Sport Strategy Consultation - a public consultation on the forthcoming new strategy for sport

County Sports Partnership consultation response from:

Sport Across Staffordshire & Stoke-on-Trent (SASSOT) – Board Members & Team

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Theme One: Participation

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.

Theme One: Participation

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) Important to continue to recognise the diverse range of delivery partners involved – no one agency has the resources to deliver on their own. Overarching strategy required but needs to be locally owned, driven and delivered through an appropriate mixed market relevant to the area. County Sports Partnerships (CSPs) are ideally placed to develop partnerships and work with their local authorities and Public Health in taking the strategic lead and responsibility for increasing participation. Introduce a “Duty to Co-operate” between CSPs, local authorities, Public Health and Health and wellbeing Boards to develop and implement a sport and Physical Activity Strategy for their relevant area.

There needs to be a high profile advertising campaign – the CMO guidelines for physical activity
need to become part of the national consciousness like the 5-a-day recommendation. Could this message be simplified so the public knows exactly what they need to do, as the guidelines are fairly detailed at present? There needs to be a lot more ‘entry level’ activity available and work needs to be done to convince people that this is genuinely ‘entry level’, i.e. you don’t need to be ‘thin and fit’ to take part. This Girl Can has started to break down these barriers, but more needs to be done. We have had a lot of success locally with the Beginners Running programme, getting completely inactive people ‘hooked’ on running. County Sports Partnerships are ideally placed locally to support and maximise the input and impact of activators working with voluntary groups. The Beginner Running Programme across Staffordshire and Stoke – on – Trent is a great example of the CSP, local authorities, public health, and a vibrant volunteer network working together to increase participation in low level running activity aimed at the non-sporty. Through this method of delivery 1 part time co-ordinator, working with the support of partners including clubs and volunteers has developed value for money, sustainable beginner running groups and a network of run leaders across the county. An example of locally driven, locally delivered services which are increasing participation in this activity and provides a model that can be used for other activities. This model could be up-scaled if there was additional funding available to employ similar activators on a relatively local level, who would develop the local community contacts, have the time to promote activity in the right way locally etc. then they could organise beginners activity in a much wider range of sports and therefore have a larger impact on ongoing participation.

Sports clubs are an important asset in delivering increases in participation, the culture of some clubs needs to be developed so that they are more welcoming and understand that they have a role to play in the wider health and wellbeing agenda for instance. Grant funding streams such as the national lottery should be utilised to influence this.

b) Any type of participation that contributes to meeting the CMO recommendations should be equally valid. Measurement needs to reflect this and the fact that different sports work in different ways, i.e. 1x30 measure via Active People is appropriate for Running, but not for Angling where you may not go fishing weekly, but when you do you’re likely to go for several hours.

c) Look at previous track record, and focus funding on those that are able to increase, or at least sustain participation. There needs to be more cross-sport working between NGBs, particularly among certain cohorts of sport, e.g. ‘adventurous’ sports as research has shown that people are likely to participate in more than one sport from this group. NGBs are an important partner in increasing participation but more impact on increasing participation is likely to be achieved through a more locally driven approach and responsibility for increasing it resting with local partners highlighted in A above rather than a top down approach. Funding should be made available to county/unitary areas to allow them to commission the right mix of delivery partners to provide and market relevant opportunities to their local community. NGB funding should go to those who can demonstrate success in increasing participation. Some NGBs have ‘cracked’ this, others haven’t.

d) National campaigns such as This Girl Can are an important way of raising the profile of opportunities available to increase participation from minority groups on a large scale. Other national projects such as Sportivate also have a key role to play and should continue to be funded long term, all too often sports programmes are short term and not given the opportunity to deliver longer term effect. CSPs could be set challenging targets for various minority groups (reflecting local demographics) and this can be used to prioritise funding for
individual projects. Emphasis needs to be placed on developing a sports workforce including coaches that has the necessary skills and confidence to work with traditionally hard to reach groups and those with low participation rates. Routes to the market and marketing of opportunities to potential participants need to be better developed. In Staffordshire our Aiming High Inspire Disability Sport Club programme works with Social Care providers to signpost participants and their parents/carers to activity, the Inspire clubs then signpost participants and their parents/carers to universal care services in this way marketing is efficient and users become much better aware of a whole range of services that are available.

e) Private sector operators are an important part of the mix in terms of offering wider opportunities and we have worked closely with this sector in programmes such as sportivate, the private sectors often more dynamic and professional approach to marketing of opportunities is something that needs to be replicated across other delivery sectors. It is important however that funding into the private sector does not just prop up their bottom line to increase profits. They need to link the receipt of funding to their Corporate Social Responsibility and play their part in increasing participation across the wider community. The Amateur Swimming Association, through the Partnership Provider Programme is a good example of how an NGB can work with the private sector to develop the swimming offer available to local communities.

f) The key here is more around new, flexible formats of familiar sports for most people, although new, unusual sports will appeal to a certain demographic. As mentioned in A, the key is to make people believe they CAN take part, without any fitness levels, skills or experience. Flexibility around busy lifestyles is also key, as there will be those that want to participate but can’t currently fit it in to other commitments. NGBs need to be challenged to look at this (some are already successfully doing it) and funding needs to also be available to other organisations that can offer this.

g) There is definitely potential to harness the data collected by Strava, FitBit etc. but data protection will come into play – it would certainly help us to understand how this section of the population consumes their sport.

h) There is definitely a role for sport in this area, and funding from the relevant departments / agencies needs to be provided accordingly. This work needs to be locally-driven – what works in one area won’t necessarily work in another, so you may on the whole be looking at small-scale projects but that can have a big impact on a community. Projects such as StreetGames, that have a national ‘framework’ but delivery can be tailored to meet local need, are successful, but you need to have that flexibility to adapt to the local area. Success stories from ‘people like me’ are always effective. Emphasis needs to be placed on developing a sports workforce including coaches that has the necessary skills and confidence to work with traditionally hard to reach groups and those with low participation rates. Sport can make a significant contribution to supporting people into work. Sport can be used as an effective vehicle to engage people in training which opens up volunteering opportunities; this together with the new skills acquired through the training provided improves their employability. We have evidence of this approach working well through a Sports Leaders UK’s Community Sports Leaders Award training programme that we initially ran in conjunction with the Coalfields Regeneration Trust and then continued through the CSPs support to volunteers programme.
Theme Two: Physical Activity

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.

Theme Two: Physical Activity
If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) Consider ways of diversifying the current sporting/Physical activity offer – in order to appeal to disengaged audiences. A move to fund bodies such as, event organisers and charities, alongside NGB’S, would increase the breadth of offer and create a more informal approach which may be appealing to the sedentary population.

The Government should consider a change in focus in relation to priority age ranges (currently 14-25) to incorporate older adults. The highest prevalence of inactivity exists in the age bracket of older adults; intervention within this age group is likely to yield the highest returns in relation to participation figures and have the greatest impact on reducing health costs associated with inactivity. That said there is a comparative lack programme focus lack and funding within this age group from Sport England. The proportion of older adults is predicted grow substantially in the future.

Investment is needed in projects that can deliver scale, programmes such as Sportivate have provided some success locally, however if we are genuinely looking to “turn the tide on physical inactivity” projects need to be modelled to achieve a greater reach and be relative to the scale
of the problem.

Consideration should also be given to how access to high quality sports facilities can be maintained and improved in the context of a reduction in public spending. Two of the most frequently cited barriers to participation amongst the inactive is the accessibility and quality of environment in which leisure and sport opportunities are provided.

b) Seeking cross party commitment to the prevention agenda is essential. Projects which genuinely impact on health conditions often run beyond political terms and should be protected to ensure they are able to achieve positive long term outcomes. As per responses to question consideration should also be given to targeted provision for older people.

A gap in skills and knowledge exists within sporting and medical professions, around the health impact of sport and physical activity on long terms conditions. Consideration should be given to developing the skills and knowledge of the sports workforce (coaches, instructors, development officers) to better understand and accommodate the needs of people with long term health conditions. This could help improve the credibility of the sector in the eyes of commissioners and medical practitioners. Likewise, further work is required to develop the knowledge of medical professionals about the benefits of sport and physical activity and how they can facilitate people to be more active.

c) There is a need to review the language associated with CMO recommendations (5x30mins, 150 minutes etc), to ensure it is easy to understand and implement. Lessons can be learnt from food labelling (use of traffic light system), and the 5 A Day campaign which deliver clear and concise messaging for consumers.

d) (and e)

A national mandate for joint commissioning is required, a shared strategic direction and resourcing at a national level will strengthen relationships and builds trust. This national precedent will no doubt influence local partnerships. Be serious about the role of physical activity can play in improving the nation’s physical and mental wellbeing often received as Cinderella type service compared to smoking, weight management, diet, alcohol.

e) Introduce a “Duty to Co-operate” between County Sports Partnerships, local authorities, Public Health and Health and Wellbeing Boards to develop and implement a sport and Physical Activity Strategy for their relevant area.

Ensure joint strategic vision and working at a national level between DCMS, DoH, NHS and Public Health England in the formation of the sport and physical activity strategies and introduce a duty to cooperate as above to ensure delivery at a local level. Introduce a duty to embed prevention as a target area for GPs and health practitioners and to work with appropriate local delivery partners to target the inactive.
Theme Three: Children and Young People

**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.

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**Theme Three: Children and Young People**

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a)  i. Improved teaching ref PE & School Sport CPD. HTs to have a better understanding of the vision and objectives of the PE and Sport Premium and to be held more accountable to Ofsted in order to ensure that funding is being spent in a sustainable way
   ii. Greater resources to be put into secondary PE to ensure that opportunities provided at primary level are not lost at secondary level
b) Improve facilities – keep PE part of national curriculum. We need to try to ensure that schools are supported and encouraged to place the same importance on PE and developing Physical Literacy as it does on numeracy and literacy. Again, accountability to Ofsted is important here, but also important is offering different opportunities to those that are not engaged by the more traditional ‘games’ and PE curriculum.
c) Maintain current structures and resources, Demonstrate clear evidence to Heads and Governors that competitive sport impacts positively on attainment levels and the health and wellbeing of young people. The School Games cannot sit in isolation to school sport, NGB work or even the PE or wider curriculum if it is be regarded as relevant by a large number of schools. The School Games has to deliver meaningful and inspiring competitive experiences at all levels (not just levels 3 & 4) and SGOs and CSPs must keep working together to provide a considered, appropriate and well-rounded competition calendar for as many young people as possible.
d) Provision of high quality inspiring facilities. Maintain work ref Primary School PE and School Sport Offer. Continue with programmes such as Satellite Clubs which develop strong links between schools and community clubs and offer opportunities for the development of coaches who can help inspire young people to stay in sport and develop to their full potential. Involve young people in the development of programmes and leadership opportunities which link to volunteering with clubs or events such as the School Games. We must use the recent Sport England Youth Insight work effectively – which means getting the findings of this excellent piece of work into the consciousness of the deliverers and not just sports development professionals. Only then will we truly engage effectively with the large majority of young people and provide the right things in a way that will keep these young people engaged in the long term.

e) Activators in FE / HE provide a resource to develop and promote activities to the whole student population not just the sporty. Sport England’s Active Universities Fund, College Sport makers and Activation Fund has seen a significant increase in the offer and take up of opportunities at both of our Universities and college network. At Staffordshire University a Sports Board has been established to drive the development and implementation of a Sports Strategy which encompasses all departments within the university. Led by a member of the Universities Executive Team sport and the benefits it can bring is now seen as a key priority area for the University in terms of its academic offer, student experience and partnership work with organisations and local community.

f) Ensure that programmes are developed in conjunction with young people, are long term, provide a menu of linked opportunities that appeal to different tastes. County Sports Partnerships, working with their local partners and networks should have a co-ordinating role to ensure that the programmes are delivered and engage appropriate delivery partners. Programmes to have clear outcomes and be able to demonstrate positive effect on attainment levels and the health and wellbeing of young people.
Theme Four: Financial Sustainability

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.

Theme Four: Financial Sustainability

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) Set a % contribution that must be defined for use to develop grassroots sport or a 1 off levy on new TV rights contracts.

b) Maintain sport as one of the good causes which National Lottery Funding must contribute to.

g) Maintain Business Rate Relief for voluntary Sports Clubs. The 20% discretionary element is becoming an increasingly difficult area for clubs as with financial pressures many local authorities are not continuing to offer this which is a cause for concern in terms of the future viability of clubs.
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.

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) Ensure that the network is in place on the ground to effectively support the apprenticeships, through training and quality placements. It needs to be made clear what the long term benefit of an apprenticeship is to an organisation and there needs to as much support as possible to support the apprentice otherwise organisations may be reluctant to buy in to the concept. Funding which goes into large national companies/agencies for the development of apprenticeship schemes can be difficult for local organisations such as County Sports Partnerships to access, this needs addressing as CSPs can provide a routes to market at the local level.

b) There needs to be cross sport working and a mixed economy approach for this method to work. The current system of sport by sport coaching qualifications and CPD does not necessarily meet the aim of reducing barriers and working with a variety of clients. The current system can certainly contribute, but the approach at the moment alone would not fulfil this aspiration. Identification of the right CPD for a coach and coordinating this CPD will require resource and this resource will in turn need to hold the correct skill set of understanding the clients rather than solely the sport.
c) This will require an appropriate and effective CPD offer to be made available to coaches to complement the technical skill set. Finding the right people and the right messages to coordinate and deliver this CPD will be key as coaches need to understand the importance of these soft skills and how it will help them in their coaching practice. Coaches are often volunteers and so time and money can often be limited and so these soft skills need to either built in to existing qualifications or strongly and clearly ‘sold’ to the coach.

d) Sport can be used as a tool to demonstrate the wide scope of employment opportunities that are available. Opportunities can be opened for disadvantaged people by coordinating interventions such as employment taster programmes, particularly within large organisations and large events where a number of employment opportunities are available. Large income organisations can be required or encouraged to provide funding to a central pot to support interventions such as apprenticeships to enable disadvantaged people into employment.

e) Reward and recognition for volunteers can help with this, both through local mechanisms and national programmes supported by sports athletes. Both organisations and volunteers need to understand that volunteering can be flexible and there should be a support package for the volunteer to ensure they have the right skill set to confidently develop as a volunteer. There needs to a more joined up and coordinated approach to volunteering as there are a large number of organisations and programmes that support volunteering within sport and beyond and this can be confusing at times for the volunteer. County Sports Partnerships, through their local networks are ideally placed to co-ordinate sports volunteering’s offer at a local level and work with national organisations such as Join In.
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.

Theme Six: Elite and Professional Sport

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) Continue to support the three organisations at the current levels, with continued challenging targets – this is hard to comment on fully until after Rio, as until then we won’t know if the current level of investment is sufficient to sustain / build on the medal success of London without the advantage of a home Olympics / Paralympics

Encourage the three organisations to continue to invest only in those sports / individuals that have the best chance of medal success and not to be afraid to withdraw funding from those that underperform OVER TIME – sports should be allowed a period of grace to turn things round after a disappointing Olympics, World Champs etc. i.e. by appointing a new Performance Director or similar and allowing time for changes to take effect.

b) Propose the merger of British Olympic Association & British Paralympic Association. This would not only raise the profile of disability sport but also: reduce back office costs, increase value to commercial sponsors, pool professional knowledge and save costs on Games time infrastructure such as preparation camps, village infrastructure and equipment.

c) The governance surrounding the talent agenda needs closer inspection. Currently Youth Sport Trust, NGBs, Sport England, TASS, EIS and UK Sport all play a role in the talent pathway, often this seems fragmented and crowded, greater corroboration is needed in order to create a seamless pathway which is effective and represents value for money – suggest a lead talent agency or talent forum to provide strategic direction.
Too much is left to chance lower down the pathway – is there a role for local Talent ID programmes / local funding to support young ‘sub-podium’ athletes both financially and with support services? This happens to different extents around the country but it’s a bit of a postcode lottery.

d) Suggest County Sport Partnerships play a role in the allocation of the 5 athlete days (which are a condition of funding). CSPs have a local view of how those days might be used most effectively, linking them to participation outcomes in their area (via programmes such as School Games, Sportivate and Satellite clubs), and targeted locations with greatest need.

Look at existing evidence (or conduct new research) re impact of using inspirational sportspeople with groups of young talented athletes v those taking part at a participation level – where will they have the most impact? Could the 5 days be used to mentor the next generation of champions who will currently be lower down the talent pathway

e) The Government could use its influence to ensure that Professional Sport / Clubs have a responsibility for helping to increase participation at a grassroots level.
Theme Seven: Infrastructure

What are the challenges we want to address?

a. 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;

b. 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;

c. 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;

d. How we ensure that our sporting infrastructure meets the highest accessibility standards for disabled spectators, participants and workers.

Theme Seven: Infrastructure

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) & b)

Make it a requirement that local authorities develop and maintain robust Built Sports Facility and Playing Pitch Strategies to the standards set out in Sport England’s Assessing Needs and Opportunities Guidance to ensure we have the information to make evidenced based decisions on facility provision. In Staffordshire the County Sports Partnership in conjunction with all the local authorities has developed a Sub Regional Sports Facility Framework which looks at strategic facility provision to 2024.

In conjunction with the above NGBs need to continue to develop more detailed facility strategies to identify the specific strategic facility requirements for their sport, currently many are too generic to provide robust evidence at a sub-regional level. Subject to National Lottery Sales at least maintain the current level of funding provided through the Lottery to support the development and refurbishment of facilities via Sport England’s funding streams. Promote the use of appropriate multi-sport hubs and sports facilities linked to other appropriate community facilities to maximise cost effective development and ongoing revenue costs. More work needs to be done to promote the concept and benefit of appropriate multi sports hubs as the current culture of many clubs is to want their own facility rather than work with other clubs or sports. Governance is often a stumbling block to the development and on-going operation of multi sports hubs and additional support in this area is required. Sport England’s Club Matters programme together with NGB resources and organisations such as Sported and County Sports Partnerships should continue to be used to support clubs.
Theme Eight: Fairness and Equality

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.

Theme Eight: Fairness and Equality

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

a) Ultimately boards within all organisations should be tasked to address this issue. There needs to be an improved process of ‘checking and challenging’ boards particularly within national governing body infrastructures. The Equality Standard for Sport has provided a solid base on which to build the development of talking inequality with sport however; there is still a need for practical support to facilitate change. Increased awareness and responsibility throughout organisational infra-structure is key and this needs to start by up skilling the existing workforce throughout all levels of development and delivery (board members, volunteers, coaches, centre staff, etc)

Increased media exposure of all currently under-represented groups is key. There have been significant improvements in the exposure of high profile events such as Women’s World Cup etc however there is still a large amount of work to be done. Increase media exposure will lead to a greater number of identifiable role models however, these should not all be at the elitist level as locally identifiable advocates are just as important.

As an industry there has been a significant investment into insight and research and subsequently there is a wealth of knowledge on barriers, motivations etc. Additional resource is needed to turn such insight into tangible projects and initiatives that allow for new and innovative approaches to engagement. This therefore needs to be outcome driven rather than quantity driven.

b) It is important to think of this issue wider than just ‘sport’. National equity sport organisations
are key in providing guidance and practical resources however there is a need for resource at the local level to implement policy, procedures and cascade guidance. To prevent such issues investment in up skilling the wider workforce is needed through direct training etc. Led by NGBs sport needs to adopt a more proactive approach that provides transparent reporting processes.

c) To ensure that disabled people are catered for we need to be able to provide a multi-functional offer at the local level that can lead to real behaviour change and long term engagement. National investment that can then facilitate locally driven and locally resourced activity has been proven to be effective and is essential for future development. The for the multi-agency approach to be effective it is vital that organisations look outside of the existing sport infrastructure and work with community based organisations who have greater market reach. It is important to remember that not all people want to engage with ‘sport’ and in some cases a more informal physical activity approach is effective in engaging disabled people. It is important that NGBs therefore have the ability to diversify their offer and have an appropriately skilled workforce. An area for improvement that could have substantial impact is the ‘Marketing and Communication’ of local offers. Providing the right information at the right time can often be the downfall of projects and greater focus on the area is needed.

d) This needs to be generated from a local level where by the workforce is reflective of local communities. This can be supported through investment in training and mentoring and creating local advocates that can champion diversity.
Theme Nine: Safety and Wellbeing

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.

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Theme Nine: Safety and Wellbeing

If you have any comments on the above – please include the question letter that you are referring to ie. a. b. c. and write your comments next to it.

c) Great progress has been made in the sports sector in both raising safeguarding standards and positively changing the culture of what constitutes a safe and positive environment for young people to take part in sport. It is vital that this progress is maintained. All organisations in receipt of public funding should be expected to demonstrate they can meet minimum standards in relation to safeguarding. There needs to be the appropriate training and support mechanisms readily available to ensure sport is safe for all, sports delivery bodies such as NGB’s and CSP’s are well placed to continue to do this. Safeguarding is key – so ensuring measures are put in place to minimise risk and being proactive rather than reactive. This can range from ensuring children, volunteers and parents are aware of Club Mark and coach deployment at children’s participation at grassroots level meets the required safeguarding standards, right through to enforcing codes of conduct to spectators and athletes in professional sport.

d) Public campaigns as well as effective cross sport sharing and learning at a community sport level are key to this. It is essential that codes of conduct and recommended standards are effectively enforced.
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.

b) Continue to invest in workforce development programmes such as the International Leadership Programme and ensure that recruitment on to those programmes is equitable.

Ensure that our own governance arrangements (at NGB, NOC, NPC, NADO levels) are world class. Have confidence that the right personnel are in positions on domestic boards and that we provide support to those individuals in campaigns for international leadership positions.

Consider the influence we have with senior politicians and how we might better brief, educate and lobby those who may have a role to play in terms of international influence.

c) Review the UK Sport objectives for the Gold Event series (currently 1. Create high-profile opportunities for people to engage with sport, 2. Use and demonstrate the legacy of London 2012 and Glasgow 2014, 3. Drive positive economic and social impacts for the UK). Consider including more explicit outcomes relating to boosting participation levels and volunteering – this will broaden the series impact.

e) & f)

A clear national narrative is needed around the economic case for sport (and major events). By delivering a robust message around GVA and contribution to the skills agenda, for example, we can lobby Local Enterprise Partnership and Destination Management Partnerships to include the sports sector in the local plans for growth and inward investment.