



department for
culture, media
and sport

Playing to win: A New Era for Sport





Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

When you play sport, you play to win. That is my philosophy. It is also at the heart of this plan that, over time, seeks to change the culture of sport in England.

It is a plan to get more people taking up sport simply for the love of sport; to expand the pool of talented English sportsmen and women; and to break records, win medals and win tournaments for this country.

As Olympic host nation, we have a moment in time to set a new level of ambition for sport and change permanently its place in our society. It's an era of unprecedented opportunity. But we will only seize it if we can unite people at all levels in sport in a new spirit of partnership and common endeavour.

We need a 'Playing to Win' ethos in all that we do - the highest standards on and off the field. That, more than anything, is what this plan seeks to achieve: shared goals, clear

responsibilities, everyone playing their part.

And that means first asking honest questions about what we do and how we could do it better:

How do we get the best out of the £250 million for community sport in England? Do we have the right organisational structure and focus to give all young people the best possible introduction to sport and help them develop? Are the Government's efforts sufficiently aligned with those of sport's Governing Bodies? More fundamentally, do we have the right culture in English sport?

This plan is the Government's answer to these questions. It sets out a vision for sport to 2012 and beyond. It suggests a shared goal to unite around - maximising English sporting success by expanding the pool of talent in all sports. In short, more coaching and more competitive sport for all young people.



Andy Burnham, Secretary of State



Footballer. Sports England

Building a world leading sports development system in England requires more discipline and focus. For instance, it means a clearer separation between the development of sport, on the one hand, and the promotion of physical activity on the other. That in turn means a new way of working for a leaner, fitter Sport England.

In future, Sport England will act more strategically, commissioning sport development through the governing bodies and others.

It will work with the Youth Sport Trust to provide high-quality coaching and competitive opportunities to all young people - five hours every week - and help them move to the club system. It will also work in partnership with UK Sport to create support systems and clear pathways to success for our most promising and talented performers.

Most importantly, Sport England will strike a new partnership with each of the National Governing Bodies. In return for greater freedom and control over public funds, governing bodies will

be challenged to expand participation and provide more quality coaching for more people.

I want to be clear what I think this means. I will expect governing bodies to reach young people from all walks of life and give them a grounding in the basics; to develop competitive structures for young people in all parts of the country; and to build a modern club structure welcoming and accessible to all.

Wealthier sports will be expected to pool some of their own resources together with public funds behind the same four-year development plan.

This single funding 'pot' approach will replace the range of funding streams at a national and regional level. A more streamlined system will free up £20 million for investment into frontline sports development.

Sport is ultimately about people, and people performing to the best of their ability. We are trusting the people who dedicate their lives to sport with the power to change sport. We want to liberate sport's experts and elite performers to inspire more people to get off the couch and back into sport, to sustain that enthusiasm and provide a quality experience which will allow individuals to excel.

But with that new power comes responsibility – to throw out old-fashioned distinctions between 'girls' sports' and 'boys' sports. All young people should get a range of opportunities. Developing the girls' and women's game - and disability sport - is not an optional extra, but a vital part of what governing bodies will be required to do. If any sport does not wish to accept this challenge, funding will be switched to those that do.

I believe in sport for sport's sake. We should value sport because it is a good thing in and of itself. We should invest in sport for maximum sporting benefit.

Sport's power to captivate is unlocked in the thrill and drama of competition. I want people of all backgrounds and ability levels to experience the joy and friendship that competitive sport brings.

My aim is clear and simple - to create a healthy 'playing to win' culture in English sport by creating competitive opportunities for all.

Andy Burnham

Secretary of State for Culture,
Media and Sport

A vision for sport

This is a new era of unprecedented opportunity for the development of both sport and physical activity in England. Physical activity by its nature is a cross-Government responsibility and a range of Departments are leading on creating more opportunities to get physically active. Our reforms of sport are set against this backdrop of the Government's drive to raise levels of physical activity. Offering free swimming for those over 60 and under 16 is a key component of our physical activity plans and is a signal of the raised level of our ambitions.

However, this document is focused on our vision for sport.

Our ambition is simple – we want to become a truly world leading sporting nation.

To do that, we need a clear vision for sport in England, and a clear commitment that this generation of policy-makers and administrators will work together to deliver it.

Our vision is to give more people of all ages the opportunity to participate in high quality competitive sport.

To deliver this vision, we need an integrated and sustainable sporting system which will nurture and develop sporting talent, underpinned by a high quality club and competition structure.

Our vision is big – as it should be, given the size and scale of the opportunities ahead.

Everyone involved in the running of sport in this country has a responsibility to translate our Olympic host nation status into a legacy for generations to come.

This document sets out how our clear vision for sport will be at the heart of our plans as we re-organise and re-prioritise right across the sporting landscape, from school sport, through community sport to elite level performance.



David Weir, Flora London Marathon, April 13, 2008.
Sean Dempsey/PA Wire.

Where are we now? **The Sporting landscape**

	1997	2007	Vision for 2017
PE and School Sport	<ul style="list-style-type: none"> - No centrally co-ordinated school sport system - Poor school - club links - In 2002 an estimated 25% of 5-16s were doing 2 hours of PE and sport each week - Negligible targeted investment 	<ul style="list-style-type: none"> - 86% of 5 -16s doing 2 hours of PE and sport each week - 3000 Community Sports Coaches - 450 school sport partnerships - 90 competition managers - Over 3200 Secondary Co-ordinators and over 18,000 primary link teachers - Over £1.5 billion invested over last 5 years 	<ul style="list-style-type: none"> - A world-leading system for PE and sport - All 5 –16 year olds offered 5 hours of PE and sport each week - All 16 –19 year olds offered 3 hours of sport each week - Competition and coaching at the heart of the school sport system
Community	<ul style="list-style-type: none"> - £32 million annual funding to Sport England - Crumbling sports facilities 	<ul style="list-style-type: none"> - Over £125 million annual exchequer funding to Sport England - 4000 facilities built or renovated - Over £1 billion of investment in facilities since 2001 	<ul style="list-style-type: none"> - A world-leading community sport system, continuing to increase participation year on year - Significantly reduced drop off at 16 years - High quality clubs encouraging talent development - World leading coaching infrastructure
Elite	<ul style="list-style-type: none"> - 36th in 1996 Olympics medal table, 4th in Paralympic - Funding of £70.7 million 	<ul style="list-style-type: none"> - 10th in 2004 Olympics medal table, 2nd in Paralympic - Funding of £216.4 million 	<ul style="list-style-type: none"> - Ultimate goal for 4th in 2012 Olympics and 2nd in Paralympics medal table and sustaining that to 2016 - Over £400 million available for London 2012 Olympic cycle - A legacy of a world leading elite sport infrastructure including high quality coaching

There are some honest questions that we need to ask as we enter this period of unprecedented sporting opportunity for the country:

On PE and Sport for Young People – are schools providing children with a high quality introduction to sport?; are all children getting the chance to try a wide range of sports?; are we too reliant on football?; are there enough coaches in enough sports?; are young people of all abilities coached and encouraged?; and does the competition structure work?

On Community Sport – are there enough coaches in the main sports?; how do we reduce the drop off when people leave formal education?; is girls' and women's sport sufficiently prioritised?; are enough opportunities available for disability sport?; is there the correct focus on sport as opposed to physical activity?; are there enough quality clubs for people to play and fulfil potential?

On Elite Sport – is investment going to the right places?; are coaching, sports science and medicine and other high performance services being properly developed?; how can athletes be better supported?; how do we compare to the other major international sporting nations?

The truth is that, while real progress is being made, we can always do better in all these areas.

If we are to have a world leading sports development system, these are the questions on which we must be ruthlessly focused. We will keep this focus by continuing to put in place the right organisational structures.



The sporting landscape has changed. Out of the confused structures of previous years has come a structure that puts three bodies in charge of the main building blocks of sporting success across England and the UK: PE and school sport (Youth Sport Trust), community sport (Sport England) and elite sport (UK Sport).

The three bodies lead on their respective areas, but work closely with other partners, including sports coach UK and the Central Council for Physical Recreation (CCPR), who play an important part in sport. Local authorities are our critical delivery partners, investing well over £1 billion per year and driving local provision of sport – Sport England, in particular, continues to build close links to local authorities across the country.

Although the basic structure of the landscape was sound, there was further scope to improve focus at every level and better knit the three delivery bodies together.

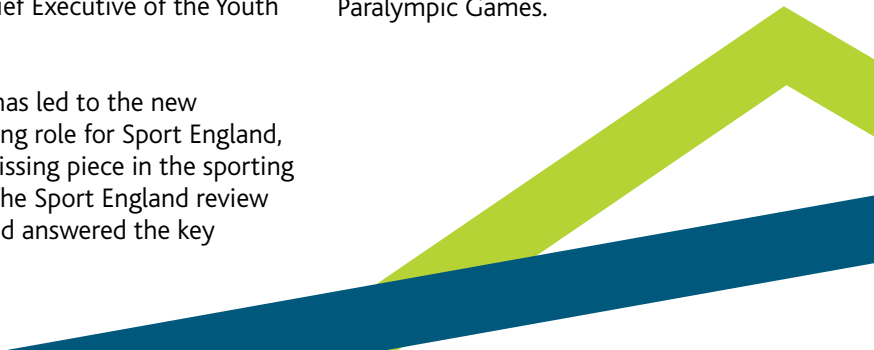
To meet the tough challenges set by Government on school, community and elite sport, it was essential to reconsider the delivery of community sport; and to consider how community sport can replicate the focus achieved with National Governing Bodies (NGBs) at the elite level by UK Sport.

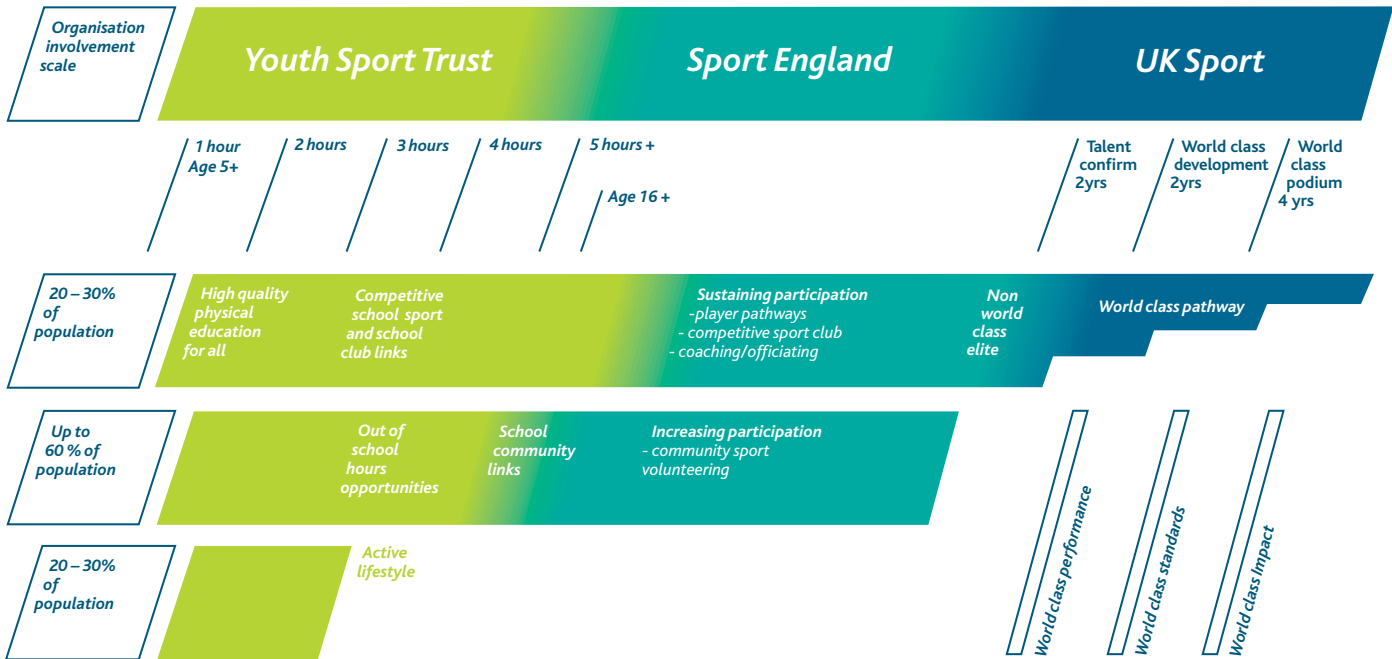
We commissioned Sport England's Chief Executive Jennie Price to lead a review of Sport England, tightly focused on how the organisation can focus on sport and rise to the challenge of developing a world leading community sport system. Strong external challenge was provided by Richard Lewis, Chief Executive of the Rugby Football League, Ged Roddy, Sport England vice-Chair and Steve Grainger, Chief Executive of the Youth Sport Trust.

This review has led to the new commissioning role for Sport England, and is the missing piece in the sporting landscape. The Sport England review has asked and answered the key

questions on how we create a world leading community sports system underpinned by a modern sports club network, a world leading coaching system, better and more available facilities and an improved competitive sporting structure encouraging people to play to win. This document should be read alongside Sport England's new delivery plan, which sets out in more detail how they will deliver the new strategy.

This is all part of increasing the pool of talent to ensure we have the very best athletes coming through across all our major sports who can inspire a next generation of talent through success at the 2012 Olympic Games and Paralympic Games.





To create a world-leading sporting nation, it is essential to have clear aims.

Our aims

To create a world leading sporting nation, it is essential to have clear aims. They are:

To engage a million more people in regular sport participation.

To produce a seamless ladder of talent development from school to the elite level, with opportunities for more competition and more coaching at each level.

To ensure every member of the sporting family, and every part of Government, plays its part.

DCMS – to set the overarching strategy and work with stakeholders from across the sporting landscape to guide and oversee the development of a world leading sporting nation, with key delivery bodies working together effectively to a shared vision.

Youth Sport Trust – to support the delivery of the PE and Sport Strategy for Young People, working with Sport England and led by DCMS and DCSF to:

Increase the numbers of 5-16 year olds participating in at least 2 hours of high quality PE and sport in school each week

Create new opportunities for 5-16 year olds to participate in a further three hours each week of sporting activity

Support the work of Sport England to create new opportunities for 16-19 year olds to participate in 3 hours each week of sporting activities

Sport England – to take a strategic lead for community sport, developing a world leading community sport system to sustain and increase participation and develop sporting talent at all levels:

Grow sport participation by at least 1 million more regular participants by 2012 - 2013

Sustain participation by reducing the post-16 drop off and increase user satisfaction

Excel in developing people's sporting talent through high quality clubs and coaches

UK Sport – to lead on the development of world class sporting talent, focused on winning medals at international championships, and creating a world leading high performance sporting system that will support that success into the future. UK Sport is responsible for investment in UK level programmes and therefore works in partnership with the three other Home Nation Sports Councils and Institutes alongside Sport England and the English Institute of Sport. The Government's and UK Sport's "ultimate goals" for the 2012 Olympic and Paralympic Games are:

Olympic Athletes to finish 4th in the medal table

Paralympic Athletes to finish 2nd in the medal table but moving towards 1st

Over £400 million over the London Cycle (2009 -2013) for Olympic and Paralympic athletes

Northern Athletics Championships: Alan Edwards



PE and sport for young people

The first challenge was to tackle the decline in school sport. Since the PE, School Sport and Club Links strategy started in 2003 we've exceeded our expectations. Now 86% of 5-16 year olds do at least 2 hours of PE and sport each week.

We want to go further. To answer our challenge to increase the offer to young people, the new PE and Sport Strategy for Young People (PESSYP), backed by at least £783 million over the next three years, aims to create a world-leading system for PE and sport for all children and young people.

Through PESSYP, we will deliver our 5-hour sport offer for young people. This means:

- 2 hours of high quality PE each week within the school day for all 5-16 year olds who want it:
- An additional 3 hours of sporting activity each week for all 5-16 year olds and the creation of new opportunities for all 16-19 year olds to participate in 3 hours sport each week, delivered by a range of school, community and club providers beyond the school day.

Extending our offer to young people presents a real challenge to all of us.

The Youth Sport Trust will work with a network of Further Education Sport Co-ordinators, School Sport Partnerships and Sports Colleges, and our new national network of Competition Managers to deliver more

PESSCL success

The PE and Sport Strategy for Young People (PESSYP) builds on the success of the PE, School Sport & Club Links (PESSCL) strategy which ran from 2003-2008 and the development work initiated by the Youth Sport Trust since its creation in 1995.

In 2002, only around 25% of 5-16 year-olds took part in at least 2 hours high quality PE and sport each week. PESSCL's ambition was to increase this to 75% by 2006 and on to 85% by 2008.

The 2008 target was met a year early, with 86% doing at least 2 hours in 2006/07.

Through PESSCL and now PESSYP, the Government (including funding from the Big Lottery Fund) will have invested more than £2.2 billion in PE and sport for young people over the period 2003 - 2011.

opportunities for competitive sport in and between schools; sustain and further develop leadership and volunteering opportunities; drive up the quality and amount of PE in schools and develop innovative and creative opportunities to engage non-participants. They will also further extend opportunities for young people to develop as leaders, volunteers, officials and coaches and extend their work on supporting Gifted and Talented young people.

Sport England will work closely with the Youth Sport Trust to strengthen links between schools and clubs and will focus on supporting community sport providers to extend the offer outside school-hours and make it more attractive to a wide range of young people with different interests and needs, including 16-19 year-olds no longer in formal education. Sport England's County Sport Partnerships will work with local authorities

who will play a key role in helping to deliver the additional 3 hours outside the curriculum.

The new strategy will build on the solid platform created over the last 5 years and in addition will deliver:

- more coaches in schools, colleges and the community, and FE Sports Coordinators to increase the sporting offer to 16-19 year-olds;
- a national network of 225 Competition Managers to encourage more inter-school sport;
- a new national scheme to encourage this through the publication of league tables of school competitions, managed online;
- a network of multi-sport clubs for young people with disabilities;
- the development of a national programme of intra school competition;

- a broader range of sporting opportunities for young people in clubs and the community; and
- a National School Sport Week, championed by Dame Kelly Holmes, motivating young people to take part in competitive sport.



Child learning to swim. London, UK.
PA PHOTOS/DPA

Community sport

Sport England



There has been confusion in the past in the community sport sector, with a lack of clarity over focusing on delivering sport or physical activity; a high level of bureaucracy with competing local, regional and national strategies; and numerous funding streams making it hard for NGBs and sports clubs to get funding. It was essential to review and refocus community sport and Sport England to give greater clarity of purpose; reduce inefficiency and bureaucracy; and make it easier for NGBs and sports to access funding to improve sport and ensure that under-represented groups get equal treatment.

Sport England's new strategy sets out how they will develop a world leading community sports system of high quality sports clubs, coaches, volunteers and facilities. Sport England will work through NGBs of sport, national partners such as the Women's Sport and Fitness Foundation, County Sports Partnerships and Local Authorities. Funding will also be available to community sports groups through a central fund.

Sport England will become a national, strategic commissioner and uphold the public interest by pursuing delivery against a clear set of strategic objectives.

National Governing Bodies

Central to this major reform will be a new partnership with the NGBs, with Sport England commissioning them at a national level to deliver shared objectives and all aspects of their sport and, where necessary, help build capacity.

Whole Sport Plans will be central to this new relationship, with single funding pots to simplify processes and target money more effectively. Sport England will work with NGBs to set strategic targets, help reduce bureaucracy and focus on increasing participation with a particular emphasis on hard to reach groups and women's and girls' sport.

NGBs will be empowered in a new way to develop their sports, but will also be more accountable for what they are delivering. NGBs – particularly those with significant income streams – will

be expected to put more of their own money into developing community and youth sport. The challenge is for them to develop an accessible, modern, sports club structure within each sport. This will drive up participation, improve retention levels and allow those with talent to fully develop. This is a chance for them to own the development and promotion of their sports themselves. What they sow in new investment and focus, they will reap with new participants and spectators.

Underpinning these new relationship with existing partners. The Football Foundation is one such model where a successful partnership between Government and the football authorities has already delivered a new generation of grassroots football facilities and the challenge now is to build on their development programmes and provide more multi-sport clubs giving a diverse range of opportunities for the grass roots game.

Rugby

Following the 2003 Rugby World Cup victory, there was unparalleled interest in the number of people wanting to play rugby in their local clubs. To capitalise on this predicted surge in demand, the Rugby Football Union (RFU) introduced a £1million 'Go Play' campaign which aimed to recruit 6,000 adult players (aged 17-30). The campaign was underpinned by a new approach to 'growing the game', focusing on recruiting players in a World Cup year and developing the supporting infrastructure of clubs, coaches and volunteers in the years succeeding the World Cup.

The National Sports Foundation, which Sport England manages, invested £500,000 into the campaign. By the beginning of March 2008, the programme had already beaten its target by recruiting 9,269 players, including 840 women.

So far:

- 712 clubs are taking part
- 2,059 people are signed up as campaign team members at clubs and other organisations
- 106 universities are signed up
- 37 colleges will be directly involved

The RFU is now focusing on the second phase of the programme, 'Play On', which targets new participants and players who have rejoined the game.

The new partnership between Government, its agencies and the NGBs will empower those with the passion and expertise to do more. This maximises the strengths of Sport England, in commissioning services, setting and monitoring key targets – and holding the NGBs publicly accountable for delivery right across all sections of society. Sport England will expect NGBs to deliver more on disability sport, address the gender imbalance by raising girls' and women's participation, and encourage more people from ethnic minorities to participate. For NGBs, working with these groups is not an optional extra but a vital part of what they do.

NGB governance

During the second half of 2008 Sport England will be completing the commissioning process for NGB funding for 2009-13. At the heart of this process will be the empowerment of NGBs in terms of greater control over the investment of public funds in their sport. The corollary of this is that NGBs will also have greater responsibility and accountability for this funding - particularly in terms of the delivery of outcomes. Progress against the achievement of targets and outcomes will be assessed every 6 months. Monitoring and evaluation will work on the basis of earned autonomy with those NGBs already operating in accordance with high standards and delivering effectively being left to get on with the task and those who have issues in relation either to governance or delivery being given the appropriate support and attention.

Coaching and volunteers

At every level, we need coaches to engage people and develop their talents. So coaching will sit at the heart of Sport England's new direction – focusing on supporting high quality sport with high quality coaching.

Sport England, along with UK Sport and the Youth Sport Trust, will work with sports coach UK to deliver the UK Coaching Framework, which aims to create a world leading coaching system by 2016. We will work with the NGBs to build this coaching infrastructure – a key part of building a world leading sporting nation and providing the essential links between schools and clubs to retain young people's participation in sport. NGBs will be expected to reach down into their sports' club structure to deliver more coaching opportunities, improve the quality of experience and drive up participation.

The lifeblood of our sporting infrastructure is the thousands of volunteers who give their time every week to support, officiate and run sport. The sporting landscape will provide better support to volunteers, including young volunteers and leaders, and work hard to reduce the bureaucracy involved in running sport. We will do this by creating a single scheme for funding from Sport England, simpler Criminal Records Bureau (CRB) checks for volunteers and providing better resources to reduce the administration of running a club.

UK Sport has invested £236 million into elite sport during the Beijing Cycle, £29 million of which has gone into Paralympic sport. This major investment has paid off – last year British athletes won 45 medals in targeted World Championship competition in Olympic disciplines of which 12 were gold. Our Paralympic athletes also fared well – in a year where several major sports do not have a World Championship, a total of 53 medals were won. That success has carried on into 2008 and we are now looking ahead to strong British performances at this summer's Beijing Olympic Games and Paralympic Games.

Over the 2006 - 2013 period over £600 million will be invested via UK Sport in our very best Olympic and Paralympic athletes - this investment will provide funding at the outset to 24 Olympic sports and to all 20 Paralympic sports. Our "ultimate goals" for the 2012 Olympic Games and Paralympic Games are for Olympic athletes to finish 4th in the medal table and for Paralympic athletes to finish 2nd in the medal table but aiming to move towards 1st (acknowledging that from our current position of second we are not likely to overcome China in the Paralympic medal table).

The impact of this investment is being managed by UK Sport through 'Mission 2012', a monitoring and evaluation tool by which sports can measure their

progress and assess the challenges they need to overcome. Mission 2012 evaluates each Olympic and Paralympic sport against three key dimensions: athletes, governance and climate, and is the way in which we will be able to measure not just our progress to our goals in 2012, but the ability to sustain that success in future years.

To support these ambitions, UK Sport will invest in the development of world leading sports coaches; provide strategic investment and support to NGBs through programmes such as Talent Identification, Research & Innovation and Performance Lifestyle; and will continue to provide our elite athletes with excellent sports science and medicine services delivered through the English Institute of Sport. As the body responsible for elite sport at a UK level, UK Sport will work in partnership with the other Home Country Sports Councils and Institutes as well as key delivery partners such as the British Olympic and Paralympic Associations.



British Swimming Trials warm up. Ponds Forge, Sheffield. April 2, 2008. Gareth Copley/PA Wire. PA IMAGES

A wider role for Government

Sports development and physical activity

As part of its strategic role, DCMS will work with other parts of Government to link Sport England's work on sport with other Government Departments' work on physical activity.

It is key to link the sporting landscape with the work of other Government Departments such as the Department for Health and the Department of Transport on physical activity – not least because sport plays an important role in helping reduce obesity by getting people more active. The sports sector at a local level will continue to work with Primary Care Trusts and others to provide joined up delivery of sport and physical activity – a model currently working well in Yorkshire and Humber. However, sports bodies will focus their efforts and investment

on sport, while other bodies will lead on the delivery of physical activity.

An important legacy from the 2012 Games will be increased levels of physical activity throughout the country. Our ambition is to get 2 million more people more active by 2012 - DCMS, Department of Health, Communities and Local Government, Department for Children, Schools and Families and the Department for Work and Pensions are working together to fund local authorities to extend participation in swimming. They will now be able to offer free swimming to the over 60s, and further funds will allow them to extend the offer to children and take other steps to encourage more people to swim. Our aspiration is to move towards universal free swimming.





Yorkshire Model

The Yorkshire and Humber region has taken a truly cross sectoral approach to physical activity that is maximising investment, marketing, coordination and the development of physical activity opportunities, and interventions to create a 1% year on year increase in physical activity participation, reduce health inequalities and increase quality of life. The development of integrated planning and delivery across organisations within the region ensures that demand for physical activity can be stimulated and matched with the right supply of opportunities.

By linking up sport and physical activity while ensuring that investment in sport goes to sport, the region has increased participation across sport and physical activity by 3.5% since 2005/06.

Sport also has an important impact on community cohesion by bringing together people from different backgrounds. Sport is often at the heart of a community, helping places live and thrive. The sporting landscape links with the work of Communities and Local Government, the Department for Children Schools and Families, the Home Office and other Government Departments.

But the most important links are with Local Authorities, who collectively invest well over £1 billion per year into sport. Local Authorities drive local provision and are the key partner particularly for Sport England in delivering a world leading community sport infrastructure. They are best placed to know the needs of local populations, and are directly accountable for meeting them. Each area will have their own targets for participation, set locally, not by central diktat, as an extra way of ensuring no group or community is left behind. Over half of all local authorities have chosen the local sport and active recreation indicator in their new Local Area Agreements.

A male gymnast is performing on the rings. He is wearing a black Adidas tank top and blue athletic pants. He is holding the rings with both hands and has his legs raised in a power position. The background is dark with some blue and purple lighting.

Measuring our success

How will we measure success?

Sport for Young People – 5 hour and 3 hour offers measured through:

PSA22 indicator 5

DCMS Departmental Strategic Objectives 1 and 4

National Indicator set for Local Government, indicator NI57

Louis Smith performs on the rings. London.
September 20, 2007.
Johnny Green/PA Wire. PA IMAGES

Community sport – an increase in more regular participation in sport measured through:

DCMS Departmental Strategic Objective 1 – participation in culture or sport

PSA21 indicator 6 – participation in culture or sport

National Indicator set for Local Government, indicator 8 – participation in sport and active recreation

Elite sport – 4th in Olympics and 2nd moving to 1st in Paralympics monitored by:


DCMS Departmental Strategic Objective 2.

Conclusion

There has been a lot of change in recent years. However, we are confident that this is the right vision and sets us on a course for 2012 and beyond. People at all levels of sport have a role to play to get us ready.

This is not a top down Government agenda, it puts the experts and enthusiasts in charge, offering sports more freedom and control. We believe it goes with the grain of what people in sport want.

Offer us your most ambitious goals and ideas and we will back you with support and resources. The ball is now in your court.



improving
the quality
of life for all



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