

THE HEART OF AN ACTIVE NATION

Our strategy 2017-21



SPORT+
RECREATION
ALLIANCE

Table of Contents

Page(s)

Introduction from the Chairman and Chief Executive	3
The sport and recreation landscape in the future	4
Who we are and what we do	5
Our Vision and Mission	5
Our Strategy:	
Principles	6
Objectives	7-11
Values	12

Introduction

Welcome to our new strategy *The Heart of an Active Nation*.

Whether you are a member, one of our partners or stakeholders, or someone interested in the fantastic sport and recreation sector that we represent, we hope that this strategy sets out for you, all you need to know about us and what we want to achieve in the next five years.

We are proud of our heritage and what we have achieved since we were established in 1935. Promoting the economic value of the outdoors, the development of the Mental Health Charter for Sport and Recreation or the work we have done around the tax system to support grassroots sport are just a few of the most recent examples of where we can, working with our members, make an impact on policy and practice for the benefit of sport and recreation.

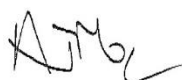
We are also ambitious and forward looking. We want to be as strong in our second eighty years as we have been in our first, as the independent, collective voice of the sport and recreation sector shaping the landscape to maximise the contribution that our members can make, particularly at the grassroots.

No one reading this strategy will need to be reminded of the pace and scale of change that is taking place in the world in which we live. Sport and recreation has to be able to respond to what is happening. The sector needs to be able to seek out new opportunities, forge new relationships and partnerships, and to challenge and be prepared to be challenged.

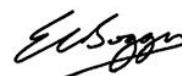
Our role is to help our members and the wider sector do this, but first we need to recognise that the challenge of being fit for the future applies just as much to us. We hope this new strategy will set out for you what we will be focusing on and how you can expect to be supported.

In the development of this strategy we have consulted with our members 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 with a particular focus on grassroots sport and recreation because that is where we think we can add most value.

We hope our new strategy will inform and inspire you and we look forward to working with you to deliver our vision of **an active nation through sport and recreation**.



Andrew Moss
Chairman



Emma Boggis
Chief Executive

The sport and recreation landscape in the future

Sport and recreation is a key part of a constantly evolving society. The last few years has seen significant changes in the way that people spend their lives, impacted by changing demographics, environments and resources and technologies available to them.

We created our Fit for the Future programme of work in June 2015. This programme addresses some of the challenges and opportunities that recent developments are bringing to the sport and recreation sector.

Looking ahead, we feel that the sector needs to take into consideration:

- The environment for public finances remains tough. The 2015 Government strategy *Sporting Future* demonstrated the changing landscape more strongly when it made a new link between future investment decisions and the delivery of five outcomes – physical wellbeing, mental wellbeing, individual development, social and community development and economic development;
- The impacts of BREXIT, public health concerns about childhood obesity and the challenges of a growing ageing population on the wider landscape;
- The ability to attract and retain skilled and experienced people both in paid and voluntary roles;
- The need for an infrastructure in the physical and natural environment, rural and urban, to help and encourage participation, when people are increasingly time poor;
- The growing role technology can play across sport and recreation, but in some areas this is also a challenge. For example, we need to make sure that the rise in the functionality, accessibility and appeal of virtual reality doesn't discourage people from engaging in the actual reality of sport and physical activity. We need to learn from the attraction e-sports have become and embed that into a whole variety of different types of sport and recreation;
- Across all of these themes there are issues around equality and inclusion, with it still too easy to predict activity levels based on ethnicity, gender and impairment.

Change brings challenge and uncertainty, as with every sector, but change also brings opportunity.

Who we are and what we do

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.

We provide advice, support and guidance to our members, who represent traditional governing bodies of games and sport, county sports partnerships, outdoor recreation, water pursuits, and movement and dance exercise and the wider sector.

As the voice of the sector, we work with Government, policy makers and the media to make sure grassroots sport and recreation grows and thrives. Having an active nation is important as it delivers huge benefits to society and the millions of participants, volunteers, staff and spectators.

Vision

An active nation through sport and recreation.

This vision is at the heart of all we do. It describes the world that we want to see because sport and recreation plays such an important role in both physical and mental wellbeing, the economy and the development of our society.

Mission

To create a vibrant sport and recreation sector which is fit for the future.

We lead by using our knowledge and expertise to commission and publish research, to stimulate debate and discussion, and to challenge the sector and our members.

We enable our members to become fit for the future by providing opportunities for education and learning, by spreading best practice to make it common practice, by giving our members tools to make their lives easier.

We champion the sector by promoting the great things our members do so the full value and contribution they make to individuals, communities and society is recognised.

We are the voice of the sector by building political support, influencing policy and decision makers and speaking on national platforms about the issues that matter.

Our Strategy

Our strategy is our response to the current environment and the one we expect to develop in the years ahead. It sets out the work we plan to undertake and is made up of three key elements:

- Strategic Principles that will keep us focused;
- Objectives which will be the focus of our work and draw the majority of our resources;
- Values which set out the behaviours we will demonstrate in all that we do.

Principles

We have eight specific principles we will use to keep us on focused on our key objectives.

We will focus on **grassroots sport and recreation** because that is the area which needs most support to get the nation active, and our work around high performance or professional sport will focus on the contribution it makes at this level;

Work will be **focused on activity related to encouraging more people from under - represented groups into sport and recreation** including as participants, volunteers or spectators;

We will **continue to speak up on behalf of the sector** and to represent the views of our members to Government, policy makers and through the media to the wider public;

We will **retain a focus on shaping the landscape** in which our members operate;

We will **continue to help our members operate as well as they can within the landscape**;

We will retain **flexibility in how we allocate resources so we have the capacity to respond to real time events**;

The **focus of our resources will be on activities of direct value to our members**;

We will **always look to work in partnership with others** where that increases the impact that we can make.

Objectives

We have identified initial objectives for the period 2017-21 that reflect both continuing work we do already, which we know is valued, and new areas of work where we believe we can create value and make a difference.

During the lifetime of this strategy the landscape and environment will continue to develop, so our objectives will be kept under review and revised as and when required.

Our four objectives are:

1. Demonstrate the economic and social value of sport and recreation.
2. Make sport and recreation volunteering more representative and more accessible.
3. Work together with the sector to improve the availability, accessibility and quality of sport and recreation for children and young people.
4. Make our members and us fit for the future.

Objective One

Demonstrate the economic and social value of sport and recreation.

We will demonstrate that the sector represents a compelling case for investment because being actively engaged in sport and recreation makes a significant economic and social impact.

We want to achieve this objective because it will mean that:

- The full social value and impact of the sector is recognised;
- Sport and recreation organisations are able to access investment from a variety of sources, including multiple Government departments;
- Physical activity and sport are a mainstream public health priority and intervention;
- Sport and recreation continue to break down the stigmas attached to mental health and are recognised for the contribution they can make to mental wellbeing;
- More people will benefit from sport and recreation because taking part will be normalised through increased public awareness and messaging about ways to integrate into everyday life.

We will do this by:

- Making sure the sector has access to high quality, accessible evidence to support its ability to make the case for ongoing investment and support;
- Identifying the causes of specific inactive social/age groups and leading the discussion on actions to address;
- Influencing Government to make sure the full economic contribution of the sector is recognised and supported;
- Working with Department of Health and others to deliver step change in awareness and commitment of frontline health practitioners to physical activity;
- Making sure there is a particular focus on the use of team sports and formal and informal outdoor recreation to support multiple public policy agendas;
- Delivering a programme of work on mental health;
- Delivering a work plan on outdoor recreation and its economic contribution.

We will measure our success in a number of ways, including:

- Positive engagement from Government and policy makers with specific examples where we can show Government has responded to issues we raise;
- High levels of member and stakeholder satisfaction scores in annual surveys;
- Specific examples of where Government policy reflects the contribution of the sector.

Objective Two

Make sport and recreation volunteering more representative and more accessible.

We will play our part in creating a volunteering sector which is growing, representative, and accessible, drawing on the widest range of skills and experience from society and one that understands the importance of investing in volunteers and volunteer management.

We want to achieve this objective because it will mean that:

- The sector benefits from wider skills and experience;
- Volunteers will be valued by those they support;
- More employers encourage and facilitate the engagement of their staff in volunteering;
- There is improved recognition for and understanding of volunteer management and training;
- Organisations will find it easier to recruit volunteers;
- Individuals will find it easier to take up volunteering opportunities.

We will do this by:

- Working with our Join In partners to:
 - Disseminate the research already available on sport volunteering and adding to it where there is a specific information requirement;
 - Create a grassroots volunteer programme;
 - Promote the role of employee volunteering;
 - Make it easier for people to find volunteering opportunities.

We will measure our success in a number of ways, including:

- Data from a sport and recreation volunteering survey that shows increase in size and diversity of volunteering workforce;
- Increased traffic through the opportunity finder demonstrating its usefulness to clubs and individuals;
- Improved retention of grassroots sports volunteers.

Objective Three:

Work together with the sector to improve the availability, accessibility and value of sport and recreation for children and young people.

In recognition of the importance of developing positive experiences for children and young people, we will identify ways we can bring the sector together on this important agenda. We want to challenge current policy and practice based on evidence of impact and contribute to developing a world class evidence base that can support the frontline workforce.

We want to achieve this objective because it will mean that:

- The contribution physical activity and sport can play in development of young people is recognised and supported by Government and education professionals;
- What the sector offers for children and young people is easily understood and accessible by teachers, parents and young people themselves;
- The sector better understands how to engage all children and young people and encourage them to become active healthy adults.

We will do this by:

- Speaking out on the topic – drawing on the evidence from our members;
- Commissioning new research where needed to develop the evidence base about what works;
- Working with relevant Government departments, teacher unions and other interested organisations to make sure that the contribution of our members is as effective as possible.

We will measure our success in a number of ways, including:

- Reports that the quality and consistency of the offer for children and young people has increased;
- Securing sustained public investment in physical activity and school sport post 2020;
- Securing high levels of satisfaction from our members engaged in this work.

Objective Four:

Make our members and us fit for the future.

We will lead the sector by improving our own effectiveness in membership engagement, financial management, delivery of corporate services and in our governance. We will encourage and support our members to do the same, including through direct delivery and support to access shared services.

We want to achieve this objective because it will mean that:

- We can continue to effectively to speak on behalf of the sport and recreation sector;
- We are, through our services, helping members reduce non-front line delivery costs;
- We have an engaged and enthused high performing staff team who are excited by their objectives that support and drive our strategic success;
- Our members and us are well governed organisations, and where necessary, we will provide advice to help them meet the requirements of *A Code of Good Governance for Sport* and other legal and regulatory requirements;
- Members recognise the importance of integrity issues and proactively manage them in their sport;
- Our members and us are harnessing the benefits of new technology for our work;
- We are leading by example.

We will do this by:

- Enhancing our member engagement;
- Exploring opportunities for shared services, including delivery, in the sector for us and our members' benefit;
- Delivering high quality commissioned work;
- Attracting and retaining high quality staff;
- Demonstrating the highest levels of good governance;
- Working closely with our partners to support the sector to deliver best practice in governance;
- Investing in the technology and processes we use to improve the quality of our services;
- Developing relationships and knowledge with technology partners.

We will measure our success in a number of ways, including:

- Strong member retention and membership satisfaction scores;
- Developing new income streams in our budget;
- Demonstrating we meet the Tier 3 requirements of *A Code of Good Governance for Sport*;
- Delivery of annual balanced budgets and clean audits, with appropriate approach to reserves and reinvestment, to retain a strong financial basis for the organisation going forward;
- Achievement of the intermediate level in the Equality Standard for Sport;
- Strong staff retention and satisfaction scores.

Values

Accountability: We are **accountable** to our members, our stakeholders, our colleagues and the wider sector.

Collaboration: We actively look for opportunities to **collaborate** with a wide range of organisations so we can deepen the impact of what we can achieve.

Teamwork: We **work as a team** to support and help each other achieve more.

Innovation: We **innovate** so we can continually develop and improve.

Value: We **value** the work and contribution of others.

Excellence: We strive for **excellence** in all that we do.