



HM Government

Sporting Future

Second Annual Report



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1. Foreword

by the Minister for Sport



Tracey Crouch MP, Minister for Sport and Civil Society

This annual report marks just over two years since we published *Sporting Future: A New Strategy for an Active Nation*. A huge amount has been achieved in that time and I am proud of the progress that we and our partners in the sport and physical activity sector have made.

We have continued to embed the five outcomes that *Sporting Future* set out in everything that we do and invest in. We have continued to work across government to harness the benefit that sport and physical activity can have across a range of agendas – health, education, social cohesion, transport, the environment, and planning; to name but a few.

The Code for Sports Governance is now fully embedded and is helping sport bodies to deliver unprecedented levels of transparency, accountability and diversity in their decision-making, and improving the way they are run and managed.

Our understanding and measurement of sport's contribution to the overall health and wellbeing of the nation is developing as our

evidence base continues to grow. We look forward to the second full year of results from the Active Lives Survey this spring.

The Sports Business Council is now in full swing and is helping us to better understand and drive forward sport and physical activity's contribution to the economy. We have looked seriously at the UK's approach to combatting doping in sport, assessing our current ways of working and existing policies, and making a series of recommendations to further strengthen our approach. The Review of Criminalisation of Doping and the Tailored Review of UK Anti-Doping puts the UK at the forefront of efforts to fight those who would seek to undermine the integrity of sport through cheating.

It has been another wonderful year of sporting achievement. In July, England's women won the Cricket World Cup and England's Under 20s and Under 17s men won their respective football World Cups. We continued the UK's fine tradition of successfully hosting major sporting events, with the 2017 World Athletics and ParaAthletics Championships at the London Stadium.

Ensuring that sport takes its duty of care to all participants seriously, whether that be elite athletes or those at the grassroots, has been a major focus in the past year. Baroness Tanni Grey-Thompson's Duty of Care report provides a comprehensive set of recommendations, which will help guide the sector's thinking about what more can be done to make sure participants at all levels feel safe and supported. The past year has shown the importance of sports creating the right culture and environment for athletes to train and perform in, and I will also be looking to the sector to step up its efforts in this regard too, ensuring it fulfils its obligations to look after the welfare and wellbeing of all participants.

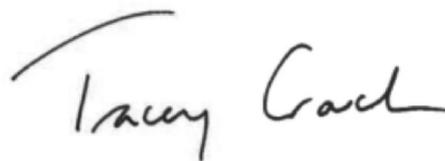
Similarly, mental health in sport and physical activity has been a significant priority over the past year. I hosted two roundtables in October last year to explore how elite and professional sport can improve its offer of mental health support. Helping to promote and support positive change in this area, using ideas from these discussions, will be a key focus for me over the next twelve months.

I've been impressed with the concerted effort that all partners have made to ensure our *Sporting Future* strategy makes a real impact on the ground.

I want to see lasting change across the sector, with more people getting active and sports bodies continuing to step up on governance, transparency and duty of

care. There's much still to achieve and the sport and physical activity sector needs to continue to focus on finding new and innovative ways to reach those people who are currently inactive.

The challenge now is to maintain momentum and strive for even greater levels of progress through 2018 and into 2019. Supporting the sector to ensure that proper levels of safeguarding are in place, overseeing improvements on governance and the culture within sports, and ensuring that we harness the impact of sport and physical activity on both physical and mental health, will all be key pillars of our thinking throughout the next year. I look forward to continuing to work with the sector to make sure lasting change is secured.



2. Cross-government working

Cross-government working – overview

2.1 *Sporting Future* committed departments across Whitehall to work more closely together to create a more physically active nation, where people of all ages and backgrounds can enjoy the benefits sport and physical activity can provide, at every stage in their lives. The benefits of sport and physical activity support a number of key government priorities, be it using sport to reduce reoffending, improving the nation's health, making people more confident, employable and happier, or improving children's education. Examples of how the Department for Digital, Culture, Media and Sport (DCMS) is working across government to achieve the outcomes set out in *Sporting Future* are listed below.

Cross-government groups

2.2 The government has established an Inter-Ministerial Group on Healthy Living, to be co-chaired by the Secretaries of State for DCMS and Health and Social Care, which brings together a range of departments to consider how sport and physical activity could be made more widely accessible, so that they benefit everyone. The Group will be meeting for the first time in early 2018. Although the initial focus of the Group will be on sport and physical activity, over time government expects that it may broaden this focus further, to explore how it can add value to the health inequalities agenda more widely.

2.3 The Minister for Sport also attends the:

- Ministerial School Sport Board, along with the Parliamentary Under-Secretary of State for Children and Families and the Parliamentary Under-Secretary of State for Public Health and Primary Care. This group focuses on school sport funding, including the PE & Sport Premium for primary schools.
- Inter-Ministerial Group on Child Sexual Abuse, chaired by the Home Secretary, which gives ministerial direction to, and drives the implementation of, cross-government work on child sexual abuse.
- Inter-Ministerial Group on Gang Violence and Exploitation, which looks to reduce violence and protect vulnerable individuals from exploitation by gangs.
- Inter-Ministerial Group on Mental Health, chaired by the Secretary of State for Health and Social Care, which looks to coordinate work on the mental health agenda across government.

- 2.4 The Minister for Sport has also attended Centre for Social Justice events with experts in the field to discuss the contribution that sport can make to helping bring about social transformation.

Sport and civil society

- 2.5 In 2016, Tracey Crouch took on responsibility for the Office for Civil Society, alongside her work leading on sport. There are many synergies between these two areas and work is already underway to boost collaboration on a number of issues including youth, volunteering, place-based working and social and community investment.

Other government strategies

- 2.6 DCMS has worked hard to influence, shape and support other government departments' strategies. Department of Health and Social Care's (DHSC) Childhood Obesity Plan, Department for Transport's (DfT) Cycling and Walking Investment Strategy, the Government's 25 year environment plan, and the cross-government Green Paper for children and young people's mental health all stress the importance of sport and physical activity. In addition, DCMS is feeding into the Ministry of Justice's (MoJ) ongoing review into how sport can be used at all stages of the criminal justice system, the cross-government Integrated Communities Strategy led by the Ministry of Housing, Communities and Local Government (MHCLG), and the Office for Civil Society strategy.

Campaigns and messaging

- 2.7 Sport England and Public Health England (PHE) have worked much more closely than ever before. For example, they have worked closely on the development, planning and learning from existing campaigns promoting physical activity, including PHE's Change4Life and One You campaigns, and the This Girl Can initiative. The two organisations will be co-hosting the International Congress on Physical Activity and Health in London later this year.

Measurement

- 2.8 DCMS and Sport England worked closely with the DHSC and Department for Education (DfE) to develop the new Active Lives: Children & Young People Survey, which will capture world-leading data on policies spanning all three departments.

Communication

- 2.9 Positive discussions have taken place between DCMS and other government departments across a number of areas, including: school sport and childhood obesity (DfE and DHSC), sport's role in combating gang violence and safeguarding (Home Office), sport's role in promoting social integration (MHCLG), sport's role in rehabilitation of offenders and crime prevention (MoJ), and on youth policy and social investment (Office for Civil Society, within DCMS). A cross-government workshop involving DCMS, MHCLG, DHSC, DfE, MoJ, Department for the Environment, Food and Rural Affairs (Defra), DfT and Sport England was held in November 2017 to explore sport and physical activity's contributions to departmental agendas and the opportunities for closer joint-working.

3. Change in participation approach

The outcomes-based approach

- 3.1 *Sporting Future* set out a new approach to investment in sport and physical activity, based around the contribution that they make to five outcomes: physical wellbeing; mental wellbeing; individual development; social and community development; and economic development.
- 3.2 Sport England has developed its evidence base on the link between taking part in sport and physical activity and the outcomes, publishing its Sport Outcomes Evidence Review¹ in May 2017. This was followed up with more focused research, Active Lives Adult Survey: Wellbeing, individual and community development analysis (May 16-17)², published in December 2017, which provides a deeper analysis of recent Active Lives data, to make a stronger case for the link between participation in sport and physical activity and the outcomes. This is important because it facilitates better informed decisions on the types of interventions that are effective and therefore that Sport England funds.
- 3.3 To provide practical support to practitioners, Sport England published its Evaluation Framework³ in March 2017. As at January 2018 this has had almost 5,000 unique views and is helping to ensure that organisations seeking public investment in sport and physical activity are properly embedding the five outcomes in their interventions.

Measurement

- 3.4 The Active Lives Survey has now been running for two years. Data from the first 18 months of survey operation was published on 12 October 2017⁴ and included, for the first time, data on volunteering. This data will inform Sport England's future investment. Year 2 Active Lives data will be published on 22 March 2018. DCMS will publish a full update of the *Sporting Future* measurement dashboard in spring 2018. This will include updates against a number of the Key Performance Indicators⁵ and five outcome measures set out in the *Sporting Future* strategy.

¹ <https://www.sportengland.org/research/benefits-of-sport/sport-outcomes-evidence-review/>

² <https://www.sportengland.org/news-and-features/news/2017/december/14/the-clear-link-between-being-active-and-mental-wellbeing/>

³ <https://evaluationframework.sportengland.org/>

⁴ <https://www.sportengland.org/media/12458/active-lives-adult-may-16-17-report.pdf>

⁵ Data to inform child aspect of KPIs 1-3, 5, 6, 8, 9, 10 and 11 will only become available in January 2019 and therefore will not form part of Spring 2018 *Sporting Future* measurement dashboard.

- 3.5 The Active Lives: Children & Young People Survey was launched in September 2017 and in the autumn term had over 37,000 completions by pupils and parents. The first set of baseline data will be available in January 2019. The survey will provide valuable insight on how children aged five and above engage in sport and physical activity, as well as their motivations and barriers to engagement.

A step change in participation

- 3.6 DCMS is seeking to deliver a step change in the numbers of people participating in sport and physical activity, with a specific focus on underrepresented groups and tackling inactivity. Sport England has therefore developed targets for the increases in activity levels that it expects to see by 2020 in those areas of the country or key population groups on which it focuses significant resource.
- 3.7 Alongside Sport England's work to maintain the high levels of regular activity across the country – currently just over 27 million people are physically active⁶ – these targets will aim to see an increase in the number of people being regularly active⁷ across the English population by over 500,000, being driven by an increase in the number of women by at least 250,000. To address some of the most long-standing and embedded physical activity inequalities, Sport England will also aim to increase the number of people from lower socio-economic groups being active by 100,000, specifically in the places and projects that they invest in to deliver this target. This will pave the way for a major step change in engagement by 2025 and Sport England will propose targets for additional increases in participation by 2025 before 2021.

Sport England investment

- 3.8 Sport England has fundamentally re-designed its investment framework to place the five outcomes at the core of its investment decisions. It is placing much greater emphasis on gathering and using insight about what people want from sport and physical activity and has significantly broadened the range of organisations it works with.
- 3.9 Since the launch of its *Towards an Active Nation* strategy in May 2016, Sport England has opened 13 investment funds⁸, 10 of which are new to the sector. In the last 20 months it has allocated £532 million to over 2,500 projects and nearly 2,000 different organisations. This includes £244 million awarded to National Governing Bodies (NGBs) of sport for their work on participation, talent and broadening out their sport and physical activity offers to a wider market. Sport England's new investment approach puts a strong emphasis on supporting underrepresented groups to take part. As at January 2018, awards worth over £18m have been allocated to over 65 different organisations from three of Sport England's new investment funds which have a specific focus on underrepresented groups: Active Ageing, Core Market Open Fund: Helping the Active Stay Active When Life Changes; the Opportunity Fund; and the Potentials Fund.

⁶ Adults aged 16+ living in England. 'Active' defined as taking part in 150+ minutes of moderate intensity activity, in bouts of at least 10 minutes. Figures based on Active Lives Survey data covering the period May 2016-May 2017.

⁷ Sport England captures data, and bases its interventions around, three levels of activity: 'Inactive' – less than 30 minutes of moderate intensity activity per week; 'Fairly active' – between 30 and 149 minutes of moderate intensity activity per week; and 'Active' – 150 minutes or more of moderate intensity activity per week. The English population target and the target for women is predicated on the basis of people moving from, either, the 'inactive' or 'fairly active' categories into the 'active' category. The lower socio-economic group target is predicated on the basis of at least 100,000 people from lower socio-economic groups crossing from the 'inactive' category to either the 'fairly active' or 'active' categories, within the places and projects in which Sport England focuses dedicated investment on this group.

⁸ <https://www.sportengland.org/funding/funding-key-dates/>

- 3.10 In December 2017 the Minister for Sport announced the 12 Local Delivery Pilot (LDP)⁹; areas which, between them, will receive up to £100m Sport England investment over the next four years. LDPs are a brand new approach to addressing the inactivity challenge and will trial new and innovative ways of building healthier and more active communities across England. They will focus in depth on the challenges within specific areas and communities and bring together a much broader range of organisations – schools, social enterprises, parenting groups, park operators, GPs, leisure centres – to tackle inactivity and reach underrepresented groups. LDPs will start their projects by January 2018 and develop learning and insight that can be shared and applied elsewhere in the country.
- 3.11 Sport England has also confirmed funding of £36.2m to County Sports Partnerships (CSPs) for the period April 2018 to March 2021. This follows on from the 2016 Independent Appraisal and work between Sport England, government, CSPs and partners to define a new primary role for CSPs to support the delivery of *Sporting Future* and its five outcomes. In the future, CSPs' core role will be focused on: building a detailed understanding of the sport and physical activity landscape in their respective areas; building relationships across the local partners that are key to delivering the outcomes in *Sporting Future*; supporting Sport England projects; and supporting local authorities by consent.

Children and young people

- 3.12 In September 2017, funding for the Primary PE and Sport Premium was doubled from £160m to £320m a year, using revenue from the soft drinks industry levy. The proceeds of the levy will also provide £100m funding for the Healthy Pupils capital programme in 2018-19, which is intended to improve children's and young people's physical and mental health by enhancing access to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions. Updated guidance has been provided to help schools to make additional and sustainable improvements to the quality of PE and sport offered.¹⁰
- 3.13 The Curriculum Swimming and Water Safety report¹¹ was published in July 2017 in response to a call to action in *Sporting Future* to ensure no child leaves primary school unable to swim. A cross-government implementation group has been set up to review and implement its recommendations. A section on swimming is included in the new Active Lives: Children & Young People Survey, as recommended in the report. The PE & Sport Premium guidance has also been updated with a new requirement for schools to publish the number of year 6 children meeting the National Curriculum requirements to swim competently, confidently and proficiently.
- 3.14 Sport England's Families Fund was launched in July 2017, and will provide up to £40m to projects that support families with children to get active and play sport together. Sport England is also investing £5m to tackle inactivity in further education and sixth form colleges, and £3m through the Potentials Fund, which will look at ways to get young people involved in social action and volunteering using sport and physical activity.

⁹ <https://www.sportengland.org/news-and-features/news/2017/december/04/transforming-the-delivery-of-physical-activity-locally/>

¹⁰ <http://www.gov.uk/guidance/pe-and-sport-premium-for-primary-schools>

¹¹ http://www.swimming.org/assets/Swim_England_Curriculum_Swimming_and_Water_Safety_Review_Group_Report_2017.pdf

Open data

- 3.15 *Sporting Future* emphasised the importance of using data more effectively to support people in getting active. OpenActive¹² – a community-led initiative which promotes the use of open data to help people get active – was launched by the Open Data Institute in November 2016. The programme has focused on increased data literacy, creating a new set of data standards, and supporting activity providers to release their ‘opportunity data’ describing when and where physical activity opportunities take place. Consequently, as at December 2017, over 76,000 opportunity sessions are now available as open data, ranging from swimming, football and tennis to hula-hooping and yoga.
- 3.16 The subsequent phase of the OpenActive programme began in November 2017 and focuses on supporting start-ups to innovate with open data to help people get active, the recruitment of England-wide OpenActive Champions, and the development of practical tools to help people to open up their opportunity data more easily.

¹² <https://www.openactive.io/>

4. Sports governance

- 4.1 *Sporting Future* set out the commitment that the UK will continue to be a world leader in standards of sports governance. *The Code for Sports Governance*¹³ – published on 31 October 2016 by Sport England and UK Sport – set out the governance requirements that organisations in receipt of public investment must comply with, including gender diversity on boards, transparency in decision-making, and robust constitutional arrangements.
- 4.2 Since the Code's publication, Sport England and UK Sport have been working with organisations that they fund to assess their compliance with the requirements in the Code and to support them to move towards full compliance where gaps exist. A deadline of 31 October 2017 was set for NGBs of sport to comply. During the past year, Sport England and UK Sport have been working with NGBs to help them to agree the necessary steps to achieve full compliance.
- 4.3 Following a robust assessment process, in December 2017¹⁴, Sport England and UK Sport confirmed that 55 out of 58 sports to have been assessed under the process so far have been judged to be compliant. Three bodies are taking action to become compliant by April 2018. Sports will be given a period which allows for remedial action however, government has been clear that continued non-compliance with the Code will be met with the removal of public funding.
- 4.4 A significant number of major governance reforms have already been secured across organisations both large and small, ranging from the Football Association, Rugby Football Union, the England and Wales Cricket Board, British Cycling, and the Lawn Tennis Association, to those such as British Wheelchair Basketball and England Handball. Many sports have had to make large scale reforms to their leadership teams, constitutions and governance structures among other changes.
- 4.5 It is important that organisations are sufficiently diverse and properly representative of the memberships that they serve. NGBs have developed their own individual Diversity Action Plans which set out the actions they need to take to become compliant with the diversity-specific requirements in the Code. Sport England and UK Sport are now working with organisations to assess and provide feedback on their plans, with an expectation that the whole sector should be making significant progress on diversity over the coming years.

¹³ <https://www.sportengland.org/about-us/governance/a-code-for-sports-governance/>

¹⁴ <https://www.uk-sport.gov.uk/news/2017/12/20/55-national-bodies-now-fully-compliant-with-the-new-world-leading-governance-code-for-sport>

- 4.6 Aside from the traditional sport sector NGBs, Sport England and UK Sport are working with all of the organisations that they invest in to ensure that they meet the relevant requirements in the Code. This includes, for example, the 44 County Sports Partnerships and the wide array of charities, community organisations and local authorities that Sport England invests in and supports to help people get more active. Sport England is continuing to broaden the array of partners that it works with and ensuring good governance around the spending of public money will be at the heart of these relationships.
- 4.7 DCMS has been clear that the Governance Code is not a tick box exercise and that the sport sector must live the values the Code champions. Sport England and UK Sport will continue to work with all organisations that receive public money, to ensure that they continue to be compliant with the Code or that they become Code-compliant in the future.
- 4.8 The Code in itself will not be able to prevent future issues around governance from arising altogether, however we are committed to a long term cultural shift in the sport sector's approach to governance and will continue to work with the sector to make this a reality.

International sports governance

- 4.9 An aim of *Sporting Future* is to achieve global recognition of the UK's Code for Sports Governance as the 'gold standard' for sports governance around the world. UK Sport has made progress in influencing change across the international sporting landscape. The task is not straightforward and requires a different approach to that adopted in the UK. Each NGB that UK Sport funds has a bespoke International Relations Strategy that captures key issues they seek to promote in their International Federations. Across NGBs, there are around 70 specific 'international governance reform objectives' that UK Sport has identified this year and is actively pursuing. UK Sport also continues to seek to influence change by supporting credible, high-calibre people from the UK, with a reform agenda, to attain senior leadership positions within Federations. In 2017, 12 individuals achieved those positions at European and international level.
- 4.10 Through direct engagement with other governments, International Federations, the International Olympic Committee and international organisations, DCMS and UK Sport have continued to work closely to progress the new International Partnership Against Corruption in Sport (IPACS) which builds on the London Anti-Corruption Summit in 2016. At the most recent IPACS working group meeting in December 2017, three taskforces were established focusing on: (i) reducing the risk of corruption in procurement relating to sporting events and infrastructure; (ii) ensuring integrity in the selection of major sporting events, with an initial focus on managing conflict of interest; and (iii) optimising the processes of compliance with good governance principles to mitigate the risk of corruption.
- 4.11 In addition to UK Sport's work on international sports governance, it has actively supported athlete voice, representation and welfare in international sport through bespoke seminars, including with the World Anti-Doping Agency (WADA), the International Olympic Committee and the International Paralympic Committee. This year, UK Sport launched the new version of its flagship *International Leadership Programme*¹⁵, which equips high-calibre British sports administrators and retired athletes with the knowledge and skills required to operate effectively in international sport.

¹⁵ <https://www.uk sport.gov.uk/our-work/international-relations/people-development>

5. Anti-doping

- 5.1 The UK has always taken a strong stance against doping, and UK Anti-Doping (UKAD) continues to be at the forefront of efforts to catch those trying to subvert the system, while educating and encouraging athletes to avoid taking performance enhancing substances in the first place. However, it is important that government is not complacent and that it continues to strengthen and improve existing systems. Two reviews assessing the robustness of the UK's efforts in combating doping in sport and protecting the integrity of sport were ongoing in 2017; a Review of Criminalisation of Doping in Sport was published in 2017 and the Tailored Review of UKAD will be published in early 2018.

Review of Criminalisation of Doping in Sport

- 5.2 In October 2017, DCMS published the Review of Criminalisation of Doping in Sport which was set up to assess whether the existing UK framework was sufficiently robust, or whether additional legislative measures were required to criminalise the act of doping in the UK.
- 5.3 The Review comprised two stages: (i) a comprehensive assessment of the effectiveness of the UK's existing anti-doping measures and compliance with World Anti-Doping Agency (WADA) protocols, and (ii) targeted interviews with key experts on the merits of strengthening UK anti-doping provisions, including the feasibility and practicalities of criminalising the act of doping.
- 5.4 The outcome of the Review, reflecting the evidence gathered and the strong consensus of those interviewed, was that there is no compelling case to criminalise doping. However, a number of additional recommendations were made to strengthen the UK's approach to anti-doping, and these are currently being considered. The recommendations include:
- Health harms associated with the abuse of Image & Performance Enhancing Drugs should be integrated into drug information and education;
 - Integrity units in sports governing bodies should be capable of conducting investigations to WADA standards and share this information with UKAD;
 - There should be a review of Therapeutic Use Exemptions and thresholds for personal use of substances on the WADA banned list;
 - UKAD doping control officers should be able to gain access to all sporting events to enable random testing at competitions as required;
 - Publicly-funded grants to sports bodies or individual athletes should have explicit anti-doping provisions.

Tailored Review of UK Anti-Doping

- 5.5 On 30 March 2017, the Minister for Sport announced a Tailored Review of UKAD. The principal aims of Tailored Reviews are to ensure public bodies remain fit for purpose, are well governed, and are properly accountable for what they do.
- 5.6 The Tailored Review considers UKAD's position and its status as a DCMS-sponsored Arm's Length Body as well as its efficiency, effectiveness and governance; and how it is preparing for the future.
- 5.7 A wide array of stakeholders across the UK and beyond, representing a broad range of areas including sport, science, medicine, law enforcement and education, have been involved in the review. A public call for evidence has also formed part of the review process. The Tailored Review will be published in early 2018.
- 5.8 Some of the key themes that have emerged during the Review are:
- Strong support and recognition for the work of UKAD and its expertise. But there is a need to ensure there is clarity on UKAD's role and that of government, law enforcement and sport.
 - The importance of using education to instil clean sport values in young people and highlighting the health risks involved in doping. This will also see UKAD, Whitehall departments and sports bodies working together to educate on clean sport, healthy training as well as health risks associated with the increasing use of Image and Performance Enhancing Drugs.
 - The importance of UKAD being at the forefront of scientific developments.

These themes, along with the Review's recommendations, will form part of the revision of the National Anti-Doping Policy.

National Anti-Doping Policy

- 5.9 Once the Tailored Review is published, its recommendations, along with those from the Criminalisation Review, will be considered, following which a revision of the UK's National Anti-Doping Policy will take place in 2018.

6. Duty of care, safeguarding and mental health

Duty of care

- 6.1 Baroness Grey-Thompson published her independent review into the duty of care in sport in April 2017¹⁶, fulfilling a key action in *Sporting Future*. The review made a wide range of recommendations about the welfare and wellbeing of sports participants, some of which go to the heart of issues about culture in sport. Government is considering the recommendations falling within its remit to determine which can be implemented, taking into account the potential resource (and other) implications associated with some, such as the establishment of a sports ombudsman. Government is clear, however, that the welfare of participants must be a priority for everyone in the sector. Where lessons can be learned from past poor practice, they should be, and government is working with partners across the sector to strengthen the support available to athletes and grassroots sport. Sports should be looking to implement the recommendations of the report wherever they can, to demonstrate commitment to the development of supportive cultures which protect the welfare of sports participants.
- 6.2 The Duty of Care report highlighted that, at elite level, some athletes do not feel able to speak out when they are victims of bullying and harassment or if they have witnessed inappropriate behaviour. The *Code for Sports Governance* clearly states that any sports organisation which asks for government and/or National Lottery funding from April 2017 must have appropriate policies and procedures in place to meet their legal and regulatory obligations – which includes whistleblowing and grievance handling. UK Sport is working with NGBs to ensure that all sports funded at elite level have clear policies for dealing with unacceptable behaviour, grievances and for whistle-blowing, to protect athletes, staff and coaches.
- 6.3 In response to the Duty of Care review, UK Sport has established a sport integrity function to support sports dealing with grievances and behavioural or cultural issues. It has developed a new and independent ‘culture health check’ to gather information about culture in the World Class Programmes including from the athletes themselves, both to celebrate positive cultures and to identify harmful cultures early. UK Sport has also produced guidance for the World Class Programmes on culture, and initiated a review to look at future needs in terms of athlete voice, support and representation across the high performance system, which includes an examination of the role and structure of the British Athletes Commission. Dual career guidance has been

¹⁶ <https://www.gov.uk/government/publications/duty-of-care-in-sport-review>

developed by the Talented Athlete Scholarship Scheme which will help athletes succeed in both sport and education, and sports' funding agreements now stipulate that induction processes should be carried out for all participants entering elite sports and talent pathways.

Safeguarding

- 6.4 *Sporting Future* recognised that sport needs to ensure its participants at both grassroots and elite level are looked after and protected. Sport England, working with the Child Protection in Sport Unit (CPSU) and government, has established a programme of work to further strengthen existing safeguarding provisions and respond to the recommendations of the Duty of Care review. Examples include the development of a standardised system for recording data about safeguarding cases and funding the Ann Craft Trust to develop best practice in safeguarding adults at risk in sport. Specific training for groups of young people who may be at higher risk of abuse has also been delivered by the CPSU and a new Martial Arts Safeguarding Code of Practice will be launched early in 2018 to help point parents to individuals and clubs that have signed up to robust safeguarding arrangements.
- 6.5 Proposals are being developed to extend the definition of a 'position of trust' in the Sexual Offences Act 2003 to bring into that definition sports coaches who hold a particular position of trust in relation to a child under their care.

Mental health

- 6.6 *Sporting Future* put mental wellbeing at the heart of future investment in sport by establishing it as one of five key outcomes that all future public investment in sport and physical activity will be directed at. Funding is already going to organisations working in this area, with Sport England currently investing £9.89m of government and National Lottery funding in 126 sport and physical activity projects which include a focus on mental health outcomes. One example is Mind's Get Set to Go programme, which has supported over 3,500 people to become active in local communities, and trained over 300 coaches and leaders in mental health awareness for sport and physical activity. The programme has recently been awarded a further £1.5m of investment to target 10 additional locations across the country.
- 6.7 *Sporting Future* also highlighted the importance of welfare and wellbeing in elite sport, recognising the sacrifices athletes make in striving for success. Over the course of the last year, government has also been looking at how sport can improve its offer of mental health support to elite sportspeople. The Minister for Sport recently hosted two roundtables on the topic, one for athletes jointly chaired by the Minister for Care and Mental Health, and the other for sports and mental health organisations. Over the coming months an action plan is being developed with mental health and sport organisations based on the key points raised in discussion including clarity of support available, sharing of best practice across the sport sector and improved mental health education and training in sport. The government will continue to work collaboratively with the sport and mental health sectors to build on the good work already done and continue to break down the stigma around, and raise awareness of, mental health issues.

7. Major events: past, present and future

Major sporting events

- 7.1 We have continued to support *Sporting Future's* ambition of hosting major events to drive UK sporting and economic success and to deliver a platform to inspire the people who attend them. In 2017, the UK hosted a number of major sporting events, including the Champions Trophy and Women's World Cup in cricket, the Champions League Final in football and the World Squash Championships. The London Stadium also held the World Athletics and Para Athletics Championships, the final venue in Queen Elizabeth Olympic Park to host a major international championships since London 2012, and achieved record breaking attendances for both events with over one million tickets sold in total.
- 7.2 Sport England has provided nearly £185,000 from its Major Events Engagement Fund to support four events taking place in 2017 – the World Athletics Championships, World Series of Boxing, World Triathlon Series and Wheelchair Tennis Masters. This funding has provided opportunities for local communities to participate in athletics, boxing, triathlon and wheelchair tennis, through either improving local provision to support financial sustainability or targeting individuals who are currently less likely to take part in sport or physical activity regularly.
- 7.3 In October 2017, UK Sport announced its strategy to maintain the UK's position as a world-leading host of major sporting events into the 2020s. UK Sport will invest almost £30m between 2017-2025 to bring some of the world's top sporting events to venues across the UK. Events already secured include the 2018 Women's Hockey World Cup, 2018 Boccia World Championships, 2019 Netball World Cup and 2019 Road World Cycling Championships. The UK will also be hosting some matches, including the semi-finals and final, as part of EURO 2020, and the 2021 Rugby League World Cup.

The Gold Framework

- 7.4 Government and UK Sport are currently updating the Gold Framework, which provides guidance on UK-level support available for bidding for and staging major events. A revised version of the document, which will include new guidance for NGBs on mega-events, will be published in the first quarter of 2018.

Mega-events

- 7.5 Government and the major event lead agencies across the UK have worked together to develop the UK Mega-Events Framework. Published in September 2017, the framework provides a UK-wide approach to identifying and pursuing hosting rights for the biggest events in sport. Supported by regular meetings between the partners, the framework will help identify long-term mega-event-hosting targets across the UK, reduce the likelihood of bidding and delivery conflict, and enhance collaboration and co-hosting opportunities.

Commonwealth Games 2022

- 7.6 In December 2017 Birmingham was awarded the 2022 Commonwealth Games. An event of this scale will bring benefits not just to the people and businesses of the West Midlands, but to the UK as a whole, as well as providing the opportunity to encourage others to get involved in sport. The Games will leave a strong sports legacy, by upgrading facilities to benefit both elite athletes and the local community.

Attracting new sports

- 7.7 The UK again successfully hosted the US National Football League (NFL) this year, with the NFL celebrating its tenth anniversary of playing regular season games in London. Well over 300,000 spectators enjoyed four sold-out games at Wembley and Twickenham. The NFL also engaged with young people in schools in London and beyond, through its Play 60 and NFL Flag participation programmes. The Government is continuing discussions with the NFL about its ambition to locate an NFL franchise permanently in the UK. The Greater London Authority and government are also continuing to encourage Major League Baseball and the National Basketball Association to grow their UK presence.

8. Safe stadia, accessibility, fan engagement and infrastructure

Sports grounds accessibility

- 8.1 In February 2017, the Sports Grounds Safety Authority (SGSA) issued its joint consultation that sought the views of stakeholders on a wider understanding of safety and on the SGSA's discharge of its oversight and licensing powers. Part of this consultation explored the extent to which the SGSA should be able to use its licensing powers in respect of accessibility issues, and, if so, what its approach and objectives should be.
- 8.2 After considering responses, the SGSA concluded that it will seek to work in partnership with the Equality and Human Rights Commission (EHRC), and with owners of grounds, and encourage good practice by providing advice and guidance on accessibility for disabled spectators, rather than including accessibility in the licensing process. DCMS agrees with the SGSA's position and will not seek a more formal role for the organisation in accessibility.

Accessibility at football matches

- 8.3 The Premier League published its final report¹⁷ on the progress made by Premier League clubs to meet their pledge to achieve a range of accessibility guidelines in October 2017. A great deal of progress has been made, with the total number of wheelchair bays at the 16 present Premier League clubs (which were also members of the League when the pledge was made) having increased by around 50%, or just over 1,000 in total, amongst many other improvements. The Premier League is committed to ensuring that clubs continue to make enhancements to accessibility for disabled spectators. However, work still needs to be done in this area and the EHRC is conducting its own investigation into how Premier League clubs are meeting the requirements of the Equality Act 2010. The EHRC plans to publish its report into accessibility at Premier League grounds in early 2018.
- 8.4 The English Football League (EFL) committed to deliver a wide range of activity, including facility improvement, mystery fan visits, staff training and more to improve accessibility for disabled spectators at EFL clubs over the 2016/2017 season. This work was delivered centrally by the EFL and by EFL clubs. The EFL has pledged to continue to develop this work throughout the 2017/2018 season to ensure that it

¹⁷ <https://www.premierleague.com/news/495511>

meets its commitment to continue improving the experience of attending matches for fans with a wide range of accessibility needs. DCMS will remain engaged in football's efforts – and those of other sports – to continually improve accessibility for disabled spectators.

Spectator safety

- 8.5 The Government remains unconvinced by the case put forward for re-introducing standing accommodation at football grounds covered by the all-seater requirement, but will continue to monitor how it is working at Celtic FC and at Shrewsbury Town FC.

Fan engagement

- 8.6 In December 2017, DCMS published the second of our updates on progress made following the publication of the government Expert Working Group's report on Football Supporter Ownership and Engagement¹⁸. Significantly, we reported back on the results from the first full season (2016/17) in which all 92 professional clubs needed to meet the Group's requirement for club leaders (owners/senior executives) to engage in structured dialogue with their club supporters. A summary of the results and progress made on the Group's recommendations can be found here <https://www.gov.uk/government/publications/football-expert-working-group-2nd-progress-report>.

Artificial pitches

- 8.7 Following the successful launch of the inaugural two football hub sites in Sheffield in 2016, a third, Sheffield Westfield, opened in September 2017, with work currently underway on the next hub sites in Liverpool, London and Southampton/Eastleigh. Each hub will open next year and will have at least two full-size, floodlit all-weather artificial grass pitches and changing facilities, whilst some will also have health and fitness facilities and natural grass pitches. Under the Parklife initiative, government is investing £40 million in total in new all-purpose facilities in 30 towns and cities by 2020, in partnership with the Football Association, the Premier League and local partners. Government will ensure the new facilities are accessible to all sections of the community 7 days a week as part of the drive to ensure both football development and social outcomes are delivered.

¹⁸ <https://www.gov.uk/government/publications/government-expert-working-group-on-football-supporter-ownership-and-engagement>

9. The sporting workforce

Workforce strategy

- 9.1 *Sporting Future* emphasised the importance of the interactions between frontline sports staff and customers in helping to support the development of resilient and meaningful sporting and physical activity habits. Sport England is developing its new Professional Workforce Strategy, due to be published in spring 2018, which will set out proposals for developing people with the skills, competencies and behaviour to engage a diverse range of people into sport and physical activity.
- 9.2 Government remains committed to establishing a network of employers to support and encourage physical activity in line with the recommendation set out in *Sporting Future*. DCMS is working with DHSC and the Department for Work and Pensions to move this forward and expect to be able to make an announcement on this shortly.

Chartered Institute for the Management of Sport and Physical Activity (CIMSPA)

- 9.3 *Sporting Future* set out the need for the sport and physical activity sector to have clear standards and career pathways in place. Not only will this help people interested in working in the sector identify the skills, knowledge and behaviours they need, but it will help people plan their career progression. As a first step towards this goal, CIMSPA launched its Professional Standards Matrix on 1st November 2017. The matrix lists occupations and job roles within the sport and physical activity sector and defines what knowledge and skills an individual must understand and demonstrate to do their job successfully. This tool, which will continue to develop, will help CIMSPA create pathways to chartered status for many sports sector professionals. Associated with this, the first six professional standards have now been made available with further standards due in the coming months¹⁹, helping employers to align job descriptions and ensure consistent standards across the sector.

Apprenticeships

- 9.4 To support government's reform of the apprenticeships system the sport and physical activity sector is in the process of developing and agreeing new apprenticeship standards for different professions in the sector. These standards, developed

¹⁹ <https://www.cimspa.co.uk/standards-directory>

in conjunction with employers and facilitated by CIMSPA, will help ensure new apprentices get the best start in their careers, developing skills and experience aligned to the sector's standards and the needs of employers. Four apprenticeship standards²⁰ are in the process of being agreed with government, with a further eight to come in 2018.

New sporting diploma

- 9.5 A new Diploma in Sporting Excellence will be made available from September 2018 to replace the part-time (pathway 2) Advanced Award in Sporting Excellence. DfE will make £7.75m per annum available to fund the programme, allowing for up to 1,550 starts each year on a two-year programme. The diploma builds on the previous high standards in this area and will include a qualification regulated by Ofqual. Work is in progress with the relevant awarding bodies to make sure the new qualification is available from September 2018. The diploma will only be open to 16-18 year-olds who are on a talent pathway overseen by their sport's NGB.

CIMSPA's Higher Education pilot

- 9.6 CIMSPA is working with a selection of universities to improve the quality of sport and physical activity graduates. It started a new pilot in January 2018 with the aim for the universities to develop CIMSPA-endorsed or recognised degree programmes that align to the professional standards developed by employers. The pilot will seek to broker closer working relationships between employers and higher education institutions, supporting graduate recruitment and work placement.

Coaching

- 9.7 Following publication of its coaching plan²¹ in November 2016, Sport England has been working with UK Coaching and CSPs to test some of its principles, delivering small scale projects, to explore new and innovative ways of making coaching accessible. 270 individual projects were delivered over the period 2016-17, engaging over 150 different partners.
- 9.8 In 2016, UK Coaching piloted one of the largest ever surveys of coaching and coached participation in the UK. Conducted with YouGov, this survey was extended to include children and young people and the full results were published in September 2017. This revealed that over 3.6 million adults coached sport or physical activity in the UK and also provided valuable information about the diversity of the coaching workforce, as well as perceptions of the coaching experience by coaches, participants and members of the general public.

Volunteering

- 9.9 *Sporting Future* recognised the value that engaging in volunteering can bring, not just because of the sport and physical activity that it enables, but because it is valuable in its own right. In support of this, Sport England launched two new volunteering funds in January 2017 to target new audiences, with the first awards announced in November

²⁰ <https://www.gov.uk/government/collections/apprenticeship-standards>

²¹ <https://www.sportengland.org/news-and-features/news/2016/november/29/coaching-plan-for-england-launches/>

2017 (a full list of successful award recipients is available on the Sport England website²²). The two funds are:

- Opportunity Fund: Up to £3 million in projects that create meaningful volunteering opportunities for people from economically disadvantaged communities, such as a charity which supports the social inclusion of marginalised communities via sporting organisations.
- Potentials Fund: Up to £3 million to engage 10-20 year-olds in social action using sport and physical activity, such as an educational charity which uses football as an engagement tool to support young people from low income backgrounds to re-engage with learning.

- 9.10 In October 2017, Sport England published a comprehensive picture of volunteering in sport and activity for the first time as part of its Active Lives Survey (covering the period May 2016-17). It showed that certain demographics are under-represented in sports volunteering, for example women, those with disabilities, people from lower socio-economic groups and some Black, Asian and Minority Ethnic (BAME) groups. The figures published represent the first 18 months of data collected by the new Active Lives Survey, so year-on-year comparisons are not yet available (the first set of comparable data will be available in March 2018).
- 9.11 A survey of 10,000 sports clubs is being run by the Sport and Recreation Alliance on behalf of Sport England. The survey is currently live and results are planned to be published in March 2018. This will help give an up-to-date picture of the current state of clubs, their volunteers and coaches which will inform wider decisions around the support offer for clubs.
- 9.12 Since the start of 2017, Sport England has worked with English Federation of Disability Sports (EFDS) to increase understanding of disabled volunteers. During 2017 qualitative and quantitative research was conducted with a range of disabled volunteers, in sport and other sectors, together with disabled people who do not currently volunteer. The full report from EFDS was published in December and Sport England is now working with EFDS and other organisations to increase the number of disabled volunteers, focusing on two particular areas from the report:
- i. Improving the offer to disabled people who want to volunteer from providers of sport and physical activity opportunities.
 - ii. Providing better information to disabled people who are open to volunteering to improve the experience for disabled volunteers and help make the sporting environment more open and appealing.

²² <https://www.sportengland.org/media/12645/17-11-30-sport-england-volunteering-projects-november-2017.pdf>

10. Elite sport

Celebrating success of English teams

- 10.1 The achievements of our sportswomen was recognised by the Prime Minister at a specially arranged reception at 10 Downing Street in August. The event celebrated our England women's cricket team's victory over India at a sell-out Lord's that secured the Cricket World Cup, and our England women's rugby team who finished runners-up in the World Cup in Belfast. More recently, the England men's Rugby League team achieved success in reaching the final of the 2017 Rugby League World Cup.
- 10.2 Last summer also marked a tremendous success for our young England football teams with the Under 17s and Under 20s both crowned World Champions. Our senior women's team reached the semi-final of the European Championship in the Netherlands. The government wishes the men's senior team every success in Russia this summer.

Summer Olympic sport

- 10.3 All programmes achieved their UK Sport Milestone Target, meeting the ongoing *Sporting Future* KPI 14 on the level of UK/Home Nation performance in World, European or Commonwealth competitions. There were 35 world championship medals in 2017 in UK Sport funded sports compared to 31 at the corresponding stage of the previous funding cycle in 2013 ahead of the Rio Olympics, an excellent performance so early in the current Tokyo 2020 funding cycle. 41 major World and European medals counted against the medal range target were achieved by British teams in Olympic sports in 2017, firmly within the expected range of 28-55 medals.
- 10.4 A number of World Class Programmes had world championships as their Milestone Target this season. At these events, the following became **British world champions** in Tokyo disciplines:
- Cycling – Katie Archibald – Women's Omnium
 - Sailing – Dylan Fletcher-Scott & Stuart Bithell -49er and Ben Saxton & Katie Dabson – Nacra 17
 - Athletics – Mo Farah – 10000m and Men's 4x100m relay team
 - Swimming – Adam Peaty – 100m Breaststroke and Men's 4x200m relay team
 - Gymnastics – Max Whitlock – Pommel Horse
 - Taekwondo – Bianca Walkden – +67kg

- Canoeing – Liam Heath – 200m Sprint and Mallory Franklin – C1 Slalom
 - Diving – Tom Daley – 10m Individual.
- 10.5 Two world championship bronze medals were also won in sports that UK Sport investment does not currently reach – by Gabby and Chris Adcock in the Mixed Doubles at the Badminton World Championships and Naomi Folkard and Patrick Huston in the Mixed Team event at the Archery World Championships, the latter being a new Tokyo 2020 discipline. All currently non-funded sports have the opportunity to make a case for investment as part of the Annual Review process.
- 10.6 In addition, where new Tokyo sports are concerned, Shauna Coxsey took gold in the Bouldering World Cup series in Sport Climbing and bronze in the overall combined world cup rankings; Jordan Thomas is current Karate -67kg World Champion and Alex Coleborn recently won silver in the BMX Freestyle world championships. These sports/disciplines also have the opportunity to make a case for investment as part of the Annual Review, along with any other Olympic (or Paralympic) sports currently unfunded by UK Sport. This current Annual Review process began in October 2017, concluding with recommendations to UK Sport's Board on 31 January 2018, with outcomes to be published in February 2018.
- 10.7 Many other medals were won this year in non-Tokyo/Olympic disciplines, such as canoe and trampoline, as well as boxing, where weight categories are not yet confirmed for Tokyo, and in taekwondo, where weights may alter for the Olympic Games where they are accepted as easily transferable.

Summer Paralympic sport

- 10.8 There was unprecedented achievement in Para sport this year, with all UK Sport funded sports hitting or exceeding their target. 87 major medals were won in Paralympic sports, significantly above the expected medal range of 54-81 medals, indicating that ParalympicsGB are currently on track to outperform their Rio results.
- 10.9 Great Britain had the best ever Para-Athletics World Championships performance since 1998 as well as Para equestrian and triathlon performances continuing to lead the world.
- 10.10 Half of the Paralympic Milestone Target events were world championships in 2017. The following were **world champions** in Tokyo events this season (with caveats where Para athletics and Para triathlon are concerned as the events in those sports for Tokyo are not finalised):
- Para Canoe – Emma Wiggs KL2, Jeanette Chippington – KL1 and Jonny Young – VL3
 - Para Rowing – PR3 mixed four
 - Para Archery – Jess Stretton – women's W1 and Stretton and John Cavanagh – W1 mixed team
 - Wheelchair Fencing – Dimitri Coutya – cat B foil and epee
 - Para Triathlon (World Series Final) – Andy Lewis – PTS2 and Dave Ellis – PTSV1
 - Para Athletics – Hannah Cockroft – T34 100m and 800m, Georgina Hermitage – T37 100m, Sophie Hahn – T38 100m, Sophie Kamlish – T44 100m, Samantha Kinghorn – T53 100m, Jonnie Peacock – T44 100m, Richard Whitehead – T42 200m, Georgina Hermitage – T37 400m, Kadeena Cox – T38 400m, Olivia Breen – T38 long jump, Stefanie Reid – T44 long jump, Hollie Arnold – F46 javelin and Aled Davie – F42 shot put

- Para Badminton (part of the Paralympic programme for the first time at Tokyo 2020) – England won 8 medals in the SS6 class events at the World Championships in South Korea, made up of 4 gold, 3 silver and 1 bronze.

(Specific disciplines not confirmed for Tokyo – they will be published in 2018 – four other gold medals were won in events currently considered unlikely to be on the Tokyo programme).

- In addition, Amy Truesdale won World Championship Para Taekwondo gold, in the K44 +58kg discipline, which has been confirmed on the Tokyo event programme.

Winter Olympics and Paralympics

10.11 Team GB and ParalympicsGB are on track to have our best ever winter Olympics and best Paralympics since Lottery funding began. 6 medals were won in Olympic disciplines at the 2017 World Championships, including:

- Short Track Speed Skating – Elise Christie became World Champion in the 1000m and 1500m
- Ski Slopestyle – James ‘Woodsy’ Woods and Isabel Atkin both claimed bronze medals in the Ski Slopestyle Finals at the Freestyle Ski Halfpipe World Championships
- Skeleton – Olympic Champion Lizzy Yarnold won bronze
- Curling – Scotland’s women, led by Eve Muirhead, won bronze (also winning European Championship gold in November 2017, while Scotland’s men won silver)

10.12 8 medals were won in Para-disciplines at the World Championships in 2017, including:

- Para Ski – Millie Knight won gold in the Downhill and 3 x silver in Super Combined, Giant Slalom and Slalom. Menna Fitzpatrick won bronze in the Giant Slalom
- Para Snowboard – Owen Pick won silver in the lower limb 2 impairment class (SB-LL2) and Ben Moore won bronze in the upper limb (SB-UL)
- Wheelchair Curling – Scotland won bronze (not funded at the time)

11. Sporting economy

Sports Business Council

11.1 Following on from *Sporting Future's* commitment to support the sport and physical activity sector to drive economic growth and sustainability, the establishment of the Sports Business Council was announced in April 2017, with Premier League Executive Chairman Richard Scudamore confirmed as the co-chair alongside Sports Minister, Tracey Crouch²³. Sub-groups have been established focusing on four main areas – Intellectual Property Rights, Events Staging, Skills, and the Sports Economy Evidence Base. Regulatory issues, and potential impacts from the UK's exit from the European Union, are being addressed by each sub-group as cross-cutting themes. The Council is also tasked with ensuring sport and physical activity are joined up with the cross-government Industrial Strategy, being led by the Department for Business, Energy and Industrial Strategy²⁴.

Tax incentives

11.2 An initial cost-benefit analysis of further tax proposals, suggested during the consultation on *Sporting Future* and subsequent stakeholder consultations, was undertaken early this year. Officials will continue to explore viable opportunities for supporting sports.

Commercial funding

11.3 Sport England revised and relaunched its commercial framework in June 2017. It will help organisations reduce the levels of public funding they are reliant on through finding alternative sources of private investment.

11.4 DCMS, Sport England, UK Sport, the British Olympic Association (BOA) and the British Paralympic Association (BPA) met in April 2017 to discuss what more could be done to increase the potential for income generation in sport. In September, UK Sport, the BOA and the BPA subsequently launched an Invitation to Tender for a research project focused on the Olympic and Paralympic performance system. The project will assess the following areas and will report back in 2018 on proposals for future areas of work:

²³ <https://www.gov.uk/government/news/richard-scudamore-appointed-sports-business-council-co-chair>

²⁴ <https://www.gov.uk/government/groups/sports-business-council>

- The System – understanding each of the organisations that make up the UK's Olympic and Paralympic performance system.
- The Market – highlight the external market forces that impact upon the ability to drive incremental commercial revenue.
- The Opportunities – based on the analysis undertaken in the preceding two areas, highlight a number of opportunities available to drive incremental revenue generation.

Alternative sources of income

- 11.5 DCMS has been working with colleagues in Sport England and the Office for Civil Society to understand the opportunities that exist for sport in terms of alternative income, including different types of social investment.
- 11.6 Last year, Sporting Assets²⁵, a social enterprise with the mission to grow a resilient and impactful community sports sector, soft-launched 'Sporting Capital'²⁶, a new social investment fund focused on community sport. Sporting Capital offers social investment to sporting organisations to help them to become sustainable by developing new, or retaining and expanding existing revenue streams. In addition, Sport England has published further guidance and support on its website to help organisations to better understand social investment²⁷.
- 11.7 Government will continue to champion innovative ideas which look to tackle the issue of inactivity at the local level, and encourage more people to participate in sport and physical activity, including the co-location of community services with sport and leisure facilities.
- 11.8 As part of its work, the Sports Business Council will assess how alternative sources of funding can play a role in increasing the economic impact of sport.

²⁵ <http://www.sportingassets.co.uk/>

²⁶ <http://www.sportingcapital.org.uk/>

²⁷ <https://www.sportengland.org/funding/other-sources-of-funding/sources-of-funding-in-the-social-sector/>

List of acronyms

BOA	British Olympic Association
BPA	British Paralympic Association
CIMSPA	Chartered Institute for the Management of Sport and Physical Activity
CPSU	Child Protection in Sport Unit
CSPs	County Sports Partnerships
DCMS	Department for Digital, Culture, Media and Sport
Defra	Department for the Environment, Food and Rural Affairs
DfE	Department for Education
DfT	Department for Transport
DHSC	Department of Health and Social Care
EFDS	English Federation of Disability Sport
EFL	English Football League
EHRC	Equality and Human Rights Commission
IPACS	International Partnership Against Corruption in Sport
LDP	Local Delivery Pilot
MHCLG	Ministry of Housing, Communities and Local Government
MoJ	Ministry of Justice
NFL	National Football League
NGBs	National Governing Bodies
PHE	Public Health England
SGSA	Sports Grounds Safety Authority
UKAD	UK Anti-Doping
WADA	World Anti-Doping Agency