

# SUPPORT. RECOVER. ACHIEVE.

Sport and Recreation Alliance Strategy 2021-25



# INTRODUCTION

## FROM THE CHAIR AND CEO

**SPORT+  
RECREATION  
ALLIANCE**

### Welcome to our new strategy Support. Recover. Achieve.

During this next strategy, the Sport and Recreation Alliance will celebrate its 90th anniversary and we are proud of our heritage, our achievements and the prospect of strengthening our support for sport, recreation and physical activity in the years to come. In recent times we have championed the phenomenal work of our volunteers, helped organisations to operate more transparently and ethically and supported the sector through the life-changing impact of COVID-19.

Now we look forwards to what we plan to achieve. We are committed to showcasing the very best of sport and recreation, to highlight the incredible social, economic and health benefits that sport, recreation and physical activity brings. We also want to help our members to become even more resilient and sustainable as we tackle the challenges that lie ahead. We will also promote diversity, inclusion and collaboration as three ways for the sector to lead social change.

Most importantly, we will be here for you.

We want to show that our sector is one of opportunity. That it is a welcoming environment in which anybody can be involved with, connect to and succeed in.

We all know that sport, recreation and physical activity has the power to transform lives, and this power needs to be open and accessible so that every community can grow stronger from it.

We will be ambitious in our work, we will be innovative and we will continue to provide a collective, independent voice for sport and recreation to help shape the landscape that we operate in and to maximise the contribution of our members.

There have rarely been as many challenges as over the last few years and the ability to be flexible and robust has taken on even greater significance.

As a sector, we have to remain agile and maximise the opportunities that appear in the face of these challenges. Our role is to help our members and the wider sector do this.

We hope this new strategy will set out for you what we will be focusing on and how you can expect to be supported. In the development of this strategy we have consulted with our members, staff and stakeholders and reflected on the work we have carried out in the past.

We want to build on our areas of strength and continue improving, but we also want to identify specific areas where we believe we can make a difference and where we think we can add the most value.

We hope our new strategy will inform and inspire you and we look forward to working with you and helping you support, recover and achieve in the years to come.



**Andrew Moss**  
Chair



**Lisa Wainwright**  
Chief Executive



# OUR PROUDEST ACHIEVEMENTS

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Our previous strategy, The Heart of an Active Nation, was launched at a moment of change – both the government and Sport England had just launched new strategies of their own and it was right that we adapted our approach to the new landscape.

## OUR PROUDEST ACHIEVEMENTS:



Launching the Principles of Good Governance alongside dedicated governance training and support to help our members embed best practice across their organisations.



Driving forward the mental health agenda through the Mental Health Charter for Sport and Recreation in partnership with Mind and the Professional Players Federation and contributing to the Elite Sport Mental Health Action Plan.



Developing and delivering a wide range of flagship events, training courses and dedicated content.



Growing our website and social media presence substantially, reflecting our ambition to reach a much broader audience.



Providing a suite of guidance to support our members prepare for and navigate the General Data Protection Regulation (GDPR) and Brexit.



Helping our members through the COVID-19 crisis, providing advice, guidance and research on a range of issues from return to play to financial support and engaging with government, the media and wider stakeholders to protect and promote our members' interests.

But we have also learned some important lessons about where we should focus our resources and how we can work more collaboratively with members and partners to achieve our goals.

Now we stand at another moment of change and while many things will inevitably be transformed by COVID-19, the importance of sport, recreation and physical activity to our daily lives remains a constant.

In this context, our new strategy marks an evolution rather than revolution in redefining our unique place in the sector.

We are confident that it will take us a step further on the journey towards being the beating heart of a vibrant, diverse and sustainable sector.



# OUR NEW STRATEGY

The Sport and Recreation Alliance believes that the power of sport and recreation can change lives and bring communities together. Together with our members and in partnership with the wider sector, we make the most of opportunities and tackle the areas that provide a challenge.

Our new strategy comes at a critical juncture for both society and our sector. The COVID-19 pandemic has simultaneously reinforced the importance of sport, recreation and physical activity to the lives of individuals and communities but also highlighted how easily it can be taken away. Now, more than ever, we must work creatively and collaboratively to make the case for sport and recreation.

In addition, the pandemic has brought home the real human cost of inequality. As a sector, we know all too well that more work is needed to make sport and recreation at all levels a place for everyone not just some. That is why equality, diversity and inclusion is a key part of our new approach.

Beyond COVID-19, the sector also faces many other big strategic challenges, from the need to continually improve governance standards and maintain public trust to the growing threat from climate change. But these challenges also provide opportunities, ones which we believe we can help our members identify and maximise to ensure long-term sustainability.



# PURPOSE, VISION & MISSION

Our Purpose, Vision, Mission and Values sit at the heart of our new strategy and provide the touchstone for everything we plan to do over the coming years.

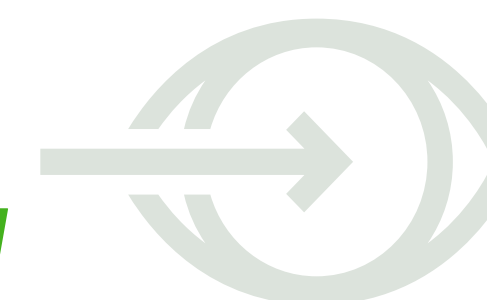
## PURPOSE



We believe everyone should benefit from the positive power of sport and recreation.

This is the reason we exist – it is what motivates us.

## VISION



We will be at the heart of a thriving sector enabling more people from all backgrounds to participate in sport and recreation.

This is the difference we want to make to our members and the wider community when we follow our purpose.

## MISSION



Be the go-to body for sport and recreation, providing expert services, advice and advocacy.

This is what we will do every day to make sure our purpose delivers our vision.



# OUR VALUES

We know that values are not just words – they matter.

When values are clear and aligned, people understand one another, everyone does the right things for the right reasons and this common purpose and understanding helps people build great working relationships.

1

## SUPPORT

We are supportive and show care and commitment to our members and our staff.

2

## COLLABORATION

We are built on a great team which collaborates with others to harness collective energy and drive change.

3

## RELATIONSHIPS

We value long-lasting relationships with our members, partners and the wider sport and recreation community.



# STRATEGIC OBJECTIVES

Our new strategy is built around four key strategic objectives. These reflect both our core role as the representative body for sport and recreation but also the need for us to take a lead and become a catalyst for change in areas where there is still much work to be done.



1

## CHAMPION THE ECONOMIC, SOCIAL, HEALTH AND WELLBEING BENEFITS OF SPORT AND RECREATION.



To achieve this objective, we will focus on the following priority areas:

### Building the evidence base

Through conducting original research and collaborating with partners, we will develop the evidence to demonstrate the societal benefits of sport and recreation and make it easier for members to measure their impact.

### Promoting the power of sport and recreation

We will provide the platform to showcase how sport and recreation transforms the lives of individuals and communities with a particular focus on children and young people and marginalised and under-represented groups.

2

## PROTECT AND PROMOTE OUR MEMBERS' INTERESTS AS THE INDEPENDENT VOICE OF SPORT AND RECREATION.



To achieve this objective, we will focus on the following priority areas:

### Shaping the policy debate

We will combine expertise and evidence to shape the policy debate around sport and recreation with the aim of maximising both investment and opportunity to help our members grow and thrive.

### Maximising the impact of our networks

We will use our networks to bring members together with government, policy makers and partners to identify key policy challenges and develop innovative solutions.



## 3 LEAD AND SUPPORT OUR MEMBERS TO BE MORE DIVERSE AND INCLUSIVE.



To achieve this objective, we will focus on the following priority areas:

### Driving the equality, diversity and inclusion agenda

We will seek to lead the debate on equality, diversity and inclusion in collaboration with members and others and leverage our influence, both domestically and internationally, to shift expectations.

### Providing the tools to embed equality, diversity and inclusion

We will provide tailored training programmes, projects, content and events to help our members become more diverse and inclusive organisations and equip them to engage more people – particularly children and young people – from diverse backgrounds and communities.

## 4 HELP OUR MEMBERS TO ADAPT TO CHANGE AND BECOME MORE SUSTAINABLE.



To achieve this objective, we will focus on the following priority areas:

### Delivering new and better products and services

We will provide highly valued products and services and seek to identify new, innovative ways to make us more effective and our members' lives easier.

### Tackling the big issues together

We will bring our members together to understand and find solutions to the big collective challenges we face – from COVID to climate change to integrity and good governance – and help them to become more sustainable.



# MEASURING OUR IMPACT

For each of our strategic objectives we will assess our impact through the achievement of an end goal – which sets out where we expect to be at the end of the life of the strategy and is supported by a series of high-level measures. These are set out below.

An important factor to bear in mind when measuring our impact is that, as a representative body, the Alliance does not deliver sport and recreation. Rather, our role is as an enabler – to help improve the operating environment for our members, support them to become more effective and use our convening power to unite the sport and recreation movement.

At this stage, the high-level measures set out what and how we propose to measure our impact. These will be refined further to include specific targets (where appropriate) once we have established a consistent set of baseline data early in the strategy cycle.

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## STRATEGIC OBJECTIVE:

1

**Champion the economic, social, health and wellbeing benefits of sport and recreation**

### END GOAL:

We will have evidenced and promoted the societal benefits of sport and recreation and enabled our members to measure and articulate the benefits of their activity through a robust, standardised methodology.

## HIGH-LEVEL MEASURES:

- We will deliver at least one piece of original research each year that demonstrates the societal benefits of sport and recreation.
- We will develop a consistent approach to measuring the societal impact of sport and recreation and a substantial number of our members will be satisfied with their ability to measure their impact.
- We will develop an accessible hub to host our own research and insight alongside that of others and this will have been accessed by a substantial number of our members, partners and wider stakeholders.
- Our website traffic and social media reach will increase year on year showcasing how sport and recreation can transform lives to a wider audience.



## STRATEGIC OBJECTIVE:

2

**Protect and promote our members' interests as the independent voice of sport and recreation**

### END GOAL:

We will be recognised by members through the strength of our representation and reach as a key influencer on the policy issues that matter most to them.

## HIGH-LEVEL MEASURES:

- We will utilise at least one piece of original research each year to evidence the need for policy change.
- A substantial majority of our members will be satisfied with our work to inform and shape government policy.
- We will demonstrate the breadth and depth of our engagement on policy issues and the impact on our members as part of an annual impact report.
- We will engage more of our members, partners and policy makers through attendance at our parliamentary networks, divisions, policy working groups and events.



## STRATEGIC OBJECTIVE:

# 3

**Lead our members to be more diverse and inclusive**

### END GOAL:

We will be recognised by members as having progressed the debate on equality, diversity and inclusion (EDI) and provided a comprehensive suite of tools, training, guidance and services to help members tackle inequalities at all levels.

## HIGH-LEVEL MEASURES:

- We will undertake a minimum of one major project each year to raise the profile of specific EDI issues and support our members to become more diverse and inclusive.
- A substantial majority of our members will be aware of and satisfied with our EDI tools, training, guidance and services.
- We will establish an EDI Impact Board and develop a balanced scorecard to enable members to assess the impact of their EDI initiatives.
- We will successfully host the International Working Group on Women & Sport Secretariat and Conference 2022–2026 and use it to showcase the importance of gender equality in sport.\*

\*Note: Subject to a successful bid.



## STRATEGIC OBJECTIVE:

# 4

**Help our members to adapt to change and become more sustainable**

### END GOAL:

We will be recognised by members as having helped them achieve more effective and sustainable operations through our products, services and events. We will also be a demonstrably more effective and sustainable organisation ourselves.

## HIGH-LEVEL MEASURES:

- We will provide highly valued products and services and seek to identify new, innovative ways to make us more effective and our members' lives easier.
- We will increase the take up of our products and services and attendance at our events across the strategy cycle.
- We will ensure at least one flagship event each year focusses on a key long-term sustainability challenge facing our members.
- We will demonstrate how we have improved our own efficiency, effectiveness and governance as part of our annual impact report.





# THANK YOU.

We hope our new strategy will inform and inspire you and we look forward to supporting you to achieve our collective vision of a more active nation.

For more information please visit:  
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