

Sports bodies should be better sports.

Sport is widely recognised as a good for health, behaviour, communication and even improving exam results. For people like Mike Henderson (1) it is a new life after crime and prison*. If it is so evidently good for society, why do so few of our National Governing Bodies (NGBs) use their sports to help those most in need, or whose difficulties are so costly to government?

The argument within NGBs seems to be that sport and welfare are divisible. Sport is about sport, Government and charity are about helping society. In which case why does government fund sport, at amateur and elite levels? Successive governments have recognised that some things are essentially good for society including sport, music, art and heritage. Government directly funds, in some cases to £40M per year, our National Museums and our main Sports Governing Bodies, and when the National Lottery was established in 1994, Sports, Arts and Heritage streams were created to further cultural benefits to our nation.

National Governing Bodies argue that they are there to represent and serve their member clubs, working for them not for a wider ideal. They also argue that Government funding and performance targets are based on numbers of participants and on elite performance, thus value for money equates to a cost per player, not to a cost saving to society. The cost of recruiting and retaining an 8 year old sports player for one year with a volunteer coach in an established club can cost as little as £35 (£500/15), possibly nothing if the volunteer has no training needs, and the club owns its own facilities and pays no hire charges. Social welfare projects like the inner city football and rugby projects Kickz (2) and Hitz (3) cost up to £500 per inner city teenager to recruit and retain for a year (200k/400 for Hitz).

And yet the value of the saving to government, as calculated by the Laureus Foundation, through reductions in crime and other anti-social behaviours are judged to be £7 for every £1 invested. In one area youth crime fell by two thirds in the mile radius around the project. Research has also shown that degenerative diseases begin in early childhood and that regular physical exercise can help prevent the development of these illnesses in later life. Cost benefit analyses for health gains through sport are hard to come by but one study in America demonstrated that \$1 spent on paths for walking and cycling returned almost \$3 in direct medical benefit (5).

Now there is money out there for social projects and big money too. Barclays Spaces for Sport (6) is a multi-million pound global initiative, to create places for people to play, and partners with charities to ensure that sport is used to benefit local communities. The Mayor of London created a £4M Sports Participation Fund in advance of the Olympics (7), and Comic Relief fund social welfare projects through their Sport for Change programme (8). Sports bodies who perform well in this arena have had the wit to establish dedicated charitable foundations which allow grant makers, governments, corporates, and individual philanthropists to channel funds into their sport. Great works for the most disadvantaged build social capital and generate respect and loyalty for their sport

And Sport England has started to fund these Foundations in addition to Governing Bodies' whole sport plan funding. In the recent funding round announced in Dec 2012, The Football Foundation received £40M in addition to the FA's £30M. The Cricket Foundation

received £7.5M in addition to the ECBs £20M.

So you would think that NGBs would be busy establishing Foundations to increase the charitable funding to their sport, and be wooing philanthropists with an interest in sport. But no. There are very few national governing bodies with their own charitable foundations.

The Football Foundation is the largest, richest and most active with a turnover of £27M. Even those with Foundations find that they are often dormant, the British Judo Trust turns over less than £10,000 meaning it is insufficiently large to trouble the Charity Commission with the requirement for an annual return.

DCMS ministers and officials ponder why the type of sponsorship and philanthropy that are well known in the Arts, are not more evident in sport, with major fundraising campaigns supported by the rich and famous.

One reason may be that at a national level the need is not so great. If the National Gallery needs a new wing there is no ticket income or broadcast deal to pay for it, they must woo those such as the Sainsbury family. When the RFU wanted a new stand at Twickenham, they took out a bank loan. Of course, at a local level, the arts and sport have rather more in common, with local galleries and amateur sports clubs in a seemingly endless round of fundraising events.

One of the only examples of a dedicated approach to philanthropy in sport is the Cricket Foundation's Chance to Shine project (9). Starting with little support from the ECB, it pursued a traditional fundraising campaign model, finding the great and good, securing charitable grants and corporate donations. Its star move was to persuade the Governor of the Bank of England, Mervyn King, to Chair the campaign. Being able to turn out the big guns, and being able to articulate the value of cricket to society, particularly children, enabled them to secure a matched funding agreement with the Treasury. To date the Cricket Foundation has raised £21M in funds from private donors, corporates and trusts, and the Government has provided an additional £12.5M through Sport England.

I would suggest that even the major sports bodies that are doing well financially and so have little need for philanthropy have a responsibility to be sport's leading citizens and are well placed to develop and run social programmes involving their sports.

Sports with less generous funding agreements would be well advised to develop social programmes as potential income streams, and which will also reach new audiences through imaginative community, health and education projects.

So why are so few of sports NGBs developing social programmes?

Reasons for this are many.

Inexperience. Running a charity is seen to be different to running an NGB, and developing sporting welfare projects and running charitable fundraising campaigns is different to helping sports clubs and training coaches and referees. Does the NGB provide office space and staff? Does the Foundation become a cost?

Command and control. Charities are required to be independent with separate Boards of

Trustees. NGB executives cannot command Trustees and if the Foundation wishes to raise and spend money on a particular project, it may. If it starts to make a name for itself within the sport, could it dilute or damage the brand?

Cannibalism. Sports bodies fear that Foundations will develop more attractive projects and will 'cannibalise' income from their corporate sponsors who would rather fund community projects at the expense of established sponsorship deals.

Scale. The larger sporting bodies with a stable of multi-million pound sponsors consider managing a relationship for a relatively small donation as unnecessary, even damaging by diverting valuable attention away from core business.

Many of these are false fears...

The examples of the best in the sector are that professional charity staff and established fundraising disciplines return results and add value to your sport through participation and volunteering, to your brand and reputation, and even to your bottom line through increased community relations. Typically fundraising and admin costs 20% of raised income. The Saracens Foundation is a fine example of a single club venture that returns great value in cash terms, almost £500,000 in 2011, in the quality of their work in health and education, and in the community support that underpinned the Saracens club being granted planning permission for a new stadium.

The key to the command and control issue is to work on partnership initiatives that both organisations have signed up to. It is acceptable for a minority of Trustees to come from the NGB, particularly if the NGB is donating office space and services, or co-funding. This affords the 'donor' some measure of confidence in overseeing appropriate use of funds, however charity law exists for this purpose, so representation is not critical.

Thankfully cannibalism rarely arises. In fact there have been examples of corporate sponsors asking for a community element to their sports sponsorship which the Governing Body has been unable to provide, and the sponsor has gone out to develop their own. What does happen is that a sponsor will support a Foundation project from their CSR or charity budget, or encourage employees to engage in charity events, in addition to the sponsorship from their marketing budget.

What is an irritatingly small donation? The matter of amount is a matter of proportion. Where £50,000 might be insignificant to a large NGB, £10,000 is meaningful to a small one.

Let us return to the argument that sporting bodies should stick to their core business, and charities should help the sick and needy. If sport is a useful tool in this then let charities use it in favour of other tools. Many do. The Prince's Trust, Greenhouse, 2nd Chance, some household names, some not. They do extraordinary work but their mission is often to work with the most disadvantaged in small numbers.

One of the key things about sport is that the benefits are multiple and apply to the majority of the population. With traditional charity projects, there is often a forgotten majority that are not poorly enough off, or sick enough, or badly behaved enough, but the benefits of

sport could be the difference between obese or not, between being confident enough to reach for a good job or settling for a poor one. If 50% of children reached their full potential our industries would boom, our economy would fly and our welfare costs would plummet.

Dr Miranda Kaufmann's research for the Rugby Football Foundation in 2011 highlighted that deprived schools that played competitive rugby achieved over 10% better GCSEs than those that didn't. The cause was not investigated, and the uplift was whole school not just rugby players. The point is, the reach of NGBs to every postcode through clubs, players, supporters and staff, allows for nation scale benefits.

In an era of increasing juvenile diabetes, is there not a social, even a moral responsibility for sport to help others and by doing so to help itself? Increased participant numbers? Flying sport's flag as a worthy cause in its own right?

The idea of "being a good sport" is so deeply ingrained in British culture that we rarely - especially in sport - stop and think about what the words really mean.

Now is the time for British sports' NGBs to step up to the plate. Now is the time for NGBs & their foundations to make being a good sport really meaningful, for the good of everyone.



Mike Henderson

For a long time my life was a constant battle of crime and drugs. I spent many years incarcerated. I always had sincere intentions to change but my actions did not match my intentions.

In prison I met 2nd Chance who put on sports projects to help get us set goals, be disciplined and work together. They supported me to gain my first sport related qualification, and the into paid employment. My plans now are to develop myself as a fitness professional and sports development officer.

If like me, or for whatever reason, you are coming from a life with a criminal background you need to be serious about change. I learned and adopted negative behaviours through my life of drugs and crime. Sport helped me massively to drop those old behaviours and start again by learning new constructive and productive behaviour.

2nd Chance, Thank you for assisting me to achieve success in not being senseless and being forever in trouble.

One Love
Mike H

1. <http://2ndchanceproject.co.uk/view/103/michael-henderson>
2. <http://www.premierleague.com/en-gb/creating-chances/2011-12/kickz.html>
3. <http://www.hitrugby.com>
4. http://www.laureus.com/sites/default/files/publications/teenage_kicks_report_final.pdf
5. <http://hpp.sagepub.com/content/6/2/174.abstract>
6. Barclays Spaces for Sports (Link opens in a new window)
7. http://www.london.gov.uk/media/press_releases_mayoral/mayor-launches-sport-fund-tackle-crime-andunemployment
8. <http://www.comicrelief.com/apply-for-a-grant/programmes/sport-change-0>
9. <http://www.chancetoshine.org>

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Sallie is a Senior Partner at Green & Gold Partnership and has worked with charities and social enterprises for over 20 years to grow their reach, impact and financial security, and is an acknowledged expert in both sport and philanthropy. As well as authoring the Sports Think Tank report on 'Philanthropy in Sport', she is also the architect of the RFU's 'All Schools Campaign' and has spoken at the EU Experts Conference on sport.