



Sport England Strategy 2008-2011

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Executive Summary

The Olympics provide a focal point for developing a world-leading community sport system

1. With the Olympics and Paralympics due to come to London and the UK a little over four years from now, it is an appropriate time to take a clear look at the sport development system and its fitness for purpose. Therefore in December 2007 the Secretary of State for Culture, Media and Sport asked Sport England to review its strategy for community sport in England.
2. During the first half of 2008 Sport England ran two rounds of consultation with over 100 stakeholders from across the sport sector and also benefited from the support and guidance of a Ministerially-appointed External Challenge Group. Using the insight gained there, Sport England has developed a new strategy for community sport in England, for the period 2008-11. An unprecedented level of consensus means that Sport England will focus on the creation of a world leading community sports system which will ensure that:
 - a substantial – and growing – number of people from across the community play sport;
 - talented people from all backgrounds are identified early, nurtured and have the opportunity to progress to the elite level; and
 - everyone who plays sport has a quality experience and is able to fulfil their potential.
3. The new strategy aims to address the fundamental challenges facing sport, and particularly community sport, in England. As such it features a significant shift in focus and direction.

Sport for sport's sake

4. Government, Sport England, National Governing Bodies and the other elements of the sporting landscape should focus around a shared goal – maximising English sporting success in all its forms. This is not an elitist agenda – rather that achieving the goals requires expanding the talent pool and improving the quality of what we do at every level. We are looking for a new partnership between Government, its agencies and the NGBs empowering those with the passion and expertise to do even more. Sport England will also continue to work alongside local authorities, who drive local provision and are a key partner in delivering a world-leading community sport infrastructure. Overall, the aim is to create a vibrant sporting culture in England.
5. In the future Sport England's role will be to focus exclusively on sport. Sport can and does play a major role in achieving wider social and economic benefits - notably on the health front. However, the driving force behind the strategy and investment is to address the needs of sport participants across the country. This provides a clear distinction with the physical activity agenda being driven by a number of departments, including the Department of Health and Department of Transport.

A seamless pathway from school to community to elite

6. The new strategy brings an unprecedented clarity to the roles of the three key bodies within the sports landscape. The Youth Sport Trust has clear responsibility for school sport. Sport England focus on ensuring quality opportunities exist beyond the school gates and enabling children and young people to migrate seamlessly from the school environment to community sport. Sport England's work with the Youth Sport Trust on the Five Hour Offer, its focus on reducing drop-off in participation at the age of 16 and its ambitions to develop a modern sports club network in partnership with National Governing Bodies, will be key components of this transition. A test of these changes will be increasing participation in NGB-accredited clubs to a third of all 5-16 year-olds by 2010.
7. At the elite end of the spectrum responsibility sits with UK Sport. Sport England's role will be to ensure that talent systems – which individual NGBs are responsible for developing – are linked with elite programmes. By working with NGBs to increase the quality, diversity and size of the talent pool feeding into the elite system, Sport England will play a critical role in ensuring that sporting success can be sustained.
8. For an individual this means that their high-quality school experience will be replicated in the community environment and they will have the opportunity to fulfil their potential.

National Governing Bodies will be at the heart of delivery and funded via a simple single pot

9. The new strategy reflects a shift in emphasis and role for National Governing Bodies. The recognised experts in their sport, NGBs will be 'commissioned' by Sport England to deliver against the key outcomes highlighted above. The NGBs will have greater autonomy over the investment of public funds within their sport – along with greater responsibility for the delivery of the outcomes.
10. During the second half of 2008 NGBs will be developing their Whole-Sport Plans to illustrate how they propose to deliver against these outcomes. These plans will be assessed and reviewed by Sport England, with NGBs then being given a single four-year grant to deliver. The single pot will replace the range of funding streams currently operating and reduce bureaucracy.
11. Using UK Sport's Mission 2012 as a benchmark, monitoring will focus on performance against the outcomes rather than micro-management of output measures. NGBs themselves will also be expected to deliver and operate at high standards of internal organisation and democracy, ensuring that the voices of all levels and participant groups are heard. It is important that NGBs reach and serve all sectors of society.

More frontline coaching – deployed expertly

12. Coaches and coaching play a critical role in the achievement of all three public outcomes – developing talent, improving satisfaction and encouraging participation. Sport England will work with Sports Coach UK to focus investment on frontline coaching through Governing Bodies. The NGB Whole-Sport Plans will identify the systemic resources that they require to support the employment of these coaches. Sport England will also work with the Youth Sport Trust and NGBs to develop a Coaching for Young People strand, increasing the availability of high quality coaching to young people in key sports at an early age to deliver the Five Hour Sport Offer.

The particularly English passion for volunteering will be maximised

13. Volunteering is a particular strength of community sport within England. Some 1.9m people volunteer in sport for at least an hour each week – equivalent to a full-time workforce of over 80,000 employees. Sport England will maximise this natural resource through working with National Governing Bodies to attract and retain more volunteers, reduce the burdens faced by volunteers and ensure professional support enhances voluntary systems. Sport England will also work with the broader voluntary sector and partners such as Volunteering England to ensure that best practice is being appropriately deployed within the sport sector.
14. In addition there will be specific initiatives such as Recruit To Coach where Sport England will increase the voluntary coaching workforce by 4,000 people and work with the Youth Sport Trust to increase this by a further 4,000.

A modern network of sports clubs will be the centrepiece of people's sporting experience

15. The sports club is core to people's experience of sport – coaching, facilities and competition all centre around the club structure. Over 10 million adults in England play sport in a club environment.
16. Sports clubs mean different things to different people and Sport England will work with National Governing Bodies to ensure that an accessible, modern, sports club structure is developed within each sport. This will drive up participation, improve satisfaction and retention and allow those with talent to fully develop. Underpinning this will be Sport England activity with partners such as the Football Foundation to develop multi-sport clubs that will provide a diverse range of opportunities to fit with modern lifestyles and needs.

Creating opportunity for all

17. There is a need for new thinking in this area. All young people in particular should get a range of opportunities.
18. For NGBs, developing the girl's and women's game, disability sport, and reaching out to diverse communities, is not an optional extra but a vital part of what they will be required to do. If any sport does not wish to accept this challenge, funding will be switched to those that do.

A simplified way of working that will reduce bureaucracy and release more funding into frontline delivery

19. Sport England itself will act as a national, strategic level commissioner upholding the public interest by ensuring that partners deliver. It will also add value to the sport sector through the development of centres of excellence and provision of regional and local knowledge and connectivity to delivery partners.
20. Significant measures such as the creation of a single pot, driving delivery via National Governing Bodies and bringing focus to regional and local activity, will yield significant efficiency gains – both within Sport England and from the perspective of delivery partners.

A clear set of measurable achievements to pursue and deliver

21. Sport England is committed to delivering:
 - 1m people doing more sport by 2012-13.
 - A reduction in post-16 drop-off in at least five sports by 25% by 2012-13.
 - A quantifiable increase in satisfaction (actual measure to be determined¹).
 - Improved talent development systems in at least 25 sports.
 - A major contribution to the delivery of the Five Hour Sport Offer.
22. This strategy is not about imposition – rather it is about the empowerment of experts and enthusiasts in building partnerships fit for this new era.

¹ The existing satisfaction baseline from Active People provides information about the provision of sport in an area. A new baseline will be developed in the first half of 2008-09 which will ascertain participants' satisfaction with the quality of their experience.

Key Challenges Facing Community Sport

23. With the Olympics due to come to London and the UK in a little over 4 years from now, it is an appropriate time to take a clear look at the sport development system and its fitness for purpose. Therefore in December 2007 the Secretary of State for Culture, Media and Sport asked Sport England to review its strategy for community sport in England. During the first half of 2008 Sport England ran two rounds of consultation with over 100 stakeholders from across the sport sector and also benefited from the support and guidance of a Ministerially-appointed External Challenge Group.

24. The consultation identified three key challenges facing community sport:

- **Increasing participation in sport.** Currently 20.9% of the population participate in sport and physical activity three times a week. 50.6% of the population do not participate in at least one session of sport each week.²
- **Tackling drop-off.** Thousands of people drop out of playing sport each year. There is a particular problem at the age of 16, where 25,000 drop out of sport each year.³
- **Developing talent.** England has a successful track record of elite success in a number of sports. We must ensure that we tap into the vast range of sporting potential across the country to maintain the pipeline of talent up to elite levels.

² Sport England Active People Survey, 2005-06; a session of sport is defined as taking place for 30 minutes minimum, at moderate intensity each time.

³ Sport England Active People Survey, 2005-06; 25,000 fewer 17 year-olds participate in 30 minutes of sport three times a week compared to 16 year-olds.

Headline Strategy

- 25.** On March 10, 2008 the Secretary of State approved Sport England's outline strategy to focus resources on building the foundations of sporting success through the creation of a world leading community sports system. The world leading system will ensure that:
- a substantial – and growing – number of people from across the community play sport;
 - talented people from all backgrounds are identified early, nurtured and have the opportunity to progress to the elite level; and
 - everyone who plays sport has a quality experience and is able to fulfil their potential.
- 26.** The measures that will be taken towards the creation of a world leading community sports system will be at the heart of the London 2012 community sport legacy.
- 27.** Sport England's new approach will be to operate at a strategic level, working with and through national governing bodies, and drawing in other partners such as Local Authorities who drive local provision and are key to delivering a world-leading community sport infrastructure. National Governing Bodies, who have particularly been involved with the strategy review process, will be empowered to have greater autonomy over the investment of public funds within their sport – along with greater responsibility for the delivery of outcomes. Sport England will operate through a strong national team, regional teams with a tighter focus and will work with a network of County Sport Partnerships delivering specific results.
- 28.** Sport England has developed the strategy for the Department for Culture, Media and Sport (DCMS). The ambition is that Government, Sport England, National Governing Bodies and the other elements of the sporting landscape should focus around a shared goal – maximising English sporting success in all its forms.
- 29.** Therefore Sport England's role will be to focus exclusively on sport. Although sport can and does play a major role in achieving wider social benefits - notably on the health front – the driving force behind the strategy and investment is to address the needs of sport participants across the country. This provides a clear distinction with the physical activity agenda being driven by a number of other Government Departments, including the Department of Health and the Department for Transport, as well as other key partners. Sport England will therefore work at a national and local level with the Department for Children, Schools and Families (DCSF) and the Department for Innovation, Universities and Skills (DIUS) in relation to 16-19 year olds. In addition, we will create strong links to Department of Health programmes and with others who work to promote physical activity.

- 30.** Sport England is the lead organisation responsible for delivering the strategy. The key delivery partners are: National Governing Bodies; National Partners; Local Authorities and County Sports Partnerships; Schools and School Sport Partnerships; Higher Education Institutions; Third Sector organisations; community sports organisations; and commercial organisations.
- 31.** This strategy builds on the Physical Education, School Sport and Club Links (PESSCL) Strategy for 5-16 year olds, which went live in April 2003, the subsequent Physical Education and Sport Strategy for Young People (PESSYP), and the Public Service Agreements which aimed to increase participation in sport between 2005 and 2008. It also builds on the foundations laid by several specific programmes, such as National Governing Body Whole Sport Plans for 2005-09, the Community Club Development Programme, the National Sport Foundation and the Community Sports Coach Scheme.

Vision and Outcomes

Vision

32. Our overarching aim is to build the foundations of sporting success through the **creation of a world leading community sport system in England**. This aim will support delivery of a number of Government objectives as outlined in Appendix A.
33. The strategy is based on the delivery of three key outcomes which, when combined, will form the basis of a world-leading community sport system. The strategy focuses on the three-year period 2008-09 to 2010-11. However, it also stretches out to 2012-13, because some targets are linked to the Olympics and because of the significant role of the National Governing Body 2009-13 funding round. The strategy also recognises that achieving a world-leading community sport system is a long-term vision that will be delivered over the next ten years.

Outcome 1 - Excel

34. Approximately 25% of Sport England's investment will focus on developing and accelerating talent. The outcome will be well-defined, appropriate talent support systems for each sport being funded, resulting in more talented performers moving on to elite programmes and success. Precise targets regarding the size and/or quality of talent pools will be agreed with each sport. NGBs will have the majority of responsibility and will particularly focus on ensuring the right level of coaching provision is being delivered at appropriate levels.

Outcome 2 - Sustain

35. Approximately 60% of Sport England's investment will focus on sustaining current participants in sport by ensuring that people have a high quality experience and by taking action to reduce the 'drop-off' in sports participation between 16 and 18. We will accomplish this by working with at least five sports to reduce their drop-off by 25%. We will disseminate the lessons we learn from this process across sports and use them as the basis for tackling drop off in other sports – and at different ages – in the period 2011-14. A further outcome will be to increase sports participants' satisfaction with the quality of their experience.

Outcome 3 - Grow

36. Approximately 15% of Sport England's investment will be focused on increasing regular⁴ participation in sport by 200,000 adults per annum (1m in total by 2012-13). Sport England recognises that different initiatives in this area will have varying success rates and trajectories, so we have over-programmed by 25% and are aiming for an increase of 1.25m. In addition, Sport England will contribute to the goal we share with the Youth Sport Trust of helping more young people access five hours of sport a week. A key outcome will be increasing participation in NGB-accredited clubs to a third of all 5-16 year-olds by 2010.

Overall impact

37. In summary, Sport England is committed to delivering:

- 1m people doing more sport by 2012-13.
- A reduction in post-16 drop-off in at least five sports by 25% by 2012-13.
- A quantifiable increase in satisfaction (actual measure to be determined⁵).
- Improved talent development systems in at least 25 sports.
- A major contribution to the delivery of the Five Hour Sport Offer engaging more 5-19 year olds in sport.

⁴ Regular is defined as three sessions of moderate intensity sport each week.

⁵ The existing satisfaction baseline from Active People provides information about the provision of sport in an area. A new baseline will be developed in the first half of 2008-09 which will ascertain participants' satisfaction with the quality of their experience.

How Sport England Will Operate

Commissioning of National Governing Bodies

38. Sport England will work with and through National Governing Bodies (NGBs) of sport, commissioning them to deliver the key outcomes identified in this strategy and supporting them to grow their capacity where necessary. National Governing Bodies are placed at the heart of the strategy as it is their networks of community clubs and other assets that will drive delivery. The next generation of 'Whole Sport Plans' for each sport will capture the contribution that public funding will make to the delivery of the goals shared between the sport and Government.
39. We will engage other partners – such as Local Authorities, equality groups and the Third Sector – to influence their investment in sport or to draw on their specialist expertise to achieve our targets. In addition, we will create new partnerships with the private sector, to encourage investment and provide new skills for community sport.
40. The new approach to Community Sports Coaches (CSCs) is an example of how the delivery mechanism will change. Currently, there are several different employment and deployment models for CSCs, but in the future coaching will be primarily delivered via NGBs. Sports such as swimming and rugby union have already improved their participation rates through community sports coaching, and provide a good illustration of what can be achieved.

The single pot

41. Sport England funding will – as far as possible – operate via the principle of a 'single-pot'. Existing funding streams will migrate to a single application process thereby simplifying things from a recipient's point of view and also reducing bureaucracy.
42. In particular the National Governing Bodies will operate on the basis of a single funding stream linked to the successful delivery of their Whole Sport Plans.

Core areas of activity

Coaching

43. Sport England will work with sports coach UK to focus investment on frontline coaching through Governing Bodies. We will work with Governing Bodies to identify the systemic resources that they require to support the employment of these coaches. Sport England will also work with the Youth Sport Trust and NGBs to develop a Coaching for Young People strand of the PESSYP strategy, increasing the availability of high quality coaching to young people to deliver the Five Hour Sport Offer. This will help ensure that young people are able to migrate from the school setting into the club and talent development environment.

Volunteering

44. Volunteering is a particular strength of community sport within England. Some 1.9m people volunteer in sport for at least an hour each week – equivalent to a full-time workforce of over 80,000 employees. Sport England intends to ensure that the development of a world-leading community sport system will maximise this natural resource through working with National Governing Bodies to attract and retain more volunteers, reduce the burdens faced by volunteers and ensure professional support enhances voluntary systems. Sport England will also work with the broader voluntary sector and partners such as Volunteer England to ensure that best practice is being appropriately deployed.
45. In addition there will be specific initiatives run such as Recruit To Coach where Sport England will increase the voluntary coaching workforce by 4,000 people and work with the Youth Sport Trust to increase this by a further 4,000.

Clubs

46. The sports club is core to people's experience of sport – coaching, facilities and competition all centre around the club structure. Over 10m adults in England play sport in a club environment.
47. Sports clubs mean different things to different people and Sport England will work with National Governing Bodies to ensure that an accessible, modern, sports club structure is developed within each sport. This will drive up participation, improve satisfaction and retention and allow those with talent to fully develop. Underpinning this will be Sport England activity with partners such as the Football Foundation to develop multi-sport clubs that will provide a diverse range of opportunities to fit with modern lifestyles and needs

Working with the wider landscape

Youth Sport Trust and UK Sport

48. The new strategy brings an unprecedented clarity to the sports landscape. It will be particularly important for Sport England to work closely with its partners in the sporting landscape, especially UK Sport and the Youth Sport Trust, to ensure a holistic and seamless approach.
49. The Youth Sport Trust has clear responsibility for school sport. Sport England focus on ensuring quality opportunities exist beyond the school gates and enabling children and young people to migrate seamlessly from the school environment to community sport. Sport England will work very closely with the Youth Sport Trust to deliver the 'out of curriculum' elements of the Five Hour Sport Offer, and has specifically shaped several areas of this strategy to build on the Youth Sport Trust's work. For example, in order to retain

young people's active involvement in sport, Sport England will build on the appetite generated by the work of the Youth Sport Trust for a range of sports. This approach will sit alongside Sport England's work with at least five governing bodies to tackle drop off in more conventional sports. In this area in particular there is a clear need to tie up activity within school sport and school clubs (where the Youth Sport Trust take the lead) with that taking place in community sports clubs (where Sport England take the lead). The work of NGBs across the school and club environments is also a key element.

50. At the elite end of the spectrum responsibility sits with UK Sport. Sport England's role will be to ensure that talent systems – which individual NGBs are responsible for developing – are linked with elite programmes. This is an area where Sport England will seek the advice of UK Sport. Sport England's work on talent development will build on the elite programme for Olympic sports supported by UK Sport, as well as the Youth Sport Trust's Gifted and Talented Programme.
51. For an individual this means that their high-quality school experience will be replicated in the community environment and they will have the opportunity to fulfil their potential.

Physical Activity

52. Finally, Sport England will make wider links with those involved in promoting physical activity, as this will be a platform for many people to become involved in sport. Research shows that one of the most significant reasons why people do not take part in sport is because they do not consider themselves to be healthy or fit enough. Therefore, it is critical to create strong links, particularly 'on the ground' between sport and physical activity. In order to safeguard these links, Sport England will work closely in partnership with other relevant agencies such as Primary Care Trusts and Local Authorities.

Sport England's specific role

53. Sport England's role within the wider sporting landscape will be to:
 - act as an **advocate** for community sport with national, regional and local government.
 - **enable** the delivery of community sport by creating partnerships.
 - **invest** in community sport through our partners.
 - **influence** policy and decision making through high quality research and by identifying best practice both here and abroad.
 - hold our funded partners **accountable** for the delivery of results.

Key Programmes and Results

Transition during the NGB commissioning process

- 54.** It has been agreed with the Secretary of State that National Governing Bodies will be the primary drivers to deliver this new strategy for community sport. Sport England currently distributes funding to National Governing Bodies through its Whole Sport Plans (covering the period 2005-06 to 2008-09) as well as via other separate programmes (e.g. Community Club Development Programme and the National Sports Foundation).
- 55.** Our new way of working means that Sport England will use public funding to ‘commission’ partners to deliver key outcomes (in the way that partners determine most appropriate) and support them to grow their capacity to do so where necessary. In the case of National Governing Bodies – the primary delivery agents – this means developing and implementing a commissioning process during 2008-09 to drive the funding distribution and delivery for the next Whole Sport Plan period of 2009-10 to 2012-13.
- 56.** Therefore this strategy needs to reflect a two-stage approach. In the first stage – during 2008-09 – the focus will be on delivering existing Whole Sport Plans and transitioning other funding streams into a single pot available for National Governing Bodies from 2009-13. The table below lays out the key priorities that will be pursued during 2008-09 and how progress will be monitored:

2008/9 priority area	Performance measures
National Governing Bodies and National Partners	<ul style="list-style-type: none"> • NGB 2005-09 Whole Sport Plan targets achieved • NGB 2009-13 funding process completed • Relationships with National Partners reviewed • Playground-To-Podium launched
Clubs and Coaches	<ul style="list-style-type: none"> • Community Sport Coach Scheme targets achieved • Club and Coach Fund targets achieved • Agree Coaching for Young People strand of PESSYP with YST and Government
Children and Young People	<ul style="list-style-type: none"> • Extending Activities targets around young people attending 60% of weekly sessions achieved • Step into Sport targets regarding percentage of young people aged 14-19 / 11-19 from School Sport Partnerships actively involved in leadership and volunteering achieved • 73,500 young people access Sport Leaders UK courses • Club Links targets on 5 to 16 year olds participating in NGB accredited clubs achieved • Clubmark targets achieved
Regional / Sub-Regional	<ul style="list-style-type: none"> • Agree core functions for County Sport Partnerships aligned partners to NGB 2009-13 funding
Local Government	<ul style="list-style-type: none"> • At least 75 Local Authorities signed up to NI8 in their Local Area Agreement

2008/9 priority area	Performance measures
Strategic Planning and Facilities	<ul style="list-style-type: none"> • 27 Local Authorities engaged successfully by Facilities Improvement Service • Targets regarding investment secured for community sport through planning system achieved
Grants Management	<ul style="list-style-type: none"> • Consultation on Lottery funding completed • Funding streams transitioned into the 'single-pot' • Development of a simplified, single-application process for grants recipients
Commercial development	<ul style="list-style-type: none"> • £3m of commercial support raised
Business Planning and Performance Management	<ul style="list-style-type: none"> • New strategy successfully launched • Progress and performance reported quarterly to DCMS
Communications	<ul style="list-style-type: none"> • New Stakeholder Survey created
Efficiency Programme	<ul style="list-style-type: none"> • Agreed reduction in operating costs to be achieved
Organisational Structure	<ul style="list-style-type: none"> • New structure in place by end of Q3 2008-09

57. Stage two focuses on delivery during 2009-13 via National Governing Body Whole Sport Plans, and work with other partners. The precise targets and allocation of resources for that period will be developed via the commissioning process taking place in 2008-09. National Governing Bodies will operate on the basis of a single funding stream linked to the successful delivery of their Whole Sport Plans. Aforementioned current funding streams like the Community Club Development Programme will migrate into the single pot (for example, in the case of the CCDP as the capital component of the Whole Sport Plan).

How the new generation of Whole Sport Plans will be developed

Commissioning process

The concept of 'commissioning' is at the heart of the new approach to delivering community sport. Commissioning involves:

- deciding what services or infrastructure are needed to deliver the strategic intent;
- acquiring them using the available funding resources to deliver best value for money;
- ensuring that they meet the requirements.

In the process envisaged by Sport England and its NGB partners, the strategic outcomes of Grow, Sustain and Excel will be considered by NGBs. Contracting, often confused with commissioning, is the control part of the commissioning process and is key to being able to hold delivery partners to account. Sport England will launch this process with National Governing Bodies during June and it will run during the second-half of 2008. The process will conclude – with the agreement and funding of Whole Sport Plans – in December 2008.

Whole Sport Plans for 2009-13

The NGB commissioning process outlined above will culminate in the setting of Whole Sport Plans for each funded sport for the period 2009-13. These plans will be the core element of the drive towards a world-leading community sport system. The configuration of the Whole Sport Plans will vary from sport to sport but we can use the example of Badminton England to illustrate some elements that they may feature.

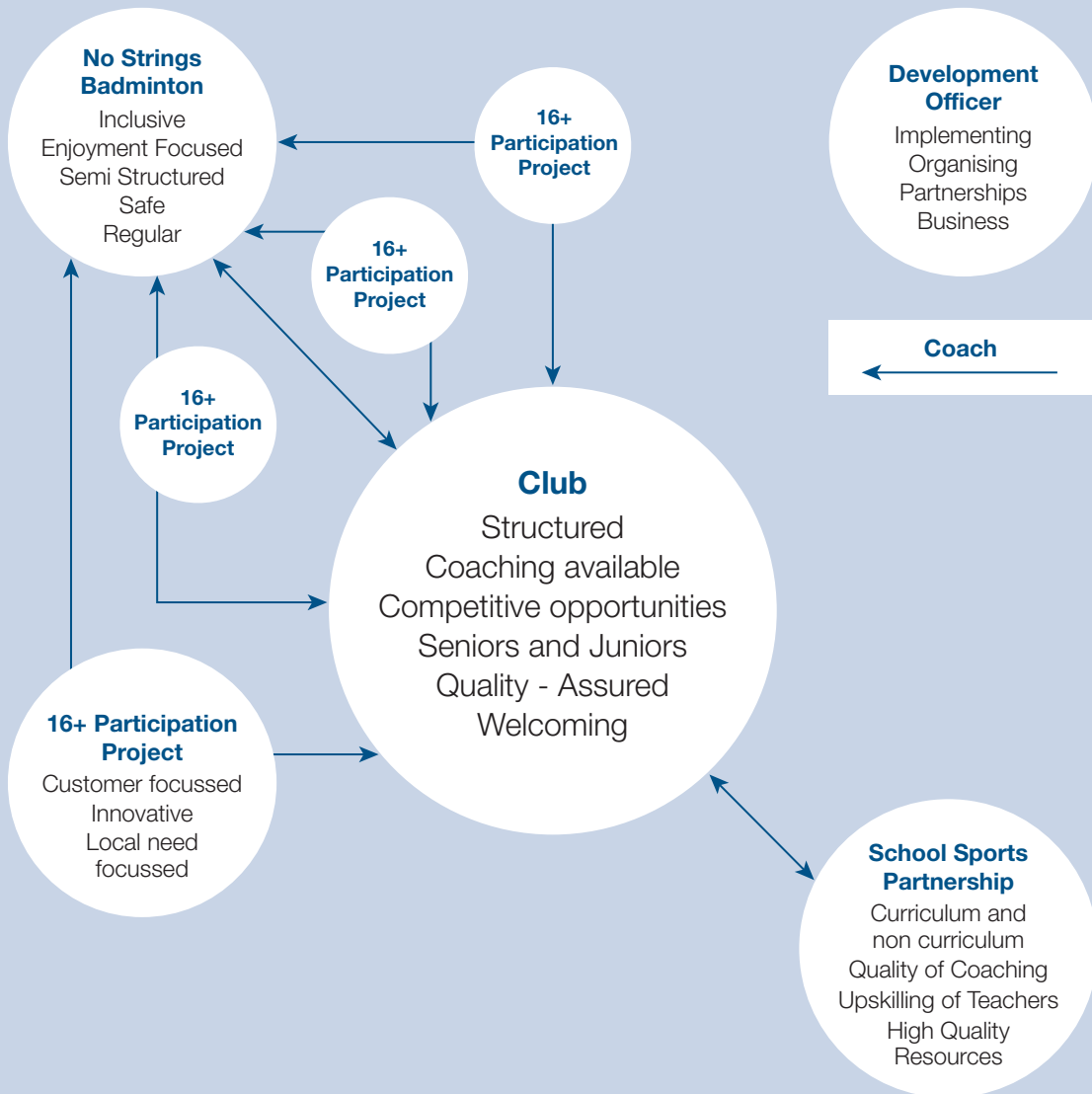
Badminton England have been one of the National Governing Bodies involved in road-testing the commissioning process during May to June 2008. Their key strategic objectives are:



- To be World Number 1 by 2016
- To Grow the Game – increase participation
- To be a fit for purpose organisation

Badminton England have been identifying which elements of Grow, Sustain and Excel will deliver their strategy and outcomes. The Grow outcome will primarily involve the further roll-out and development of their Community Badminton Networks – linking up school, club and coaching activity. Sustain – in terms of reducing drop-off – and retaining players within the Badminton England structure – can be delivered through the success of both Community Badminton Networks and the Performance Centres that sit above them. Excel will involve activity right across the Badminton England system – from Community Badminton Networks and Performance Centres through to High Performance Centres and up to improving the National Badminton Centre. The ambition of creating a world-leading community sport system is therefore clearly aligned to Badminton England's own aspirations.

The diagram below illustrates how this might look on the ground as Community Badminton Networks join up School Sport Partnership and school activity with a modern Club network, Coaches and participation initiatives:



Excel programmes

- 58. Sport-specific talent systems** – during the National Governing Body commissioning process, we will identify the talent development requirements of each categorised sport and agree how much can be supported by Sport England funding. This work is closely linked to the efforts of UK Sport at the elite end of the sport spectrum. The result will be an improved pipeline of talent to the elite element of those sports.

***Key Performance Indicators** – Appropriate systemic and quantitative measures - for example, regarding the size and quality of the talent pool immediately below the elite level - will be put in place during the NGB 2009-13 commissioning process. We will report on progress every six months.*

- 59. Playground to Podium** – in recent years, fewer talented disabled athletes have emerged at the top end of the performance pathway in comparison with other countries. As part of a package of interventions being developed with the British Paralympic Association, UK Sport and the Youth Sport Trust, Sport England will deliver 49 county-based Athlete Assessment and Development Centres, to be held a minimum of three times a year. In addition, Sport England will support National Governing Bodies and other key agencies to provide a greater range of performance environments and opportunities. This will ensure a successful transition between the ‘community’ and ‘performance’ phases for disabled athletes with potential.

***Key Performance Indicators** – collected by Parasport, the trading arm of the British Paralympic Association*

5,000 participants directed to high quality coaching opportunities from 2007-10.

2,000 adults introduced to high quality coaching from 2007-10.

8,500 young disabled people have assessment and further development from 2007-10.

Sustain programmes – reducing drop off

60. Identifying and commissioning sports to reduce drop-off – during the June-December 2008 National Governing Body commissioning process, sports will be invited to consider their capability to reduce drop-off (at the critical 16-18 age-range) and apply for funding to address their particular challenges. We will identify and commission at least five sports to tackle this issue. Sport England will seek to achieve a good balance within this ‘portfolio’ of sports, encompassing some high participation sports, and at least one or two sports likely to appeal to groups currently under-represented in terms of participation.

Key Performance Indicators – Sports apply for and receive confirmation of funding by the end of 2008 for delivery from 2009-10 onwards.

61. National Governing Bodies deliver reductions in drop-off – once sports have been identified and commissioned in the process outlined above, they will apply the interventions they deem appropriate to reduce drop-off in participants aged 16-18 in their sports.

Key Performance Indicators – reported by Active People

25% reduction in drop-off amongst selected sports by Q4 2012-13.

Profile of achieving the 25% drop-off over this timeframe will be worked up with each selected sport.

62. This will be part of a longer term strategy for tackling drop off, and the intention will be to learn from the approach taken by the identified sports, and then make that intelligence more widely available. Sport England will also tackle other key drop off points – 18 and 21 – in future funding rounds.

Sustain programmes – increasing satisfaction with quality of sport experience

63. Developing an understanding of drivers and measures of satisfaction – current measures of customer satisfaction, as gathered by Active People and Taking Part, tend to focus on facility provision. However, looking ahead, we need to develop a new survey to measure people’s satisfaction with the quality of their sporting experience and to gain a greater understanding of the various factors involved in different sports. We anticipate that the key drivers will be the familiar components of community sport – facilities, clubs, coaches, volunteers and competition structures, but the precise emphasis and mix will vary

from sport to sport. During the first half of 2008-09, Sport England will develop an appropriate survey methodology in consultation with NGBs to address this challenge in line with the National Governing Body commissioning process.

Key Performance Indicators – Sport England to draw up a new satisfaction survey within the NGB commission process and agree outcome targets by the end of 2008.

- 64. National Governing Bodies delivering increases in satisfaction with quality of experience** – all sports commissioned for this project will be encouraged to put interventions in place to increase satisfaction within their sport by at least five percentage points by year four (depending on the scale of the baseline).

Key Performance Indicators – reported by Sport England sport satisfaction survey
5% increase in satisfaction by Q4 2012-13.

- 65.** In addition to the impact on satisfaction ratings, NGB investment into clubs and coaching should also have a positive impact on participation rates. We hope that this will attract an extra 200,000 sporting participants a year. This figure will contribute towards the overall ambition of increasing participation by 1m people by 2012-13.

Key Performance Indicators – reported by Active People Survey (figures refer to increase in participation achieved by end of period as compared to baseline)
200,000 increase in adult participation by Q4 2012-13.

- 66. Recruit To Coach scheme** – this new programme will be run in partnership with the Youth Sport Trust. It aims to engage volunteer coaches and deploy them across 70 of the most deprived areas of England through a mix of school and community routes. The programme is also part of our work to support the Five Hour Sport Offer for Children and Young People (see paragraph 79).

Key Performance Indicators

500 new coaches engaged through a community route by Q4 2009.

1,500 new coaches engaged through a community route by Q4 2010.

2,000 new coaches engaged through a community route by Q4 2011.

Making a total of 4,000 for Sport England.

- 67. Transition of key programmes to a single pot for National Governing Bodies** – there are a number of funding programmes (e.g. Community Club Development Programme, Community Investment Fund, National Sport Foundation and Community Sports Coach Scheme) which will continue into 2008-09 but need to move (in whole or part) into the single pot for funding National Governing Bodies in 2009-13.
-

Key Performance Indicators – Programme-specific targets (e.g. number of Community Sport Coaches) for transitioning areas to be delivered for 2008-09. Funding streams to successfully migrate for 2009-10 onwards.

Grow programmes

- 68. National Governing Bodies driving growth in participation** – as part of their Whole Sport Plans, sports will be applying for funding linked directly to the achievement of increases in participation⁶. In total we envisage that, by working with appropriate partners, governing body activity can increase participation by some 500,000 additional participants by 2012-13.

- 69.** During the commissioning process we will take the following approach:

- i) Our ambition will be for every sport to grow – but for some the challenge will be to sustain participation at current levels.
- ii) We will incentivise sports with clear growth potential or those with large numbers of participants.
- iii) We will also target sports capable of appealing to a diverse range of participants.
- iv) We would like to support those sports and areas of the country where there is natural ‘oxygen’ – in terms of potential for organic growth – for that sport.

Key Performance Indicators – reported by Active People Survey

500,000 increase in adult participation by Q4 2012-13.

We will develop the profile when we have agreed the likely trajectory with each sport.

- 70. Engaging Higher Education** – during the first half of 2008-09, we will work up a detailed plan to influence and incentivise the HE sector to partner in opportunities to increase participation in sport. We will aim to work at a strategic level in Higher Education, for example through appropriate groups of Vice Chancellors, as well as with other leading sports bodies in the sector such as British Universities and Colleges. There are over a million students in England, and Sport England Research estimates that over 700,000 currently do not reach the required 3x30 (30 minutes of sport three times a week) participation rate, but are interested in doing more sport. In total we envisage that the HE sector can increase participation by some 300,000 additional participants by 2012-13.
- 71.** This aspect of the strategy is about influence, advice and enabling partnership rather than simply about Sport England funding. We aim to create a critical mass of support for this work by October 2008 and have first partnerships in place by the end of 2008-09.

Key Performance Indicators – reported by Active People Survey. Profiling the data by educational status and using the National Active Students Survey will enable us to gauge a picture of the increases specifically driven by HE.

300,000 increase in adult participation by Q4 2012-13.

We will review the profile at the end of 2008-09 when we have plans in place and initiatives agreed with the sector.

- 72. Engaging the Third Sector** – during the first half of 2008-09 we will work with potential partners within the Third Sector to identify opportunities to increase participation in sport. Currently, organisations operating within the Third Sector are spending £515m over a three-year period. The proportion being invested in sport is below the 22% of volunteering represented by sport. In total we hope that the Third Sector can increase sporting participation by at least 100,000 additional people by 2012-13 by extending reach into communities. We aim to make these efforts sustainable by aligning or migrating them to National Governing Body work. Whilst much of Sport England's role will involve influencing, we will also need to dedicate some funding to pump-prime projects.

Key Performance Indicators – reported by Active People Survey

100,000 increase in adult participation by Q4 2012-13.

- 73. Football Foundation** – for the period of this strategy, Sport England will continue to make a substantial investment of £15m a year through the Football Foundation. Football is a sport which has been growing from a large existing base.
- 74.** Sport England will work closely with both the Football Foundation and the Football Association (FA) to significantly increase participation through football. We will also work to increase women's participation in football and to improve access for a wide range of disability groups.
- 75.** By placing football at the heart of multi-sport facilities, football also has the potential to support growth in a range of sports. Sport England will work closely with the Foundation to ensure that the funding we provide to the Foundation on behalf of Government is used for multi-sport facilities. We will also encourage and promote some specific, in-depth partnerships between football and at least three other sports which could benefit from such a multi-sport approach.

Key performance indicators

Future KPIs to be developed with FA and Football Foundation as part of the commissioning process. Deliverables will include those areas that feature in the FA's recently-launched grassroots football strategy - facilities, coaching, referee recruitment and player development.

Current KPIs include facility usage and the requirement that a third of all grassroots facilities funded by the Football Foundation must be multi-sport.

- 76. Commercial strategy** – this will focus on working with the smaller sports that have unrealised commercial value, particularly responding to the appetite for community-based multi-sport. There will also be a focus on 12-24 year-olds. Sport England analysis estimates that there will be some £120-£180m of commercial investment into grassroots sport in the run-up to 2012. The ambition is to lever £50m of funding by 2011-12 into such projects.

Key Performance Indicators – reported by Sport England Commercial Department

£3m raised during 2008-09.

£7m raised during 2009-10.

£15m raised during 2010-11.

£25m raised during 2011-12.

- 77.** Recent work with Asda illustrates the potential impact of this type of project. Asda spends £1.2m annually encouraging young people to play sport in the school holidays at local clubs and leisure centres. Sport England is working via County Sports Partnerships and NGBs to co-ordinate a programme whereby Local Authorities and/or clubs fund 'free taster sessions'. The support of the commercial partner is both direct, in terms of funding the offer and co-ordination, and in-kind - in terms of promotional effort.
- 78.** These activities will increase participation in sport by 150,000 by 2012-13.

Key Performance Indicators – reported by Active People Survey

150,000 increase in adult participation by Q4 2012-13.

- 79. Five Hour Sport Offer for Children and Young People** – we aim to engage more 5-19 year olds in sport through a variety of projects, including Step Into Sport, School-Club Links and the soon-to-be-launched Extending Activities programme.

Key Performance Indicators – overall Five Hour Sport Offer take up targets are being set by DCMS/DCFS and are due to be in place by July 2008. (We believe there will be one target for 5-16 year-olds and another for 16-19 year-olds.)

Step into Sport:

- Increase the percentage of young people aged 14 to 19 from school sport partnerships actively involved in sports leadership and volunteering to 22% in 2010.
- Increase the percentage of young people aged 11 to 19 from school sport partnerships actively involved in sports leadership and volunteering to 18% in 2010.

Sport Leaders UK:

- 73,500 young people accessing Sport Leaders UK courses by March 2009.

Sporting Champions:

- 225 Sporting Champion visits by the end of September 2008.

Extending Activities:

- 224,991 young people attending 60% of weekly sessions by Q4 2009.

County Sports Partnerships:

- 60% of young people (16-19) attending one-day Step Into Sport (SIS) community volunteer conferences in high quality placements by September 2008.
- 80% of young people (16-19) referred to CSPs by School Sport Partnerships as being committed to seeking a SIS volunteer placement in the community, in high quality placements by Sept 2008.

NGBs - Targets to be confirmed 31/05/08:

Club Links:

- Increase the level of participation amongst 5 to 16 year olds who participate in NGB accredited clubs to 33% in 2010.

Clubmark:

- Anticipated target of 5,000 Clubmark clubs by Q3.

RESPECT Athlete mentoring programme:

- 250 interventions via up to 50 mentoring packages by Q2 2008.
-

Underpinning activity programmes

- 80. National Governing Body commissioning process** – this is the major piece of underpinning work required for successful delivery of the strategy. A project plan sets out details of the whole process and how it will contribute to the preparation and assessment of National Governing Bodies' plans for their contributions to the overall public goals.

Key Performance Indicators – NGB plans to be assessed and signed off by the end of 2008.

- 81. Local Government engagement** – Local Authorities are the major investor in community sport in England. They invest around £1.2 billion annually in terms of revenue and a further £415m in capital expenditure.
- 82.** The primary focus of Sport England's work will be on Local Area Agreements and encouraging Local Authorities to continue investing in the NI8 indicator on sport and active recreation. Sport England's considerable investment in the Active People Survey will ensure that sport continues to feature significantly.

Key Performance Indicators – NI8 indicator to be adopted by at least 75 of the 150 upper-tier Local Authorities.

- 83.** In addition, Sport England will also engage with Local Government via the Improvement Agenda, Sustainable Development Strategies and Comprehensive Area Assessments, and region-specific work such as Thames Gateway activity and the Living Places Programme. Sport England's investment in key tools in Active People and Active Places and areas such as facility design advice will help ensure that Local Government investment delivers the maximum possible value.
- 84. Contracting of County Sport Partnerships** – we will review the core functions needed from County Sport Partnerships in parallel with the National Governing Body commissioning process. We intend to focus Sport England's investment in County Sport Partnerships on sport, while CSPs will continue to have a wider role in the field of sport and physical activity. Sport England funding will be linked to supporting the delivery of the public objectives via National Governing Bodies, in particular by supporting sports that require local knowledge.

Key Performance Indicators – we will review CSP functions and put focused strategies in place for 2009-10 onwards by the end of 2008. We will also put in place an improvement plan, with reviews against progress taking place every six months. Delivery during 2008-09 is to be assessed against the existing performance framework.

- 85. Commissioning/contracting of National Partners** – we will review the core functions needed from National Partners (such as Women's Sport and Fitness Foundation) in parallel with the National Governing Body commissioning process. National Partner funding will then be linked to supporting the delivery of the agreed objectives via their specialist skills, knowledge or services. In particular, equality bodies will have a key role to play in helping improve diversity across community sport, and helping NGBs to develop their capacity in this area.

Key Performance Indicators – selection and role of National Partners to be reviewed, with focused strategies for 2009-10 onwards in place by the end of 2008. Delivery during 2008-09 to be assessed against existing KPIs.

- 86. Grants processing** – the first half of 2008-09 will focus on developing a shared-service centre that will modernise grant-making and performance reporting processes. The single-application process, aligned to the creation of the single pot, will reduce bureaucracy – both within Sport England and from the point of view of the grant recipient. Once fully-functional, grants processing will be regularly reviewed for quality of information, timeliness and value for money.
- 87.** As Sport England seeks to change the criteria for its Lottery investment, it will run a major consultation process between July and October 2008. This will particularly focus on engaging with community groups.

Key Performance Indicators

Shared-service team to be fully-functioning by October 2008 with grants processing transferring across to it.

Efficiency gains to be made through deployment of simplified application process. Customer service ratings on grant application process to rise.

Lottery policy consultation concluded by October 2008 with new criteria in place for the second half of 2008-09 onwards.

- 88. Coaching** – Sport England will work with sports coach UK to focus investment on frontline coaching through Governing Bodies. We will work with Governing Bodies to identify the systemic resources that they require to support the employment of these coaches. Sport England will also work with the Youth Sport Trust and NGBs to develop a Coaching for Young People strand of the PESSYP strategy, increasing the availability of high quality coaching to young people to deliver the Five Hour Sport Offer.

Key Performance Indicators – *targets to be worked up during the NGB commissioning round and in place by the end of 2008.*

- 89. Planning and Facilities** – the focus during 2008-09 will be on conducting a comprehensive review of the facilities base to inform the National Governing Body commissioning process and allocation of capital funds. Future activity will concentrate on offering value-added services (e.g. strategic planning) and services (e.g. Active Places) to National Governing Bodies and the major funders and operators of facilities, particularly Local Authorities. The improved information base and delivery of value-added services should lead to increased rates of use across a range of facilities.
- 90.** The work includes the Facilities Improvement Service's role working with Local Authorities on improvement and the regional work driving the community use of facilities supported by Building Schools for the Future investment.

Key Performance Indicators

Sport by sport facilities audit to be completed by the end of 2008-09.

Exploitation strategies to be agreed with at least half of NGBs by September 2009.

27 Local Authorities engaged by Facilities Improvement Service by the end of 2008-09.

54 Local Authorities engaged by Facilities Improvement Service by the end of 2009-10 (cumulative).

81 Local Authorities engaged by Facilities Improvement Service by the end of 2010-11 (cumulative).

- 91. Organisational change** – we will develop, offer for consultation and implement a new structure for Sport England to ensure that the organisation can deliver this strategy.

Key Performance Indicators – new structure in place by the end of 2008.

- 92. Promoting sport** – the initial focus of our work during 2008-09 will be on launching the new strategy and publishing the annual report. After that, we will focus on stakeholder relations, effective internal communications, and building and communicating the case for community sport.

Key Performance Indicators

Annual reporting against new Stakeholder Survey.

Annual reporting against Colleague Survey.

- 93. Managing Legacy Funds** – we will form a specific, time-limited team to work with the shared-service team to manage legacy programmes (such as the Community Club Development Programme) that are coming to a close.

Key Performance Indicators – Legacy Funds to be closed down by the end of the 2008-09 financial year.

Funding

Key funding streams

94. When Sport England translates this overall strategic approach into how it will allocate grant funding, it means that the four year cycle of funding to NGBs, sitting at the heart of the work, will be the key funding stream. Sport England will therefore also need to decide how best to distribute its remaining funds to deliver the strategic objectives and, where necessary and appropriate, support the NGBs. The key funding streams are therefore:
95. **Funding of National Governing Body Whole Sport Plans.**
96. **Five Hour Sport Offer Funding** – Sport England will invest over £69m of ring-fenced funding into the Five Hour Sport Offer for children and young people between April 2008 and March 2011.
97. **Funding to National Partners** such as sports coach UK, Skills Active and the equality bodies.
98. **Core funding to the network of County Sports Partnerships** against a nationally defined and agreed list of priorities, which will include providing support to NGBs at sub-regional level.
99. **A series of ‘managed’ rounds of Lottery funding** for projects specifically aligned with Sport England’s strategic objectives, e.g. work with the voluntary sector and community sports organisations to grow participation in sport. The managed rounds will enable Sport England Main Board to prioritise funding to ensure that the overall delivery of objectives remains on track.
100. **A targeted programme of investment in facilities** in line with a strategic facilities investment plan. This will be based on a sport by sport audit of existing facilities, and an aggressive plan for ensuring their maximum exploitation. It would also be informed by work at the regional level on the pattern of facilities available locally.
101. **A small grants scheme** (on a scale similar to our current involvement in Awards for All), with investment of around £10m a year into smaller sports clubs and other local facilities.
102. **A dedicated innovation fund** to identify and pilot best practice in all aspects of community sport.
103. This approach seeks to strike a balance between ensuring that the bulk of funding is concentrated on achieving strategic objectives, and the need to provide a range of sporting opportunities at local level. It also gives smaller clubs the opportunity to access Lottery funding via a small grants scheme with a simple application process. It draws on best practice identified by other grant makers and Lottery distributors by managing

demand for funding through clear stated objectives, allocation of specific amounts and 'managed' rounds of funding. It will also give a degree of security to a core of strategic partners to whom we provide funding – in this case, NGBs, National Partner organisations, and County Sports Partnerships – in return for clearly specified results.

Access for community organisations

- 104.** Following this approach, local community sports organisations will continue to be able to access funding. It will be a key role of our regional offices to encourage and help create appropriate bids for funding. For example, community sports organisations would be expected to benefit from the managed rounds of Lottery funding and the dedicated innovation fund.
- 105.** We will also challenge the National Governing Bodies of sport to connect more closely with their club networks, many of which are typical local community sports organisations, and to include them in their broader plans for support and investment. Building development pathways and linkages to informal sport will be particularly important.
- 106.** In addition, we anticipate that the small grants scheme, which will have an investment of at least £10m a year, will be particularly attractive to smaller community sports organisations, and will also be straight forward to access. We will take specific steps to ensure that these grants reach a wide range of different types of recipients, and do not simply go to clubs within the network currently supported by NGBs. We will do this by:
 - Developing a simplified grant application and assessment system that is appropriate for the scale of the grants.
 - Working with national partners such as Volunteering England or the English Federation of Disability Sport to promote our offer and objectives to a diverse audience.
 - Working with the appropriate NGB to develop support for funded community sports organisations. Projects will potentially transition to the NGB umbrella.

- 107.** The case study below illustrates the type of project and impact that is envisaged:

Lilian Baylis centre, Lambeth, South-East London

The Lilian Baylis site is a thriving multi-sports venue that is central to the lives of local people, enabling the residents of Lambeth to access sport, physical activity, healthy living and educational services on their doorstep. It provides a safe place for children and young people to participate in a variety of sports, and a wealth of diversionary activities including football, tennis, basketball, boxing, volleyball, dance, yoga and pilates.

As a direct result of the Lilian Baylis project, Lambeth Council now has the 4th highest sport participation rates of the London boroughs and is rated in the top 25 per cent nationally. The range of activities is also helping to lower crime figures in the neighbourhood.

The centre is also showcasing local talent, with a number of young participants going on to join football teams and other sports clubs, while national champions in street athletics and basketball have trained there.

The Lilian Baylis site is run by the London Sport Action Zone (which covers North Lambeth and North Southwark) and is funded by organisations including Positive Futures, the Football Foundation and Sport England.

Illustrative financial profile

108. The table below illustrates how the money⁷ may be distributed on an annualised (from 2009-10 onwards) basis:

Illustrative distribution of Sport England annual investment

	Excel (25%)	Sustain (60%)	Grow (15%)	Total
NGB Whole Sport Plans	13%	26%	4%	43%
National Partner funding	1%	4%	2%	7%
Core funding of CSPs		3%	2%	5%
'Managed rounds' of Lottery	3%	8%	2%	13%
Targeted facilities investment	1%	3%	0.5%	5%
Small grants scheme		3%	1%	4%
Dedicated innovation scheme	0.5%	1%	1%	3%
National Centres (net)	2%	0.5%		3%
Direct delivery costs	1%	2%	1%	4%
Other operating costs	3%	10%	2%	15%
Total	25%	60%	15%	

Levered Funding

109. During the period of this strategy, Sport England will continue to seek to leverage significant matched funding for its investment. A proportion of grants to National Governing Bodies – equivalent to (as a minimum) the funding they currently receive from the National Sports Foundation – will be subject to a 1:1 matched funding requirement. Sport England will also seek matched funding in the majority of the managed rounds and in all the facilities investment. It should be noted that the 1:1 ratio is the minimum anticipated; in 2007-08 Sport England achieved a ratio of £2.84 matched funding for every £1 of its own investment.

110. Leveraged funding will be a particular priority both for Sport England regional staff and for those delivery partners who work locally, including CSPs.

Governance Arrangements

Initial set-up and lines of accountability

- 111.** A clear and well understood set of Governance arrangements for the strategy will ensure a shared understanding of roles and responsibilities, clear lines of active accountability throughout, and regular monitoring of progress. In particular, responsibility for delivery of targets contributing to the outcomes Excel, Sustain and Grow will be definitive.
- 112.** Sport England will hold overall responsibility for delivery of outcomes. The Sport England Main Board will be accountable for investment decisions, with appropriate delegation to the Sport England Project Committee. An Extraordinary Board sub-committee will be formed to steer and advise on decisions regarding the National Governing Body 2009-13 funding allocation.
- 113.** With a significant part of the overall investment going to National Governing Bodies to deliver outcomes, lines of accountability and governance arrangements in this area are particularly critical. Sport England will support NGBs facing governance challenges with expertise and financial support as appropriate.

Measurement

- 114.** There has been very clear feedback on this area from the open consultation processes run in January and April this year. Sport England's prospective delivery partners – including NGBs – recognise the need for genuine ownership and accountability regarding the outcomes being pursued. There is also consensus that assessing progress towards the achievement of these outcomes needs to be as efficient and effective as possible. In particular there is a desire to ensure that delivery efforts are not deflected by unnecessary or excessive demands regarding data collection.
- 115.** There are four key outcome indicators that will need to be measured. A reliance on survey methodology – as illustrated in the table overleaf – will minimise the impact on delivery partners. Active People has been re-commissioned from October 2007 onwards. DCMS will receive the data for the first quarter (October 2007 to January 2008) in May 2008. We intend to report the progress measured by Active People to DCMS at each quarterly review meeting.

Outcome	Outcome Indicator	Data source	Frequency of reporting
Excel	Increase in Talent	NGB self-defined	Every 6 months
Sustain	Reduction in drop-off	Active People	Every 6/12 months depending on size of sport
	Increase in satisfaction	Satisfaction Survey	Every 6 months
Grow	Increase in participation	Active People	Every 6 months

116. UK Sport's Mission 2012 approach to monitoring and evaluating NGB activity will be used as the model for Sport England's approach.

117. Sport England will also establish Centres of Excellence to ensure that the appropriate survey data is not only collected but also analysed. This will enable us to learn more from the data and give added value to our partners.

Reporting progress

118. Progress reports against the delivery programmes will be made on a quarterly basis to the Sport England Main Board and to DCMS Sport Division. Reports will feature a combination of qualitative and quantitative measures, with a focus on the achievement/non-achievement of milestones. Every six months there will be a look ahead, including an assessment of how likely it is that we will achieve our objectives.

Equality

119. In designing and implementing the strategy Sport England is committed to:

- Developing a culture that enables and values the full involvement of all, embedding and promoting the principles of equality, through the delivery of inclusive, high quality sport;
- Creating an environment in which all have equal opportunities to engage in high quality sport, whether as participants; competitors; volunteers; officials or administrators;
- Responding to the diverse needs, capabilities and preferences of all, by ensuring appropriate levels of challenge; and
- Overcoming potential barriers for those individuals and groups currently under-represented as participants.

120. This commitment will run through the heart of Sport England's work and be driven through specific activities:

- Sport England will work with the equality organisations in sport (English Federation of Disability Sport, Sporting Equals and Women's Sport and Fitness Foundation) to create 'Centres of Excellence' for the sector. There will also be a review of the Equality Standard to move from the current form-based approach to one which has more impact on actual behaviour.
- Sport England will specifically challenge NGBs to consider how they can encourage the participation of currently under-represented groups in their sports. This will be a particularly important feature of discussions with the major commercial sports, which we believe can take a much stronger lead in this area.
- Sport England will consider offering specific additional funding to smaller, less well funded sports, which have the opportunity to appeal to currently under-represented communities.
- Sport England will seek out opportunities to work with community groups capable of delivering 'break through' with different parts of the population. We will also take steps to ensure that any such projects have an appropriate connection with the work of the relevant governing body.
- When agreeing which sports will work with us to tackle drop off, Sport England will seek to ensure a balanced portfolio. We aim to include at least one sport which is particularly attractive to women, one which has – or has the potential to have - a high representation from BME groups, and one sport with a significant proportion of disabled participants.
- The proposed innovation fund is one of the key ways in which Sport England will seek to fund projects which take innovative approaches to encourage under-represented groups to participate more in sport. We aim to identify projects which can become sustainable in the medium term.

Risk management arrangements

121. The Governance arrangements will be supported by clear and agreed arrangements for risk management and mitigation, and well understood decision-making and escalation arrangements.

Appendix A - Government Targets Relevant to Sport England

- **CSR07 PSA 21** – national objective to increase the percentage of adults who participate in culture or sport.
- **DSO1 – DCMS** Departmental objective to increase the percentage of adults who participate in culture or sport.
- **NI8** – local government objective to increase the percentage of people who take part in sport and active recreation.
- **Legacy Action Plan** – ambition to increase participation in sport and active recreation amongst 2m people – of which 1m will be via sport.
- **CSR07 PSA 22** – deliver a successful Olympic Games and Paralympic Games and get more children and young people taking part in high quality PE and sport.

Sport England Strategy 2008-2011

This document can be provided in alternative languages, or alternative formats such as large print, Braille, tape and on disc, upon request.
Call the Sport England switchboard on [08458 508 508](tel:08458508508)

More information

To get the latest news and information about Sport England's various initiatives and programmes, please go to www.sportengland.org

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