

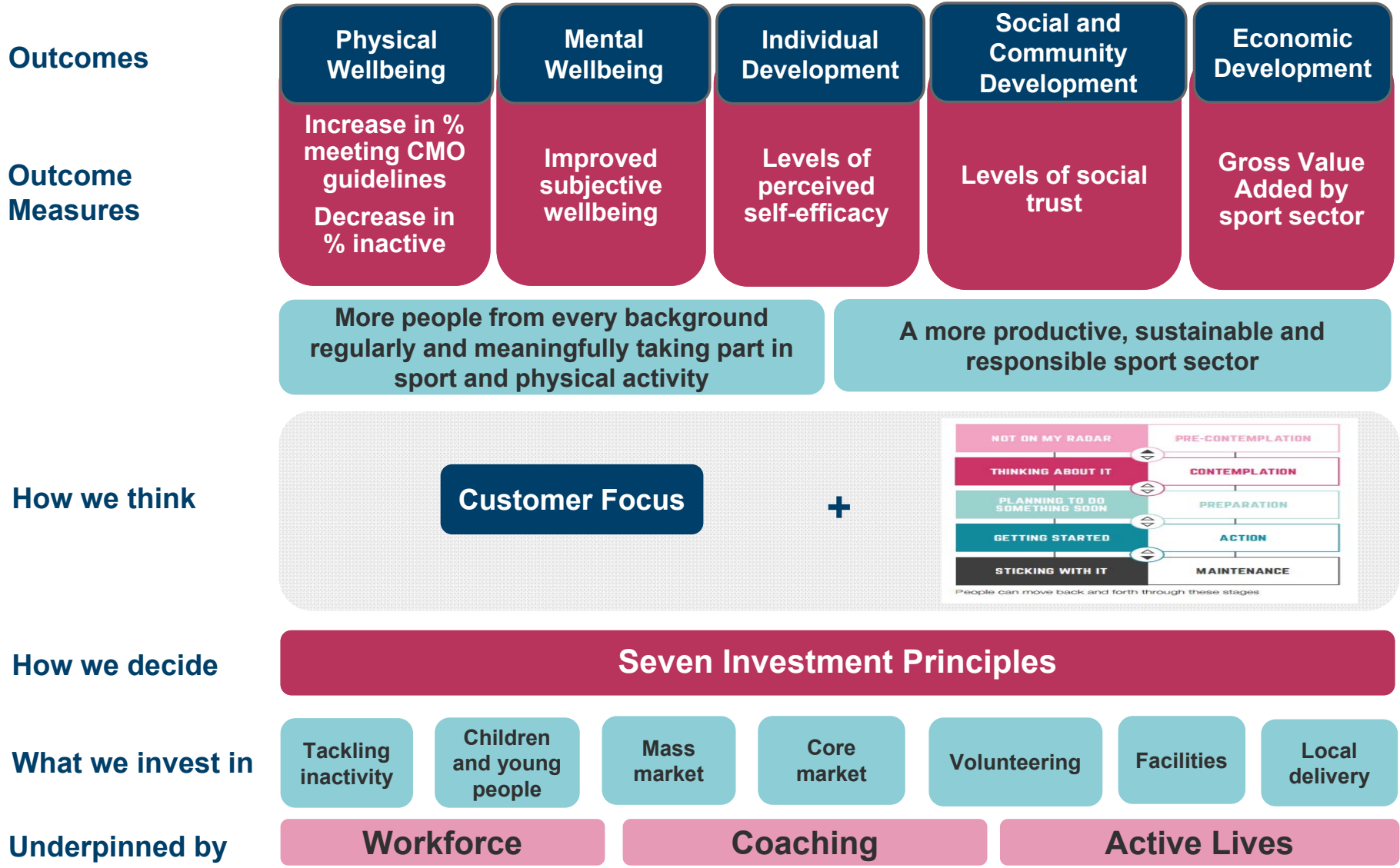


strategy 2016-  
2021

towards an  
active nation



# Sport England Strategy: Towards An Active Nation (2016-21)



# Customer Focus

- Why customer?
- Who is the customer?
- What do they need and want?
- Designing the offer based on
  - audience
  - insight
- Feedback and redesign
- Measurement and evaluation



# 7 Investment Principles

A photograph of a coach sitting on a soccer field, surrounded by a group of players. The coach is wearing a dark jacket and glasses, and is gesturing with his hands as if speaking. The players are wearing red and yellow jerseys. In the background, a soccer goal is visible. The image is overlaid with a semi-transparent red box containing a list of seven investment principles.

1. Clear line of sight to outcomes and KPIs
2. Targeting under-representation
3. Using behaviour change
  - o
4. More than a bank
5. Balanced portfolio – bankers and innovators
6. Flexible investment and regular reviews
7. Greater efficiency

# 7 Investment Programmes

A young girl wearing a pink patterned hijab, a light blue zip-up jacket over a white shirt, and grey sweatpants is captured in a dynamic pose on a tennis court. She is holding a white tennis racket with both hands, ready to swing. Her right leg is lifted and bent at the knee. The background shows a green fence and some foliage, suggesting an outdoor setting.

1. Tackling inactivity
2. Children and young people
3. Volunteering
4. Taking sport and activity into the mass market
5. Supporting sport's core market
6. Local delivery
7. Facilities

# Understand Your Audience



- **Who are they**
- **Where are they**
- **What do they do**
- **What are they thinking about:  
Barriers, Benefits, Beliefs**
- **Influences: Who and what impacts  
on their behaviour**
- **Information: what do they have and  
where does it come from**



Under-represented  
groups need to  
drive growth

# Wider Partnerships

A photograph of a group of people in canoes on a lake. In the foreground, a man in a blue jacket and a black life vest stands on a wooden dock, holding a yellow rope. Several canoes are on the water, with people wearing colorful jackets and life vests. The background shows a line of trees and a cloudy sky.

It's what you do that counts,  
not who you are...



# We are all somewhere on the behaviour change journey



# New Supporting Documentation

1. Tackling Inactivity – Insight and Design Principles
2. MOVES version 2
3. Coaching Plan for England
4. Community Asset Transfer toolkit
5. Leisure Contracts and Procurement toolkit
6. Code for Sports Governance
7. Volunteering Strategy

**Sport England: Towards an Active Nation 2016-21**

# Tackling Inactivity

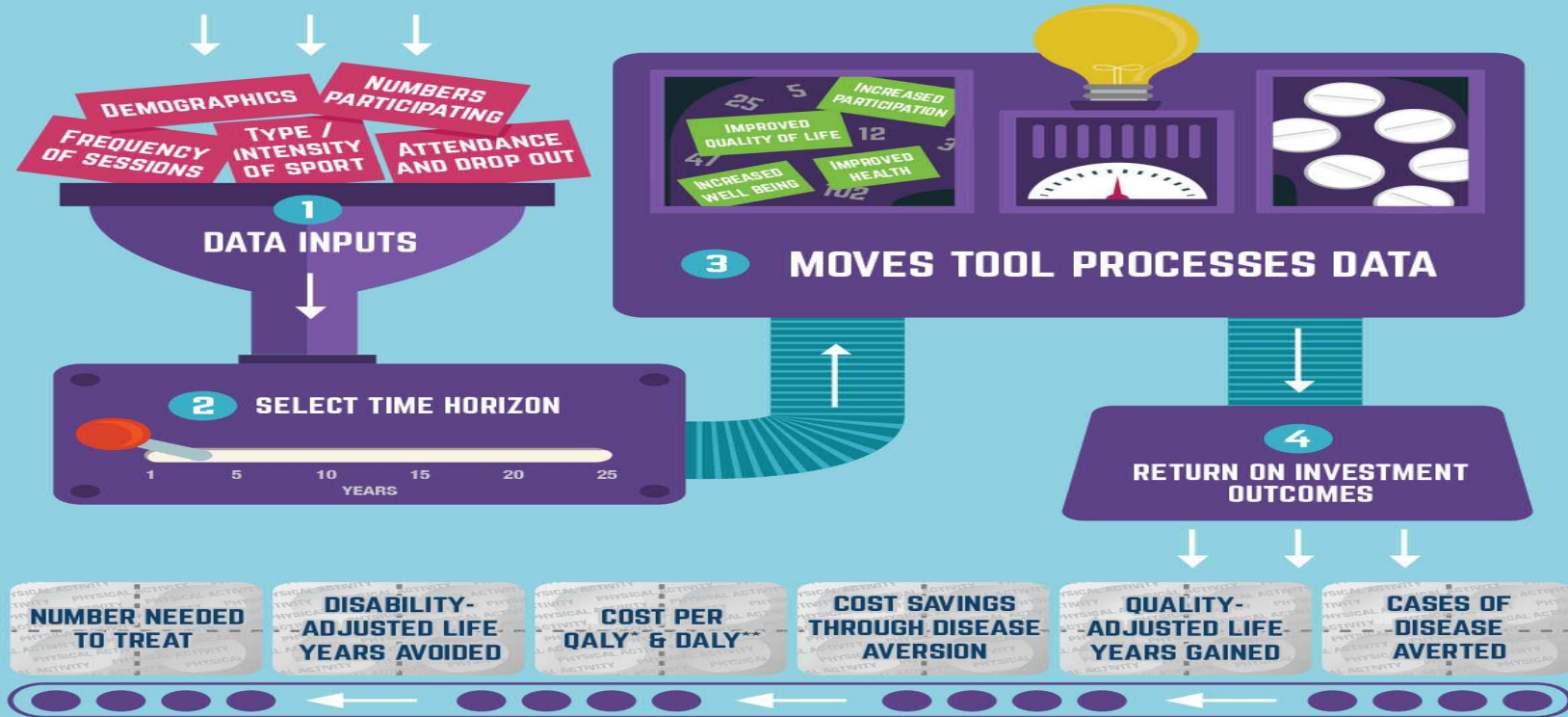
We have recently published:

- **Tackling Inactivity – Design Principles:** A guide to help you design projects and services that effectively target and support inactive people to get active
- **Tackling Inactivity – Design Principles checklist:** A checklist to help you embed these principles and approaches into your service delivery and project design
- **Tackling Inactivity – What we know: Key insights from our Get Healthy Get Active Pilots:** A report providing an overview of the impact to date from the GHGA projects



# MOVES TOOL

A TOOL TO SHOW THE RETURN ON INVESTMENT FOR HEALTH OF PHYSICAL ACTIVITY AND SPORT



\* QUALITY-ADJUSTED LIFE YEAR  
\*\* DISABILITY-ADJUSTED LIFE YEAR

[WWW.SPORTENGLAND.ORG/MOVESTOOL](http://WWW.SPORTENGLAND.ORG/MOVESTOOL)



**SPORT ENGLAND**

# MOVES version 2

- Recently (re-)launched
- You will need to register - <https://www.sportengland.org/our-work/health-and-inactivity/what-is-moves/>
- Essentially an economic modelling tool to determine the cost-effectiveness of physical activity interventions for the health sector – i.e. it will help support the business case for the intervention(s) you are proposing
- Uses the latest data available and now includes **8** conditions – T2D; Ischaemic Heart Disease; CVD; Dementia; Depression; Breast Cancer; Colon Cancer and **Hip Fracture**
- It will tell you:
  - Number of cases of disease/condition averted
  - QALYs gained and cost per QALY
  - DALYs avoided and cost per DALY
  - Cost savings through disease/condition averted
  - ‘Numbers needed to treat’
  - Probabilistic scenario values

# A Coaching Plan For England



# A Coaching Plan for England

- We know good coaching has benefits for the people who participate and benefits for the people who coach
- However, coaching predominantly supports those who already have a regular sporting habit  
Now, we also want to support those taking their first steps to becoming more physically active
- So, we need to reconsider the way that coaches are recruited, developed and deployed so they can reach a wider audience and support more people to reach their goals
- **The Coaching Plan for England** sets out a series of guiding principles, commitments and actions to modernise how we think and how we talk about coaching to extend its reach
- We have developed a new and broader definition of coaching to support a wider range of people in sport and physical activity:

***“IMPROVING A PERSON’S EXPERIENCE OF SPORT AND PHYSICAL ACTIVITY BY PROVIDING SPECIALISED SUPPORT AND GUIDANCE ALIGNED TO THEIR INDIVIDUAL NEEDS AND ASPIRATIONS.”***

# Community Asset Transfer toolkit

- The toolkit has been updated recently
- It is intended to be the first point of information on community asset transfer from a sports perspective
- It is for community and voluntary sector groups (including community sports organisations), local authorities, national governing bodies, County Sports Partnerships, and other sport partners
- It compliments the 'Community Assets Guidance' found in the *Club Matters* resource
- The toolkit is set out in six sections which follow six stages of an asset transfer project. You can start at any point in the toolkit and the six sections are:
  1. Understanding Asset Transfer
  2. Getting Started
  3. Getting Transfer Ready
  4. Taking a Stake in an Asset
  5. Property Development
  6. Premises Management



# Leisure Contracts and Procurement toolkit

- The toolkit has been updated recently
- The revised documents now reflect legislative changes and should replace previous guidance
- The toolkit places importance on achieving local outcomes, which aligns with the aims of our new strategy '*Towards an Active Nation*'
- The aim is to support delivery against the five outcomes set out in the Government's *Sporting Future* strategy by focusing on how sport and activity can have a meaningful and measurable impact on improving people's lives. It's not just about what we invest in, but why
- The toolkit includes a suite of documents to help client bodies adopt good practice, in turn reducing cost and time and achieving contract partnerships which can better deliver local outcomes

# Governance and Efficiency



# Code for Sports Governance

- The new Code sets out the levels of transparency, accountability and financial integrity that will be required from those asking for Government and National Lottery funding from April 2017
- The code has 3 tiers and applies to any organisation regardless of size and sector, including NGBs, clubs, charities and local authorities

- **Tier 1** is the minimum level of requirements. They seek to ensure the protection of public funding through good governance, whilst not creating a disproportionate administrative burden – e.g. for one-off projects and awards <£250,000
- **Tier 2** is where we will require organisations to go further than the requirements in Tier 1, but not as far as full compliance with Tier 3. This might be because of the organisation's resources, or because the investment is significant but made on a one-off basis e.g. £250,000 to £1,000,000
- **Tier 3** represents the top level of mandatory governance requirements. The requirements seek to ensure high standards because of the significant public investment being made – e.g. the funding is for a period of years; the funding is granted for a continuing activity; the total amount of funding is >£1,000,000

- The code is proportionate, expecting the highest standards of good governance from organisations requesting the largest public investments
- The code includes clear guidance to help organisations meet the requirements and raise standards. Sport England and UK Sport will support organisations to achieve the standards

# Recent Announcements

## Investment themes

1. Tackling Inactivity – Active Ageing
2. Local Delivery Pilots
3. Community Asset Fund
4. Major events
5. Strategic Facilities Fund
6. Support to the Core Market

## To Follow

1. Young People and Families
2. Volunteering



**Sport England: Towards an Active Nation 2016-21**

# Tackling Inactivity

- **Round one: Active Ageing**
  - 20 million people over 60 by 2030
  - 42% of over-55s inactive
  - Least active have the most to benefit
  - Aim to engage new partners
  - Test new ways of tackling inactivity
  - £10m initial investment
  - Expressions of interest due by 13<sup>th</sup> February

# Tackling Inactivity

- **Round two: Lower-socio economic fund**
  - Focus on NSEC 5-8
  - Expected impact on broader outcomes
  - Majority have routine lives – ‘just about managing’
  - Focus on two areas:
    - £1m – small projects - wider disadvantaged groups
    - £2m – large projects – economic disadvantage



# Volunteering Strategy

- We launched '*Volunteering in an Active Nation*'
- Traditionally, volunteering in sport is seen as something people do for the benefit of others
- Puts the experience of the volunteer at its heart
- With a drive to increase diversity across the range of volunteers with a view to supporting volunteers better
- In developing our **first ever** volunteering strategy, the research uncovered a truth about volunteering -**There's the double benefit of giving your time**
- Working with a range of expert partners, we discovered powerful evidence which shows that volunteering can improve your health, reduce stress, build confidence and improve your skills

# Volunteering

- **Investment fund one: Opportunity fund**
- Disadvantaged communities less likely to get involved in volunteering in sport and physical activities
- Aim to get people from all backgrounds to volunteer in communities that are economically disadvantaged
- Focus on;
  - **Those most in need** –health, employment status, income, education, housing, local environment, or a combination of factors.
  - **People aged 20 or over** – although projects which work across different age groups,

# Volunteering

- **Investment fund two: Potentials fund (£3m)**
- Partnership with Step up to Serve and #iwill campaign.
- Surge in 16-24 yr olds doing 'social action'
- Fund focuses on 10-20 yr olds & projects will need to focus on 6 principles of youth social action
- Focus on attracting more and those at risk higher risk of developing mental well-being issues.

## Local Delivery Pilots

- Time, expertise and money in 10 places to develop and deliver local pilot schemes
- Aim to capture learning from mix of 'types' of areas
- True collaboration will be critical
- Empower local communities and find local solutions
- High threshold of quality and thinking expected

# Local Delivery Pilots - outcomes

We need to learn how to get:

- **More people living active lives** - *significantly decrease inactivity*
- **Improved inclusivity** - *increase the proportion of under-represented groups*
- **Improved wider outcomes** – *as a result of activity*
- **Transformational change** – *replicated*

# Local Delivery Pilots - key messages

- the importance and the ambition
- focus on inactive and under-represented groups
- no template, not more of the same
- wider and different partnerships, whole system
- working differently – us and you
- seeing the investment in the right way
- think hard – exciting but challenging journey

# Facilities – Community Asset Fund



- New Capital Fund dedicated to enhancing the spaces in the community where people play sport
- Invest in new and different places that meet the needs of local communities, which include our target audiences.
- Ensure our capital investment reaches organisations who have not accessed our funding before.
- Create a more resilient, sustainable, less grant dependent sport sector
- £1k - £150,000 awards

# Supporting Sports Core Market

- People who tend to build activity into their daily lives
- Even the most committed can falter when life changes
- Two aims:
  - Keeping people active when life changes
  - Helping to support the people who drop out more than others
- A range of partners, many new and outside of sport.
- Will not fund more of the same, or a thriving market



# Children and Young People

- **Children and Families fund**
- 33% of households with at least one child
- Parents & caregivers are key influencers – positive and negative
- Positive experiences, develop competence and confidence in ability to be physically active.
- Utilise collective family decision making
- Support families taking part together
- £10m initial investment
- Launch March 2017

# Active Lives

- Why we developed Active Lives
  - In response to a new strategic direction
    - Active Lives will provide understanding to support better planning and delivery in line with priorities of the new strategy (not just a particular measure or target)
  - Things have changed a lot since 2005
    - In 2005, a state of the art mobile phone was made by Nokia - the first iPhone didn't appear until 2007; the first iPad until 2010. A 2MB broadband service was launched in 2005 with genuine excitement!
  - We identified a new future proofed approach
    - Working with experts (ONS and researchers) we identified a new approach to online data collection that we were confident would provide the quality of information we require and remain fit for purpose for the next strategy period and beyond
  - Our stakeholders wanted change
    - We consulted in summer of 2015
    - You said. We did!

## Sport England – investment opportunities

Investment Programme	Fund	Available funding	Range of investment	Date open
Inactivity	Active Ageing	£10m	£50k-£500k	Open
Inactivity	Lower-socio-economic groups	£3m	£10k-£150k	March 17
Children and Young People	Children and Families	£10m	£50k-£500k	April 17
Volunteering	Opportunities Fund	£3m	TBC	End of Feb 17
Volunteering	Potentials Fund	£3m	TBC	End of Feb 17
Core Market	Supporting Core Market	TBA	£50k-£500k	Open
Core Market	Small Grants	£6m	£300-£10k	Open
Local Delivery	Local Delivery	£130m	N/A	Open
Facilities	Community Asset	£15m	£1k-£150k	Open
Facilities	Strategic	£15m	£500k-£2m	Open

Any questions?