



**SPORT
ENGLAND**

**A fresh focus
on new goals.**

Annual Review 2008-2009

Focus.

In sport, a clear, unflinching focus on your goals is what ensures that commitment, dedication and hard work don't go to waste.

So we have set ourselves clear goals and targets, with a clear strategy to achieve them.

We're focused on that strategy, creating a world-leading community sport system.



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Chairman's foreword



I've worked closely with Sport England in its many guises throughout my life – as a player, a coach and a sports administrator. I was therefore delighted to accept the role of Chair at a time when the organisation is moving from a period of consultation and planning into a relentless focus upon delivery and outcomes.

We have challenging goals to meet if we are to succeed in growing and sustaining participation, and improving talent development at grassroots level. We have already set the baseline for our one million target through Active People, our participation survey, and we continue to play our part in the delivery of the Government's five hour offer for children and young people.

Targets have been agreed with national governing bodies, which will contribute to the delivery of our five key aims, and all of our funding streams are open for business. We believe that we have set ourselves, and community sport, on a course for success and have invested our money wisely.

Yet the effective investment of funds is only half the story – and half of what I want Sport England to do.

Community sport doesn't only need money – it needs partnerships that deliver. Sport England needs to bring together organisations from a range of sectors, working with a range of different partners – whether sports bodies or those from outside our traditional circles – to create new and high quality sporting opportunities.

We must become recognised experts in our field. It is our role to share our knowledge, providing specialist advice from our centres of excellence on subjects such as planning and facilities design, research and intelligence, and helping our partners learn from each other.

If the London 2012 legacy is to be delivered, we need to make the case for community sport now. Sport England needs to continue to invest in research that will help us generate real insight and build an evidence base to support our ambitions.

And finally, we should be challenging community sport. Just as we have asked (and will continue to ask) questions of ourselves, Sport England must ask questions of others.

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Who can we work together with? How will the media contribute to creating a grassroots legacy from 2012? Will Olympic sports show the same commitment to seizing the 2012 moment in terms of growing participation as they do to winning medals? And how can we all open up sport to more people from all backgrounds, increasing the diversity of participants? We must push to find the answers to these questions.

I would like to end by thanking the Board for their hard work during the last 12 months, and in particular Michael Farrar for taking on the role of Interim Chair so expertly. I would also like to thank our partners for working with us and the entire Sport England team for their commitment and willingness to change.

I look forward to working with you all to build a world-leading community sport system.

Richard Lewis

Chair of Sport England
14 September 2009



Our new focus

The new Sport England strategy was officially launched in June 2008. Its premise is simple, and its potential inspiring. At its heart is a call for greater focus. A focus on creating a world-leading community sports system, which can become the springboard for the nation's ongoing sporting success.

To make this happen, we need more people from all walks of life to play and to keep playing sport. We must also identify people with talent early, nurture them and encourage them to progress to the elite level. And we must make sure everyone involved in sport has a rewarding experience.

Creating a world-leading community sports system is our contribution to ensuring the London 2012 Olympic and Paralympic Games will deliver a lasting grassroots sporting legacy. To achieve our aims, we are focusing on three pivotal areas: Grow, Sustain and Excel.

Pulling together

Our strategy outlines the roles different organisations will now play, and explains how they can work together more effectively. Sport England operates at an over-arching strategic level, working with national governing bodies and other partners. These include local authorities, higher and further education and the commercial sector, who all provide vital investment and opportunities for sport at grassroots level.

Governing bodies now have more say on how we invest public funds in their sport, but also greater accountability for the success of their programmes. Our regional teams are smaller and have a tighter focus, using a network of county sport partnerships to deliver specific results. We work with our landscape partners, the Youth Sports Trust and UK Sport, to help as many people as possible reach their sporting potential. And our national partners, including Women's Sport and Fitness Foundation, Sporting Equals and SportsCoach UK will help us tackle specific issues such as the lack of diversity and equality in sport or the need for more and better coaches.

We will achieve our aims by focusing our work exclusively on the successful achievement of three outcomes and five targets.

Our work is focused on the successful achievement of three outcomes and five targets

Grow

Around 15% of Sport England's investment focuses on growing regular participation in sport by an average of 200,000 adults each year (one million in total by 2012-2013).

Regular participation is defined as at least three 30 minute sessions of moderate intensity sport each week.

We're using our Active People Survey, which monitors how much sport people play as well as the sports they take part in, as the baseline to measure existing performance.

Active people survey data

Comparisons between 2005-2006 and 2007-2008, data published in December 2008.

	2005-2006	2007-2008
Total number of people aged over 16 playing sport three times a week	6.3 million (15.5%)	6.8 million (16.5%)
Total number of men playing sport three times a week	3.73 million (18.9%)	4.04 million (20.0%)
Total number of women playing sport three times a week	2.57 million (12.3%)	2.81 million (13.2%)

Reflecting Sport England's new strategy, this is based on a sport-focused participation indicator that excludes recreational walking and infrequent recreational cycling. It counts the number of people who have taken part in at least three sessions of moderate activity sport a week.

We're also focusing on young people. Together with the Youth Sport Trust, we are helping to deliver the five hour offer, raising young people's participation so that more 5-16 year olds do five hours of sport and PE a week, and more 16-19 year olds do three hours of sport a week*.

* The target for 16-19 year olds is three hours as they no longer take part in two hours of PE every week as part of the school curriculum.

Sustain

Around 60% of our investment focuses on sustaining the numbers of people currently taking part in sport. Giving people a positive sporting experience encourages them to keep playing. A baseline satisfaction survey of over 43,000 people will identify how satisfied they are with the facilities and management of the sport they play. This is being conducted in 2009 to identify our targets to 2013.

Tackling the 'drop-off' in sports participation between the ages of 16 and 18 is also critical. We are working closely with nine targeted sports, including football, basketball, netball, hockey, gymnastics and both codes of rugby. Our aim is to reduce drop-off rates by 25% across all nine sports.

Excel

Around 25% of our investment focuses on developing and accelerating talent. This is an area where governing bodies take particular responsibility, making sure coaching is provided to the right levels and intensity.

Targets for Excel have already been agreed with 33 governing bodies across the country – this should significantly enhance how we identify and nurture talent in England.

Contributing to the Government's goals

Our work contributes towards certain agreed government objectives. These form the basis for the organisation's core Exchequer funding, and are:

- CSR07 PSA 21 – a cross-government objective to increase the percentage of adults participating in culture or sport
- CSR07 PSA 22 – a cross-government objective to deliver a successful Olympic Games and Paralympic Games in 2012, and to get more children and young people taking part in high-quality physical education and sport
- DSO1 – a DCMS departmental objective to increase the percentage of adults participating in culture or sport
- Legacy Action Plan – with a goal of seeing two million people more active by 2012 – half through sport.

Sport also contributes to local government targets:

- NI8 – a local government objective to increase the percentage of people taking part in sport and active recreation
- NI57 children and young people's participation in sporting opportunities
- NI6 participation in regular volunteering
- NI110 young people's participation in positive activities.

Our regional teams are smaller and have a tighter focus, using a network of county sport partnerships to deliver specific results.

Our targets

We are committed to delivering:

Grow

- One million people taking part in more sport
- More children and young people taking part in five hours of PE and sport a week.

Sustain

- More people satisfied with their sporting experience
- 25% fewer 16-18 year olds dropping out of at least five sports.

Excel

- Improved talent development in at least 25 sports.

Our partners

We will reach our targets by working closely with a range of organisations including:

- Our sporting landscape partners, Youth Sport Trust and UK Sport
- National governing bodies
- National partners
- Local authorities
- Higher and further education
- The third sector
- The commercial sector
- London Organising Committee of the Olympic Games and the Olympic Delivery Authority.



Focused on partnerships with governing bodies.

We've put national governing bodies right into the front line. Now, they are even more critical to our plans, and in 2008, we streamlined the way we invest in their work.

Partnerships with governing bodies continued

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Last year, every governing body was asked to submit a detailed plan for their sport. Each plan was rigorously assessed with reference to Sport England's strategic Grow, Sustain and Excel outcomes, and awards were made on this basis. This was supported by a four-month consultation period with each individual sport, so we could really understand their needs and issues. This level of analysis and engagement ensured that the right funding went to the right place.

The outcome is a four-year, £480 million investment programme, running from 2009-2013. This is being used to enhance grassroots sporting opportunities. The overall sum invested directly into national governing bodies has increased from 2005-2009, and has been consolidated into a single award for each sport. Responsibility for results now sits squarely with each sports governing body, with clear outcome targets agreed for Grow, Sustain and Excel.

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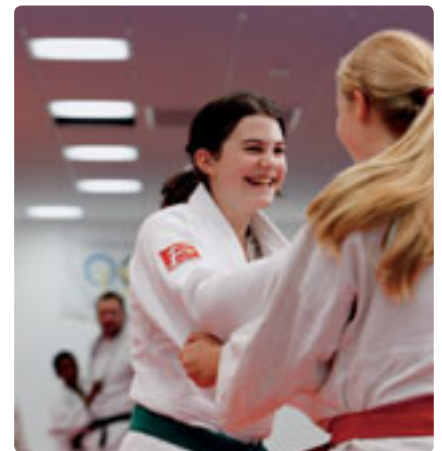
Grow

Growing judo in London

Traditionally, the problem for judo in London has been finding a suitable venue but a simple solution is now at hand.

Lightweight 'jigsaw' mats can quickly be laid down at the start and pulled up at the end of each session in a wide variety of venues – from meeting rooms to cafeterias and church halls.

British Judo is working closely with the London boroughs to create dozens of new clubs to ensure more people have access to the sport.



Sustain

Widening netball's appeal

Netball is the biggest female team sport in England. To ensure it is played by people from all backgrounds, England Netball wants to recruit and train more coaches from the Asian and Muslim communities.

Sporting Equals will help the governing body develop marketing materials that use appropriate language, messaging and photography. The Muslim Women's Sports Foundation will help it to target specific Asian and Muslim groups and help them get and stay involved in this fast-paced sport.





Forty-six sports (including all 2012 Olympic and Paralympic sports) have been awarded funding in line with their ability to increase participation numbers, improve people's sporting experience and create development pathways for talented players. Fourteen sports – fencing, handball, wheelchair basketball and Taekwondo among them – are being funded for the first time to develop grassroots potential. Also 34 of the sports, eight for the first time, will receive targeted investment through this fund to help them get more children and young people playing sport as part of the Government's PE and Sport Strategy for Young People.

Projects funded through the programme include building a ground-up club structure for handball to encourage take-up of the sport in the run up to London 2012; initiatives to help rugby league recruit more female and BME players; and England Athletics' Run in England scheme, which aims to get 50,000 new people into running.

British Tennis, meanwhile, hopes to get thousands of people playing in clubs and local parks, where hundreds of courts will be upgraded and brought back into life. At least 100 park sites will be reinvented as thriving tennis centres, with regular coaching, training and competitions to encourage social activity. British Tennis will invest £2 of partnership funding for every £1 of Sport England investment.

Sport England will evaluate progress and results using a process modelled on UK Sport's system, Mission 2012.

This will be a mixture of self-assessment and independent analysis. We have used our Active People and satisfaction surveys to establish baseline figures for participation and satisfaction and will monitor progress against agreed sport-by-sport targets.

We will look at how each sport's infrastructure and system is being developed – including its governance, competition and club structures, commercial and marketing plans and how it works in partnership with other organisations.



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Partnerships with governing bodies continued

It is important that all governing bodies are truly open to all members of all communities. So we are working with each one to help them identify and tackle their specific diversity and equality issues. National equality partners, such as Sporting Equals and the Women's Sport and Fitness Foundation, will be funded to support the governing bodies and ensure that they are delivering opportunities for everyone to take part in sport. More specifically, we have worked with our partners the Youth Sport Trust, UK Sport and the British Paralympic Association to launch Playground to Podium. This new national strategy identifies, develops and supports young disabled athletes to take them from school sport through to high-level competition.

Finally we are managing the transition of the Community Sport Coach scheme to a new model of governing body deployment. As part of this, we are implementing a new Coaching Support Network that will facilitate joined-up planning and mapping of coaches with a governing body employer of choice.

Investing in specialist skills

We are also investing £10 million each year into national partners whose specialist skills, knowledge or services can help us and the national governing bodies tackle specific issues such as coaching, disability, female participation, equality and volunteering. Applications opened in January 2009 and are awarded over two years.

The organisations invited to apply include:

- SportsCoach UK
- Coachwise
- Sports Aid
- Volunteering England
- Child Protection in Sport Unit
- SkillsActive
- Sporting Equals
- Women's Sport and Fitness Foundation
- Streetgames.

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Excel

Finding the next crop of medal-winning cyclists

Cycling aims to discover 140 athletes with podium potential over the next four years, through the Go-Ride network, which counts Olympic gold medallist Jason Kenny as one of its successes.

By expanding the successful Go-Ride network of child-friendly clubs and overall participation, the sport plans to identify and help talented riders to get to the very top.





Focused on Local communities:

Sport should be open to everyone, no matter who they are or where they live. That's why Sport England is working closely with a range of local, county and regional partners, such as local authorities, county sports partnerships and regional development agencies, to bring sport to people how, and where, they want it.

Local communities continued

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We now have nine senior and focused regional teams – making deep and strategic relationships to enable community sport to flourish. Our role is to bring people and projects together by co-ordinating and galvanising the various sporting partners. Wherever community sport is played, we aim to offer a consistent level of support, while addressing local needs and issues.

A world-leading community sport system needs modern and vibrant public sports facilities. We work with local authorities to help them refurbish existing facilities and plan new ones. Our Sustainable Investment in Community Sport Facilities Fund invests in buildings that will create opportunities to take part in sport for the next 20 years.

Working with county sports partnerships

The established network of 49 county sports partnerships (CSPs), partly funded by us, helps take sport into communities right across the country. They are vital in helping to co-ordinate and support the direct delivery of sporting activities. They also act as a local contact point for people wishing to find out more about sporting opportunities local to them.

In December 2008, we announced new funding agreements for CSPs worth a total of £10 million. This provides core local services to underpin our three outcomes of Grow, Sustain, Excel, and helps governing bodies achieve their targets by bringing them together with local delivery partners.

Our investment is supported by a team of Sport England community sport relationship managers, based within nine local offices across England.

In 2008-2009, we worked with CSPs to pilot and manage the Sport Unlimited programme, which gives young people the chance to sample new sports. Lincolnshire Sport, for example, introduced 5,200 young people to a mix of traditional and non-traditional sporting activities in a range of formal and informal settings.

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CSPs also continued important work in coaching, volunteering and club development. These include Derbyshire Sport, which recruited 158 new volunteers, providing 6651 hours of invaluable support for sport through its Volunteer Academy. Sportsex, meanwhile, helped 50 local clubs achieve Clubmark quality accreditation.

The last financial year saw the first direct investment in all CSPs by the Department of Health. This was in recognition of their ability to help deliver physical activity alongside sport to support targets within the 2012 Legacy Action Plan, and the Department of Health's 'Be Active, Be Healthy' strategy.



Working with local authorities

Local authorities are the biggest investors in community sport. Like us, they want to create opportunities for people of all ages and abilities to make sport a part of their lives. And our role is to help them make this a reality.

Sport England's local government team is made up of nine relationship managers, one based in each of our regional offices, plus three officers operating at national level. They work across the country to bring expertise, knowledge and support to partners working in sport and local government.



Local authorities are the biggest investors in community sport.



A key role for the team is to broker relationships between councils and the 46 funded governing bodies to achieve our strategic aims – particularly Grow and Sustain.

We help councils enhance the community sport experience by:

- Encouraging partners to recognise the value of local sport generally, and our strategy in particular
- Helping local councils and governing bodies make connections, find common ground and launch mutually beneficial projects
- Sharing examples of good practice, what works and what doesn't
- Supporting local authorities with facts and figures, spreading the word, and making things happen.

Together with the Local Government Association, we published a sport policy statement called *Our Sporting Commitment* in 2008. This outlines how local authorities and Sport England can act together to achieve shared aims and objectives.

We also published *Shaping Places Through Sport*. This publication demonstrates how sport can help local authorities create healthier, safer and more cohesive communities. It was supported by a number of partners including the Department for Culture, Media and Sport and the Local Government Association.

Encouragingly, our advocacy seems to be working. In their local area agreements for 2008-2011, 80 local authorities pledged to get more people into sport and active recreation by including a NI8 improvement target. This puts sport in the top 20 (of 198) priorities for local authorities.

Our Facilities Improvement Service is also helping local authorities plan their facilities more strategically. The service worked with 36 authorities throughout 2008-2009. And it is working. Brent was the first council to make full use of the service and for the first time it now has as a member-approved sports facility strategy that has demonstrated the need for an additional swimming pool in the borough.



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Working with Building Schools for the Future

The Building Schools for the Future (BSF) scheme is rebuilding and remodelling every state secondary school in England (about 3,350). This unprecedented investment gives sport's governing bodies opportunities to work with the education sector to build new sports facilities that meet the needs of the community as well as the schools.

We have a dedicated team of BSF staff to drive this work. Some of what they do is practical, for example we published a guide to the VAT implications of community activities on school sites.

But a large element is focused on advocacy and influence.

We part-funded three sports advisors within Partnerships for Schools (PFS) who have raised the profile of school sport within the education strategy process. As a result, the organisation's statutory local authority requirements relating to PE and community sport have become much more explicit. We persuaded the Department for Children, Schools and Families (DCSF) to include our design guidance notes in their Building Bulletin.

We encouraged local authorities to ask for advice and consider the needs of the community when developing their proposals. And we worked with partners to publish advice on the development and management of community sports facilities on school sites.

Planning for the future

We have a statutory responsibility to protect playing fields. If a playing field is threatened by a proposed development, we have to be consulted. In addition, the planning system also allows us to generate new money for sport by asking developers to invest in community sports facilities as part of their proposals.

Where playing fields are under threat, we try to look at the broader picture to secure the best possible result for community sport.

Our work at Luton Sixth Form College demonstrates this perfectly. The college approached us in 2006 after receiving funding from the Learning & Skills Council for a new building. The problem was, some of the proposed development was on playing fields.

On investigation, we found there was an opportunity to create more sports facilities for the wider community. Therefore we brought the college together with Active Luton, the leisure trust that manages the town's sports facilities.

Together, we identified the need for a competition-capable sports hall with spectator facilities, suitable for a wide range of indoor sports such as badminton and basketball.

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Planning statistics
April 2006 to 31 March 2007*

97.5%

97.5% of planning applications relating to community playing fields resulted in improved or better protected provision for sport.

>50%

In more than half the cases in which we originally objected to an application, negotiation brought about a tangible benefit for sport.

2.5%

The number of applications having a negative impact** on sport came down 40 the previous year to just 29, or to 2.5%.

£31 million

We worked with the planning system to generate an extra £31 million for sport, up £2.8 million from last year.

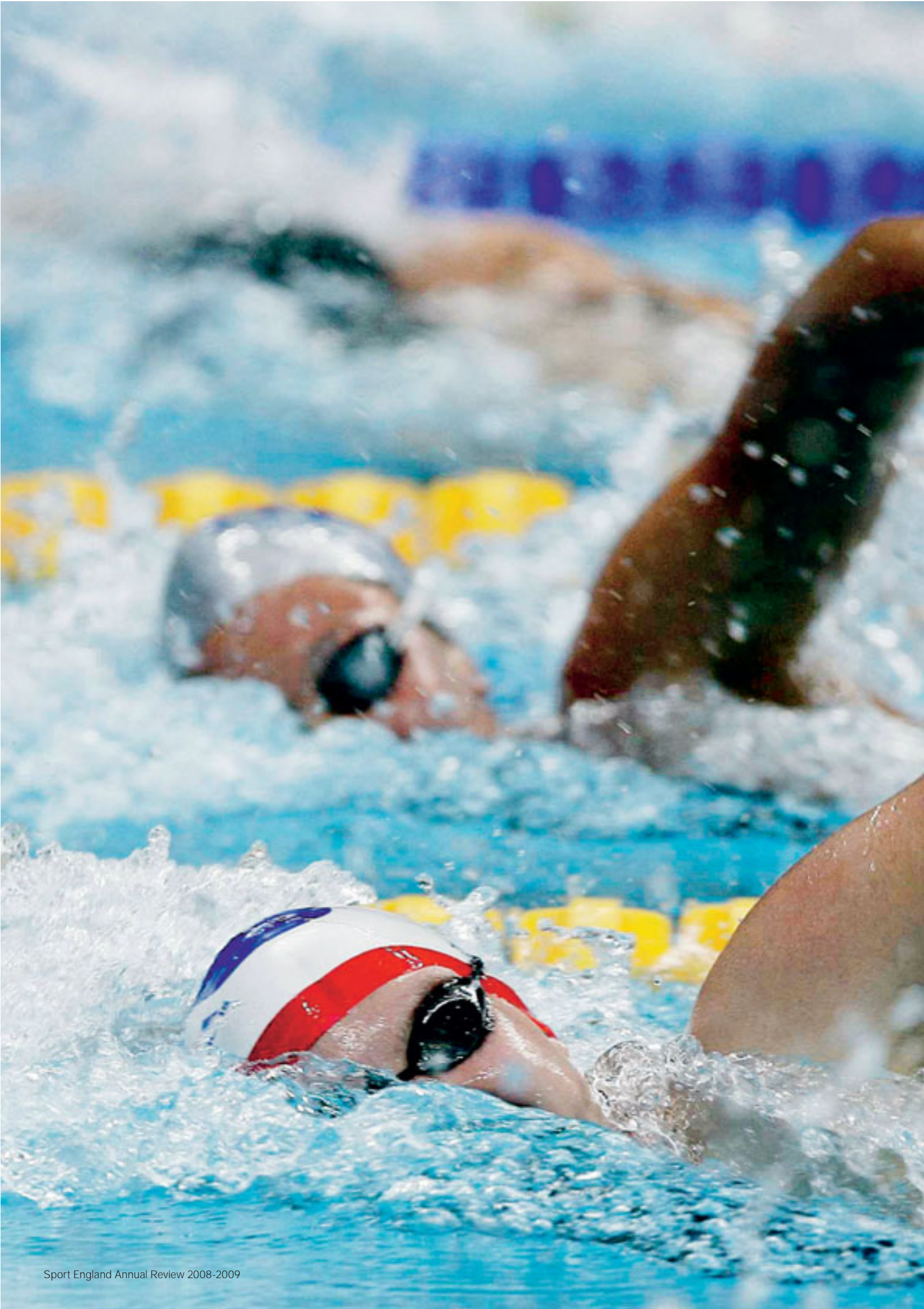
* Figures announced in March 2009, for year 2006-2007.

** Negative impact might include losing space around the margins of a field, school playing fields put out of action during rebuilding works, or a newly built sporting facility that doesn't meet our design criteria.

Funding was eventually found to create a sports hall large enough to house six badminton courts, together with dedicated seating for spectators. Other successfully negotiated facilities included a full-size all-weather pitch, tennis/netball courts, and improvements to the remaining playing fields.

From a situation where we were faced with losing a few playing fields, we managed to develop a top-class sports centre which will really benefit the local community. More local people will be able to enjoy their sport, while aspiring elite-level athletes will have the chance to pursue their dreams.





Focused on the Olympic legacy.

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The Olympic legacy continued

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It's also vital that all the purpose-built venues not only perform during the competitions, but serve sport and local communities well after the last medal has been won.

And that's where Sport England comes in. We have used National Lottery funding to advance three major facilities: £900,000 is going towards the white-water canoe course in Broxbourne, while at the main Olympic Park in east London, the Aquatics Centre has been awarded a £39 million investment, and the VeloPark £10.5 million.

Work on all three projects is making good progress. Construction begins at Broxbourne this summer, with a public opening slated for 2010. This means the public will benefit directly from an Olympic venue before the games even begin.

The roof is due to go on the Aquatics Centre shortly, while all the pilings and foundations for the VeloPark are in. Test events for both venues are scheduled for 2011.

The real value of our investment and early involvement, however, is perhaps less obvious. Small details planned in from the start can make all the difference in transforming elite venues into community facilities more cost effectively. For example, the right size and style of changing rooms and reception areas can really add value. Sites also need to be fully accessible by people of all physical abilities. And they need to be sustainable, so the public can enjoy the facilities for at least 21 years.

Having clear design priorities, and a presence on all the design and steering groups, helps make sure these elements are in place. We also showcase examples of best practice in community sport for guidance and inspiration.

During the Games, the VeloPark will play host to BMX events outside, and adrenaline-pumping track competition indoors. Afterwards, a road cycle circuit and off-road areas will be developed to create a vibrant hub for cycling. To support this plan, we've made sure that the velodrome building has enough extra space to accommodate these various activities.

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Thanks to the latest technology, the 50-metre pools at the Aquatics Centre can be adapted in size and depth. This means they can be easily adjusted to accommodate both elite training and kids' swimming lessons – sometimes at the same time.

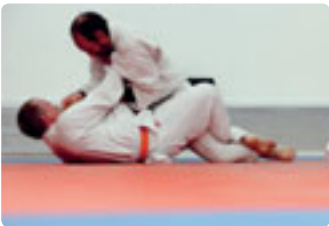
Broxbourne will have two loops, or channels, of water. The competition loop for Olympic events and other high-level events, and what's become known as the 'legacy loop' for beginners, intermediates and recreational rafters. At a later date, the holding lake (where competitors wait to start), could be used for recreational flat-water canoeing and Dragon boating. The area as a whole will become a versatile centre for cycling, walking and orienteering.



The Olympic legacy continued

Dovetailing the facilities into governing bodies' strategic plans is also important for a long-lasting return on our investment. We've got together with British Cycling, for example, to see how the London velodrome might work as feeder site for regional training squads before cyclists are picked to train at the national centre in Manchester. This would mean less potential overlap, and a more structured approach to nurturing new talent.

We are helping to identify and, where necessary, improve, London-based venues that can be used as training facilities while the Games are actually taking place.



Not all the London 2012 facilities will be permanent. Basketball courts, seating, training areas – many of these will be moved and redeployed elsewhere after the Games. Over the past financial year, we've acted as an advisor to DCMS, consulting with governing bodies and local authorities to find out where these sporting assets can make the most difference.

We worked closely with the Mayor of London to plan the sporting legacy London 2012 will give to Londoners. We jointly hosted consultation sessions with the Greater London Authority and ensured the resulting strategy fits in with both our outcomes and targets, and those of the governing bodies.

Looking ahead, we will continue our work alongside the Olympic Delivery Authority, LOCOG, the Olympic Park Legacy Company and DCMS to see that London 2012 delivers the best-possible value for money.

We will also help local authorities and regional development agencies create training and holding camps for competing countries in the lead up to the Games.

And we are helping to identify and, where necessary, improve, London-based venues that can be used as training facilities while the Games are actually taking place.

Improving these facilities to meet the standards of sports' international federations will give local clubs and communities access to higher quality community sports facilities for many years to come.

Above all, we will make sure this once-in-a-lifetime facility investment meets the needs of our sustainable facilities strategy – if they aren't fit for long-term survival, we simply won't support them. And if they don't fundamentally support the needs of the community they serve, we won't invest.

We worked closely with the Mayor of London to plan the sporting legacy London 2012 will give to Londoners.





Review

Focused on future generations.

Children and young people are the future of sport. That's why the Sport England strategy for 2008-2011 and beyond is underlines our commitment to get more of them playing more sport.

Future generations continued

Children and young people are the future of sport. That's why the Sport England strategy for 2008-2011 and beyond underlines our commitment to get more of them playing more sport.

In terms of funding, we've increased our investment in the Government's PE and Sport Strategy for Young People to £23 million a year (that's up by over £14 million). This aims to give youngsters in England access to at least five hours of PE and sport a week.

Together with our partners at the Youth Sport Trust (YST), we have mapped out clear roles and responsibilities. YST takes responsibility for school sport, while Sport England leads on community and club activity.

What's more, we have put funding into national governing bodies specifically to create better links between clubs and schools, as well as broadening the opportunities for young volunteers. This initiative has paid off, with many more 5-19 year olds joining clubs to play sport or help out.

In 2008-2009, the percentage of children and young people participating in club sport rose by three points to 32% (this compares with just 19% in 2003-2004).

Similarly, the percentage of 14-19 year olds involved with sports volunteering grew by three points to 20% (in 2003-2004 this stood at 9%).

In an effort to increase choice and improve access, the number of governing bodies who are being funded to achieve the Government's five hour offer has been increased from 23 to 34. And in 2009-2013, we'll be investing over £16 million through governing bodies to draw in at least another 500,000 new young club players and volunteers.

In addition, two new community-based programmes were launched as part of the five hour offer. Recruit into Coaching went live in 2008. The scheme aims to attract parents and train volunteer coaches across 70 of the most deprived communities in England. In its first three months, 432 new coaches came on board.

The Sport Unlimited programme is our largest single investment into children and young people (£36 million over three years 2008-2011). It went live in April 2008 and is already delivering real results.

Finally, we put our young athlete mentoring programmes (Sporting Champions and Respect Athlete Mentoring Programme) out for re-tender. The contract was awarded to a consortium consisting of Creating Excellence and the Dame Kelly Holmes Trust. The programmes will both re-launch in 2009, aligned more closely to the community and club element of the Government's five hour offer.

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Sport Unlimited

Sport Unlimited is an innovative new youth sports programme which cascades funding to local communities via the county sport partnerships network. It's targeted at youngsters who may have some interest in sport, but aren't particularly engaged with community or club sport. In April 2008 the programme went live in 12 trailblazer areas, followed by a national roll out in September that year.

The first step in the programme is to establish what sports young people actually want to do. Closely followed by when, where and how. Popular alternative sports include trampolining, climbing, free running (also known as parkour), BMXing, street dance, skiing and horse riding. These sit alongside more traditional sports such as football, badminton and tennis, often repackaged or adapted to be more relevant to a younger audience.



Future generations continued

Local providers organise 10-week, high-quality Sport Unlimited taster sessions designed to inspire youngsters to sign up for longer-term participation in local clubs and in the community. We aim to get 900,000 young people along to these taster sessions, and want at least a third (300,000) to commit to their chosen sport.

The first full year's results will be available in summer 2009. But already, by the end of the first term of national coverage (autumn 2008), 84,000 young people had taken part in the taster sessions, with 62,500 attending six or more sessions. And, bucking the normal trend, we have attracted slightly more girls than boys.

We've seen success across the country during the first year of the programme. Greater Sport, in Manchester, has run over 560 taster sessions featuring 45 different sports. In Bradford, a series of Saturday events were staged to encourage young Muslims to take up more sport.



We aim to get 900,000 young people along to these taster sessions, and want at least a third (300,000) to commit to their chosen sport.



The spirit of Sport Unlimited is captured by 14-year-old Chelsea, who talked to us during initial research. She was worried about looking silly in front of girls who were in sports teams at her school. After the taster sailing sessions she said, "It's really fun... you make a lot of friends and get more confident. It really doesn't matter if you're complete beginner, you learn along the way. It's given me confidence not only in sport but socially and in school."

Focused on safeguarding children

When children play sport, they should be able to do so feeling totally safe and secure. If they are to grow up embracing sport, the experience needs to be positive and enjoyable from day one and we have put measures in place to make sure it is.

In 2001, the Child Protection in Sport Unit was launched and jointly-funded by Sport England and the NSPCC. Since then, our world-leading achievements have been recognised by the United Nations in their global study of children.

The unit's remit is to help children play sport, stay safe, enjoy and achieve. It has set out Standards for Safeguarding and Protecting Children in Sport which national governing bodies and county sports partnerships are required to put in place. This standards framework is an acknowledged market leader, encouraging sports organisations to safeguard children, in line with their statutory responsibilities, and to ensure best practice.

There are three levels of achievement – preliminary, intermediate and advanced. To qualify for the intermediate and advanced levels, organisations need to show commitment and action in keeping children and young people safe. To date, with the support of the Children Protection in Sport Unit, 52 governing bodies have achieved preliminary level, and 33 have achieved intermediate level. As for CSPs, all 49 have achieved preliminary level, while 45 have achieved intermediate level. This has been a huge effort and we congratulate the sports and partnerships.

These tiered standards give parents, staff and volunteers confidence that the overall sporting experience for young people is being actively monitored, and that safety and welfare issues are taken seriously.

The following governing bodies and CSPs have achieved the advanced standard:

- Beds & Luton CSP
- Sport Essex
- Lincolnshire Sport
- Tyne & Wear Sport
- Lancashire Sport
- Berkshire Sport
- Active Devon
- Sport across Staffordshire & Stoke on Trent
- British Gymnastics
- Rugby Football League
- Rugby Football Union
- British Judo
- British Canoe Union
- British Orienteering
- England Basketball
- British Wheel of Yoga.

This has been a huge effort and we congratulate the sports and partnerships for their achievement.

33

NGBs have achieved intermediate level in Standards for Safeguarding and Protecting Children in Sport.

45

CSPs have achieved intermediate level in Standards for Safeguarding and Protecting Children in Sport.





Focused on higher and further education.

We believe almost one third of the one million people we want to get playing more sport will be students.

Higher and further education continued

We believe almost one third of the one million people we want to get playing more sport will be students.

That's why we our strategy identifies colleges, universities and other organisations from these areas as critical partners if we are to successfully grow participation.

We are beginning to work with further education and are laying the foundations for future projects.

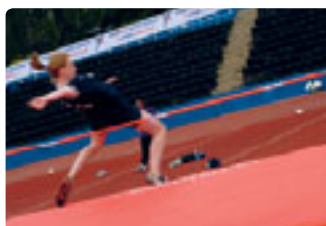
And we are building on the contribution higher education already makes to community sport. We have already supported a range of projects with various universities. For example, we invested in the Sports Universities North East England partnership, which runs successful community outreach programmes.

Initiatives like this, however, are just the tip of the iceberg. With the right direction, more can be accomplished. So we're trying to generate a more structured and progressive partnership with this sector.

In July 2008, a Higher Education Stakeholder Group was set up to help develop our thinking. The following October, British Universities and Colleges Sport (BUCS) was launched as the new national voice of higher and further education sport. We also published a pamphlet, exploring the various ways we would all work together to stimulate a debate.

A consultation event, hosted jointly by us and BUCS in February, sought to draw conclusions from these discussions. It brought together representatives from 43 higher education institutions, along with governing bodies, county sports partnerships and others from across England.

With the right direction, more can be accomplished. So we're trying to generate a more structured and progressive partnership with this sector.



Since the launch of the new Sport England strategy, we've taken steps to foster a more structured and progressive partnership with higher education.



Together we created a partnership plan which will be published later this year, setting out a proposed agenda for the next 18 months (July 2009 to December 2010). Actions will be organised into four themes:

- Developing the partnership
- Raising the profile of higher education sport
- Increasing and sustaining participation through higher education
- Measuring the impact of higher education sport.





Focused on efficiency.

A clear focus and a sense of purpose is one thing. But to achieve our goals and satisfy our remit, we need to have the right structure and balance of skills in place. And as a publicly-funded organisation, it's imperative we operate as efficiently as possible.

Efficiency continued

A clear focus and a sense of purpose is one thing. But to achieve our goals and satisfy our remit, we need to have the right structure and balance of skills in place. And as a publicly-funded organisation, it's imperative we operate as efficiently as possible. For these reasons, Sport England was extensively restructured in 2008-2009.

We have reduced our operating costs by £4.7 million. This means that, after just 12 months we are well on track to meet our three-year commitment to reducing operation costs by £20 million.

We have also reduced the percentage of income spent on overheads from 15.2% in 2007-2008 to 10.4% in 2008-2009.

Our monthly average headcount is down to 250, from an agreed ceiling of 320.

But it's not all about numbers. We have also radically changed the way we operate. Working alongside our partners, we're confident that our teams and directorates now have the right people and processes to meet our Grow, Sustain and Excel outcomes.

Change isn't always easy, but it's vital if an organisation is to evolve and thrive. There's no denying it – there have been plenty of tough moments and hard decisions to make for Sport England over the past financial year. But now we are set up to focus on our core business – creating sporting opportunities in every community. And we're enjoying getting on with it.

Open funding programmes

Sports clubs, organisations and various other bodies can now apply for five, Lottery-funded open programmes run by Sport England. A simpler, centralised approach brings these programmes under one roof at our Shared Service Centre in Loughborough.

They are:

- The Small Grants Scheme – for awards between £300 and £10,000
- The Innovation Fund – which looks for new big ideas to drive up participation or transform community sport
- Sportsmatch – boosting community sport investment by matching sponsorship money pound for pound
- The Sustainable Investment in Community Sports Facilities Fund – supporting projects that can generate enough revenue to maintain consistently high standards, varied sporting opportunities, and outreach work. Although this is an open fund, some applications will also be solicited
- Themed Rounds – a series of funding rounds focused on specific issues. We're starting by investigating ways to invigorate sport in rural communities.

We closed the Community Investment Fund in the spring of this year, but are continuing to work with those projects still in receipt of money to ensure they deliver on their promised targets. We would like to thank the nine Regional Sports Boards for all their help in awarding grants under this scheme. And we look forward to working with the nine incoming ministerial appointees who will act as an advocate for grassroots sport in their area.

All for one and one for all

Previously, there were nine regions making independent funding decisions. Now we are a single decision and grant-making body. This allows our regional offices to focus on connecting local and regional government agendas with the aims of the governing bodies. It puts us in a better position to generate more investment in sport and make the most of the funds we invest.

Now we are set up to focus on our core business – creating sporting opportunities in every community. And we're enjoying getting on with it.



Efficiency Case Study #1: Helping national governing bodies develop close links with schools

by Cassell Bailey, Project Manager, Club Links

I support national governing bodies develop close links with schools so children and young people can make the transition from school sport to club sport. This directly supports two major Sport England targets – encouraging children and young people to do at least five hours of sport a week, and reducing the numbers who drop out of sport when they leave school at 16.

A number of governing bodies are new to Club Links, so I support them to find ways to use the programme to their best advantage.

Where organisations are already involved, I help them keep existing schemes fresh and innovative. We're keen on continuous improvement, so instead of just producing a dry and dusty report when a scheme wraps up, we evaluate as we go along.

This way, we can help everyone learn during the process, and influence the outcome.

I have to make sure this work connects with our other schemes, including Sport Unlimited, Premier League 4 Sport, and Leadership and Volunteering.

All our initiatives should link together to get young people into the habit of regular sport – rather than just sporadic bursts of activity.

I've worked at Sport England for three years now in a variety of roles. What I love about this job is the real focus of my team's remit. We're totally clear about what we have to do to galvanise children and young people. And we're going to do it.

**We're keen on continuous
improvement... we evaluate
as we go along.**



Efficiency Case Study #2: Building close working relationships with local authorities

by Judith Rasmussen, Regional Strategic Lead, North East office

My role is to build close working relationships with local authorities in the north east, helping them understand Sport England's new agenda and how we are working with National Governing Bodies of Sport in their area. They need to understand what's in it for them, and how they can make the most of it.

Although we have moved more funding directly into governing bodies, the money is still there. It's just that now, local authorities and other regional partners need to work with governing bodies and Sport England to access it.

I'm here to help them do just that. We can help them achieve their NI8 targets for adult participation in sport and active recreation, by joining them up with organisations interested in investing in sport in their area – and through our specialist knowledge of planning and facility design, help them make the most of that investment too.

I also need to communicate the true power of sport. Persuading people involved in local authority issues such as health, social cohesion and education that sport can play a positive role in many different ways.

I've been at Sport England for 12 years and perhaps sometimes we've spread ourselves too thinly, trying to do too much. Our strategy and structure mean we're now focused on sport, achieving our outcomes, and getting more people doing more sport more often.

**We're now focused on sport,
achieving our outcomes,
and getting more people
doing more sport more often.**



Efficiency Case Study #3: Building strong relationships with governing bodies

by Phil de Glanville, Relationship Manager, NGB and Sport Team

It's my job to build strong relationships with up to five governing bodies so I can help them achieve the outcomes they've agreed. Sport England has a public duty to make sure governing bodies spend our investment properly – and in the ways they said they would. But that's only part of it.

My main role is to really understand the sports I'm responsible for. It's not a job you can do from your desk. You have to get out there and

spend time at the coal face – visiting clubs, watching competitions, getting to know and understand the people involved and the issues they face. It's also about the governing bodies getting to know and understand me.

Without building trust, it's hard to be the 'critical friend' I need to be with governing bodies. I have to be able to push and challenge; to keep them focused on the Grow, Sustain, Excel outcomes.

I joined Sport England South West five years ago, and worked as Head of Partner and Head of Delivery before joining the national NGB team. Having played rugby – and captained the England rugby team – I'm looking forward to driving community sport to the same levels of success.

**It's not a job you can do
from your desk. You have
to get out there and spend
time at the coal face.**



Funding agreement 2005-2006 to 2007-2008

On 10 March 2008, the Secretary of State for Culture, Media and Sport approved Sport England's new strategy which focused resources on building the foundations of sporting success through the creation of a world leading community sports system.

The agreement which secured grant-in-aid funding from DCMS, committed us to working towards five targets. These are grouped into our three strategic outcomes of grow, sustain and excel.

Grow

- One million people doing more sport by 2012-2013
- A major contribution to the delivery of the five hour sport offer engaging more 5-19 year olds in sport.

Sustain

- A reduction in post-16 drop-off in at least five sports by 25% by 2012-2013
- A quantifiable increase in satisfaction (actual measure to be determined).

Excel

- Improved talent development systems in at least 25 sports.

The funding agreement stated that we should work towards these targets by:

- Commissioning the national governing bodies to deliver the key outcomes of our strategy through the 2009-2013 funding cycle
- Engaging other partners – such as local authorities, equality groups and the third sector and the private sector – to influence their investment in sport or to draw on their specialist expertise to achieve our targets

- Working with SportsCoach UK to focus investment on frontline coaching through governing bodies and work with Youth Sport Trust and governing bodies to deliver the Coaching for Young People strand of the PE and Sport Strategy for Young People (PESSYP)
- Working with governing bodies and partners such as the Football Foundation to create accessible, modern sports clubs structures within each sport and across multiple sports where appropriate
- Helping governing bodies attract and retain more volunteers, reduce the burdens volunteers face and ensure that professional support enhances and complements existing voluntary systems
- Working closely with our partners in the sporting landscape, especially UK Sport and the Youth Sport Trust, to ensure a holistic and seamless approach.

A new funding agreement for 2009-2010 is currently being agreed with DCMS.

Financial performance

We prepare two sets of statutory accounts; one for our grant-in-aid funded activities and for our Lottery funded activities. These two sets of accounts are prepared on different accounting bases.

The differences between them are explained as follows.

The grant-in-aid accounts are prepared on the normal concept of accruals accounting. Awards are recorded as expenditure in the period to which they refer.

While our target of making £20 million savings in three years available to sport is challenging, we remain confident that we are on course to achieve it.

The Lottery accounts are prepared on the basis of expenditure commitments and recognise firm offers of awards to applicants made during the year, regardless of the period or periods to which the awards relate.

The grant-in-aid accounts are required to show grant-in-aid as financing rather than as income for the period.

The Lottery accounts show Sport England's share of the National Lottery Distribution Fund as income.

In 2008-2009 grant-in-aid increased by some £20 million. The majority of this additional income funded Sport England's contribution to the delivery of the club and community element of the 5 hour school sport offer for under-sixteens and three hours of community sport for 16-19 year olds.

Lottery income in 2008-2009 has declined from the 2007-2008 level. Lower investment returns and the first agreed transfer of funds to the Olympic Lottery Distribution Fund contributed to this decline.

Staff and operating costs on both the grant-in-aid and Lottery accounts are broadly the same as in 2007-2008. There has been an increase in costs on the grant-in-aid account with a corresponding decrease on the Lottery account. The combined staff costs for grant-in-aid account and Lottery, excluding restructuring costs, represents an increase of approximately 3% with a decrease in combined operating costs of approximately 3%.

Organisational health

Operating costs cover all our wider activities as well as our own operating costs. They include statutory and non-statutory work on planning, technical advice on sports facilities, regional and national advocacy for sport, research, and the administration of awards.

We believe we can always work harder, smarter and more efficiently. We have taken steps to improve our efficiency during the year. While our target of making £20 million savings in three years available to sport is challenging, we remain confident that we are on course to achieve it.

We do however need to get quicker at responding to more grant applications within eight weeks. Although we only just missed our 90% target this is not good enough. Our new streamlined and centralised service centre, where funding applications will be processed, will help us do this.

In a tough economic climate it is more important than ever for us to use our investment to attract more funding into sport – and we are pleased to have beaten this target by 62%.

Due to the restructure and change in our strategy and processes, we did not conduct either a customer satisfaction or a colleague satisfaction survey in 2008-2009. However these do remain important measures for us and we do intend to survey both groups of stakeholders in the 2009-2010 financial year.

Lottery commitments and balances held at the National Lottery Distribution Fund

As at 31 March 2009 our balance at the National Lottery Distribution Fund was £181 million, which is £21 million lower than the balance at 31 March 2008.

Hard and soft Lottery commitments as at 31 March 2009 totalled £203 million.

As recommended by the NAO in their 2004 reporting, Managing Lottery Distribution Fund Balances, our Board sets the policy by which the organisation may make Lottery commitments above the level of the funds currently held on its behalf in the National Lottery Distribution Fund.

Organisational health targets

Target	2007-2008	2008-2009
Sport England operating costs as percentage of revenues	Exchequer: 17% Lottery: 13.7% Aggregate: 15.2%	Exchequer: 8.5% Lottery: 12.6% Aggregate: 10.4%
Percentage of grant applications responded to within eight weeks of receipt	Target: 90% Actual: 95%	Target: 90% Actual: 87.27%
Investment of resources into sport	Target: £2 for every £1 invested Actual: £2.84 for every £1 invested	Target: £2 for every £1 invested Actual: £3.24 for every £1 invested

Our Main Board reviewed the policy in 2007-2008 and decided that we will make such commitments up to the value of two years' future income, provide that its forecasts of cash flow demonstrate that our balance at the National Lottery Distribution Fund will not fall below £20 million.

Lottery funding and additionality

Lottery funding is distinct from government funding. It does not replace Exchequer spending but it can, when appropriate, complement government and other programmes, policies and funding.

All Lottery distributors are required to report on their policy and practice.

Considerations of additionality are a key part of our programme development process. We work closely with leading organisations and experts in the relevant sectors to ensure that our funding programmes add value to government and other funding, but are also complementary.

In some circumstances grant offices assessing an application may have to judge whether a project is additional. Clear guidance has been developed to ensure that Lottery funding will not subsidise or replace statutory funding for a service and will not duplicate statutory responsibilities. We work hard to ensure that this is applied consistently and fairly. All awards made in 2008-2009 have been consistent with this definition.

Corporate responsibility and sustainable development

We are committed to supporting and promoting sustainable development in all aspects of our work. This includes investing in projects and facilities that demonstrate sound business plans that will support them financially beyond the end of the grants they are applying for.

We have continued to play a role in the DCMS Sustainable Development Forum.

We promote environmental objectives and have strengthened the environmental advice in our published design guidance.

Performance management and requests for information

We actively manage our performance and provide performance information to DCMS on a quarterly basis.

Sport England has policies and procedures in place to monitor sickness absence, both long- and short-term. This information is regularly reported to the Executive Team and to the Sport England Board. During 2008-2009, sick absence excluding long-term sick absence averaged 3.6 days per person and 10 colleagues had long-term sick absences (defined as periods of 20 or more days).

As a public body we receive numerous requests for information including parliamentary questions and freedom of information requests.

From 1 April 2008 to 31 March 2009 we received 244 requests to help answer parliamentary and other DCMS questions. We also received 70 requests for information under the Freedom of Information Act. All of these requests were dealt with on time.

Financial and performance review continued

Reporting of personal data related incidents

As a government agency, we are committed to being open about any incidents which lead to the loss of personal data. This is part of a wider government commitment to greater transparency on information risk management that was first published by the Cabinet Office on 17 December 2007.

An incident is the loss, unauthorised disclosure or insecure disposal as described in the table opposite. Protected personal data is defined as data that meets the definition of the minimum scope of personal protected data or data that departments consider should receive a similar level of protection because it would put those affected at significant risk of harm or distress.

If the disclosure of an incident would itself create an unacceptable risk of harm, it may be excluded in accordance with the exemptions contained in the Freedom of Information Act 2000 or may be subject to the limitations of other UK information legislation.

Table 1: Summary of protected personal data related incidents formally reported to the information commissioner's office in 2008-2009

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	Notification steps
None	None	None	None	None
Further action on information risk	We will continue to monitor and assess its information risks in order to identify and address any weaknesses and ensure continuous improvement of its systems.			

Table 2: Summary of other protected personal data related incidents in 2008-2009

Incidents deemed by the Data Controller not to fall within the criteria for report to the Information Commissioner's Office but recorded centrally within the Department are set out in the table below. Small localised incidents are not recorded centrally and are not cited in these figures.

Category	Nature of incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper document from secured government premises	None
II	Loss of inadequately protected electronic equipment, devices or paper document from outside secured government premises	None
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	None
IV	Unauthorised disclosure	None
V	Other	None

We are committed to supporting and promoting sustainable development in all aspects of our work.

To read Sport England's Annual Report and Accounts
2008-2009 go to www.sportengland.org/annualreport

This document can be provided in alternative languages or alternative formats such as large print, Braille, tape and on disk up on request. Call the Sport England switchboard on 08458 508508 for more details.

More information

To find out more about Sport England's Strategy for 2008-11 and to get the latest news and information about various initiatives and programmes, please go to:
www.sportengland.org

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