



Department
for Culture
Media & Sport

A New Strategy for Sport: Consultation Paper



#SportingFuture

August 2015

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Foreword

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



“Sport is my passion, and has been since I was a young girl. It has the power to captivate, excite, engage, to take you from the depths of despair to extraordinary heights. It can bring the country together and – quite simply – make you feel better.

The last decade has been the most successful in history for British sport. The summer of 2012 saw more people regularly playing sport than ever before. Our Summer Olympic and Paralympic medal success was its best ever, and the Winter Games of 2014 delivered medal numbers not seen for 90 years: we are, relative to our size, the best in the world.

There is no doubt that the London 2012 Games inspired many people to do many amazing things. Our elite athletes are fantastic role models and we had hoped that this inspiration would touch everyone. But turning this inspiration into participation has been a challenge. There have been many incredible stories; many people have been inspired to get active and the government has played an important role in that. The School Games attracted an amazing 1.3 million participants last year. Sport England’s insight and investments have helped to build and upgrade over 2,500 sport facilities since 2011 in communities across the country. UK Sport is funding 1,300 athletes with the potential to deliver medals for Team GB and ParalympicsGB in the coming years. However, this isn’t enough, and the fact that participation rates are now beginning to decline from their peak in 2012 shows we need to do more.

This is why we need a new sport strategy. It is time to recognise the importance of sport and be clear how we are going to make it an integral part of our everyday lives. I want every school child to be happy that they have a PE lesson that day. I want people who don’t normally play sport to feel motivated to exercise and get healthy. I want those with raw talent to succeed, supported by the structures we put in place.

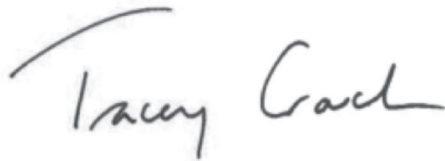
In developing a new strategy we will need to re-think the traditional ways of funding sport participation. We need to embrace technology and appreciate the power it has to get people active. We need to consider how we make sure that everyone – no matter who they are and no matter what their ability – has the opportunity to take part. As part of this we need to ensure that sport is designed to meet the demands of consumers, who each have different motivations and engage with sport in different ways.

We should also consider whether the way in which we think about participation is too simplistic. Are some types of participation more valuable than others, for improving health, for addressing inequality or improving educational outcomes? As part of the funding process, should we ascribe more value to getting someone who was previously inactive to participate than someone who is already sporty doing a

bit extra? We need to start thinking of participation as a means to an end and not necessarily as the end result.

To develop a truly meaningful strategy means joining up effectively across government. The Department for Culture, Media and Sport isn't the only government department that cares about sport, it's a fundamental part of what the Department of Health and the Department for Education are delivering, it's key to the Foreign and Commonwealth Office and UK Trade and Investment's work overseas and it's a vital part of the Department for Business, Innovation and Skills' skills strategy, the Department for Communities and Local Government's work building strong local communities and the Department for Environment, Food and Rural Affairs' role in developing a strong rural economy.

The Government believes that sport is fundamentally a powerful and positive thing. It is now time to turn that belief into something tangible, to turn the dream of a truly active nation into a reality. This consultation document asks some broad questions about how we might achieve this, looking at how we can maximise the value we all know sport can bring, but without giving up what we've already got. In the future, this will mean some different decisions being made than would be made today. But they will be better decisions, because they will start to take into account more than simple numbers, they will recognise – and maximise – the extraordinary value of sport.



TRACEY CROUCH MP

Minister for Sport, Tourism and Heritage
Department for Culture, Media and Sport
August 2015

Introduction

It is 13 years since a broad strategy for sport was last published. When *Game Plan* was published in 2002, the Government had yet to decide whether to bid for the 2012 Olympic and Paralympic Games, Wayne Rooney had just made his debut for Everton at 16 and double Olympic gold medal winner Laura Trott was still at primary school.

The sporting world has transformed since 2002. Back then there were no smartphones, no one had heard of marginal gains, there was no concept of 'big data', no 'parkrun' and no 'Tough Mudder'. The way that the public engages in sport has fundamentally changed in the years since 2002, and that means that government's approach to sport needs to change as well.

When the Active People Survey, the formal measurement framework that had its roots in the recommendations in *Game Plan*, captured its first data in 2005/6, 14.1 million people played sport at least once a week. That figure grew to hit a peak of 15.9 million around the 2012 Games but has begun to decline since then, with the latest figures at 15.5 million people playing sport at least once a week.

It has become increasingly clear since 2012 that the existing approach to increasing participation has exhausted its potential for further growth. A new approach is needed that reflects the social, financial, attitudinal and technological realities of the time. Only by developing a strategy built on these realities can we expect to see further increases in the number of people playing sport and being physically active.

However, government support for sport is about more than simply the number of people that play sport. What really matters is the value that individuals derive from playing sport. That might be improved health outcomes from becoming more physically active, better educational attainment linked to playing high quality sport in school, improved skills that then lead to better employability, a stronger sense of social integration or a reduction in reoffending linked to participation in a sporting programme.

This is why the involvement of virtually every government department is so important. The power of sport extends across almost every area of government activity and it is this universality that we are seeking to harness through this new strategy.

This consultation highlights ten themes that together capture the headline issues that we want to address. Within each of those themes are a number of specific challenges we are hoping to tackle and for each of those, a question to frame the consultation responses we would find it most helpful to receive. This paper covers issues mostly relating to England only, however some policy areas are reserved and therefore those issues will also be of interest to the devolved nations. We will use the responses we receive to inform a new sports strategy that will be published later in 2015.

How to respond

We have set up a dedicated website to manage comments and responses to this consultation. Please [click here](#) to add your views on each of the questions posed below.

You can also submit material for consideration, for example documents that cannot be uploaded to the website, to sportstrategy@culture.gov.uk

If you would like to submit hard copy responses please send these to:

FAO Sport Strategy Team
4th Floor
Department for Culture, Media and Sport
100 Parliament Street
SW1A 2BQ

The consultation will run until Friday 2 October 2015.

Information provided in response to this consultation may be subject to publication or disclosure in accordance with the Freedom of Information Act 2000.



Theme One: Participation



“Government’s objective for sports participation is simple. We want everyone to feel that sport is for them, no matter if they are a seasoned athlete or a complete beginner.

Of course, for some people the very best thing about sport participation is the thrill of competition, and that is absolutely to be encouraged. For those talented individuals sport can be their life, and even their profession.

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

JOHN WHITTINGDALE MP OBE

Secretary of State

Department for Culture, Media and Sport

What are the challenges we want to address?

- a. How to address the recent decline in the number of people that regularly take part in sport and deliver a long-term sustainable increase in participation;
- b. What type(s) of participation should be encouraged and how should they be measured;
- c. How to ensure that funding goes to those who can best deliver results;
- d. How to specifically target under-represented groups;
- e. Understanding the role of the private sector, and how public sector bodies, National Governing Bodies (NGBs) and other sports bodies should work with the private sector to help deliver an increase in participation;
- f. How to best support participation in new and/or non-traditional sports and activities;
- g. How to maximise the potential of new technology to increase participation;
- h. How to use the power of sport to achieve broader positive social outcomes and whether some funding should specifically be spent for that purpose.

Participation in sport means different things to different people. It might be playing football with their friends in a Sunday League, training for a once-in-a-lifetime charity bike ride or taking the opportunity to escape everyday life with a zumba class. Whatever the motivations, we know that participation in sport is a positive thing. Those who play sport are healthier, happier and more likely to be successful in academic study and professional life¹. And Government has a key role to play in ensuring that everybody – no matter what their background, experience, skills or status – has the opportunity to participate in sport.

Increasing Participation

While there are now 1.4 million more people playing sport in England than when we won the right to host the 2012 Olympic and Paralympic Games², this increase has come in two short bursts, one between 2005/06 and 2007/08, and then another around the Games themselves. More recently however, the trend is a gradual decline in the number of people playing sport regularly. We want to reverse this decline and instead see a long term, sustainable increase in the percentage of people playing sport and being physically active. To do this we need a fundamental shift in social attitudes to being active, where it is more normal to take part and be physically active than not. This will not be easy – and many other countries have struggled with exactly this issue – but the benefits to be gained are huge.

Many sports, and many organisations have already done a fantastic job of this, by ensuring that their sport takes account of factors that affect people's individual decision making, whether that is the amount of free time they have, constraints on their finances or childcare responsibilities, or changing social trends in sport which encourage people to compete against each other using new technology or take part in alternative forms of traditional sports. It is this trend of adaptation and refinement based on the needs of consumers that will encourage growth in the future.

Government would welcome views on what action could be taken – by Government, Sport England and the wider sector – to achieve a long-term, sustainable increase in sport participation in England.

Type and Measurement

Often participation in sport has been seen as turning out at your club once a week, playing a football match, a game of tennis or a round of golf. But this idea that people might join a club, and then play the same sport week-in, week-out is growing more outdated. People now consume sport in the way they consume television or music, picking and choosing from a wide range of options. They do not necessarily want to limit themselves to one sport or one activity. Sport England's behavioural insight shows that people often go through intense bursts of activity, only to be followed by some more relaxed down-time. An individual might do several different activities during the course of a week, swimming one evening and cycling at the weekend. They might join a softball team for a summer and ski in the winter. They might train for a marathon one year and start a family the next.

We want to encourage all types of sport and physical activity. The important thing is not *what* someone does, but the *value* of that activity for them. Some types of activity

¹ CASE: The Culture and Sport Evidence programme, March 2015: 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur.'

² Sport England, 11 June 2015: 'Active People Survey 9 – 12 month rolling results April 2014 to March 2015.'



are undoubtedly more beneficial than others, but this varies enormously from person to person. We need to ensure that the way we measure participation reflects this shift in focus away from specific activities towards overall levels of activity for each individual, and that it takes into account the change in people's behaviours and attitudes.

Government would welcome views on:

- (i) whether we should be encouraging particular types of participation,**
- (ii) if so, what these particular types of participation should be, and**
- (iii) how whatever forms of participation in sport and physical activity we seek to encourage should be measured in future and how their return on investment can be proven.**

Delivering Results

Government provides a significant amount of funding through Sport England to get more people playing sport. Sport England has its own strategy to direct this funding, with a combination of direct funding to National Governing Bodies (managed through individual Whole Sport Plans) and grants to individual bodies. However, this model has not brought about the long term, sustainable increase in participation we hoped to see.

While Sport England has made some steps towards more of a 'mixed economy' approach to its funding, there are still many more organisations outside the mainstream, traditionally funded parts of the sport sector that are just as good, or better, at increasing the number of active people or at reaching people who do not consider traditional sport is for them. We want to consider whether funding could be allocated differently to ensure that the organisations most likely to increase participation receive government support, regardless of who they are. However, we also want to ensure that we balance any change in approach with maintaining provision for those who already play sport and want to continue.

Government would welcome views on how we can ensure that funding goes to those organisations which can best deliver an increase in participation.

Under-represented Groups

Sport should be for everyone. It doesn't matter what your gender, age, ethnicity, sexual orientation, income or health, you should be able to enjoy taking part. The Active People Survey results have consistently shown, however, that some groups are underrepresented in terms of participation. This includes women, disabled people, some black and minority ethnic (BME) groups, those from lower socio-economic groups and older people. It isn't just that these groups don't get to share equally in the enjoyment of playing sport, they also don't get to share equally in the huge positive impacts that sport can bring, so any new approach to investment in sport must address this under-representation.

Sport England has supported a range of projects looking to target particular groups, including women, disabled people and those from disadvantaged backgrounds. While these programmes have delivered change at a local level, they have not yet delivered sustainable change at a national level. However, we recognise that investment targeted at long-term, large-scale behavioural change comes at a cost and that not every measure that might make a difference will be possible in the current financial climate.

Government would welcome views on how to address the participation challenge in under-represented groups and in particular where maximum value for money can be found in delivering long term, sustainable change.

Private Sector

The private sector delivers an enormous number of sporting opportunities, almost always with no public funding attached or linked. They are the single most important factor in sports such as swimming, gym, keep fit and exercise, dance, running and golf. Without the role of the private sector, millions fewer people would be able to participate in sport regularly. However, the private sector does not necessarily share the same policy goals as Government, so aligning activity and approach between public and private sector is not always easy, but the potential is enormous.

A steady increase in the number of people going to the gym regularly has had a huge, positive effect on the overall number of people participating in sport, and much of this is down to a growing social trend that the market has effectively responded to. However in swimming, still predominantly catered for by private sector providers (whether that be fully private or contracted operators of local authority facilities), the market has not responded effectively to changes in consumer behaviour and participation figures have therefore suffered. This demonstrates the importance of the private sector to any attempt to increase participation in sport, and the importance of tailoring sport to consumer demands.

Similarly, local authorities play a vital role in sporting provision outside of what is funded by central government, particularly through the provision of leisure facilities, gyms and swimming pools in local areas. This is picked up in Theme Seven – Infrastructure.

Government would welcome views on:

- (i) the role of the private sector in delivering public policy objectives in sport; and***
- (ii) how public sector bodies, National Governing Bodies and other sports bodies can work with the private sector more effectively, and vice-versa.***

New Sports

The way that sport is funded has been built around the concept of traditional sports with traditional NGB structures. But, as mentioned above, the ways in which people are physically active have changed and the number of different sports that people are playing has grown. Different sports will appeal to different people, and this diversity should be celebrated and encouraged. We want everyone to be able to take part in the sports which appeal most to them. Offering what the consumer wants rather than giving them a traditional offer that they are told they need to fit into is fundamental to getting more people active. We want to ensure that these 'new' sports and activities, along with new and more flexible formats of traditional sports, are supported in becoming established, putting in place the necessary governance structures, infrastructure and ensuring access for everyone.

Government would welcome views on how we can best support participation in new sports and activities, along with new and more flexible formats of traditional sports.



Technology

Technology is playing a part in encouraging participation in a way it never has before, and every indication is that its influence will continue to grow, with more than 50,000 health, fitness and physical activity apps now available. Fitbit is now estimated to be worth \$4bn worldwide and Strava is gaining 100,000 new members globally each week and logged more than 520 million kilometres of cycling in the UK alone last year³. Given the changing ways in which people consume sport and the continued rise of online social interaction, we need to ensure that sport is able to reflect these changes and can provide consumers with what they want, in the way they want it. New technology is not a complete solution, but it is a vital means by which participation can be encouraged. It can help identify opportunities to take part, link up players with teams, monitor individual progress, share success with friends and set new goals and challenges to aim for. We should remember, however, that access to technology varies significantly between groups so, like sport, technology also needs to be made more accessible.

Sport is also enormously data-rich, and there is potential to harness this data in a way that helps consumers directly, but that can also help build further insight and understanding on how people participate and why. Government is interested to know what sources of data sports bodies (both public and private sector) have that, if made publicly available, could help the sector to develop or help to enable more people to take part.

Government would welcome views on:

- (i) what we can do to maximise the potential of new technology, such as health, fitness and physical activity apps to increase participation in sport; and**
- (ii) how we can make best use of the vast data sources which could be made available from the public and private sectors.**

Sport for social good

While we are clear that participation in sport is fundamentally a good thing in and of itself, there are numerous additional benefits to be gained from playing sport. The more obvious might be health-related, but actually the benefits can be far more wide-reaching. For example, individuals might benefit from learning about teamwork, discipline and leadership. These can have a clear impact on their skills and job prospects, equipping them for entry into the jobs market. This is why some of the most innovative organisations in this area, such as Street League, StreetGames, the Dame Kelly Holmes Trust and Greenhouse Sports have recognised the power of sport as a tool to develop the skills of those who are long-term unemployed and increase confidence of those from the most socially-deprived backgrounds. Sport can also reach out to older people in helping to reduce isolation.

Sport also has a positive impact on integration, bringing together groups and individuals who might not otherwise interact. During the 2012 Olympic and Paralympic Games, we saw the power of sport to bring people together. But it doesn't have to be major global events. A local sports club can play just as important a role ensuring that everyone playing has a common goal and a shared interest, showing that sport can be an excellent way to bring together those of different backgrounds.

These wider outcomes from sport may be more challenging to quantify but can have an enormous impact on people's lives. Indeed, the benefits of sport touch on

³ www.roadcyclinguk.com/sportive/strava-2014-year-numbers (page accessed on 18 June 2015)

the areas of interest of many government departments, including those dealing with improving social integration, tackling extremism, helping young people at risk of offending or reoffending, improving skills and education, all by providing positive sporting opportunities and positive role models. We are interested in exploring further where these connections can be made and how best we can join up thinking across Government on the benefits of sport participation.

Government would welcome views on how we can best join together the relevant organisations and government departments to realise the positive social outcomes which sport can deliver and whether Government funding should be directed to achieve particular social outcomes.

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?





Theme Two: Physical Activity



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

I hope that people working across the sport and health sectors, as well as corporate sponsors, will support the aims of this paper and contribute to the consultation we are holding over the summer.”

JANE ELLISON MP
Minister for Public Health
Department of Health

What are the challenges we want to address?

- a. How to use the reach and influence of the sport sector to get more people active, especially those who have been inactive for a long time;
- b. How to specifically target the different health outcomes that physical activity can deliver, including how they can contribute to preventing or treating diabetes, obesity, dementia and mental health problems;
- c. How to raise awareness of the UK Chief Medical Officers' guidelines on physical activity (2.5 hours of moderate intensity activity over a week for adults) and ensure our interventions enable more people to meet them;
- d. How to ensure that the Department for Culture, Media and Sport (DCMS), the Department of Health (DH), Sport England and Public Health England work together as effectively as possible, and how other parts of government can play their part;
- e. How to make sure that sport delivery bodies (Sport England, National Governing Bodies, County Sports Partnerships, etc) and health delivery bodies (NHS England, Clinical Commissioning Groups, GPs, etc) work together as effectively as possible.

Physical inactivity is a hidden killer. It directly contributes to one in six deaths in the UK, the same proportion as smoking. It is the fourth largest cause of disease and disability in the UK. Around a quarter of people in England are classed as inactive, failing to achieve a minimum of 30 minutes of activity (any physical activity, not just conventional sport) a week. Physical activity can help prevent and/or treat a range of physical and mental illnesses, including cancer, heart disease, strokes, dementia, depression, type 2 diabetes and can contribute to weight management. Sport can also play a role in reducing the chances, particularly for young people, of getting drawn into risky behaviours such as substance abuse linked to drugs and alcohol while providing a positive message about health and promoting the benefits of being physically active.

The government, together with the Mayor of London and Lord Coe, last year committed to a sustained, cross-government drive to reduce physical inactivity as part of the legacy from the London 2012 Games, through the 'Moving More, Living More' initiative. Later in the year Public Health England published its framework report on physical activity, 'Everybody Active Every Day', setting out the key areas for action to shift the dial on physical activity:

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

Government is wholly committed to the implementation of Everybody Active Every Day. It has accepted, and is implementing, all the report's recommendations aimed at government.

Getting More People More Active, More Often

Sport is a very important, and for many people a hugely enjoyable area of physical activity. It is a highly effective way of reaching millions of people and getting them active for the first time, or getting them active again after a period of inactivity. We need to do all we can to promote sport as a means of improving health, especially to those people who are classed as inactive. As mentioned in the previous section, we need to be aware that some groups in society are currently more likely than others to be inactive and may need a particular focus or approach.

We are starting to explore how sport can reach the physically inactive, for example through Sport England's 'Get Healthy, Get Active' fund, of which we have recently launched the second round of local projects, and the 'This Girl Can' campaign, which addresses some of the factors putting women off exercise. We should also learn from, and build on, initiatives which have found innovative ways of reaching inactive people, including parkrun and charity runs and walks. Such events tend to bring communities together, rely on volunteers and take place in easily accessible public places like parks. We need to share the learning from these initiatives with others providing sport services and go further in breaking down barriers and promoting both sport and wider physical activity.

Government would welcome views on how sport can specifically address the number of people who are physically inactive.



Physical Health

Sport and physical activity can have beneficial effects for a range of serious health conditions. One example is the role of physical activity in weight management. Physical activity helps to maintain a healthy weight and regardless of weight, contributes to a healthy lifestyle. In the medium- to long-term a society which is enabled to be active, for example by the design of its streets and buildings, is much more likely to help tackle high obesity levels.

2.7 million people in England have diabetes. Studies have shown a protective effect of physical activity on the occurrence of type 2 diabetes. Being physically active can also help people with diabetes better manage their condition which can result in fewer complications and help with glucose control. Sport and physical activity will be a core part of the government's campaign to reduce and prevent diabetes.

Government would welcome views on how sport and physical activity can play a more significant and effective role as part of a wider strategy to combat obesity, diabetes and other physical health conditions.

Mental Health

We know that people who are physically active can have a more positive outlook which contributes to good mental health. On 25 March 2015 the Mental Health Charter for Sport and Recreation was launched, led by the Sport and Recreation Alliance and the Professional Players' Federation who came together with leading mental health charity Mind to build on a shared commitment to good mental health. There are now over 140 organisations signed up to this charter. We want to continue to build on this work to maximise the potential for sport and physical activity to improve mental health. In addition sport and recreation organisations have important leadership roles in local communities and there are good examples of individual sport clubs using this to address important issues that impact on individuals' mental health and wellbeing, such as hate crime and domestic violence.

Government would welcome views on how sport and physical activity can play a more significant and effective role in addressing mental health problems.

Older People

Good mental and physical health are inextricably linked throughout life. It is particularly important that older people have the chance to participate in forms of physical activity which meet their needs and requirements in order to keep them healthy and both to prevent and alleviate the symptoms of age-related conditions – which compromise both physical and mental health. Regular exercise can not only keep older hearts healthy but strengthen joints, lift mood and help in the fight against more chronic long-term conditions such as strokes and cancer. The positive impact of physical activity on the many forms of dementia is well-documented and we will look to continue to build on the excellent work of initiatives like the 'Dementia Friends' campaign which has gone such a long way towards raising awareness of this condition within communities.

Government would welcome views on how sport and physical activity can be used to both prevent and treat conditions associated with ageing.

Chief Medical Officers' Guidelines

It is broadly understood that physical activity is good for people, though there is always scope for better information about the sheer range of health conditions which physical activity can help prevent.

All four of the UK's Chief Medical Officers (CMOs) have set out some clear guidelines⁴ about how much physical activity is required. Adults should be doing 150 minutes of moderate physical activity per week (or 75 minutes of vigorous activity), in bursts of 10 minutes or more. Guidelines are different for older people and children. However, these guidelines are not currently well known or understood by some within the medical profession, let alone the population at large.

Government would welcome views on how to raise awareness of the CMO physical activity guidelines, and ensure more people are meeting them.

Health and Sport Professionals

Sport and physical activity venues need to be welcoming for all as too many people are currently not even taking the first step towards becoming more physically active. We need to ensure that people working in sport, including staff of gyms and leisure centres, staff of National Governing Bodies and staff and volunteers at sport clubs are all aware of and can articulate the health benefits of sport and physical activity. Crucially, they also need to understand the varying needs of different groups in society.

Clinical Commissioning Groups and Health and Wellbeing Boards will become increasingly important in commissioning physical activity solutions to health problems in the future. This means it will be increasingly important to work with the health sector to break down barriers and improve understanding between sport, physical activity and health professionals, who have traditionally spoken in different languages. The same applies to Directors of Public Health, GPs and other health professionals, to ensure they too are well versed in the benefits of physical activity and are able to make a persuasive case both to funders and to patients.

To help the conversations between health professionals and patients, the four CMOs have been working together with an expert group of health professionals to translate the CMOs' guidelines into easy messages to use with patients.

Government would welcome views on how best health and other professionals can work together to raise awareness of the benefits of physical activity.

Cross-Departmental Working

Within government DCMS leads on sport and DH on physical activity. The departments are supported by delivery bodies in Sport England and Public Health England respectively. While DH focuses more on the health benefits of physical activity, including its role in preventing long-term conditions, DCMS focuses on sport participation which is a very significant subset of physical activity. To be as effective as possible, both must work together.

DCMS and DH work alongside a range of other government departments to promote participation in sport and physical activity. The 'Moving More, Living More' initiative has

⁴ www.gov.uk/government/publications/uk-physical-activity-guidelines (page accessed on 25 June 2015)



helped bring these departments together at both ministerial and official level, but there is more to do. Areas where government departments will continue to cooperate include:

- Cycling and walking – there are synergies to be gained from working with the Department for Transport, who are responsible for promoting utility cycling and walking while DCMS promote cycling and walking for sport. Regardless of different departments leading on specific aspects of cycling and walking, we as a government want a society in which people cycle and walk more and all departments need to collaborate to help deliver this.
- Employers – there is huge scope for businesses and employers of all sizes to promote sport and physical activity to their staff, customers and communities. There are advantages for employers from an active workforce, in particular a more productive workforce, less prone to sickness absence. DH's Responsibility Deal physical activity network, and the Workplace Wellbeing Charter, have been useful initiatives but there is much more we can do, working with the Department for Business, Innovation and Skills and the Department for Work and Pensions within government and also employer bodies.
- Schools – schools are crucial to encouraging an active lifestyle from an early age. We work closely with Department for Education on a range of measures including the PE and Sport Premium and the School Games. *Theme Three – Children and Young People* expands on this in more detail.
- Outdoor recreation – DCMS has responsibility, alongside the Department for Environment, Food and Rural Affairs, DH and others, for promoting outdoor recreation. While individual departmental responsibilities vary, we all have a collective interest in a successful and sustainable outdoor activities sector. We are working closely with the Sport and Recreation Alliance, the Outdoor Industries Association and others to achieve this.

Government would welcome views on:

- (i) ways it can improve joined up working with others, highlighting where there are key areas of shared responsibility; and**
- (ii) how it can take advantage of these links to promote various kinds of physical activity.**

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?



Theme Three: Children and Young People



“The opportunity for children to take part in and develop a love of sport and physical activity is vital to ensuring their long-term enjoyment and participation. In some ways, sport is already hard-wired into the brains of children. As soon as toddlers can walk, they want to run; pre-schoolers love playing games in the park; school playgrounds are full of the sounds of children running around and burning off some excess energy. The important thing, of course, is to maintain this enthusiasm as children grow up, give them the physical skills to develop and learn and teach them of the importance of being active throughout their lives.

The Primary PE and Sport Premium, worth over £150m a year, is the only ring-fenced school funding for a curriculum subject. The decision to focus on primary schools was based on the evidenced importance of getting healthy habits established at a young age. The next task for government, schools and all those working with them is to ensure that the legacy of this substantial sum of money is secured for the benefit of future generations of young people. This means looking beyond the primary school hall and playing field – to the opportunities for these children both at secondary level and outside of school. Provision for children and young people will rightly sit at the heart of a new strategy for sport in this country. We want to see healthy, happy active children becoming healthy, happy active adults and the talented primary school children of today becoming our sporting stars of the future.”

EDWARD TIMPSON MP

Minister for Children and Families
Department for Education



What are the challenges we want to address?

- a. How to make sure that the impact of the PE and Sport Premium is sustainable over the long term – in terms of both:
 - i. improved provision in primary schools
 - ii. continued participation and engagement of current primary school pupils as they progress through to secondary level
- b. How to encourage young people to be active, and the role that schools can play in supporting this;
- c. How to continue to make the School Games relevant both in encouraging competitive sport and as part of the talent pathway;
- d. How to make the sporting offer for children and young people outside of school and school hours as attractive and accessible as possible;
- e. How we can encourage sport participation in further and higher education;
- f. How to ensure that schools, community sports clubs, central government and its agencies work together as effectively as possible to maximise opportunities for young people to take part in sport and be physically active.

School sport policy is owned within Government by the Department for Education. Schools, however, are only one part of the picture. Getting our young people more active and more engaged with sport is everybody's responsibility. There are important links to be made across national government – most closely with DCMS and DH – as well as local government. It is also essential to recognise the crucial role of parents in embedding sport and physical activity into children's everyday life.

The Primary PE and Sport Premium

The Coalition Government introduced the Primary PE and Sport Premium – £150m of annual ring-fenced funding paid directly to schools for the improvement of PE and sport. Head teachers have been given freedom to decide how best to spend this money according to the specific needs of their school and pupils – some have employed coaches to work alongside and upskill generalist teachers whilst others have chosen to provide additional training for their staff or increase the range of extra-curricular sports on offer. Schools are held accountable for how they spend their funding through Ofsted whole-school inspections and a requirement to report their spending plan online to parents.

Research into the impact of the Premium so far has produced very positive findings – with significant improvements reported in the breadth of offers, quality of teaching and pupil participation among other areas. As well as ensuring that all schools, not just some, are using the premium effectively to improve PE and sport, we want to make sure that the impact, on both schools and pupils themselves, is sustainable in the long term.

We know that there are 'drop-off' points in young people's participation in sport and physical activity, particularly girls, as they progress through school and meet with competing and increasing academic and social pressures. We want to address these trends so that new cohorts of pupils, having benefitted from an enhanced experience of PE and sport at primary school, arrive at secondary school with the prospect of building on their existing skills and enthusiasms.

We want to understand the opportunities and challenges at secondary level in order to support schools in sustaining the legacy of the Primary Premium investment.

Government would welcome views on how it can promote the sustainability of the Primary PE and Sport Premium's impact, in terms of both:

- (i) improved provision in primary schools themselves;***
- (ii) continued participation and engagement of current primary school pupils as they progress through to secondary school.***

Promoting physical activity

The Chief Medical Officers have recommended that young people aged 5 to 18 should be undertaking at least 60 minutes of moderate to vigorous intensity physical activity every day⁵. The importance of physical activity and sport in a child's routine cannot be overstated. There is a wealth of evidence which proves that exercise has a positive impact on learning in other subjects, teaches children important qualities such as self-confidence, team-work and leadership and benefits physical and mental health. Experts are united in proclaiming the importance of establishing healthy habits at a young age.

Schools have an important role to play in helping their pupils to meet this 60 minute recommendation. Whether it's by increasing the amount of curricular PE or after-school sport they offer, facilitating 'active playtimes' or supporting active transport initiatives such as walking buses or cycle schemes, all schools can encourage and support their pupils to be more active – both within and outside the school day.

Providing a positive experience of sport and physical activity for children in our schools can help them to establish healthy habits and a love of being active that will benefit them throughout their lives.

Government would welcome views on how we can encourage our young people to be more active, and the role that schools can play in supporting this.

The Future of the School Games

The School Games, which are delivered by Sport England and the Youth Sport Trust, have been extremely popular, with more than 19,000 schools now signed up. This success is down to the recognition that competitive sport is important to children and also that this competition can operate at a number of levels, from competitions within individual schools right up to the national finals. Numerous current Olympians and Paralympians got their first real 'elite-type' experience by taking part in the School Games. More than 150 of the athletes that competed at the last Commonwealth Games in Glasgow had previously competed at the Sainsbury's School Games. 59 of these athletes claimed an impressive 84 medals.

In addition, 31 National Governing Bodies for sport have created new sports formats at Levels 1 and 2 (inter and intra school respectively, with seven disability-specific sports), to encourage all young people – whether disabled or non-disabled – to take part. Last year also saw, for the first time, more girls competing than boys.

Government would welcome views on how we can ensure that the School Games:

- (i) remains relevant and inclusive; and***
- (ii) can promote both talent pathways and competitive sport for all.***

⁵ 'Start Active, Stay Active' a report on physical activity for health from the four home countries' Chief Medical Officers (publication date 11 July 2011).



Outside school

PE and sport provision within schools is very important, but it is only part of the picture. All children and young people should be encouraged and have the chance to participate in physical activity and sport outside of school time. It is vital that there are strong links in place between schools and community clubs so that all children and young people are aware of other opportunities on offer and feel comfortable crossing from one environment to another. This means encouraging more connections and ensuring that facilities and opportunities are available. A good example of this is Satellite Clubs, which are extensions or outposts of community sports clubs, established in secondary schools or colleges to target the 11-25 age group. The aim is that these provide new opportunities for young people to create lifelong sporting habits and will bridge the gaps between school, college and community sport.

It is important to ensure that young people not in education are also catered for. In these instances, there is no school structure in their lives which can help to promote physical activity or direct them towards sporting opportunities. We need to think about how best to engage with these young people. An interesting initiative which can help with this and with promoting community sport is the 'Use our School' offer run by Sport England, which is a web resource with tools and templates to help schools open or extend community use of their facilities.

Government would welcome views on how community sport can encourage children and young people to take part and develop a love for sport.

Further and Higher Education

We recognise that colleges and universities can play an important role in encouraging participation in sport. Sport England, working in partnership with the Association of Colleges-Sport and British Universities and Colleges Sport, has invested in and supported colleges and universities to widen their sports offer. This includes supporting a network of 153 College Sport Makers and creating Sports Activators at 64 Universities.

Government would welcome views on how we can further encourage sport participation at Further and Higher Education levels

Working Together

The area of youth and school sport requires significant cross-Government working. Whilst the Department for Education leads on the overall policy, including the PE curriculum and the Primary Premium, the DH has an important role in terms of encouraging healthy lifestyles in the young and DCMS has a role in promoting the benefits of sport and encouraging participation which we want to see maintained into adult life. There are also several interested parties in the area of youth sport, which are funded both by government and other sources, with whom it is essential to have strong partnerships.

Government would welcome views on how we can best work together to maximise the opportunities for children and young people to take part in sport and develop healthy active lifestyles.

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?





Theme Four: Financial Sustainability



“We are in the process of moving this country from economic crisis to recovery, providing a new approach to the way we manage our public finances. It is only with financial security that we can truly prosper and we must look at all aspects of public sector budgets to achieve this.

Even after years of following Ipswich Town Football Club and the England Cricket team, I remain enthusiastic about sport, and the role it can play in society. It is therefore crucial that government and sport work together to consider new ways of ensuring the long-term financial sustainability of the sector, building on – but not relying on – public funding.

I hope that individuals and organisations will respond with innovative and creative ideas to make this happen.”

DAVID GAUKE MP
Financial Secretary to the Treasury
HM Treasury

What are the challenges we want to address?

- a. How to encourage new sources of commercial investment into sport, particularly in areas that have previously struggled to form commercial partnerships in the past such as women’s sport and smaller sports;
- b. How to ensure that the significant amounts of money at the top level of some sports, primarily generated from the sale of TV rights, also benefit grassroots sport;
- c. How we maximise the already significant role that the National Lottery plays in the success of the sport sector;
- d. Exploring new models of social investment in sport and more creative ways for funding bodies to offer financial support, including offering loans, making investments and taking equity stakes;
- e. Drawing on the successes of the cultural and charitable sector, how to harness the huge enthusiasm for sport to encourage greater levels of philanthropic giving to sport and sports bodies;
- f. Exploring new commercial models for Government bodies such as UK Anti-Doping and the Sports Grounds Safety Authority that capitalise on their world class expertise;
- g. Establishing how the sport sector can maximise the benefits of current measures within the tax system, to inform discussions with the Treasury.

Sport has benefitted from record levels of public investment from central government in the years directly before and after London 2012. However this increased central government funding has not resulted in a sustained increase in participation. The Government has been very clear on the need for continued fiscal consolidation to restore the public finances to a sustainable path. Decisions on specific departmental allocations will be published in the Spending Review in the autumn and like all unprotected areas of public spending, sport funding will face pressures.

While simply increasing the overall amount of money that is invested in sport is not the answer to increasing participation, it is nonetheless important that, where it is available, funding is targeted at the right interventions. It is also important that those sports and organisations particularly reliant on central government funding can diversify their income streams to lessen the impact of changes in that government funding. Pressure on local authority spending should also be considered and will mean that local authorities will need to consider how best to work with partners including the private sector to make the most of their sport-related assets and resources. There is no single answer that will be right for every organisation, but there are a number of different options that are worth looking at in more detail.

Commercial Investment

While some sports are incredibly successful at generating commercial investment, through sponsorship, selling broadcast rights and agreeing commercial partnerships, many sports, particularly women's sports, disability sports and smaller sports, find the environment much harder. There are a number of reasons for this; a traditional approach to sponsorship from many brands and agencies that focuses too heavily on a small number of high profile sports and events; a lack of commercial capacity and expertise in sports bodies; and a lack of exposure and coverage to increase the attractiveness to sponsors of these smaller sports and women's sports. Sponsorship is an area with huge potential to increase the financial sustainability of many sports, and reduce their reliance on Government funding, but it needs to be balanced against other policy goals and whether there are any risks attached to attracting particular forms of sponsorship into sport, for example alcohol, gambling and High Fat, Salt and Sugar (HFSS) foods.

Government would welcome views on:

- (i) the potential for growth in commercial investment for the sport sector; and**
- (ii) what can be done to encourage that growth, particularly for women's sports, disability sports and smaller sports.**

Income Distribution

There are a number of sports that have benefited from lucrative TV deals in recent years. While Premier League football is the prime example, it is by no means the only one. Their success has come in part from developing a successful and marketable brand, and we would not want to do anything that would undermine that. However, their success also comes in part from the broader success and popularity of the sport, something that no NGB or commercial organisation can own. With the success of trading on a public good like sport comes a responsibility to maintain that sport at all levels and for a range of participants including under-represented groups such as women and disabled people. There are some excellent examples of sports reinvesting money generated through the sale of their TV rights into the grassroots, but as income increases further so should the benefits seen at every level.

Government would welcome views on the role of those benefiting from lucrative TV rights sales in ensuring that a portion of that income is distributed to support grassroots sport.

The National Lottery

The National Lottery has had a transformative effect on sport since its inception in 1994. Over £350m each year goes into sport across the UK from the National Lottery, and with ticket sales holding firm it will continue to be a vital source of funding for the future. The changes made in 2010 to increase the proportion of lottery money that went to a number of good causes also had a significant impact in helping sustain world class arts, heritage and sport throughout the last Parliament.

Recognising the many good causes that benefit from Lottery funds, it may be possible to gain even greater impact from the combination of government and Lottery funding that goes to sport, especially to improve resilience when other sources of government funding are constrained.

Government would welcome views on how the impact of the National Lottery on sport can be maximised.

New Investment Models

As well as new sources of funding outside the public sector, there are also new and innovative ways of investing public money to ensure the best possible return for the taxpayer. Many investments in sport, particularly capital investments in infrastructure and facilities have the potential to generate a financial return. While commercial investors will have their investment paid back from this financial return, it is very rare that public sector funders seek a portion of this financial return. Part of this is due to complex EU State Aid rules, but if they were able to do so it could help in three ways: firstly they could offer very competitive rates; secondly they could offer loans to those who may not otherwise qualify; and thirdly they could then recycle the returns from those investments into new projects, effectively using the same money many times over to benefit many different projects. It may also be possible for public funders to take long term equity stakes in sporting organisations, projects and start-ups to help get them off the ground but also share in their success. All such spending would need to be in accordance with Treasury principles for *Managing Public Money*, including offering value for money for the taxpayer.

Social investors are people who invest their money to have a measurable social impact, alongside a financial return. The UK now has the most developed social investment market in the world, with over £1bn private capital seeking social impact, and a large range of organisations connecting investors to socially minded organisations. Increasingly, charities and social enterprises are tapping into this market. Benefits for them in these include access to new sources of finance and business support from specialist lenders; and the ability to grow sustainably. Benefits for public sector organisations using social investment models include the ability to leverage in private investment and expertise using public sector funding towards particular social outcomes; and to test new ways to deliver services.

Sources of social investment include specialist investment intermediaries, community shares, charity bonds, social impact bonds, and blended capital funds. There is now a Social Investment Tax Relief for these types of investment. The Government has also

piloted a number of targeted grant programmes to help organisations to build their capacity to take on social investment, through the Cabinet Office Investment Readiness programme.

One example of a sport organisation benefitting from this type of finance is FC United of Manchester, the community owned football club which has raised nearly £2m through community shares and the Social Investment Tax Relief to build its own football ground. Another is Street League, which has raised over £600,000 plus business support from a social investment organisation, to expand its programmes that use football to support unemployed young people from the most disadvantaged backgrounds.

Government would welcome views on:

- (i) the applicability of new investment options to the sports sector;**
- (ii) the appetite for such investments; and**
- (iii) the barriers to rolling them out.**

Philanthropy and Fundraising

Philanthropy has long been a fundamental part of the mixed funding model in the arts and cultural sectors but while there has been a strong focus on how to develop that further since 2010, there has been less focus on how philanthropy and fundraising can help sporting bodies. This is not to say that there aren't excellent examples of sporting organisations large and small raising money, securing donations, receiving legacies and managing endowments. However, there is neither a consistent approach across the sector, nor the skills embedded in many organisations to maximise the potential.

Grassroots organisations should be looking at every possible opportunity to diversify their income streams and ensure they are not too heavily reliant on statutory funding. One area that might merit more detailed examination is funding from trusts and foundations. This is particularly relevant for sport given its broad social benefit and the fact that many grassroots and voluntary sport organisations hold charitable status. Philanthropic giving on its own is not the answer to future funding challenges, nor can it be a like-for-like replacement for public investment. It can however form a useful new source of income as part of a broader and more diverse funding model for the sector in the future.

Government would welcome views on:

- (i) the potential for growing philanthropic giving in sport; and**
- (ii) how this growth might be encouraged.**

New Commercial Models

Government bodies, particularly those that fulfil a unique, specialised role have the potential to turn the expertise that comes with that into new sources of commercial income. However, there are too often constraints imposed on this commercialisation, either from within the organisation or from government itself. If these bodies are to respond to shrinking public expenditure then it is vital that these opportunities are maximised. An example here might be using the world class, specialist expertise in organisations like UK Anti-Doping (UKAD) and the Sports Grounds Safety Authority (SGSA) and setting up overseas commercial subsidiaries that can charge the market rate for their expertise overseas, the profits from which can then be reinvested in their core functions in the UK, thereby reducing their reliance on public funding.

A number of central government organisations have already demonstrated they can achieve commercial success by restructuring (for example the Best Management Practice Portfolio, now named Axelos, and the Behavioural Insights Team). Many others are building on the potential for greater commercialisation, for example English Heritage.

Government would welcome views on:

- (i) the viability of new commercial models for the sports sector, particularly outside of government bodies like UKAD and SGSA;**
- (ii) areas with particular potential; and**
- (iii) the challenges around implementation.**

Tax Measures

The sport sector has benefitted significantly from measures within the tax system, for example many sports bodies are charities so can benefit from Gift Aid and/or the Gift Aid Small Donations Scheme, many others are registered as Community Amateur Sports Clubs (CASCs) and can claim relief on Business Rates and some other taxes. These schemes generate significant benefit for the sport sector every year.

Government would welcome views on how the sport sector can maximise the benefits of current measures within the tax system.

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?

Theme Five: Coaching, Workforce and Good Governance



“Skills are an important driver of balanced growth and world class apprenticeships are key to our skills strategy. They are essential to give young people the chance to reach their potential and deliver the skills employers and the economy need for growth. Building on the over 2.3 million apprenticeships delivered in the last Parliament, we are committed to 3 million apprenticeship starts this Parliament and are developing a comprehensive plan for growth, including more work with large employers, more support for small businesses and a renewed emphasis on communications.”

We are committed to delivering apprenticeship reforms through Trailblazers so as to improve the quality of apprenticeships and make them more responsive to employers' needs. I am delighted that we are working with a range of employers on several Trailblazers standards in the sport and leisure industry, which will equip those seeking a career in sport with the skills that they need to succeed.”

NICK BOLES MP

Minister for Skills

Department for Business, Innovation and Skills and Department for Education

What are the challenges we want to address?

- a. How to ensure that sport contributes to the creation of 3 million new apprenticeships by 2020 and that young people benefit from apprenticeships in sport;
- b. How to ensure that sports coaching is as effective as possible, at grassroots and elite level, with diverse representation and reduced barriers to entry, and that coaches are given the necessary training to work with a variety of clients, including children, older people and disabled people;
- c. How to ensure that the sports workforce has the skills it needs, including soft skills as well as technical ones, to address the challenges set out elsewhere in this consultation;
- d. How can we use the power of sport to help some of the most disadvantaged people into employment;
- e. How to ensure we are encouraging more people to volunteer and that we are retaining and supporting those people who already volunteer;
- f. How to ensure that we uphold the highest standards of governance, openness and transparency in sporting bodies.



Sport is nothing without the people working in it. From chairs, board members and chief executives right through to parents who volunteer to help out at their local club or the sixth form student that helps coach the Year 7 football team, having the right people with the right expertise and the right support is what makes the sport sector function, and to get the most from the sector, it is these people that we have to support.

While there are a huge number of passionate, talented and committed people working in sport, it remains predominantly male and white, with many people originating from a sporting background. British Cycling has turned this model on its head, encouraging 'non-sporty' women to lead women's cycle rides, successfully attracting huge numbers of previously unengaged women as a result. For sport to succeed it must become less homogenous and utilise the skills of a more diverse workforce.

Apprenticeships

The Government has committed to 3 million apprenticeship starts by 2020 and the sport and leisure sector can play a huge part in delivering this. Sport is a fantastic way of engaging people, particularly young people, in employment. It can help motivate those who might otherwise struggle and it can provide relevance that other employment opportunities might not.

While we have already made significant progress in creating apprenticeships in the sport and leisure sector, we think that more can be done. Sport has the potential to increase the number of people taking up apprenticeships still further, particularly amongst underrepresented groups, and ensure that the benefits of sport are maximised for the workforce as well as for participants.

Government would welcome views on how to increase numbers of apprentices in the sport and leisure sector.

Coaching

High quality coaching can be the thing that makes the difference between building a sporting habit for life and putting someone off sport for life. It is the whole front-line workforce however, that plays a role in creating the right environment for individuals to feel that sport and activity are for them. This is especially important for those who are inactive, may have had negative experiences sport in the past or are attending a sport session for the first time. It is therefore crucial that all staff in a role promoting physical activity, including those in direct contact with the public, have the skills and the continuous professional development they need.

In this context, it is important that sport participants are seen as consumers and that their needs are taken into account. This is not just about technical coaching skills, but also the soft, human skills, behaviours and attitudes which can make the difference between someone wanting to come back and someone feeling that sport is not for them. It is important that coaches are able to consider the participant's point of view – what motivates them, why are they attending and what will keep them coming back? They should also understand the demographic they are working with, with children requiring a different coaching approach to adults, and a different approach needed for some disabled participants.

Government would welcome views on how we can ensure that coaching is as effective as possible for all who use it.

Skills

The sport workforce is broader than just coaching; we need to ensure that everyone working in sport is equipped with the necessary skills to do their job effectively, whether that means commercial skills, media skills, management and governance, human resources or working with young or disadvantaged people. In addition, loving sport, or being good at it, are often prerequisites for working in the sport sector. While some roles in this sector require this sort of passion and ability, many roles in sport require a completely different skill set – whether that is accountancy, human resources, communications or event management.

We should work to avoid sport being a closed shop for those who are not in the system and make sure the sector is open to all, including those who may not have a sporting background. This is crucial to improving the diversity of the workforce within sport.

Government would welcome views on:

- (i) where the skills gaps are for the sport and physical activity workforce; and**
- (ii) what needs to be done to fill these skills gaps.**

Sport as a route to employment

Sport can be an excellent way to reach disadvantaged people – including those not in education, employment or training (NEETS). Projects which use sport to encourage these individuals back into the world of employment have a unique selling point. The inclusion of sport can get people motivated and provide a way for them to engage with the idea of developing their skills and experience. These individuals may not go on to work in the sport sector, but sport can be the hook to get them interested. The Premier League, the Change Foundation and Greenhouse Sports among others have already found ways to use sport in this way. We should consider how we can support and encourage more of this kind of activity, using sport as a route to get people into employment.

Government would welcome views on ways in which sport can be used as a hook to get more NEETS and other disadvantaged people into employment.

Volunteers

Without volunteers sport in this country would not exist as we know it. All our great athletes and sportspeople know that, without a whole host of volunteers supporting them at the start of their career, they would never have reached the top. London 2012 gave a huge boost to sport volunteering when the Games Makers, Team London Ambassadors and other volunteers showed how valuable volunteering can be, and the Community Life Survey showed an increase in volunteering in 2012/13 after a steady decline⁶.

Volunteers in community sport perform a huge range of roles: from coaching and managing teams, to making teas, to managing social media and club accounts. Sport England estimate through their research and insight work that there are 5.6 million sport volunteers. Join In, the sport volunteering charity, estimate, in their 'Hidden Diamonds' report, that these volunteers provide the equivalent of £53bn of value to the sport sector and the economy as a whole⁷. Join In also estimate that 70% of sport clubs need more volunteers⁸, so there is more work to do.

⁶ Cabinet Office, 12 February 2013: 'Community Life Survey Q2 2012-13.'

⁷ Join In, 2 January 2015: 'Hidden Diamonds: Uncovering the true value of sport volunteers.'

⁸ www.joininuk.org/we-need-volunteers/club-hub/how-to-find-and-keep-volunteers/how-volunteers-can-help-you/ (page accessed on 25th June 2015)



We need to ensure that recruitment is as broad as possible, so that those who run volunteer schemes have the knowledge, attitude and ability to attract a diverse range of volunteers including, for example, disabled and older people. But it is not just about attracting volunteers into sport. It is also about retaining them, making sure they have the skills they need, and making them feel valued and rewarded.

Government would welcome views on how sports volunteers can be more effectively supported: from recruitment through retention, reward and validation.

Governance

At a time when the government is calling for change in the governance of football at an international level it is vital that we are seen to adhere to the same standards of governance at home as we are calling for abroad. Both Sport England and UK Sport have jointly brought in a new framework where they work together with NGBs to ensure they are maintaining high standards of governance. Within government, we have set a target of 25% women on NGB boards by 2017. However this has only recently begun to shift the balance within sport governance away from large council-type structures that do not accurately represent those that play the sport towards more modern, independent, term-limited models based on widely acknowledged best practice, openness and transparency.

It is also important that this good governance and transparency is experienced at every level of sport, from national through regional and county down to local. Boards at a sub-national level need to be both representative and innovative, which in turn helps to ensure that boards at a national level have a wide field of experience to draw upon.

The highest standards of governance are a huge benefit in guarding against the various risks to the integrity of sport, whether that be corruption, doping, match-fixing or any of the other challenges that sport regularly has to face. We already work with organisations like UK Anti-Doping and the Gambling Commission, and more broadly through the Sports Betting Integrity Forum which feeds into the Home Office Anti-Corruption Plan, but the role of strong governance and a commitment to openness and transparency within individual sports is vital in ensuring the positive effects of sport and of sporting role models are not undermined.

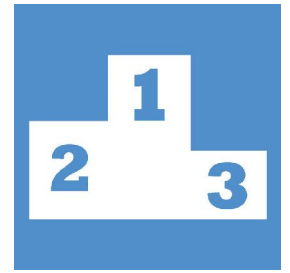
Government would welcome views on:

- (i) how to ensure that governance models in sport represent participants and follow industry standard best practice; and***
- (ii) how this continued push can ensure that integrity, transparency and the fight against corruption in sport remains a top priority.***

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?

Theme Six: Elite and Professional Sport



“I said in Singapore back in 2005 that I wanted the 2012 London Games to inspire a generation of young people around the world to choose sport. I am delighted that those Olympic and Paralympic Games have been followed by a hugely impressive range of major sporting events across the UK, with more still in the coming months and years.

Our sportspeople continue to excel and our elite professional sport is second to none. I continue to believe in the power of elite sport to inspire our young people and in the huge range of benefits that sport can bring”

SEBASTIAN COE, CH KBE

What are the challenges we want to tackle?

- a. How government can best support UK Sport, the British Olympic Association (BOA) and the British Paralympic Association (BPA) to maximise the potential for Team GB and ParalympicsGB to continue to meet or exceed their medal targets;
- b. How limited financial resource can best be used to support Team GB and ParalympicsGB at future Olympic and Paralympic Games;
- c. The effectiveness of the current talent pathway at identifying, training and supporting the Olympians and Paralympians of the future;
- d. How to better utilise our funded athletes to inspire and encourage others to participate;
- e. Properly defining government's role in supporting professional sport.

The UK is one of the world's foremost sporting nations and our success is measured as much by the medals, trophies and championships we win as by the number of people that play sport. That is why government sport policy has traditionally been a two pronged approach, aiming to both increase the number of people participating at the grassroots and maximise our success at elite level.

Support for elite and professional sports takes two forms: our direct support for Olympic and Paralympic sport and athletes through UK Sport, who invested nearly £150m in 2014/15 alone in achieving Olympic and Paralympic success; and less direct support for professional sports and athletes to ensure they are as successful as they can be.

In late 2014, the UK Sport Board undertook a strategic review of its performance investment policy to build on success and inform its strategy for the Tokyo Investment cycle (2017 – 2021).⁹ This review provides much of the context for the questions asked in this section, but as a direct funder of Olympic and Paralympic sport government also has a clear role to play. Government's role in professional sport is less clearly defined, but no less important.

Olympic and Paralympic Success

UK Sport is the nation's high-performance sport agency, created shortly after the 1996 Olympics (where Team GB finished 36th in the medal table with only one gold medal). UK Sport's mission is to provide the investment needed to deliver world class sporting success. Primarily this means working with partner sporting organisations to deliver medals at the Olympic and Paralympic Games. British athletes delivered 65 Olympic and 120 Paralympic medals at London 2012, with both Team GB and ParalympicsGB finishing 3rd in the medal table. Team GB won 4 medals at the Sochi 2014 Olympic Winter Games, the best performance since 1924. ParalympicsGB finished the 2014 Paralympic Winter Games with six medals, the best Paralympic Winter performance since 1984. The ambition for Rio 2016 is 66 Olympic and 121 Paralympic medals, thus becoming the first nation to win more medals at the Olympic and Paralympic Games immediately after hosting a home Games.

Government remains of the view that it should do everything it can to maximise the medal winning potential of Team GB and ParalympicsGB, and of the athletes being supported through every stage of the talent pathway. However the international sporting stage is becoming increasingly competitive – other nations are continually devising and revising their own programmes of support for their Olympians and Paralympians and driving an expensive international market in coaches, performance directors, training programmes and equipment. This is driving up the overall cost of success, at odds with the current financial climate. The most pressing question for Olympic and Paralympic sport after Rio 2016 is how to sustain our success without the costs continuing to escalate to a point where they are unsustainable to be supported from the public purse.

Government would welcome views on:

- (i) its role in maximising the potential and performances of Team GB and ParalympicsGB;**
- (ii) how it can ensure the best possible environment for continued elite success; and**
- (iii) how limited financial resources can be best used to support Team GB and ParalympicsGB at future Olympic and Paralympic Games.**

⁹ www.uk sport.gov.uk/resources/strategic-review (page accessed on 25th June 2015)

Talent

Sport England invests over £21m each year in supporting talent and talent progression through NGB Whole Sport Plans. This funding is designed to ensure that not only do we have a broad base of sport participation, but that those who show potential are able to progress, and have access to the resources, coaches, competitions and structures to allow them to realise their potential, at whatever level that might be.

Sport England shares this responsibility with UK Sport who support around 1,300 athletes across 52 summer and winter Olympic and Paralympic sports. The World Class Programme operates at three distinct levels:

- Podium – athletes with realistic medal winning capabilities at Rio 2016 (i.e. a maximum of four years away from the podium);
- Podium Potential – athletes whose performances have suggested that they have realistic medal winning capabilities for Tokyo 2020;
- Talent – the identification and confirmation of athletes who have the potential to progress through the World Class pathway with the help of targeted investment.

It is this Talent level that needs to work seamlessly with Sport England's talent investment to maximise the effectiveness of money being spent by both organisations. One of the initial themes identified by the preliminary work and consultation for the Sport England and UK Sport Triennial Review was that there was potential for the two organisations to work together more effectively in this space.

Responsibility for talent identification and development is broader than just Sport England and UK Sport however. National Governing Bodies, professional sports, individual clubs and the primary, secondary and higher education sectors all have a role to play.

Government would welcome views on how to ensure that the best possible talent continues to emerge to feed:

- (i) professional sport; and***
- (ii) the Olympic and Paralympic system.***

Inspirational Athletes

All funded athletes have been asked to give up to 5 days a year to inspire children and young people to get involved in sport. UK Sport manages and monitors this athlete volunteering work via the sports' governing bodies. The December 2014 survey of this activity confirmed athletes had given more than 10,000 days¹⁰ and the latest survey confirms this has since passed 12,000 days. Future plans include introducing a self-reporting app for athletes to report their activities directly.

More broadly, our Olympic and Paralympic athletes continue to be an inspiration to those who want to follow in their footsteps and achieve elite success, but also those who just want to turn up at their local running track or tennis court and do their best. They continue to be an enormous asset to the nation and they have an important role to play in thinking about how to make the Sport Sector as effective as possible.

Government would welcome views on how best to capitalise on the inspirational qualities of our Olympians and Paralympians, without compromising their training or competition.

¹⁰ www.uk sport.gov.uk/news/2014/12/19/athletes-celebrate-gift-of-giving-back-with-10000-inspiration-days-since-2012 (page accessed 21 June 2015)

Professional Sport

Professional sport in this country is a huge success story. We have some of the most successful leagues in the world in football, rugby and cricket and some of the most successful professional athletes in the world in sports like tennis, cycling and athletics. In many ways, professional sport is self-sustaining, where it is commercially successful and reinvests money into the grassroots success can be maintained and market forces ensure that leagues and athletes can remain competitive. Government should not involve itself in professional sport just for the sake of it, but where we have a clear remit and can make a positive difference we should seek to do so.

Looking specifically at football, we acknowledge that given its popularity, reach and influence, football is often looked at differently to other sports. While this should not always be the case there are specific areas where government does have a direct interest and can work to make positive changes. The Coalition Agreement of 2010¹¹ and the Culture, Media and Sport Select Committee Football Governance Inquiry in 2011¹² and follow-up in 2013¹³ both recognised the value and growing popularity of supporter ownership, and the need to encourage its further development. In response to this, the Expert Group on Supporter Ownership and Engagement was established in October 2014, with the mandate: *“to identify solutions to current barriers preventing greater collective supporter share ownership of football clubs and explore the greater facilitation of supporter engagement and involvement in the governance and running of football clubs”*. The group intends to report back to government in late 2015.

Government would welcome views on:

- (i) how it can best support professional sport; and**
- (ii) how far its role should extend in working with the professional end of sport, and with what ambition.**

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?

¹¹ Cabinet Office, May 2010: ‘The Coalition Programme for Government’

¹² House of Commons, Culture, Media and Sport Select Committee, 19 July 2011: ‘Football Governance – Seventh Report of Session 2010 – 12’

¹³ House of Commons, Culture, Media and Sport Select Committee, 29th January 2013: ‘Football Governance Follow-Up, Fourth Report of Session 2012 – 13’



Theme Seven: Infrastructure



“Sport mirrors life. You may face tough times. You may have the odds stacked against you. But when you take part, work hard, and play the game the right way, you become a winner.

As I know from my time as Leader of Nuneaton and Bedworth Council, sport can also be the glue that keeps communities together and is a persuasive tool in promoting shared interests alongside fostering a keen sense of civic pride.

I have seen at first-hand the positive power sport and recreation exert, from children of all backgrounds emulating their heroes at their local community facilities to supporters working together to protect the assets they value, including using the Community Right to Bid to protect some of our nation’s iconic stadiums like Old Trafford, the ‘Theatre of Dreams’. These efforts are being replicated in communities across the country and is something we want to support further.

While Local Authorities have an important role in providing these high-quality facilities, alternative sources of investment are crucial to ensuring the sustainability of the sport sector. Partnership approaches can bring positive benefits for local government, investors and those wishing to use sport facilities and should be further encouraged.

MARCUS JONES MP

Minister for Local Government

Department for Communities and Local Government

What are the challenges we want to address?

- How government can ensure that capital investment in infrastructure like pitches, swimming pools and leisure centres can best support both participation in sport and physical activity and elite sporting success;
- How government can work with Local Authorities to ensure that where they jointly invest in sporting infrastructure already this can be as effective and efficient as possible;
- Where government has already committed to sporting infrastructure projects, for example with the Football Foundation and the Parklife scheme, how we ensure we are maximising their impact and exploring opportunities to involve other sports;
- How we ensure that our sporting infrastructure meets the highest accessibility standards for disabled spectators, participants and workers.



Government funding takes two broad forms. The first is programme investment in projects and schemes that support participation, from individual lottery grants to community projects to nationwide initiatives. The second is capital investment in facilities. In the same way that government invests in broadband infrastructure to enable the broadest possible engagement in the digital economy, government also invests in sporting infrastructure to enable the broadest possible engagement in sport.

One of the areas in which government can have greatest impact is through its investment in infrastructure. Often the overall costs of infrastructure projects are prohibitively high for a single organisation, particularly a small one, to bear by itself. Government can, however, provide vital seed funding for projects, bringing in other partners both public and private to ensure packages of funding for projects that would otherwise be impossible to achieve.

Infrastructure Investment

Government investment in capital infrastructure has tended to be through specific schemes like the Football Foundation or Sport England's Inspired Facilities fund. These schemes have built or refurbished thousands of facilities across the country and it is this success we want to build on.

New and upgraded facilities have a proven track record in increasing participation, attracting new people into sport and physical activity and helping them get more out of their experience. Investment in facilities will therefore remain at the heart of the government's investment strategy in the future. However, the demand for money for infrastructure projects always outstrips supply, so difficult decisions need to be made about what we invest in, where we invest and why.

Government would welcome views on the priorities for capital investment in sporting infrastructure over the coming years.

Local Authorities

Government is committed to decentralisation and empowering local communities and local authorities to make the best and most suitable decisions to reflect local need. For this reason, central government has devolved many areas of decision making to the local level. The most important thing therefore when considering how national government works with local authorities is to look at where we work in partnership to maximise the impact of collective spending.

The primary area this happens is in investment in capital facilities. Sport England have worked very successfully with a number of local authorities to co-fund new infrastructure projects, including many that have sought to house a number of different services within the same facility.

An excellent example of this is the Orford Jubilee Neighbourhood Hub in Warrington, opened in May 2012, which houses a state of the art gym, two swimming pools, indoor and outdoor 3G pitches, a library, three GP surgeries and a Police Community Support Officer hub, all within a single facility. Rationalising services in this way has not only improved the quality of services for residents, but it has increased usage and participation and turned a number of loss making services into a facility that now generates a revenue stream for the local authority. This scale of investment was only possible with partner funding from central Government.

Government would welcome views on how it can most effectively and efficiently align its infrastructure investment with that of local authorities.

Maximising Existing Schemes

The Government already invests significantly in a number of capital infrastructure schemes, either directly or through Sport England. These schemes have a successful track record, and are targeted at different scales of project and different requirements from local areas and communities. However, we must ensure that the schemes we have are meeting the changing demand from the public, and from other funding partners, to remain as effective as possible.

Two of these schemes in particular, the Premier League and FA Facilities Fund, delivered through the Football Foundation and the Parklife scheme are primarily focused on developing higher quality football infrastructure across the country. However, the infrastructure needs of football are not sufficiently different from those of other sports to justify football-only schemes, and rarely does investment in a single sport, as opposed to multi-sport facilities, offer the best value for money for the public.

Government would welcome views on how it can:

- (i) maximise the reach and effectiveness of existing infrastructure investment schemes; and***
- (ii) ensure as many sports as possible can take advantage of Government infrastructure investment.***

Access and inclusion for disabled people

Disabled people and people with health conditions have the right to the same opportunities to participate in sport and physical activity as non-disabled people. We need to build on the positive experience disabled people had during the Olympic and Paralympic Games with the aim of improving the standard of accessibility and inclusion for disabled people in all our sporting facilities and provisions for physical activity.

Improving access and inclusive processes and management, as well as buildings and infrastructure, can expand the opportunities for participation by disabled people, as well as older people. Access and inclusion need to become the norm. As part of this, the Equality Act 2010 requires providers of services to the public, including sport grounds, to make reasonable adjustments so that disabled people are not placed at a substantial disadvantage compared to non-disabled people in accessing those services.

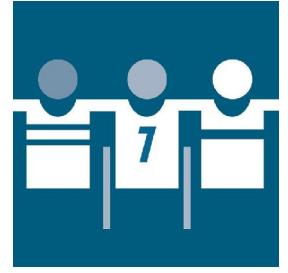
Guidance for all sports on making stadia accessible for the needs of disabled spectators is currently offered in the *Accessible Stadia* guide, but research from Level Playing Field, a charity representing disabled sport fans in England and Wales, suggests that only 14 of the 92 professional football clubs in England provide the minimum recommended numbers of wheelchair user spaces, and anecdotal reports from supporters reveal seemingly inequitable allocation policies, and alleged lack of reasonable adjustments. There is also an issue of enforcing existing building regulations and British standards across the sector. Physical access to stadia is not the only issue and clubs need to address the whole experience of the disabled fan – from transport to ticketing – from sightlines to seating – to ensure the needs of disabled spectators are being met.

Government would welcome views on how to ensure that disabled (i) spectators and (ii) participants can have equality of access to sporting infrastructure.



Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?



Theme Eight: Fairness and Equality



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

The recent fantastic performance of the England women’s football team at the World Cup will undoubtedly go some way towards changing attitudes to women and sport. I want more women and girls to have the confidence to flourish in sport, and benefit from all the positive outcomes it can bring. We know that boys and girls as young as 7 are already starting to see sport in a gendered way, having knock-on effects for the rest of their lives. I want to make sure we address this by creating opportunities at all levels; building on our previous work around getting more women on sports’ boards, encouraging more women into coaching, and capitalising on the success of the hugely inspiring This Girl Can campaign.

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

CAROLINE DINENAGE MP

Minister for Women, Equalities and Family Justice
Government Equalities Office

What are the challenges we want to address?

- a. How to ensure the culture of sport allows everyone to flourish, and addresses all forms of intolerance, whether as a result of active discrimination, or unconscious bias;
- b. How to prevent and take action on all forms of harassment and abuse in sport;
- c. How to ensure that disabled participants are properly catered for and that we continue to deliver improvements in the perception of disabled people and opportunities for disabled people’s participation in sport;
- d. How to ensure that the leadership and workforce in sport is diverse.



Sport should be the ultimate meritocracy and the entire sector should reflect this. For sport to grow and develop, a culture of fairness and equality is crucial. Whether real or perceived, active or unconscious, discrimination and harassment must be acted on or prevented throughout the sector at every level.

At the moment, the world of sport is not one where everyone is treated equally. There are still too many instances of discrimination, too many situations where one set of people are treated differently to others and too many parts of sport that don't reflect the diversity of those participating, or of the country as a whole. Through conditions on funding, or through legislation, government has the power to act and address this inequality but it cannot fix every problem. Issues like these are the result of attitudes more than they are legislation, so everyone in sport has a collective responsibility to bring about positive behaviour change.

Discrimination

The culture of sport continues to be seen as a 'closed shop' by many, whether this is playing sport, spectating or working in sport. While sporting bodies have taken steps to address this in recent years, the sport sector will only grow if it is committed to being genuinely diverse and inclusive. A few sports in particular have suffered from allegations of sexism, racism and homophobia, sending out the message that certain people are not welcome. This can result in those people feeling alienated from sport, preventing them from taking part, attending games or considering a career in sport. Sport needs to do more to open itself up to the entire population or it will continue to miss out on vital skills and different perspectives.

Government would welcome views on what we can do to ensure our sporting culture allows everyone to take part and succeed, and addresses all forms of intolerance, whether a result of active discrimination or unconscious bias.

Harassment and Abuse

Although the number of reports of harassment and abuse in sport is, fortunately, fairly small, it is no less of a problem for government to work to address. It is crucial that everything is done to prevent these instances occurring in the first place or, when they do happen, ensure that action is taken quickly and effectively.

Harassment and abuse that occur in sport can take many forms. It may be something done unconsciously with no malice or intent to harm, but that is harmful nonetheless. It could be the manifestation of unconscious bias against a certain group, that when not addressed simply adds to the view that their behaviour is acceptable. But it also extends to the most hateful, malicious and damaging action, whether that is between players, between fans, directed at officials or conducted in person or online. In the same way we want to ensure that everyone in sport is protected from physical harm, we must also ensure we do everything possible to protect those in sports from the emotional and psychological harm that this harassment and abuse can result in.

Government would welcome views on what we can do to (i) prevent and (ii) take action on all forms of harassment and abuse in sport.

Disabled People

The London 2012 Paralympic Games changed the way we think about disability sport. 53% of people in a survey shortly after those Games said that the Paralympics had had a positive impact in the way they viewed disabled people. Sport England is investing £150m in disability sport and 42 sports have specific targets to increase the participation of disabled people. UK Sport has increased its funding of Paralympic athletes by 45% in the 4-year period to Rio 2016.

Government has a range of projects in hand to drive the legacy benefits from the 2012 Games. More information on the Paralympic legacy can be found in the 2015 annual report on Olympic and Paralympic legacy, *Inspired by 2012*. However, although around 225,000 more disabled people are playing sport once a week now compared to when we won the bid for the 2012 Games back in 2005, the numbers are still disappointingly low. There are challenges associated with increasing the number of disabled people doing sport and physical activity, but we need to narrow the gap. We also need to make sure that disabled people are involved in sport as volunteers, as they were in London 2012 as Games Makers, and paid employees.

Government would welcome views on how to enable a much greater proportion of disabled people to take part in sport and physical activity, including as volunteers and paid employees.

Diversity and Equality of Opportunity

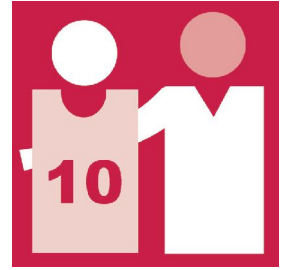
Historically sport has been led by enthusiastic participants. It was a natural progression for athletes who played sport at the highest level to move into leadership positions to continue to drive the sport they were passionate about. However, many sports have now recognised that high performance on the pitch does not necessarily translate into possessing the skills needed to run a large organisation and are looking outside the sport sector for these skills. Evidence shows that more diverse boards result in better decision-making and appointing people from under-represented groups, such as women and ethnic minorities, brings different perspectives to the organisation and is crucial to their success. Additionally, there may be people from under-represented groups already working within sport organisations who do not always have the same access to networks, opportunities to develop and chances to progress. While many sports are making huge strides in this area, there is always more that sport can do to ensure that everyone is supported throughout their careers.

Government would welcome views on what we can do to ensure sport organisations are diverse and inclusive and provide equal opportunities for everyone to reach senior management and Board positions.



Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?



Theme Nine: Safety and Wellbeing



“I have personally seen the power of sport, from cheering on local schoolchildren participating in the School Games, to supporting the superb Swindon Supermarine and Swindon Town, and seeing the incredible impact of the London 2012 Paralympic Games. Whoever is participating, it is important that Government ensures that everyone is able to take part, perform and work in a safe and accessible environment.

As Minister for Disabled People, I am passionate about enabling more disabled people to participate in sport and physical activity at all levels and in all aspects, whether they are competitors, spectators, volunteers or workers. The London 2012 Olympic and Paralympic Games changed the way that people think about disabled people and sport, and I want to ensure that we continue to build on that momentum. That means: the opportunity to be involved in inclusive and accessible social and community activities, the chance to develop confidence and skills that will benefit them in the employment market, it means improving their health and well-being, and it means simply enjoying sport, just like anyone else.

Safety and wellbeing is of course a vital part of enjoying sport. The Department for Work and Pensions already provides valuable expertise and advice to the world of sport. The Health and Safety Executive helped deliver safe venues for the 2014 Commonwealth Games in Glasgow and ensured the best possible welfare provisions for athletes, volunteers and spectators at London 2012. Whether it's a game of walking football in your local park or the Paralympic Wheelchair Rugby Final, everyone has a right to a safe and secure experience when playing sport.”

JUSTIN TOMLINSON MP

Minister for Disabled People

Department for Work and Pensions

What are the challenges we want to address?

- a. How to ensure that athletes, and in particular young athletes, are educated about, and protected from, the pressure to use performance enhancing drugs given the personal damage it can do to them and the reputational damage it has on sport;
- b. What duty of care government and its delivery bodies have for the participants and athletes they support, and how they should support athletes before, during and after their careers;
- c. What particular safety and wellbeing challenges should government be seeking to tackle;
- d. In addition to the safety of athletes and participants, what more might Government and others do to ensure the safety and wellbeing of coaches, volunteers, officials and spectators.

Athletes put themselves at risk when they compete, and always will do. One of the fundamental tenets of sport, especially at the elite level, is that it is about testing the absolute boundaries of human potential. It is one of the reasons sport is so popular. For some that might just mean pushing their body as far as they can in a training session, but for others it can also mean succumbing to pressure to take performance enhancing drugs, pressure to do something they are not comfortable with, pressure to compromise their life after sport chasing success or risking serious injury or even death because of an accident or an undiagnosed illness.

As well as encouraging more people to take part in sport, and supporting athletes to be successful in their chosen field, government, along with every individual and organisation that works in sport must also fulfil its obligation to make sure they can do so in a safe, secure and healthy way.

Anti-Doping

UK Anti-Doping (UKAD) is the UK's national anti-doping organisation funded by government. The role that UKAD plays is vitally important, from educating and protecting our athletes, to creating a level playing field for them to compete in both at home and abroad. There is evidence that indicates that certain sports can be considered to be high risk, not only at the elite and professional levels but, also in terms of negatively influencing younger athletes, increasing the risk of them making bad choices which could lead to harm.

Beyond the harm to individuals of the misuse of performance enhancing drugs, there is a broader but equally troubling link to organised crime, which both supplies and profits from doping in sport, fuelling continued use. There is an important role for sporting organisations, coaches and volunteers to work with law enforcement and health agencies to both investigate and prevent doping.

Strong education programmes are the foundation that anti-doping work should be built on, and UKAD's '100% Me' is a values-based programme that informs, supports and educates athletes throughout their careers by providing practical anti-doping advice and guidance, to ensure they are aware of the risks and responsibilities associated with anti-doping in sport. But whilst the programme has been successful, there is always more that can be done to help educate and protect athletes.

Government would welcome views on what more could be done to promote a strong anti-doping message for (i) athletes and (ii) sports participants of all ages in the UK.

Duty of Care

While sport can be beneficial and enjoyable, it can also put significant pressure on those taking part, especially those on a talent pathway and at the very highest levels. This pressure can be both physical and mental. For those on the way up, the pressure to succeed can be enormous and we need to ensure that we have the support structures in place that make people feel protected.

Given the increasingly early age at which young, talented athletes are identified and put in high potential programmes, we need to ensure they are still receiving the right sort of support to allow them to develop in a balanced way, ensuring that if they don't achieve their dream of a career as an athlete, they are able to pursue other options and retain other skills.

One of the hardest parts of an athlete's career is the moment when they have to, or choose to stop playing professional sport. How do we then ensure that they are supported in making that decision and in transitioning back into everyday life? By its very nature, physical and sporting prowess is unlikely to provide a long life-time career, so that support becomes even more important. We also need to ensure that if mental health problems emerge in athletes that they receive the proper care and support they need to recover.

Government would welcome views on how best we can uphold our duty of care, and that of our delivery bodies, for participants at every level of sport.

Specific Safety Issues

We know that sport carries risks. It is vital that where possible we mitigate these risks. That is why Government is committed to promoting safety and wellbeing at all levels and we are keen to hear what more could be done. Italy, for example, is the only country in the world that screens all of its professional and amateur athletes for heart problems each year, and has been doing so since 1982. Between 1979 and 2004 the death rate in screened athletes fell by 89% compared to the rest of the population.¹⁴ Other options might include ensuring wide availability of defibrillators where sport is played or improving the handling of cases of suspected concussion. Government and the wider sector already has an important role here, but we need to understand if there are areas where more could be done – to protect those at both grassroots and elite level.

Government would welcome views on:

- (i) what particular safety and wellbeing challenges we should be seeking to address for participants in sport; and***
- (ii) how to make improvements if necessary.***

¹⁴ www.jama.jamanetwork.com/article.aspx?articleid=203513 (page accessed on 25th June 2015)

Safety in Sport

We recognise that it is not only those who participate who need to be protected. Indeed, those involved in supporting athletes should feel the same level of safety afforded to the athletes themselves. For example, a referee at a football match should be guaranteed safety, along with a marshal at a cycling event and a steward at an archery competition. And officials who have identified bad behaviour within the sport – doping or match-fixing for example – should feel that they can speak up in the confidence that they will be supported in doing so.

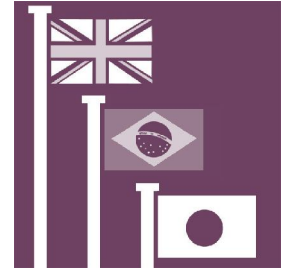
Also, no spectator should feel unwelcome or unsafe when watching sport. Great progress has been made in the last two decades in ensuring that watching sport is a safer, more welcoming and more enjoyable experience. Any potential changes to the spectator experience must take this into account.

Government would welcome views on whether there is more to be done to ensure the safety and wellbeing of coaches, volunteers, officials and spectators.

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?

Theme Ten: International Influence and Major Sporting Events



“The UK has a proud sporting heritage and world-class athletes, training and facilities, as demonstrated by the success of London 2012. The challenge for us, three years on from the London Games, is how best to maintain the momentum we so effectively created.

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

The success of the Gold Events Series provides a model for attracting major sporting events to the UK. We need to ensure that the UK continues to enjoy both the economic benefits and the increase in our overseas standing that such events

HUGO SWIRE MP

Minister of State

Foreign and Commonwealth Office

What are the challenges we want to address?

- a. How to more effectively harness the power and reputation of British sport to further the UK's interests around the world;
- b. How to increase the UK's influence in international sporting federations, and in turn, use that influence to improve the governance of those federations;
- c. How to ensure the nature of events being targeted through the UK's current major sport events programme is appropriate;
- d. How to ensure an appropriate legacy for the UK from the hosting of major sporting events including how they can boost the economy and volunteering as well as participation;
- e. How to make the environment for overseas investment in sport attractive;
- f. How to make the most of business opportunities for British companies overseas and make British sport an attractive prospect for inward investment.

The UK can rightly claim to be a global sporting leader and, on the international stage, we punch well above our weight, whether that be the hosting of one of the most memorable Olympic and Paralympic Games ever, the performance of Team GB and ParalympicsGB at those Games, the unprecedented number of major sport events we've hosted since 2012, or the billions of pounds invested in UK companies delivering sporting projects and infrastructure overseas. The Government continually seeks to use its reputation and influence through sport to achieve its broad outcomes internationally.

Using the Power of British Sport

The Government continually seeks to use its reputation and influence to help improve sport across the world. There is no better example than the UK using London 2012 to reach young people around the world and inspire them to take part in sport.

The initial targets for the International Inspiration programme were to reach 12 million children and young people across 20 countries. The programme concluded in 2014 having reached 25 million children and young people and over 250,000 teachers, coaches and leaders trained in PE. In addition 55 policies, strategies and legislation in 19 countries relating to sport, teaching, and coaching and young people, were influenced by International Inspiration.

The Government works with a range of strategic partners such as UK Sport, the British Council and the Commonwealth Secretariat to use our collective expertise to support the delivery of sport projects in a range of countries around the world. Additionally, Government's GREAT campaign has promoted British sport around the world, most recently to promote the Rugby World Cup through an international trophy tour and we would like to work with our sports bodies and partners to do more to harness the reach and influence of British sport around the world.

The Government would welcome views on how we can most effectively use the UK's sporting reputation and influence to further the UK's interests overseas.

International Governance

Our ambition is for the UK to play a lead role in its engagement with the international sporting community, in order to secure a strong platform for success in performance and major events. UK Sport's high performance and major event hosting investment depends on the legitimacy and stability of the organisations that govern international sporting activity. Furthermore, International Federations regularly take decisions that directly impact on the UK's ability to be successful in international sport – in areas such as rules, regulations, qualification processes, eligibility, new disciplines, doping issues and major event bidding. We therefore want to ensure that the voice of our sports is heard when international decisions are made.

The UK has both a responsibility and a strategic interest to help develop and maintain good governance in international sporting organisations – the case of FIFA demonstrates why. UK Sport contributes by investing into National Governing Bodies to enable them to play a full part in their International Federations, develop leaders for international roles and support other nations to improve their domestic structures. The Foreign and Commonwealth Office also uses its network of Embassies and High Commissions to make links to other governing bodies, political and governmental organisations across the world. It is vital that through these links with international

sporting organisations we are encouraging and upholding the highest standards of governance and that where wrongdoing occurs we ensure they work closely with both domestic and international law enforcement to tackle it.

Government would welcome views on how working with our domestic sports bodies might further strengthen our relationship and influence with international sports bodies, particularly in ensuring they are held to the highest governance standards.

Major Sporting Events

Since London 2012, the UK has continued to be a global home for major sporting events and is ranked third in the Sportcal Global Sport Nations Index¹⁵. UK Sport invests around £5m per year in coordinating the bidding and staging of major international sporting events, in Olympic, Paralympic and Commonwealth Games sports, in the UK. Through the “Gold Event Series”, launched in November 2012, UK Sport will invest over £50m of National Lottery funding through to 2023, to bring over 100 of the world’s most prestigious sporting events to the UK. To date they have secured over 70 Major Events for the UK with a 80% bid success rate. Additionally, the government is working with major US sport bodies, such as the National Football League (NFL), to increase their footprint in the UK. US professional sports have proven to be hugely popular with British sport fans and, importantly, boost the economy as well as diversify the UK’s sporting offer, creating new opportunities to participate.

We want to ensure that major sporting events are set up to drive the maximum possible legacy benefits in terms of sport participation and also economic and community (including volunteering and culture) benefits, learning from the experience of London 2012 and other major events. In order to attract government and UK Sport support, NGBs and other organisers of major events will need to demonstrate that they have made plans to drive legacy benefits which are appropriate to the size and nature of the event. Women’s events, particularly, can really help to raise the profile of women’s sport in the media and normalise women’s participation in sport.

Of course Government does not sponsor every major sporting event in the UK, both at elite and ‘mass participation’ level. Indeed, many are privately funded, but can still deliver participation and economic success. Government would welcome views on how these major events can best be supported without providing additional monetary assistance.

Government would welcome views on:

- (i) how to capitalise on the success of the Gold Events Series; and***
- (ii) how to broaden it to include all opportunities for hosting major events, competitions, teams and franchises in the future, securing a strong legacy from every event;***
- (iii) what support government can give to major events – including elite and mass participation – which it is not directly funding.***

¹⁵ www.sportcal.com/Impact/nationsindex.aspx (page accessed on 25 June 2015)

Helping British Business

We not only have some of the world's best leagues, athletes and events in the UK, but also many of the best known sporting brands and businesses. The Government also works to provide high value opportunities in sport and major events for British businesses and has a target to win £25bn of high value opportunities – across all sectors – by 2020. Previously, the Government set a 4-year target of £11bn for the trade and investment benefits from London 2012; this target was exceeded and the total figure for these benefits stands at £14.2bn.

This demonstrates the potential for sport and sport related trade and investment, and sport is a fundamental part of UK Trade and Investment's (UKTI) broader strategy for UK business. However, with an increasing number of sporting events each year in addition to other sport related projects there is undoubtedly potential for much more in this area, and to ensure sport's role as a driver of economic growth continues to grow.

Government would welcome views on what more it can do to help British businesses take advantage of:

- (i) sporting opportunities overseas to boost trade; and***
- (ii) opportunities at home to boost inward investment.***

Things to consider in your response:

- What action is needed to address the challenges set out above? Think about the different levers that different individuals and organisations can use.
- What is the role of government and its delivery bodies (Sport England, UK Sport, the British Council, etc) in addressing these challenges?
- What is the role of the rest of the sport sector, both publicly funded and private, in addressing these challenges?
- Is there a role for those outside sport altogether?
- Are there any issues that are not included above that should be considered?

Glossary

APS	Active People Survey
BME	Black and Minority Ethnic
BOA	British Olympic Association
BPA	British Paralympic Association
CASC	Community Amateur Sports Club
CMOs	Chief Medical Officers
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
DEFRA	Department for Environment, Food and Rural Affairs
DfE	Department for Education
DH	Department of Health
DWP	Department for Work and Pensions
EIS	English Institute of Sport
FIFA	Fédération Internationale de Football Association
GP	General Practitioner
HFSS	High fat, salt and sugar
NFL	National Football League
NGB	National Governing Body
PHE	Public Health England
SE	Sport England
UKAD	UK Anti-Doping
UKS	UK Sport
UKTI	UK Trade and Investment
UEFA	Union of European Football Associations

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