talent.

Together with the 800 responses to our online consultation, they have significantly shaped the ideas in this strategy.

### Key messages emerging from the consultation

#### Key audiences and demographics Engaging the inactive and under-represented groups

Stakeholders felt there was a need for programmes that emphasise enjoyment and positive social experiences, and put a clear focus on the customer to bring new people into sport and physical activity. Stakeholders frequently said that working with existing networks was vital, and that localism had to be at the heart of programmes tackling inactivity.

We should facilitate this by sharing best practice and running national campaigns to promote sport and physical activity (such as This Girl Can) for the sector to build upon locally.

#### Key audiences and demographics Engaging children aged 5–14

Stakeholders consistently emphasised the need for a single, coherent approach to school and non-school sport. They pointed out repeatedly that the experience of sport in school is crucial in determining attitudes to sport more widely.

Engaging parents and families was perceived to be vital, especially for children aged 5-10. When engaging children directly, there was agreement that physical activity needs to be fun and focused on acquiring basic competence, whatever the child's level of ability.

### Creating a more productive and sustainable sector – investment strategy

Stakeholders wanted to know whether we would place equal weight on each outcome or develop a hierarchy. The majority felt physical activity should be our primary focus.

They felt a track record of delivering against key outcomes should be a major factor when assessing funding applications. But there was also a call for a more flexible, proportionate approach when dealing with new and smaller organisations or innovative projects.

### Creating a more productive and sustainable sector – local delivery

There was a strong desire for local ownership and for giving organisations that understand local populations the freedom to shape pilots. However, Sport England was seen as having a vital role in establishing the parameters of those pilots and offering ongoing support.

Stakeholders wanted us to build on our existing knowledge and relationships from past local investments, and stressed that changing behaviour at scale would require patience and a long term focus.

### Creating a more productive and sustainable sector – governance

There was consensus that organisations receiving public money should achieve recognised standards of good governance.

Financial probity, accountability and board composition emerged as the key priorities. Sport England was encouraged to provide dedicated assistance in helping organisations achieve mandatory standards.

### Creating a more productive and sustainable sector – Finance and Efficiencies

Stakeholders felt we could encourage savings and the centralisation of services by building efficiencies into long-term funding plans. Coordinating group purchasing of commonly required goods and services was one of the potential efficiencies most frequently mentioned.

Diversifying funding was recognised as a more complex challenge. Assistance in engaging the commercial sector would be welcomed.

### Delivering on the frontline – volunteering

The notion of a more sporadic approach to volunteering was questioned by some, especially in terms of volunteering in a club environment, where it was suggested a more regular and long-term commitment was required.

Discussions about diversifying the volunteer base tended to be linked to addressing inactivity among under-represented groups; largely because most stakeholders felt volunteers could play a key role in encouraging their peers to take part in sport and physical activity.

### Delivering on the frontline – workforce

It was felt that while the sector had passionate and committed staff, the current workforce may not possess the right skills to deliver the new policy direction in *Sporting Future*, and it was stressed that help would be required to develop the relevant skills.

There was a strong desire for Sport England to clarify its role in developing the workforce and that of partner organisations such as CIMSPA.

**We would like to thank all stakeholders who attended workshops, bespoke sessions and who provided feedback online for their time and contribution in helping develop this strategy.**



Sport England  
21 Bloomsbury Street  
London WC1B 3HF