

DCMS Consultation: 'A New Strategy for Sport'

Sport and Recreation Alliance Response

THEME ONE: PARTICIPATION

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

Participation must be at the heart of a successful future strategy. Getting people taking part in sport and recreation is what our sector is all about and we believe in its power to change lives. Through regular, sustained participation in high quality activity, sport and recreation is uniquely placed to deliver a healthier, happier, more productive and cohesive society. From the grassroots, to success on the world stage, participation is both the starting point and also the central element of a successful future for all levels of activity in this diverse sector. Delivering a step change in participation will take time, and government's strategy must be long term, committing resources from across government to deliver the shared aim of a more active country. Overall levels of participation in sport and recreation in England and across the UK remain high – though delivering sustainable increases remains a challenge in a difficult environment characterised by increasing competition and an unfavourable economic backdrop. We would highlight the particular benefits of participation through the established network of NGBs and wider sport and recreation sector infrastructure. In order to achieve the aim of sustained increases in participation, particularly amongst currently under-represented groups (including women, people from BME communities, disabled people and those from lower socio-economic groups), sustained effort and activity by the sport and recreation sector, and by partners in both the private sector and in government, will be required. This will include, but not be restricted to, a combination of:

- Product adaptations
- Improved consumer insight
- Better use of technology
- New and richer partnership working, including cross-sector partnerships
- A quality, accessible and safe experience for all participants

The Whole Sport Plan (WSP) model has much to commend it, and we would strongly encourage government to include a holistic approach to the development of its future strategy. Driving participation cannot be viewed in isolation but must be part of a wider strategy to develop sport and recreation in communities. Government cannot achieve its aims of increased participation by only funding piecemeal or individual projects and initiatives, and instead should build on the overall strategic oversight that NGBs have of the sector and its participants. Involving NGBs as the core providers of activities would also allow for a robust and sophisticated needs assessment, built on existing insight; integration with other programmes and the talent pathway; and efficiencies, both through combining resources but also through reducing duplication – an inevitable outcome of over-emphasis on individual, smaller scale projects.

There is a crucial role for a diverse range of providers from all sectors to encourage both additional and renewed participation. We would suggest that NGBs and the established infrastructure should retain an important strategic role (whether or not they are involved in direct delivery) and would stress that, whilst activity can clearly be delivered, and in many cases very successfully, by other organisations, the delivery of sport and recreation is at its best when informed by a clear vision and

strategy which builds on existing good practice. Even new offers around existing activities will generally require an established activity with rules, qualifications, coaches and a network which new market entrants will generally find it harder to offer. Over the longer term, the erosion of these established structures would likely become problematic.

Where NGBs, or others, are held directly accountable for participation or other outcomes then the need for key involvement in the setting of the strategy for that sport or activity is further underlined. Investments that go alongside existing provision should be complementary, with a clear understanding of how this will enhance provision. This strategic role also will help in ensuring that limited resources are put to best use.

In seeking to drive higher rates of participation, barriers must be addressed and tackled. There is considerable evidence from specialist organisations as to the ways in which these barriers might be tackled. Particular attention should be paid to work conducted by leading sector specialists, including Women in Sport, the English Federation of Disability Sport (EFDS) and Sporting Equals amongst others, all of whom have a detailed understanding and knowledge of how best to tackle barriers for specific groups.

New numbers of people starting and continuing to participate requires not only for the supply side to provide adequate facilities and opportunities, but also for demand side interventions. The strategy must include a clear sense of how behavioural insight will be applied – building on the expertise of the Behavioural Insights Team (BIT), with best practice and evidence collated and shared across the sport and recreation sector.

Genuinely understanding behaviour and participation rates will also require government and the sector to move beyond the idea that there are active or inactive people. For the majority of people, their behaviours and attitudes toward being physically active will be dynamic and will fluctuate through their lives.

Choice and diversity in supply are important elements of increasing participation. The strategy must therefore balance the offer between competitive and non-competitive sport, outdoor recreation and exercise, movement and dance based activities. The use of language and terminology is important; the breadth of the offer should encompass not just sport, but also outdoor recreation, movement and dance, and Government should clarify its language to make it clear that it is referring to all forms of exercise. Government has a particularly useful role to play at all levels in celebrating and promoting a diverse range of opportunities to be active. This ranges from the reach and communications capability of central government to send out clear messages, to smaller scale practical interventions from local government, GP surgeries and other frontline delivery points where the public could be exposed to simple, clear and attractive information sign-posting them to sport and recreation.

Recent research commissioned by Sport England, *Getting Active Outdoors*, has comprehensively demonstrated the latent potential for greater participation in outdoor sports and recreational activities. The learning from this research is useful and should be acted upon by the sector, as lessons highlighted here have broad applicability across the whole physical activity spectrum. The specific role of the outdoors further reinforces the need for a diverse offer, and for strategic clarity and oversight from government in fully realising the potential of the outdoors.

The Alliance would welcome a clearer place in the strategy for the role of clubs and volunteers in building future participation. Clubs remain the backbone of the national recreational infrastructure, and need support and resources to fulfil their community role. Clubs are likely to be particularly

effective as community hubs, including working with schools, health services and other parts of local government infrastructure as well as delivering high retention rates with participants staying active as a result of the network of support that clubs provide.

There needs to be proportionate risk management in and around sport and recreation to ensure that people are not put off participating themselves or letting their children take part. One way to do this is to work together to educate people, in particular parents, about the benefits of being active and how to play safely. The Alliance would be happy to facilitate initiatives such as the Forum for Concussion in Sport and Physical Education which brings together the sport and recreation sector, specialists and Government. This Forum developed [Concussion guidance for the education sector](#) which provide practical guidance on specific safety issues.

The Alliance has supported the campaign to adopt British Summer Time all year round. Government should fully assess the significant potential for greater participation through allowing an extra hour of daylight.

What type(s) of participation should be encouraged and how should they be measured

All types of physical activity should be encouraged. It is important that choice is available so that individuals are able to participate in physical activity opportunities that are both appropriate and appealing. Participation amongst groups currently under-represented would yield, in many cases, the greatest results – including increased health and wellbeing, more cohesive communities and better achievement of a whole range of social outcomes that sport and recreation can deliver.

Measurement of participation is a complex and important area. Participation should remain at the core of the Government's sport strategy, and yet, *what* is measured and *how* it is measured will directly impact on the interventions and programmes put in place to achieve higher participation rates. We note the current Sport England consultation on the Active People Survey (APS). We will respond separately to that consultation, but support the broad aims of both a more balanced mechanism for data collection but also the principle of gathering wider data.

We would strongly encourage both Sport England and DCMS to consider carefully the potential for a 'balanced' scorecard and to view participation numbers, on a weekly basis or otherwise, as part of a wider useful set of data to inform decisions around investment and support. The broader criteria for measurement should include, but not necessarily be restricted to:

- Retention rates
- Volunteer numbers
- Qualified coaches and other staff
- Club numbers
- Work with under-represented groups
- Collaborative working
- Provision of services, including coaching, in schools

The current pattern of NGB funding, where NGBs are funded largely to secure weekly participation for a set period in their specific activity, has its strengths – particularly in its clarity. However, it can sometimes lack sophistication. It takes little account of external factors – including weather, the availability of facilities or broader social issues in measuring participation. The system also does not account for the fact that a core activity is often supplemented by other activities to retain fitness and health.

A 'one size fits all' approach to participation has serious limitations, not least in that it no longer reflects the way that people wish to 'consume' sport and recreation. There should be additional flexibility in target setting, with a clear partnership between key providers including NGBs and the funding bodies. This should build on core participation measures across the population and also include (but not be restricted to):

- The numbers of under-represented groups participating
- Projects of social value (to include both quantitative and qualitative assessment to record the quality of the experience and to build a robust evidence base about what works)
- The success of pathways, where appropriate, tracking the numbers and achievements of those progressing to elite success
- The quality and robustness of governance and equality policies
- The social capital built through participation, including through clubs

Increasingly, people will want to take part in a number of different sports and activities as part of an active lifestyle. This may be, for example, playing football and swimming one week, followed by squash, running and cycling the next week. This breadth of activity should be celebrated and recognised in the system. However, the current system carries an inbuilt perverse incentive in that it encourages sports to keep people participating, weekly, in their own activity rather than to encourage participation in their activity as part of a broader active lifestyle. Specific measurement, clear objectives and funding should all be aligned to promote the 'active person' and, where appropriate, to create incentives for collaborative working across sport.

More broadly, clarity from government about what types of participation it particularly values and how these will be funded would be helpful in enabling individual organisations to set their own forward strategies. For example, a more specific targeting of individual population groups could generate positive change and contribute to many agendas – but this must be articulated clearly with adequate funding and support attached.

How to ensure that funding goes to those organisations who can best deliver results

As a principle, funding should be attached to organisations and projects with the capacity, willingness and ability to deliver results. The most important starting point is to be clear about the Government's objective. Appropriate mechanisms to measure and account for the use of funding and its impact will also need to follow – although it is difficult to be definitive about this without understanding more about the Government's own priorities.

Mixed delivery models could be used as part of the overall sport and recreation landscape – with specialists used to working with under-represented groups, in delivering new products or working in particularly challenging areas.

How to specifically target under-represented groups

Generating and sustaining participation amongst groups currently under-represented is obviously more challenging than working with the general population. In order to target under-represented groups, government will need to:

- Use insight, expertise and research from specialist groups
- Facilitate partnership working and dialogue between a range of providers across sectors. This should include, for example, partnerships between NGBs and specialist organisations with experience of working with the target groups

- Put in place appropriate funding mechanisms – including developing a detailed understanding of the additional cost and value associated with targeting new participants. There should be a premium attached to successfully working with harder to reach groups
- Embrace new funding models – including social investment
- Have a greater focus on the impact of interventions rather than output numbers. This would allow for a more sophisticated understanding of the impact on currently under-represented groups and, crucially, allow the development of an appropriate funding mechanism

Government should also strongly consider changing the current balance of National Lottery investments into sport and recreation, and allocate a specific, additional ring-fenced fund for increasing the rates of physical activity amongst under-represented groups. This need not be restricted to the current distribution models, but could see ring-fenced funds coming forward from other lottery distributors.

Understanding the role of the private sector and how the public sector, NGBs and other sports bodies should work with the private sector to help deliver an increase in participation

The private sector is already, rightly, an important part of the mixed market of sports delivery. Government’s primary role in this area is likely to be in facilitation – using its position and power as a convenor to bring sectors together and to showcase and disseminate best practice.

Where private and other providers are engaged in delivery, it is important that they have a relationship and appropriate dialogue and agreements with existing infrastructure, including NGBs and CSPs, amongst others. This is already the case in many areas, but in future all publicly funded projects and organisations should be required to specify how they will work with and complement current and community provision.

How to best support participation in new and/or non-traditional sports and activities

The Alliance has around 330 members, covering the whole spectrum of sport, recreation and physical activity. As such, many of our members sit outside ‘traditional sport’. We welcome moves to recognise and celebrate the huge diversity and richness of our membership. To an extent, individual organisations themselves are best placed to attract and retain new participants and this is core to their existing work.

Some specific changes that would help to increase participation across the diversity of the sector, and where government can play a specific role, include:

- Messaging and profile – government is in a unique position to offer a platform and to clearly celebrate smaller organisations and projects;
- Funding – discretionary funding, particularly grant funding, is particularly useful to new, small and emerging organisations and should be ring-fenced under any new strategy;
- Considering the extension of Sport England’s remit to broader activities (both new and well established), including walking and other low intensity activities which act both as a gateway into physical activity, but also provide lifelong opportunities to be active

How to maximise the potential of new technology to increase participation

Technology has multiple potential applications in sport and recreation but to date has been under-utilised both by government and by the sector itself. Greater understanding and use of technology is a key element of the Alliance’s ‘Fit for the Future’ programme, under which the Alliance will be addressing a range of financial, consumer, technological and other challenges facing the sector and

developing solutions to them. This will build on, [Future Trends](#), previous work conducted by the Alliance in partnership with the Future Foundation.

Technology is key to driving participation in three major ways:

- Providing information about activity opportunities
- Direct delivery of opportunities – including through tailored apps and other platforms
- Tracking and monitoring participation – including through providing real time information to participants. This has two principal benefits; motivation for participants, and the potential for government to have access to wider, more robust and up to date information

Government's role in direct development and delivery of technology should be limited – but could usefully be used to facilitate and convene, share information and best practice and to make ring-fenced specific funds available for projects to improve the use of technology in the sector.

An approach to the best use of technology to increase participation, including in reaching currently under-represented groups, should also be outlined in strategic plans – both by Sport England but also in individual plans submitted by sport and recreational organisations in receipt of public funds.

How to use the power of sport to better achieve broader positive social outcomes and whether some funding should specifically be spent for that purpose

Sport and recreation already contribute to a wide range of social outcomes and have enormous power to change people's lives. From health and wellbeing, to engaged communities, educational outcomes, criminal justice and increased economic productivity, many positive outcomes can be achieved through increased and sustained participation.

A strategy should have clarity about its proposed role and place for sport and recreation at its heart. Furthermore, it should be underpinned by a detailed theoretical foundation, in order to give clarity and purpose to its implementation.

Sporting capital, the stock of physical, social and psychological attributes and competencies that support and motivate someone to participate in sport and continue playing sport over time, would be a good theoretical framework to underpin the next sports strategy. All three attributes play a significant role in determining current and future sports participation and are all closely linked together.

Furthermore, any robust and conceptual framework should draw on some of the underpinnings of the 2004 National Framework for Sport, which created a framework that aimed to create a systematic basis for testing priorities and affecting change in the number of people playing sport.

There are two distinct ways in which sport and recreation contributes to broader social outcomes – both of which are important. The first is through its existing offer – where sport and recreation is delivered in communities and there are resultant benefits including in health, community cohesion, wellbeing and greater productivity. This should continue to be core funded along broadly similar lines. The second area relates to more specific, bespoke programmes and activities which have the specific purpose of achieving social outcomes. These are also worthy of funding, and many of these projects are already happening – by NGBs, CSPs, charities and a whole range of other organisations. These interventions are more suited, often, to project specific funding including from the National Lottery. It is still important that core funded organisations, with a broader strategic remit and grounding, will still provide the foundations for this wider, project based work.

THEME TWO: PHYSICAL ACTIVITY

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

Sport and recreation organisations are the key mechanism to driving up rates of physical activity. Being active and socially connected is essential to good mental and physical health. The sector contributes to the objective of increased physical activity and improved health and wellbeing outcomes in various ways. These range from being commissioned by health bodies to run specific projects, to helping to identify needs, to simply bringing people together and getting them more active whilst they enjoy participating in sports/activities. CSPs in particular can provide the potential means for NGBs and other providers to further engage with local public health bodies.

The diversity of the sector means that we work with people through their whole lives – from the youngest children, adults, to older people. It also means the sector can reach a wide-range of communities and offer inclusive activities, including to disadvantaged groups such as those from deprived areas or people with disabilities. For example, there are innovative projects that take boxing into mosques and run dragon boat races for cancer survivors. There has also been the growth of parkrun UK and many traditional sports are adapting to give more people the opportunity to be active, such as the Lawn Tennis Association’s ‘Tennis Tuesday’ which is run in partnership with Nike, and the Amateur Swimming Association’s dementia-friendly sessions.

Alongside specific sport and recreation organisations, bodies such as Girlguiding UK, Scouts and the Duke of Edinburgh’s Award, engage with a huge number of young people and offer an opportunity to get more of them active. Girlguiding UK has 400,000 young members and adventure is a significant part of their offer. The Alliance would welcome Government engagement across the spectrum of sport and recreation organisations to maximise opportunities to get more people active.

Walking is already recognised as one of the main, free, convenient and accessible ways to get people moving, particularly the inactive. Health walk schemes and community-based walking programmes have been shown to work in getting people more physically active. One example is Walking for Health, delivered by the Ramblers and Macmillan Cancer Support in partnership with local authorities, the NHS and other voluntary organisations. This supports a network of local schemes offering free, short walks led by friendly, trained walk leaders. Given its value to getting people active and extensive reach, the Alliance would like to see Sport England consider investing in walking as part of the broad range of activities it already supports.

Collectively we need to make sure people know what is on offer and where to increase activity levels. This means that information on opportunities needs to be effectively shared through local agencies and hubs such as GP surgeries. GPs in particular can act as a crucial gateway, for example, through exercise referral to activities such as walking, movement and dance and gym classes. It would be helpful to consider supporting local areas to have a single point of contact that can coordinate and bring all the information together in one place.

Technology can be a motivator for behaviour change including getting people active. It can also generate a huge amount of data on activity levels and associated health benefits. Government should consider how to work with the sector to maximise the potential of technology and look at how it includes data from the plethora of apps and gadgets on the market in measuring participation and activity levels.

Schools can play a key role in getting children and young people active. Government needs to support teachers to deliver a range of activities, including learning outdoors, both during and outside of the curriculum, so as to engage the most children possible. This crosses over with the “children and young people” and “participation” themes so this will be addressed in more detail in those

questions but is also worth recognising here. There is also the opportunity for Government to support active travel schemes, specifically in relation to getting children to and from school. For example, Sustrans' Superheroes is an individual award scheme recognising pupils' skills and achievements in walking, scooting and cycling. Aimed at 7- to 11-year-olds, pupils gain points for activities they complete to become either a Sustrans Hero or Superhero.

To get more people active, collectively we need to work together to provide safe, accessible opportunities. In particular, the outdoors has huge potential to provide spaces for people to be active but opportunities are sometimes restricted by utility companies and land-owning public bodies. Government should update, enhance and promote the Code of Practice on Conservation, Access and Recreation as approved by the Water and Sewerage (Conservation, Access and Recreation) (Code of Practice) Order 2000.

There is a lot of excellent work going on in the sector but many struggle to meet the evaluation expectations of Public Health England. The Alliance would welcome Government support for the sector to invest in evaluation to demonstrate and replicate what works and we would be happy to help develop this through our Physical Activity Working Group and wider membership.

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

Physical activity is important to not only help those who have ill-health but also to prevent it. Therefore, it is important that physical activity, including outdoor recreation, is embedded across the breadth and full range of government strategies including obesity and diabetes. This should encourage provision across the lifespan and offer a wide choice ranging from competitive sport to recreational activities to increase the likelihood of appealing to individuals and groups. Activities could also be targeted at certain groups, for example children who are already exhibiting health problems or people with disabilities.

Diet is important to being healthy, however we do not want to lose sight of the contribution that physical activity makes. The Alliance would like to see Government and health bodies promoting physical activity alongside diet as an effective way to get and stay healthy. To date, physical activity has had significantly less profile, support and funding.

Across strategies we need to look at the discourse around physical activity as there is a danger it is perceived as punishment for being inactive or unhealthy. We recommend that Government uses language to support the notion that sport and recreation is fun and enjoyable, as well as being good for health. A focus on wellbeing rather than specifically on obesity or other physical health conditions may also be helpful to motivate people to get active.

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

The Mental Health Charter for Sport and Recreation highlights different areas that the sport and recreation sector can focus on to support positive mental health including workplace wellbeing and supporting volunteers, coaches and athletes. The Alliance is grateful for the support provided by the then Deputy Prime Minister and Minister for Care and Support when the Charter was launched in March 2015 and look forward to working with the current Government and signatories to continue to build on the positive action that has already happened.

The Alliance would also welcome Government support for the sector to effectively evaluate and replicate successful projects, as well as emerging innovative projects. We recommend that Government encourages mental health professionals to engage with sport and recreation and recognise the benefits it can have for the people they work with.

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

We know the value that sport and recreation can have in preventing and treating conditions associated with ageing. There are already a range of activities targeted at older people, such as walking and swimming projects.

This is an area where Government could encourage and facilitate partnership working, for example, Age UK is already running several physical activity schemes and this could be built on with support from the sport and recreation sector. Public Health England's proposed '1 You' campaign will be an opportunity for sectors to come together and encourage 40-60 year olds to be active. The Alliance would be happy to support the promotion of the campaign and help facilitate joined-up working between our 330 member organisations and health agencies.

How to raise awareness of the UK CMO guidelines on physical activity and ensure that our interventions enable more people to meet them

The Alliance is concerned that the CMO Guidelines on physical activity are not as well understood as they should be and would welcome more clarity and support in this area from Government and health agencies; if people are to take the need to be more active seriously, they must be clear and confident about what they should be doing. This should start with clinical professionals, with clearer and more detailed training on the role of physical activity in good health.

The sector would welcome an easy-to-understand guide on physical activity. For example, Government could consider a physical activity equivalent to the 5-a-day fruit and vegetable campaign.

How to ensure that DCMS, the Department of Health, Sport England and Public Health England work together as effectively as possible, and how other parts of government can play their part

The sport strategy consultation document recognises the potential for Government departments to work together and clearly sets out an intention for joined-up working.

The cross-departmental group on physical activity, at Ministerial and official level, is a good example of how joined-up working is delivered in practice and the Alliance is keen to see this continue and contribute where helpful. It would be useful to promote and share this group's remit with the sport and recreation sector. The Alliance would be happy to act as a conduit for this.

Outdoor recreation is a key strand identified within the strategy document and is clearly located within the Alliance's "Five-step plan for a more active population" with an ask for a dedicated minister for the outdoors to deliver a national outdoor recreation strategy. As the consultation document suggests, the Alliance has been working with DCMS and the Outdoor Industries Association to explore what could be in a national outdoor recreation strategy for England. Work will continue in this area and it is hoped that the Government's recognition of the importance of outdoor recreation will be reflected either by the inclusion of a specific outdoor recreation theme, or, through outdoor recreation being heavily referenced throughout the final strategy document. As

previously agreed, the Alliance will submit a report to DCMS on what could be included in a national outdoor recreation strategy which will provide further detail on what Government could do.

Given the importance of outdoor recreation and the joined-up nature of the consultation document, we would like to see Department for Environment, Food and Rural Affairs (Defra) featured in the final strategy document. Defra has a key role to play in protecting the infrastructure that provides opportunities for people to get active outdoors. It should also offer a co-ordination role, bringing together key stakeholders and providing clear remits to other agencies including the Environment Agency, Natural England and the Forestry Commission.

How to make sure that sport delivery bodies and health delivery bodies work together as effectively as possible

The health landscape is complex and can be confusing. More clarity and leadership from Government, and the health sector specifically, would help many more organisations to become more involved in health-related projects should they wish to.

The Alliance also recognises that the sport and recreation sector may be confusing for health colleagues and we would be happy to share information about what the sector of sport and recreation can offer across the broad range of activities with regards to its positive impact on health outcomes, including mind sports, outdoor recreation and traditional sports.

Initiatives such as Public Health England's Physical Activity Clinical Champions Network, are encouraging and a helpful model to cascade information about the benefits of being active. It provides an opportunity for health professionals to engage with sport and recreation colleagues so they can effectively sign-post to local activities.

A key ask in the Alliance's "[Five-step plan for a more active population](#)" was that every local authority must be required to produce a robust strategy based on local needs, outlining how sport and recreation will be delivered in their area. Local authorities should create, protect and utilise accessible places where people can be active. The rules around asset transfer should highlight the importance of physical activity.

Government should also explore and promote best practice, especially around joined-up commissioning and delivering of services at a local level. For example, the Blackburn with Darwen Integrated Wellbeing Service is commissioned by Public Health and links to the Health and Wellbeing Board and Clinical Commissioning Group (CCG). The Service combines CCG funded projects with a range of public health funded services as well as core council services to address employment, housing and financial issues. Individuals can be referred by GPs or other professionals; it is also possible to self-refer. Entry to the Service is through a single point of access where they are supported by a Wellbeing Hub Advisor to engage with the local offer such as health trainers and physical activity services. In Liverpool, the CCG has invested in boxing.

It would be helpful if Government supports an environment that helps sport and recreation governing bodies and organisations to engage with the health agenda; for example, through grants, incentives and venture capital schemes. Similarly the strategy needs to set out a clear indication of what are priorities for Government so that the sport and recreation sector can easily identify these and demonstrate how they can contribute to achieving shared outcomes.

Health and physical activity is an opportunity for innovative partnership working, for example the Amateur Swimming Association works at a national level with mental health charity Mind to promote and support their Get Set To Go programme. This was initially done through supporting the

digital launch of the programme through the use of stories on the swimming.org website and social media interaction. This was then filtered down to the ASA Aquatic Officer networks at a local level where contact details have been shared locally to make sure the best and most suitable swimming opportunities are available for people participating in the Get Set To Go programme. Partnerships like this should be encouraged and supported.

The Alliance would be happy to facilitate jointed-up working between our membership, Government and health agencies, and in particular through our Public Health Working Group (PHWG). The PHWG is already working closely with PHE, contributing to the development of Everybody Active Every Day and the Alliance is facilitating sessions at the one-year on event in October. The Alliance is keen to continue to work with Government and PHE to develop this agenda.

THEME THREE: CHILDREN AND YOUNG PEOPLE

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***

We welcome continued investment in the Primary PE and Sport Premium. There are already good examples of the Premium having a positive impact but to maximise its potential, Government should support training for current and new teachers to deliver physical activity, sport and outdoor learning across all areas of learning. Government should also expand the ITT for primary teachers with a PE specialism so that all schools have the ability to access one. There should also be a curriculum lead for physical education and sport in every primary school to provide leadership and co-ordination across the school.

Inspections should clearly consider use of the Primary PE and Sport Premium to provide an incentive for schools to invest in those areas. Government should continue to work with Ofsted to share good practice – e.g. [Ofsted's \(2014\) Good practice to maximise effective use of the funding report](#). This will demonstrate Government's commitment to the Premium and encourage other schools to learn from current practice.

It is crucial that pupils' participation in sport and outdoor recreation continues following progression from primary to secondary school. This could be facilitated by continuing to offer a similar range of activities in secondary schools that children are used to, for example, if a pupil played "mini tennis red" in primary school it would be helpful if they could continue at this level for an initial period at secondary school, rather than going straight to "full court yellow ball" without having first achieved the appropriate ability level. More information about pupils' abilities and preferences around physical activity should also be gathered at primary level and passed on to secondary schools to assist in the management of this transition.

We suggest that Government explores how the PE and Sport Premium could be expanded in secondary schools. We would be happy to facilitate a discussion on this with our members.

How to encourage young people to be active, and the role that schools can play in supporting this

Sport and recreation can positively impact on children and young people's development and academic attainment. Our Game of Life report (2012) found evidence that physical activity positively affects cognition in children. Being physically active releases hormones, neurotransmitters and a protein responsible for learning, memory and higher thinking. Sport and recreation can also lead to

increased self-esteem and the development of motivation and determination – these skills are useful for acquiring new information for passing exams.

We believe in increased investment in initial teacher training for primary school teachers to ensure high-quality PE, sport and physical activity from the start of the education journey.

We also need to support teachers to deal with issues such as concussion which can occur while taking part in sports but also in and around the school environment. The Alliance would be happy to facilitate initiatives such as the Forum for Concussion in Sport and Physical Education which brings together the sport and recreation sector, specialists and Government. This Forum developed [Concussion guidance for the education sector](#) which provide practical guidance on specific safety issues.

Physical literacy is key to ensure young people are confident movers. Physical development is a prime area of learning within the Early Years Foundation Stage but being active can also contribute to the other prime areas of personal, social and emotional development as well as communication and language. Early years professionals should be supported to deliver high-quality physical activity provision and the prominence on physical activity should continue into primary schools and beyond.

Primary and secondary schools should deliver at least two hours high-quality PE each week. This need is underpinned by the Chief Medical Officer's guidelines on levels of activity. Government should consider placing a duty on schools to set out on their websites how they contribute opportunities for children to be active for at least sixty minutes per day. This should include information about what is on offer in the curriculum, and before, during and after the school day including active travel opportunities to and from school.

Schools are ideally placed to give all young people the chance to experience different types of activities, including traditional sports, outdoor activities and movement and dance. Government should ensure the PE curriculum activities assessment lists include a wide variety of activities to encourage schools to maximise the choices available for children and young people.

Our work with the Outdoor Industries Association and the sport and recreation sector on what could be included in a national outdoor recreation strategy includes a focus on children and young people. Following consultation with the sector, we recommend that Government could embed outdoor learning across the curriculum and include it in training for current and new teachers. Government could also promote the use of outdoor learning not only in physical education as identified in the curriculum but across all subjects - including Personal, Social Health and Economic education, English and Maths – recognising its value for not only physical development but also character education. The sharing of good practice would help with this.

Government could work with Ofsted to ensure that schools are meeting the national curriculum requirements around outdoor and adventurous activities. Government and Ofsted could also share good practice, especially where it demonstrates progression through more adventurous activities as a child moves through school. We would also support recognition of the value of residential experiences for children and young people and suggest that Government works with the sector to build on learning from research such as [Learning Away](#) by the Paul Hamlyn Foundation.

We understand that education professionals are under pressure to deliver and face difficult decisions around resources. In this environment there is a danger that PE, physical activity and outdoor learning are not prioritised. Government should work with Ofsted to ensure that these areas are prominent within inspections, which in turn would encourage schools to invest.

Specifically, Government should support schools to achieve the statutory requirement around swimming. The 2014 Amateur Swimming Association School Swimming Census found that although there have been improvements, 45% of children between the ages of 7-11 are still unable to swim 25m unaided. It also found that 55% of primary schools were not spending the recommended amount of time in the pool to enable children to have sufficient opportunity to swim unaided.

We know the contribution that participating in sport and recreation can have for personal development. We would welcome clear recognition from Government of the role of PE and school sport in the leadership development and character education of young people.

After school clubs are a key way of encouraging young people to be active. These have expanded to include a range of activities covering sport and recreation activities, movement and dance, and mind games. There is an opportunity for further partnerships between schools and national governing bodies of sport to deliver these activities building on successful schemes such as SmashUp!; BADMINTON England's innovative youth badminton initiative aimed at 13-16 year olds of all abilities. SmashUp! mixes badminton challenges, music and bold court branding to provide sociable sessions. There were over 500 secondary and middle schools engaged in 2014. To appeal to young people who aren't keen on competitive sport, there is no dress code, formal coaching, team selection or talent spotting. To ease time pressures of school staff, BADMINTON England has trained over 370 SmashUp! activators to work with PE departments to lead sessions. In a time of restricted resources, teachers need to be supported to have the time and skills to deliver these valuable high-quality extra-curricular activities.

Clear pathways from schools to clubs for children and young people to continue participation is crucial. There is potential for Government and the sport sector to work together and build on initiatives like Satellite Clubs and local partnership working through County Sport Partnerships to reduce the likelihood of drop-out.

How to continue to make the School Games relevant both in encouraging competitive sport and as part of the talent pathway

We would like to see the School Games programme continue and grow. Government should extend the role of School Game Organisers to provide more capacity to engage the least active. We would also encourage Government to work with national governing bodies of sport as well as the education sector on the development of the games.

How to make the sporting offer for children and young people outside of school and school hours as attractive and accessible as possible

Sports clubs and community groups offer a wealth of opportunities for children and young people to take part in and develop a love for sport. However, more could be done to provide opportunities that match local need. Our ["Five-step plan for a more active population"](#) published ahead of the Election recommended that:

- every local authority to produce a robust and comprehensive strategy for physical activity opportunities in response to local need
- local areas to create, product and utilise accessible places where people can be active
- Government should support local communities to maximise the opportunities around asset transfer

County Sport Partnerships (CSPs) play a key role in bringing together local partners to engage and deliver opportunities to participate. Therefore, we would welcome continued support for CSPs and similar structures which provide a valuable infrastructure for local delivery.

To enable more community sport to happen, Government should encourage schools, including private schools, to open their facilities to local groups. Many are already successfully doing this but more could be done. Government should also continue and develop initiatives such as satellite clubs.

In addition, the Alliance believes that every local authority must have a strategy in place to promote physical activity in its local area. This should also include a requirement to conduct a robust and comprehensive audit of all local assets and facilities and to take all reasonable steps to promote and provide information to the local population about opportunities to participate in sport and physical activity.

There is also a great deal of work done by the sport and recreation sector to offer inclusive opportunities for members of communities to be active. We welcome Government support for such initiatives and we encourage Government to work with the sector to develop evaluation and replication of what works. The strategy should clearly articulate the additional support that could be provided for parents, with a clear recognition of the role of the family in promoting physical activity. Each local authority strategy should include specific content on how the local offer will be made 'family friendly' – to encourage families to participate together.

How we can encourage sport participation in further and high education

Sport and physical activity are essential parts of further and higher education yet many institutions are currently under used both in terms of facilities, but also as places to encourage and promote physical activity at all levels. Universities and student unions have a key role; both in tackling the drop off in physical activity that many people experience, but also in using their messaging and convening power to encourage use of their facilities and land by both students and the wider community.

The sports strategy is an opportunity for Government to work with the sector at national and local level to develop innovation solutions and invest in settings to maximise their potential in getting more young people active, with a clear focus on the 16-19 age group. One way of achieving this would be to ensure that there is a senior lead role for sport and physical activity in every college. This position would be supported by activators and apprentices who can work with counsellors and health professionals to use physical activity as an intervention to support mental health programmes across every college.

We have raised the importance of physical activity, sport and recreation as part of teacher training in other sections and again it is crucial for those in higher and further education. Government should also consider how best to ensure young people achieve qualifications that help them be ready for work or continue in education.

Government and Ofsted should consider how best to reflect the importance of sport and physical activity in inspections and also share good practice.

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

We know that if children are engaged at an early age they are more likely to continue to be active as they grow up and develop a sporting habit for life. To support this, we recommend that Sport England's remit is extended to start at age 5 so that there is full integration in community sport and school sport from the earliest age and better coordination with the departments who retain policy responsibility.

This question crosses over with the “physical activity” theme. We would welcome continued open dialogue between the sport and recreation sector and Government departments. We see this as a key role for the Alliance and we would be happy to facilitate this through our membership networks.

We not only need to work together to maximise opportunities for children and young people to be active but also to ensure participation is in a safe environment. We have highlighted the need to include a specific focus on safeguarding in the sports strategy under Theme 9: “Safety and wellbeing” but it should also be referenced here. We need to build on the good practice that already exists and ensure that all involved with delivering sport and recreation opportunities are aware of safeguarding and implementing effective policies and practices. Government can play a crucial role in putting a focus on safeguarding by working with experts from the sector, such as the Child Protection in Sport Unit, to share information and good practice.

Government can also work with a range of partners to maximise opportunities to sports volunteering and social action. One example is Step Up to Serve which enables organisations to pledge to take positive action and provide opportunities for young people.

THEME FOUR: FINANCIAL SUSTAINABILITY

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, disability sports and smaller sports

The sector recognises the funding climate is challenging and is making good progress on diversifying income streams. However, driving increased commercial revenue, for example through the sale of broadcasting rights or sponsorship, is not always straightforward. In this context we would make the following points:

- Increasing commercial income is difficult for sports that have little in the way of current assets to exploit. For example, some smaller sports will not have a sufficient profile to attract major commercial sponsors or audience share to support significant value in their broadcast rights. In these instances, continued public investment can be vital in helping to develop the sporting product to the point that broadcasters and sponsors become interested in investing themselves.
- Even when sports do generate significant sums from the sale of exclusive broadcasting rights, there remains a broader challenge in terms of sustaining the value of these rights in the face of rapidly-changing technology which can threaten exclusivity, for example illegal online streaming. It is important that Government supports efforts to ensure rights holders can protect and promote the value of their rights by continuing to fund investigation and enforcement action against infringers.
- Sponsorship, while an important source of revenue, is not a silver bullet. It does not necessarily guarantee a stable income stream as sponsors are not immune to wider economic pressures and may change their commercial priorities. The recent termination of the Sainsbury's sponsorship deal with UK Athletics is an example of this and serves as a

reminder that private funding, whilst welcome, cannot always provide the stability and certainty required to invest in sport over the long term.

- Sponsorship or other commercial partnerships may not always provide the best vehicle for funding grassroots activity. Generally speaking, commercial partners will wish to maximise brand exposure from association with elite/professional sports and so may seek to place conditions around what funds are spent on – for example by restricting expenditure to the elite competitions or events. As such, while there are good examples of sponsorship funds used to support grassroots initiatives (for example the FA and McDonalds), there may be a limit to what sports can attract from commercial partners for this purpose.

More broadly we believe that government should introduce a sports betting right. Sports betting has grown significantly in recent years, in large part as a result of investment made by sports to improve the quality of the offer. A sports betting right would ensure that a proportion of the significant profits generated by betting is channelled back into developing sport, particularly at grassroots level. We note that the Government is actively pursuing a Horserace Betting Right and this is a model we believe that could be adapted to other sports.

In terms of minority sport, women's sport and disability sport, we believe there is significant potential to exploit commercial investment opportunities. However, in order to achieve this, targeted and sustained investment to develop a product that is attractive to broadcasters and sponsors is required. The recent success of women's rugby, cycling, football and netball – all of which are now broadcast on BBC, ITV, BT Sport and Sky respectively – demonstrate that a commitment by governing bodies to developing the sport from the grassroots through to elite level can deliver commercially attractive products which sponsors, partners and fans want to engage with. In this context we strongly believe governing bodies should continue to be supported to invest in women's and disability sport to develop commercially attractive products with a view to them becoming self-sustaining over the long term.

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

We believe strongly that sports bodies who are rights holders are best placed to strike the right balance between reaching the widest possible broadcast audience and generating the greatest revenue from the sale of broadcasting rights for the overall development of their sport. We do not believe Government should substitute its own view of where the appropriate balance lies.

In this context we continue to believe that a voluntary approach to reinvesting revenues into grassroots sport is the right approach. This is exemplified by the success of the Voluntary Code of Conduct on the Broadcasting of Major Sporting Events. Under the Code, signatories commit to making their sports available wherever possible to free-to-air broadcasters (in live, recorded or highlights form) and to reinvesting a minimum 30% of net UK broadcasting revenue in the development of grassroots sport. The Code therefore makes explicit the link between the commercial success of elite sport and the long-term health of grassroots.

Six major sports bodies are full signatories to the Code: the FA, ECB, LTA, R&A, RFL and RFU. In the latest financial year, reinvestment by these six organisations in grassroots sport as defined under the Code amounted to over £135m. The Code signatories are keen to encourage other rights holders to sign up to the Code and we firmly believe this approach is the best way of engaging other sports to support the voluntary approach to reinvestment and to growing the total amount of broadcast revenues going into grassroots sport.

How we maximise the already significant role that the National Lottery plays in the success of the sport sector

We recognise there is significant pressure on Exchequer funding for sport. In this context, continued lottery funding is vital, both to secure the benefits of investment made to date and to maintain the position of British sport at elite level.

In view of the likely revised funding landscape for sport beyond the Spending Review, we believe there should be a comprehensive and radical rethink of how National Lottery money can be maximised.

Government should consider reviewing the Lottery share between the distributors. If the Lottery funding to sport is reformed, we believe it is essential to recognise and retain the important leverage governing bodies provide when investing Lottery funds. Simply expanding the Lottery share going to sport and opening the funds up to a wide range of providers on a project-by-project basis runs the risk of fragmentation and inefficiency in investment. This must be avoided.

We also believe that the criteria for bidding into and distribution of lottery funds should, so far as is possible, be consistent and streamlined across the five Home Sports Councils.

Furthermore, as inactivity is a key national priority there should be a new ring-fenced lottery fund providing additional funds specifically to tackle this challenge. This new fund could flow through various distributors to encourage joint-working; for example, between the community arts sector and dance organisations to specifically target the most inactive.

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

We believe there is significant scope for greater public investment in sport and sports infrastructure. In this respect, EU State Aid requirements are important but should not be a barrier. Too often there has been resistance to greater public support at national and local level – either through direct investment in infrastructure or through other mechanisms such as tax relief – based on overly-cautious interpretation of State Aid regulations. This results in investment not going ahead or policies being designed that are unnecessarily complex and restrictive. A culture change is urgently needed towards a presumption in favour of investment in sport infrastructure and in favour of supporting sport through the tax system.

Importantly, the revised General Block Exemption Regulation (GBER) now provides public authorities with the ability to invest in sport infrastructure and to cover some operating costs without the need for prior notification to the Commission. In addition, the GBER allows for public investment in sport infrastructures used by professional teams, providing access is shared appropriately. We believe this mechanism should be utilised to its fullest potential and indeed could enable local authorities and professional clubs to work together to deliver benefits to both the clubs and their local communities.

We believe social investment has the potential to play a significant role in future. However we would urge a degree of caution for the following reasons:

- Traditionally the sport sector has not engaged in this type of financing and for it to be successful sports organisations must be able to access clear and simple information on the available funding options.
- Sports organisations will need support and guidance on how to assess the wider social impacts of their activities in order to be successful in accessing social investment funding.

- Most grassroots sports bodies are small, volunteer-run organisations with limited capacity to bid for potentially large social investment funds. In this context, social investment needs to be able to be tailored to the size/capability of the organisation.

The Alliance will be working directly with our members and wider partners to explore the potential of a bespoke social investment fund for sport and recreation in the months and we would encourage the Government to provide support for capacity building and pump-priming funding to help the sector maximise the opportunity social investment presents.

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

As with social investment, while we believe there is potential for the extension of philanthropic giving to sport, the practicalities and constraints need to be recognised and understood. Engaging successfully with philanthropic donors is not easy; it is a highly competitive marketplace and building relationships takes time and a careful alignment of goals between the donor and recipient. In addition, as with social investment, many philanthropic donors set clear requirements in terms of how the money they give should be used and the impact it should have. Supporting sports organisations to improve their impact measurement is therefore crucial.

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

We do not have any substantive comment on the proposals regarding UKAD and SGSA. However as a general point we believe that, while greater exploitation of commercial opportunities is important in the context of limited public funding, it should not impair these organisations' pursuit of their core objectives, namely to protect the integrity of UK sport and to ensure the safety of spectators at sports grounds.

Establishing how the sport sector can maximise the benefits of current measures within the tax system, to inform discussions with the Treasury

We believe there is significant scope to use the tax system in a more targeted and systematic way to help support sport and recreation at both grassroots and elite level. Specifically, we believe three key changes should be made:

- **Introduce statutory tax relief for governing body expenditure on grassroots sport**

NGBs provide a crucial role in the delivery of grass roots sport by providing funding and support for the administration, promotion and development of sport at community level. However, NGBs suffer tax costs in relation to their expenditure, with no tax deduction in some cases, and in others only if the expenditure is funded through the sport's charity, a structure which often requires a significant amount of time and resources to develop and maintain. We believe a much simpler and more straightforward approach would be for Government to allow tax relief for NGB expenditure relating to development of, and participation in, sport at the grassroots level. The Exchequer cost of this is likely to be small but NGB taxation would be simplified resulting in a significant saving in management time and costs both for NGBs and HMRC. These savings could all be recycled into promoting participation in sport and physical activity.

- **Make the tax regime work for grassroots sports clubs**

At present the tax regime does not work for the fullest benefit of community sports clubs. We believe achievable change is possible in four key areas and which collectively would deliver a significant boost to grassroots sports clubs at minimal cost to the Exchequer:

a) Simplify the Community Amateur Sports Club (CASC) scheme

The existing CASC scheme comprises over 6,500 clubs and has provided a cumulative saving of around £180m since the scheme's inception. This is vital money that has contributed directly to grassroots volunteer-run clubs and helped to deliver increased participation.

However, while sports bodies have worked hard to promote the scheme, new reforms introduced in April 2015 have made the scheme much more complex. These changes will be difficult for volunteer-run clubs to administer, could result in some clubs leaving the scheme and ultimately could disincentivise new clubs from applying for CASC status. This would run counter to the government's stated objective of driving increased take up of the scheme. We believe the CASC scheme could be simplified in three straightforward but important ways, which would ensure the benefits of the scheme are delivered to frontline sports provision rather than tied up in needless red tape:

- Explicitly allow parents of junior club members to be participating members of the club. At present, parents of junior members do not count as participating members which means junior clubs must make significant changes to their structure in order to comply with the new rules. Making parents eligible would be simpler and recognise the vital role parents play in supporting their children's participation in sport.
- Allow the broadest range of volunteers to be recognised as participating members of the club. At present the scheme defines participating members according to a narrowly-defined list which is largely restricted to players, coaches and match officials. Allowing for the widest range of volunteer roles - including for example people that help out on match days or who look after club websites - would better reflect the reality of operating a grassroots club and recognise the valuable contribution made by volunteers who give up their time to help out at their local club.
- Extend the 12-month transition period for the introduction of the new CASC rules to 24 months i.e. to March 2017. The transition period provides vital flexibility for clubs to adjust to the new scheme rules without penalty. HMRC has only alerted a proportion of existing CASCs to the new rules and there remains a sizeable number that will be unaware of the changes and the potential penalties for non-compliance. As such we believe an extension of the transition period of 12 months would be fair to all clubs in the scheme.

b) Extend Gift Aid to subscriptions

Gift Aid should be reclaimable on annual subscriptions (not regular participation fees) for sports clubs that are CASCs. Annual club subscriptions contribute significantly to club income and the ability to claim Gift Aid on these would provide an important boost to grassroots clubs. This could be introduced in a number of ways, for example by allowing Gift Aid to be reclaimed up to a capped amount or by allowing Gift Aid only on certain memberships such as junior membership subscriptions (or a combination of the two).

c) Extend rate relief to all accredited clubs

Extending the mandatory 80% rate relief applied to CASCs to all NGB-accredited clubs would ensure that all community grassroots clubs across the country receive the same level of rate relief and put an end to the current 'postcode lottery' in which locally-set discretionary rate relief varies widely across

different regions. With increasing pressure on local authority budgets, it is likely that existing discretionary reliefs will be removed, leading to further variation. A simple, nationwide relief available to all clubs officially accredited by an NGB would ensure a level playing field and free up vital funds to be used for the benefit of grassroots sport. We believe this change could be made at a modest cost to the Exchequer in terms of rates forgone.

d) Zero-rate construction expenditure for VAT purposes

Construction expenditure on all new sports buildings by charitable clubs and CASCs should be zero-rated for VAT purposes. The current rules enable charitable clubs to benefit from zero-rating providing any new facility is made available to the community ('Village Hall relief') or the building is not used for business purposes. However, in practice these rules have been interpreted very narrowly by HMRC with the result that some clubs have been left with significant VAT bills, which could potentially even force them out of business. As CASCs and charitable clubs must already meet the test of being open to the whole community in order to qualify for their status, we believe it would be consistent and simpler for any new sports building constructed by such a club to be zero-rated for VAT.

- **Reform the tax treatment of endorsement income**

At the elite level, we believe the existing rules regarding the taxation of athletes' endorsement income need to be reviewed so as to ensure that the system is proportionate and coherent and incentivises world-class athletes to compete in the UK. At present, athletes wishing to compete in the UK can face punitive tax on endorsement deals with the result that many are unwilling to compete in UK events. A relaxation of these rules would enable governing bodies and competition organisers to attract the best talent; this would, in turn, generate higher ticket sales and broader economic benefits (e.g. from visitor spend) related to the events. Overall we believe the net result would be positive in terms of tax receipts to the Exchequer.

THEME FIVE: COACHING, WORKFORCE AND GOOD GOVERNANCE

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

Good quality coaches, with proper qualifications and skills, are a necessary part of delivering a successful strategy. The new strategy should include a clear and well understood framework for coaching, in order to provide guiding principles and for consistency and quality purposes.

There is still an important role for qualified coaches, regardless of increasing numbers of new delivery methods being introduced to the market. This relates not only to the continued need for technical skills, but also to the need for skills required when working with people from a range of backgrounds, including many individuals who will be new to sport and recreation, or may have had negative experiences in the past.

There is a need to address the diversity of coaches; in order to work effectively with diverse communities, coaches should be representative and reflective of the people that they will work with. The primary responsibility for this lies within the sector itself, but government should set clear targets and understand and articulate the need for a diverse coaching base.

How we can use the power of sport to help some of the most disadvantaged people into employment

The sport and recreation sector plays a vital role for communities through its work with many disadvantaged and marginalised people. This often includes helping people into employment – both through direct programmes and also through helping to build new skills, confidence and knowledge, and in giving renewed focus and purpose to people’s lives. In order to build on this good work, existing infrastructure and networks already in place must not be disrupted or removed without a thorough understanding of potential consequences.

There are a number of ways in which this power can be further harnessed:

- Government at all levels should promote understanding of sports qualifications amongst employers in all relevant sectors
- Work Programme providers, Job Centre Plus, DWP and other interested agencies could develop greater links with community clubs and projects, including the use of these sites as hubs for job promotion and in encouraging volunteering and participation in sport and recreation as viable routes to employment
- Inviting bids from larger organisations within sport and recreation, who have the capacity and interest in doing so, to run work readiness schemes

How to ensure we are encouraging more people to volunteer and that we are retaining and supporting those people who already volunteer

Volunteers are the lifeblood of the sport and recreation sector at all levels. In order to build on the dedicated army of volunteers who make sport happen, there are a number of positive steps that could be taken:

- Build on existing resources, including ClubMatters, to provide easy to understand guidance for volunteers
- Consider more carefully the impact on volunteers of regulatory and legislative change. The CASC scheme is the most prominent example of where volunteers are currently expected to cope with growing and changing demands, with little empathy of the impact on them by policy makers in central government
- Bring as much consistency and streamlining as possible to requirements on local organisations. This applies particularly to health and safety requirements, where volunteers are often required to comply with the requirements of multiple regulators. In each area, there should be a clearly established prime regulator – who would then work with NGBs and others in the sector
- Volunteer numbers and delivery by volunteers to be explicitly accounted for and measured under a new, broader measurement of sector performance

We look forward to further details on the hugely positive and welcome Conservative Party Manifesto commitment on supporting volunteering by employers. This has great potential for the community sport and recreation sector.

How to ensure that we uphold the highest standards of governance, openness, and transparency in sporting bodies

The Sport and Recreation Alliance is committed to developing a world-leading sport and recreation sector, including the development of world-leading sports governance, drawing on expertise and best-practice in corporate governance.

The Voluntary Code of Good Governance for the Sport and Recreation Sector (the Code) is the nucleus of our work in this area. Launched in 2011, the Code was developed by the Alliance in partnership with a group of sports governance experts. It draws inspiration from a range of sources, including the UK Corporate Governance Code. Like all of our governance development work, it is an attempt to instil the principles of industry standard corporate governance into the governance of NGBs in the UK. The need to represent and take account of the views of participants is intrinsic to the principles the Code promotes.

In support of the Code, we provide a range of support services to our members, including online resources, one-to-one consultancy and a range of educational governance workshops, in partnership with organisations like NCVO and the Institute of Directors (IOD). We have also developed and will shortly be launching a specialist sport governance and administration qualification, in partnership with the Institute for Chartered Secretaries and Administrators (ICSA).

Collaborative, centrally co-ordinated action by the sport and recreation sector, influenced by industry best practice, is the best way to achieve sustainable and effective development of governance standards. The Voluntary Code of Good Governance presents an important basis for the development of this process and provides the best foundation for tackling these needs and promoting the development of unified best practice in sports governance.

To ensure that the governance models in sport represent participants and follow industry standard best practice the new sport strategy should focus on having a single governance framework which provides a way for the sector to display its commitment toward governance and to provide multiple funders with the accountability they are seeking. The Triennial Review of Sport England and UK Sport has recommended that both bodies share a single set of governance requirements for the next funding cycle and we would propose that the Voluntary Code of Good Governance, which more than 100 sports bodies have now signed up to, could be used as a foundation for this work.

Consideration should be given to establishing a centrally-supported governance improvement programme, similar to that which the Alliance has been working on with Sport Wales. A programme of development like this, aimed at the right organisations, will raise the baseline standards of governance across the UK sports sector, and in turn ensure that sports are managed sustainably and with integrity, and with the interests of participants at heart. Beyond this, the work would set the foundations for continued adherence to the Code as the fundamental instrument of good governance in sport for all sporting bodies in the UK.

It is also important that NGBs are encouraged to have diverse boards and have sufficient black, Asian, minority ethnic (BAME) representation. Diversity is not only about female and representation but also about encouraging boards to ensure that they truly represent their local community as well as the vast pool of talent which is unrecognised and underutilised. Well-functioning boards include individuals ready to raise challenging questions, work through conflict, and inspire respect and collaboration. The more diversity, the more likely boards will work in this way. Currently, NGBs do not have a set target to promote disability or BAME representatives on their boards. It is important to broaden the current understanding of diversity beyond female representation on boards and to have specific and positive action to promote genuinely representative board membership.

How this continued push can ensure that integrity, transparency and the fight against corruption in sport remains a top priority

Good governance is crucial for the health of any organisation. Integrity and transparency are two principles embedded in good governance, and reiterated throughout the Voluntary Code of Good Governance. One purpose of the Code is to promote sustainable, long-term, ethical governance in sports organisations.

Having a single governance framework would also ensure that NGBs have similar understanding of integrity, transparency and the fight against corruption. There is potential for better sharing of good practice and intelligence between UK Anti-doping, the Child Protection in Sport Unit, the Sports Betting Group and the Sports Betting Integrity Forum. This style of approach would be world-leading and enable the UK to stake its place at the forefront of the fight to promote integrity in sport. Learning could be taken from the approach of the Financial Reporting Council (FRC), which regulates and monitors Corporate Governance practices for all listed companies in the UK. The sport sector should have a coordinated approach in supporting and monitoring specific governance issues like corruption, integrity and transparency for all sports bodies.

THEME SIX: ELITE AND PROFESSIONAL SPORT

How government can best support UK Sport, the BOA and the BPA to maximise the potential for Team GB and ParalympicsGB to continue to meet or exceed their medal targets; how limited financial resource can best be used to support TeamGB and ParalympicsGB at future Olympic and Paralympic Games

We recognise the huge success that has been achieved by Olympic and Paralympic sports and the important role played by UK Sport in this process. We believe the expertise and support structures developed over the last decade should be retained and built upon to ensure continued success in these sports.

Nonetheless, we believe any future strategy for elite sport should not focus exclusively on Olympic and Paralympic sports. Instead, the strategy should be broader and have the capacity to include other sports in which Britain achieve international success and through this are able to produce similar benefits to those achieved from Olympic and Paralympic success but which are not part of the current UK Sport and Sport England funding and talent pathway arrangements.

In addition the strategy must consider how best to recognise the importance and contribution made by team sports, for example basketball and netball, which are mass participation but receive relatively little funding compared to some individual Olympic sports which have far fewer regular participants and more limited popular appeal.

The reasons for a broader spread to elite funding include:

- Success can often be delivered for relatively small amounts of money. In this context, modest additional investments in these sports would deliver significant value for taxpayer money. In addition, seed-funding for smaller sports with little immediate prospect of medals would still help achieve long term success.
- The availability of additional funding would ensure athlete selection is based on merit rather than, as now, the ability to self-fund. This would have a knock-on effect for participation by opening up more sports to those that previously may not have had the resources to compete.

In addition to direct funding, consideration should be given to extending the existing support infrastructure for funded athletes to other athletes (or sports) who could benefit from specialist expertise in sports science, coaching or medicine, for example.

Lottery funding is the lifeblood of the UK's elite success and must remain a core component of future funding.

The effectiveness of the current talent pathway at identifying, training and supporting the Olympians and Paralympians of the future

As already highlighted in our previous answer, we view this question as too narrowly focussed on only a proportion of the sporting landscape; we believe any strategy should ensure that talent is identified and developed across the broadest spectrum of sports.

Many sports (including a number within the Olympic/Paralympic system) do not have professional leagues or provide opportunities for athletes to compete at professional level in the UK. In this context consideration should be given to how sports can be best supported to develop viable, sustainable professional structures and to provide opportunities for athletes to compete at professional level. Where there is no opportunity within the UK this may mean supporting athletes to take up opportunities overseas.

NGBs and their club structures have well-established talent development pathways to identify and nurture talented athletes and we believe these should continue to form a core component of talent identification and development.

Nonetheless, outside of the existing NGB/club pathways, we believe there are ways in which talent identification and development could be improved. Schools, college and university competitions – including the School Games and BUCS competitions – provide an important showcase for young athletes who may not have come through the formal NGB talent pathways or who may have developed later. While we recognise that NGBs, schools, colleges and higher education providers need to work more closely together to identify and nurture talent, we believe Government must also support the continued development and growth of both the School Games and BUCS competitions.

How to better utilise our funded athletes to inspire and encourage others to participate

We recognise that our Olympians and Paralympians already do a lot to promote their respective sports and to encourage participation at grassroots level. However, we believe there is scope for funded athletes to work more closely with existing organisations such as Join In and initiatives like Step Up To Serve to further encourage youth social action and promote the value of volunteering in sport. Sport relies heavily on volunteers and the involvement of high profile athletes in these initiatives would increase their profile and reach, particularly amongst young people.

Properly defining government's role in supporting professional sport

We agree that there should be a clear rationale for any Government involvement in professional sport. Overall we believe that Government's objective should be to create a supportive environment which enables professional sport to grow, encourages new ideas and attracts new entrants to the market. Where professional sport is commercially successful this will drive additional revenue and, in turn, additional investment into the development of grassroots sport, for example through the redistribution of higher broadcast revenues.

Nonetheless, we believe there is a continued role for Government in relation to professional sport in the following key areas:

- **Taxation:** Government has an important role in ensuring the UK can continue to compete for the right to host major sporting events and to attract the best international athletes. In particular we believe that Government should review the tax treatment of international

athletes competing in major events to ensure that the system is coherent and that there are no perverse incentives at play. Taxing the endorsement income of highly mobile athletes makes no economic sense if it disincentivises them from competing and in so doing reduces the wider potential tax take by reducing the interest in major UK events amongst spectators, media and business.

- **Intellectual property:** Government can and should do more to ensure that sports organisers and their commercial partners are able to protect and exploit the value of their intellectual property around sports events. In this context we believe Government should introduce a sports organiser's right which would ensure sports organisers can exploit the full commercial benefits of their competitions. This would make sports events more attractive propositions for potential commercial partners and therefore enable greater commercial revenue to be generated from sponsors and others. Furthermore, to the extent that additional revenue would be generated, the protection provided by a sports organiser's right would also have the corresponding benefit of helping to reduce the burden on the public purse.
- **Major event bidding:** The successful track record of the UK in hosting major events is evidence of the importance of continued Government involvement in the bidding process. Government can play a key role in securing events, for example by providing relevant guarantees to International Federations and ensuring key Government departments are involved at various stages of a bid, and we would like to see this continue. Further, as above, we believe a sports organiser's right (or some other form of major events legislation) would help ensure success in event bidding by providing many of the commercial protections sought by International Federations and help cement the UK as the home of world class sport.
- **Integrity:** Protecting the integrity of sport is vitally important in order to retain the confidence of participants, sponsors, fans and the wider public. Government must ensure that sufficient funding continues to be provided for integrity measures including efforts to prevent sports betting corruption and doping. In relation to sports betting corruption, we believe a sports betting right (possibly as part of a broader sports organiser's right) should be introduced; such a mechanism could include requirements in relation to integrity and ensure that a specified proportion of the revenue raised is put towards funding integrity initiatives. Overall this would put funding for the protection of sports integrity on a sustainable long-term footing.
- **Secondary ticketing:** While we welcome the provisions in the Consumer Rights Act relating to sales of tickets on secondary platforms, Government should ensure that the provisions are enforced consistently across the board. Initial experience with both the 2015 Ashes test matches and the Rugby World Cup indicates that compliance with the Act by secondary platforms is patchy and we urge Government to ensure that sufficient resources are committed to enforcement. We believe the forthcoming review of the Act provides an opportunity to consider how compliance might be improved.

THEME SEVEN: INFRASTRUCTURE

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

Infrastructure and its role in the national strategy must draw on a wide definition – to include not only buildings, pitches, courts and other purpose built settings, but also outdoor assets such as water, land and airspace. The ability to gain full access to existing facilities, space and recreational assets, as well as maintenance of such facilities, is as important as the building of new infrastructure.

Having quality, accessible and appropriate facilities and access to recreational assets is a pre-requisite to delivering sustained increases in the rate of participation in sport and recreation. Facilities and assets across the sector have been under pressure for some time and clear direction from government on future investment priorities, and a clear sense of the role government can play in facilitating dialogue to enable better sharing of facilities and infrastructure across sectors would be helpful.

Existing infrastructure owned and run by NGBs and other established parts of the sport and recreation sector are an essential part of the sporting fabric of the UK. Investment in existing organisations and structures will leverage what already exists but also reduce the potential for waste, duplication and the need for future reinvestments.

In a constrained funding environment, securing funds for capital investment is challenging. It is important that adequate funds are available under the Spending Review settlement to enable necessary capital investment to take place. Getting the nation active and healthier should be a key strategic priority for government, with the associated necessary investments and key infrastructure projects classified as such.

Sport England have invested in a number of capital projects across England with considerable success. Given this strong and successful track record, it is essential for this type of investment to continue, and, in particular, the use of insight in providing the right facilities in local areas.

The provision of good quality and appropriate facilities through adequate capital investment should be accompanied by demand side interventions. Beyond securing capital investment, it is also vital that the investment is well made. This should include user assessments before the design stage commences – particularly considering the needs of specific groups currently under represented in participation numbers, which would reduce the need for expensive retro-fitting or alterations further down the line.

The drive towards joined up government and decision making throughout this strategy is very positive. Joined up working would bring considerable benefit to building, maintaining and protecting the infrastructure of the future. There should be a presumption of co-location of public assets, where possible, combining educational, health and other local functions with physical activity facilities and space. This not only would help to stretch limited capital funds further, but, crucially, would also bring facilities and opportunities closer to people and make them more accessible.

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

The Alliance believes that every local authority must have a strategy in place to promote physical activity in its local area. This should also include a requirement to conduct a robust and comprehensive audit of all local assets and facilities and to take all reasonable steps to promote and provide information to the local population about opportunities to participate in sport and physical activity.

Alongside direct central and local government investment into infrastructure, there is a strong case for a greater use of existing legislative provisions around community assets. The Alliance is already

working with Sport England and others in the sector to promote and increase the take up of these rights by sporting and recreational bodies. There is no need for further legislation in this area, but the strategy should make clear how asset protection, listing and transfer positions fit within the overall landscape as well as central government retaining a key role in monitoring and encouraging local government to engage positively with its local sport and recreation sector.

Alongside investment to build new facilities, protections must be in place to ensure that existing facilities and, crucially, green space for sport and physical activity remain. Sport England plays an important role as a statutory consultee in planning decisions, and that should continue. The need for greater residential development must not compromise existing green space for activity and major developments should have, as a planning requirement, a viable plan to include opportunities for physical activity in the daily lives of local residents.

Local authority facilities have in many areas been subject to reductions, closures and facility hire increases. We are mindful of the state of public finances and likely further reductions to local government funding. In keeping with a long term strategy, we would suggest that an element of the cost saving to local public health agencies through increased rates of activity, should be ring-fenced and directly allocated to ensure an adequate local budget for facilities and access.

Facilities in schools and other educational establishment should be available far more extensively for use by local communities than is currently the case.

Government should, including through the consideration of a specific duty:

- Ensure that all school/education facilities are included in local audits;
- Encourage local government to adopt a presumption that school facilities will be opened up unless there is a specific reason for this not to happen. In the case of free schools and academies, there should still be a convening role for local government;
- Encourage all independent schools to open up their facilities, if they are not already doing so, both to local state schools and to the local community building on existing good practice in the independent sector;
- Encourage local authorities to play a lead role in joint working across sectors, and across local authority boundaries, to ensure that facilities are shared as widely as possible.

Where Government is working with local authorities on devolution deals, further consideration should be given to devolving powers over transport decisions, such as congestion charging and redesign of urban infrastructure, that can be genuinely transformative in terms of driving active travel choices and physical activity. As the London Congestion Charge has demonstrated, transport decisions can have a huge impact on physical activity levels and people's willingness to engage in more activities, such as cycling. Aside from the obvious health and congestion benefits, congestion charging and/or road pricing can also provide an important revenue stream to support further investment in active travel modes - including walking and cycling - and green space.

Where government has already committed to sporting infrastructure projects, e.g. Football Foundation/Parklife, how we ensure we are maximising their impact and exploring opportunities to involve other sports

There are many examples of successful multi activity and sports projects taking place all over the country. Through their ability to offer a range of opportunities, these projects are often the best way to attract new participants. Providing a flexible, accessible and diverse choice responds to what consumers increasingly want.

Individual projects with bespoke funding are an important part of the delivery structure, and are valuable both in allowing bespoke evidence and insight to be gathered, but also in addressing specific problems. To allow projects to be sustained, longer term funding is vital, as well as a legacy plan in each major project to outline how activity levels will be sustained if the project ends. There should also be a stronger and clearer link between individual projects and the core work carried out by existing infrastructure and organisations in the sector.

Established community clubs and projects often provide the 'hubs' – both physical and virtual – where a multi activity offer can be promoted and take place. This further reinforces the need for a support package – including information, in kind and direct financial support, and a functioning and accessible CASC scheme.

Government should help to address the current barriers to partnership working in the sector – including the way in which funding currently does not recognise or incentivise organisations to work collaboratively to drive up the general level of physical activity, rather than generating participation in individual sports. Collaborative working and joint projects should specifically be recognised and, where necessary, provided with appropriate funding given the potential for reduced direct costs and significant reductions through the indirect 'on costs' of inactivity. This would create a new generation of multi-activity offers.

There is potential for greater collaborative working within the sector. For projects designed to raise and sustain activity levels amongst targeted groups, a ring-fenced fund through National Lottery resources could be created. Sport, recreation and organisations from all sectors should be encouraged to bid into this fund – with a requirement for demonstrable partnership working. This could also extend beyond the sector, to work with the wider voluntary sector as well as other arts, cultural and community organisations, to build a broad community based offer.

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

Making sporting infrastructure accessible and appropriate for disabled people is essential, and we would expect government, the sport and recreation sector and all private providers not only to comply with their legal obligations but to do all they can to ensure that disabled people have a quality, safe and accessible experience.

A plan for making facilities, activities and projects fully accessible should form part of the strategic planning for all funding agencies and all providers. Specialist advice from EFDS and other appropriate providers should be supplied across sport and recreation.

It is encouraging to see that Premier League football stadia will all be made accessible to disabled people. These changes should be made as soon as possible.

THEME EIGHT: FAIRNESS AND EQUALITY

How to ensure the culture of sport allows everyone to flourish, and address all forms of intolerance, whether as a result of active discrimination, or unconscious bias

Many sport and recreation organisations are already working hard to achieve the Equality Standard for Sport. Government, the Sports Councils and the sector should work together to promote successes and embed an inclusive culture. Governing bodies of sport and key stakeholders have come together and formed the Equality Leads Group to share good practice across sports and

support each other to achieve the Standard. We would welcome Government engagement with this Group and support for the Standard. We would be willing to facilitate this.

Sport and recreation needs to be perceived by potential participants, especially the inactive, as open and welcoming. Government and the sector need to actively advertise the great projects that are already up and running and use these to inspire more people to take part. Joined-up awareness and educational campaigns may help, and CSPs in particular can, and do, provide support here. Any such campaigns should include role models that connect with different audiences.

The workforce, including volunteers, need to be supported to fully understand the inclusion agenda. Government and sport and recreation bodies could work together to review and implement training programmes for new and current professionals and volunteers.

We welcome Government's support for initiatives such as the Mental Health Charter for Sport and Recreation to tackle stigma and discrimination. We look forward to continuing to work in partnership to create a culture change within sport and recreation.

Government and the sector should also work together to build on learning from Sport England's This Girl Can campaign and continue to support joint initiatives such as the Kick it Out campaign, rainbow laces and the Tackling Homophobia and Transphobia in Sport Charter.

The media has a central role to play in creating and dispelling perceptions around sport and recreation. We would welcome a joint effort with the media to change perceptions. This could involve role models, a broad coverage and sharing success.

How to prevent and take action on all forms of harassment and abuse in sport

Harassment and abuse is unacceptable in any context. In sport, harassment and abuse can be suffered by participants, spectators, officials and volunteers. For example homophobic chanting and comments by spectators at major events can impact on both the participants and others at the event. Government and the sport and recreation sector should work together to stamp this out. Government should support initiatives such as in-house stadium texting alert services, which is already available at some rugby league and football games.

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

We would like to see disability and other protected characteristics under the Equality Act, such as BME and LGBT, referenced throughout the strategy.

Sport and recreation organisations are, in part, driven by funding requirements. Government should consider using outcome targets in funding and grants as levers to get national governing bodies and other delivery bodies to focus on disability and other disadvantaged groups, which would result in more opportunities being made available. By making sport more accessible to people with disabilities, it is generally more accessible to others.

Expert organisations, such as the English Federation for Disability Sport, already provide a great deal of support and information to help make sport and recreation more inclusive. To ensure this support is the best it can be, we need to know what works and how it can be replicated or scaled-up. We also need to support innovation based on insight that shows demand and trends; Government should invest in these areas and work with experts from the sector to enable more people to be active.

Although there is value in targeting specific groups with campaigns, we need to consider different communication channels and methods that include a focus on the benefits of sport and recreation for individuals or demographics. This would help broaden the appeal of sport and recreation to individuals who don't identify themselves as being part of a specific 'group'.

Government departments all need to consider how they can impact on disabled people's lifelong activity. For example to support health outcomes and training or education opportunities. Government needs to recognise that it costs more to reach and provide opportunities for targeted groups and consider how best to ensure such opportunities are available.

Government also needs to consider how to make opportunities for disabled participants accessible in terms of practically being able to get to places where sport and activity take place. For example, there may be a great para-hockey club but young people and families are unable to reach it due to inadequate bus routes or lack of funding to use supportive transport schemes. Again this will require investment and resources but it is essential that the transport barrier is removed if access is to be inclusive.

It would be helpful for Government to consider how it can support clear participation pathways outside of the Paralympics and Special Olympics. There needs to be a focus on grassroots opportunities that encourage participation at all levels.

There is a role for schools, including special schools, to engage pupils in physical activity by offering a broad range of opportunities. One of the by-products of having disabled children in mainstream education is that it means more teachers need the skills to ensure they can run inclusive PE lessons. Evidence shows that many teachers - particularly at primary – are not confident in teaching PE and making it fully inclusive is a further pressure on them. Government and the sport and recreation sector need to ensure that those working with children and young people - including teachers, coaches, volunteers – are appropriately trained so that a variety of high-quality and safe opportunities are available.

How to ensure that the leadership and workforce in sport is diverse

We have highlighted the importance of diversity and equality of opportunity on boards under Theme 5, but it is important to reiterate the point here as well; sport and recreation organisations must be encouraged to have diverse workforce including in senior management roles and boards. There must be sufficient black, Asian, minority ethnic (BAME), female and disability representation but it is also about encouraging boards to look above and beyond generic diversity to truly represent their local community as well as the vast pool of talent which is unrecognised and underutilised. Government should consider fixed targets, similar to female representation targets, to incentivise change.

THEME NINE: SAFETY AND WELLBEING

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

The abuse of performance enhancing drugs represents a significant threat to the integrity of sport. In the same way that sports betting corruption has been addressed through a multi-stakeholder approach, tackling doping successfully needs all parties - UK Anti-Doping, sports governing bodies, Government and law enforcement - to work together. In this context Government should ensure that there are appropriate resources to support UK Anti-Doping to deliver its functions effectively.

There also needs to be a continued focus on education and prevention and we would welcome further joined-up working between UKAD, Government, the British Athletes Commission, player associations and national governing bodies to share best practice in this area.

Government should also consider opportunities to develop closer links between anti-doping and activity to promote safeguarding and mental health as the latter also seek to ensure vulnerable participants are provided appropriate protection and support.

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

We are concerned that safeguarding is not properly reflected in the strategy document. Everyone involved in sport has a duty to safeguard children and vulnerable adults and put processes in place to provide safe and effective care. In this context safeguarding should be given a much higher priority, both as part of safety and wellbeing but also as an issue that cuts across all other themes, notably Theme 3: Children and Young People and Theme 5 Coaching, Workforce and Good Governance.

More needs to be done to make sure people and organisations involved in providing sport and recreation understand what safeguarding is and the responsibility they have to provide a safe environment. This is particularly important given the wide range of providers in the sector that are not national governing bodies, for example private leisure providers and community groups. Government could help facilitate the sharing of best practice developed by governing bodies through experts such as the Child Protection in Sport Unit which is a member, along with the Alliance, of the Sports Safeguarding Partnership.

The Alliance is also part of the Safeguarding Adults in Sport Steering Group which has submitted a separate response to this consultation. Vulnerable adults are a specific group at risk and need to be recognised and supported as such. Sport needs to be more inclusive to achieve a culture change and safeguarding adults has to be addressed as part of this.

Government should explore the cross-over between duty of care and the Mental Health Charter for Sport and Recreation in Theme 2 Physical Activity.

What particular safety and wellbeing challenges should government be seeking to tackle

[Concussion guidance for the education sector](#) is an example of how Government, the sport and recreation sector and specialists can work together to deliver practical guidance on specific safety issues. We were pleased that Government departments supported the development of the guidelines and would welcome their more proactive help in promoting them to schools and setting an expectation that they should be followed. The Alliance would be happy to help facilitate more initiatives like the Forum for Concussion in Sport and Physical Education given the breadth of our membership.

We would welcome a positive package of support that advocates a healthy and active lifestyle. This could incorporate specific safety issues, including the availability of defibrillators and cardiac screening. For example, building on the model of the Mental Health Charter for Sport and Recreation, Government could support the Alliance to work with CRY and the sector to launch a campaign around defibrillator use and cardiac screening.

A key area for further consideration is grassroots and ensuring that good practice is not limited to elite performance. We welcome continued Government support for national governing bodies of sport to provide training and guidance to those delivering grassroots including volunteers.

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

The Mental Health Charter for Sport and Recreation encourages organisations to think about how they support all those involved in sport, including coaches, volunteers, officials and spectators. Over the next year we hope to share action plans developed by Charter signatories to share good practice and inspire more positive action to be taken. This is an example of where the sport and recreation sector has taken the lead and set about delivering resources to support a culture change. The Alliance appreciates the support Government gave to the Charter at the time of launch, March 2015, and for the forthcoming Sport Minds event on 6 October. We look forward to working with Government to build on progress that has already been made.

THEME TEN: INTERNATIONAL INFLUENCE AND MAJOR SPORTING EVENTS

How to more effectively harness the power and reputation of British sport to further the UK's interests around the world

We recognise that sport forms a significant part of Britain's national identity and that British sporting success has a powerful influence overseas. We welcome the support that Government already provides to extend the reach of British sport overseas, for example through the assistance provided to projects such as the Rugby World Cup legacy Unity Project, and we believe this should continue.

We believe that Government and its agencies could do more to assist the sport and recreation sector and its partners to access the significant European Union funds that are available, notably through the ERASMUS+ scheme but also other EU funding streams such as the European Structural and Investment Funds. Very often the criteria related to these funds are complex and the administration is bureaucratic, which leads to low take-up. Government could assist by promoting the role of these EU schemes and providing tailored, easy-to-use information to assist sports organisations in accessing the related funds. In addition, we would encourage government to review periodically the take-up of EU funds to identify where revision of the funding criteria might be beneficial.

In addition to funding opportunities, we believe Government could do more to take advantage of broader EU activity to promote the UK's reputation overseas. In particular, the recent inaugural European Week of Sport is intended to be an annual event to showcase sport and its role in driving physical activity across Europe. In the future we believe these sorts of Europe-wide initiatives should be leveraged to the fullest extent for the benefit of the UK sport sector but also UK businesses more widely.

How to increase the UK's influence in international sporting federations, and in turn, use that influence to improve the governance of those federations

First and foremost we believe good governance at the domestic level provides the essential foundation for influencing other overseas national federations and international federations. Without strong governance arrangements in place domestically, the UK cannot speak from a position of strength. In this context the work the Alliance is doing to support the implementation of the revised Voluntary Code of Good Governance is crucial to driving long term improvements in the governance of UK governing bodies.

The recent appointments of senior British sports administrators to the IPC, IAAF, UCI and WADA is a reflection of the good work that has been done by national governing bodies, in conjunction with Government and UK Sport, to identify, support and promote leaders in British sports administration. This good work should continue as it is clearly paying dividends in terms of extending Britain's influence on the international stage.

One area where we believe more could be done to influence international federations is through improved bilateral relations between UK governing bodies and their counterparts overseas. Experience indicates that collaboration between national federations within the same sport can often improve decision making at the international level by ensuring information and best practice is shared between member federations and by enabling common positions to be adopted on key strategic issues. In this context we believe some additional support could be provided – perhaps through existing UK Sport structures – to assist UK national federations in engaging with other national federations overseas.

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.

The development of the Gold Events Series has been very successful and we believe that the expertise gained by UK Sport and DCMS through this process should be retained and built upon. There is a continued role for active Government involvement in bidding for major events, for example through DCMS acting as guarantor and/or facilitator with other relevant Government departments where required.

Although much of UK Sport's focus is on Olympic and Paralympic sports, we consider that the expertise within UK Sport around major event bidding should be made available as freely as possible to benefit the widest range of sports, including those outside the funded Olympic and Paralympic sports with which UK Sport normally engages.

In addition, we believe that knowledge gained from all major events bids (successful or otherwise) should be systematically collected and made available to all governing bodies in the form of a comprehensive 'knowledge bank'. We understand some knowledge transfer already takes place, for example in formal handover arrangements around the Olympic and Paralympic Games, but a more formalised process covering all sports would ensure governing bodies seeking to bid for future events can capitalise on previous good practice and lessons learned. Such a knowledge bank should contain information on bidding, legacy planning, financing, mobilisation and delivery.

With regards to additional, indirect support for major events, as already noted, we believe that Government should:

- Reform the tax treatment of international athletes competing at major events to ensure that the system is coherent and incentivises world-class athletes to compete in the UK, which in turn will drive media and spectator interest and revenues and increase the economic benefit of the events to the UK.
- Introduce a sports organiser's right to ensure that sports governing bodies and their commercial partners can protect and exploit the value of their intellectual property around major events.

How to make the environment for overseas investment in sport attractive; how to make the most of business opportunities for British companies overseas and make British sport an attractive prospect for forward investment

The Sport and Recreation Alliance works with a number of corporate partners to deliver services to our members. We believe the Government can and should do more to promote and support UK businesses which are involved in the field of sport by:

- **Recognising and promoting the links between industry and sport.** The sport and recreation sector has important links with a number of key industries, notably the creative, manufacturing and technology sectors. The creative industries in the UK make a significant contribution to UK plc (around £77bn annually) and the sector is recognised worldwide as a global leader in creativity; this strength forms a natural fit with the UK's reputation as the home of world class sport. Similarly, the high-performance engineering sector is synonymous with motorsport and makes a huge contribution both to the sport in the UK but also the UK economy more widely. Against this background, we believe Government should:
 - Continue and build on the good work being done by UK Trade and Investment to exploit opportunities for UK firms to win business on global sports projects;
 - Support greater collaboration with overseas trade and commerce organisations that are based in the UK;
 - Utilise members of key industry organisations to represent UK interests and build relationships to ensure UK businesses are considered for overseas projects, including projects related to sport;
 - Articulate a clear strategy to boost trade and links between UK business and sport.

Overall, by recognising and promoting this relationship between sport and the creative, manufacturing and technology industries we believe benefits would accrue to sport (in terms of participation, development and brand profile) as well as both industry and Government, by generating new business opportunities, jobs and growth.

- **Linking activity at the national and local levels.** We believe Government should be clearer about how national activity coordinates with local strategies in order to support local authorities to attract sporting events and maximise their impact. An increasing number of local authorities are looking to attract sporting events to their area or expand existing ones. At the same time, DCMS and UK Sport are engaged in bringing a number of major events to various parts of the UK. These sporting events provide important economic opportunities for UK businesses and local areas; in order to exploit these opportunities to their full potential there needs to be a more coordinated approach that links national and local government approaches. This has worked well for events in London where it is possible to coordinate plans across relevant authorities relatively easily. However outside of London we believe more support and guidance for local authorities would be helpful.
- **Opening up the market for small and medium sized enterprises (SMEs).** The funding and bidding requirements around sporting events could be made more transparent and accessible for SMEs. For example, in the creative sector, smaller organisations bidding for work can often spend significant time and resources complying with procurement rules which add little value for either side, and which, in effect, emphasise financial capability over creativity. In addition, wherever possible, we believe opportunities should be promoted to local businesses situated

in the region in which sporting events or competitions take place, rather than placing contracts outside the region. To support this approach, Government could assist by organising trade and chamber of commerce events to connect local businesses and establish relationships.

- **Encouraging greater private sector involvement.** Where sports governing bodies and local authorities do not have the resources or capability in-house to deliver sport-related projects, for example high-impact creative marketing campaigns around an event, encouraging the use of third-party private sector partners can help to fill skills and capacity gaps. In addition, as local budgets come under pressure, buying in private sector expertise – even on a temporary basis – can provide a cost-effective and flexible solution. This approach can also help to foster new creative ideas and support the sharing of best practice between sports, regions, cities and venues.

OTHER COMMENTS

A national outdoor recreation strategy for England

Outdoor recreation is a key strand identified within the strategy document and is clearly located within the Alliance's ["Five-step plan for a more active population"](#) with an ask for a dedicated minister for the outdoors to deliver a national outdoor recreation strategy. As the consultation document suggests, the Alliance has been working with DCMS and the Outdoor Industries Association to explore what could be in a national outdoor recreation strategy for England. Work will continue in this area and it is hoped that the Government's recognition of the importance of outdoor recreation will be reflected either by the inclusion of a specific outdoor recreation theme, or, through outdoor recreation being heavily referenced throughout the final strategy document. As previously agreed, the Alliance will submit a report to DCMS on what could be included in a national outdoor recreation strategy which will provide further detail on what Government could do.

Minister's 'To Do List'

The following section reiterates key recommendations from the Alliance's ["Five-step plan for a more active population"](#) published before the General Election. This exercise, as a part of which the Alliance conducted significant member consultation, outlines key priorities for the Government and should be considered in the context of the development of the new strategy.

- 1. Support sport and recreation, from the grassroots up, through a fair and sustainable CASC system, the creation of a sports betting right, and automatic rate relief for clubs.**
 - a. The Community Amateur Sports Club Scheme needs to be flexible and fair, into account the wide diversity of clubs how they are run.
 - b. We'd like to see a sports betting right which returns some of the profits made by the gambling industry back into sport.
 - c. All NGB-accredited clubs should get 80% rate relief, no matter where they are.
 - d. Employers who encourage physical activity should be rewarded through the tax system.
- 2. Increased investment in Initial Teacher Training for primary school teachers to ensure high quality PE, sport, and physical activity from the start of the educational journey.**
 - a. All physical education should be delivered by qualified teachers and coaches, and continue to be assessed rigorously by Ofsted.

- b. Every school's physical activity offer must be wide enough to attract and engage children of all interests, abilities and motivations – both competitive and non-competitive.
 - c. Schools should offer more opportunities to be active in the natural world.
- 3. Every local authority to produce a robust and comprehensive strategy for physical activity opportunities in response to local needs.**
- a. Every local authority must be required to produce a robust strategy based on local needs outlining how sport and recreation will be delivered in their area.
 - b. Local authorities should create, protect and utilise accessible places where people can be active.
 - c. The rules around asset transfer should highlight the importance of physical activity.
- 4. Keep the UK the home of world-class sport through major events legislation and dedicated resources to protect sporting integrity.**
- a. A relaxation on the rules for taxation of elite athletes and better intellectual property protection would both preserve the status of the UK as the home of international sport.
 - b. The Government should produce a strategy to protect the integrity and honesty of top level sport from corrupt betting.
 - c. Effective legislation and regulation which makes the buying and selling of tickets on the secondary ticket market as transparent as possible.
- 5. A dedicated Minister for the Outdoors to deliver a coordinated strategy to maximise the full potential of the natural environment.**
- a. The Prime Minister should appoint a dedicated minister to deliver the long-term outdoor strategy that the UK needs.
 - b. The Government and stakeholders should agree a strategy for the long-term preservation and promotion of the nation's paths, trails, waterways and coastline.
 - c. The Government should place outdoor activity and green spaces at the heart of a strategy to improve health.