

FIRST GAME PLAN DELIVERY REPORT; APRIL 2004



Incorporating:

supplementary report on *The Government's Plan for Sport*; and
progress report on the national strategy for PE, school sport and club links.

Game Plan was published in December 2002 as the report of the Prime Minister's Strategy Unit. It set out the necessary components for a "strategy for delivering the Government's sport and physical activity objectives". This Delivery Report covers the implementation of *Game Plan's* recommendations on:

- * developing the UK's sport and physical activity culture (recommendations 4.1 to 4.2);
- * enhancing international success (recommendations 5.1 – 5.4);
- * improving our approach to mega events and major sporting facilities (recommendations 6.1 to 6.2); and
- * improving our organisational structures for delivering sport and physical activity (recommendations 7.1 – 7.4)

Game Plan recommended an annual report on the implementation of its other proposals (recommendation 8.1). Progress to date is set out below, and case studies illustrating delivery in schools and communities are included where appropriate.

In preparing *Game Plan*, the Strategy Unit drew on the Government's earlier *Plan for Sport* (April 2001) to inform its recommendations on sport in education, in the community (and national governing bodies), and on our World Class Programmes.

Even before the publication of *Game Plan*, a great deal of progress had been made in these areas. Many of the *Plan for Sport* targets have now been delivered or exceeded, or have been superseded following structural reforms to sport's public funding bodies and other developments. However, the recommendations remain relevant. So although the second report on the *Plan for Sport* in April 2003 was intended to be the final one, this report discusses the delivery of the *Plan* where this is directly relevant to the *Game Plan* recommendations, or where significant progress has been made in areas not considered by the Strategy Unit. References to the *Plan for Sport* are clearly signposted in the text.

Both *Game Plan* and the *Plan for Sport* are at www.culture.gov.uk.

Progress in implementing the national strategy for PE, school sport and club links (PESSCL) is discussed in the context of both *Game Plan* and the *Plan for Sport*.

Game Plan Recommendation 4.1: To begin raising mass participation for young people and adults, particularly women and the elderly.

Progress against this overall recommendation has been rapid, both in the provision of opportunities for schools and community participation through new and existing funding programmes, and in terms of work towards a national strategy for raising activity levels through the Activity Co-ordination Team (ACT).

This section also includes a detailed progress report on the PE, School Sport and Club Links programme (PESSCL). Although this is not specifically dealt with in *Game Plan*, it forms a central part of the participation drive. It also formed a significant component of the *Plan for Sport*.

Recommendation 4.1(a): a cross departmental Sport and Physical Activity Board (SPAB) should be created (by April 2003).

Renamed the Activity Co-ordination Team (ACT), the body first met on 8 July 2003 under the joint chairmanship of the Minister for Sport and the Minister for Public Health. ACT includes:

DCMS
Department of Health
Department for Transport
Home Office
Department for the Environment, Food and Rural Affairs
Department for Education and Skills
Department for Work and Pensions
Prime Minister's Office
Office of the Deputy Prime Minister
HM Treasury
Sport England
Health Development Agency
Local Government Association
New Opportunities Fund (NOF)

In preparing the strategy, ACT is considering barriers to participation, access issues, and recommended improvements in the context of its six workstreams:

Healthcare, Active Travel, Education, Workplace, Built Environment, Sport and Active Recreation.

Recommendation 4.1 (b): [ACT should] produce an implementation plan for priority pilots which will improve:

- * ***asset utilisation by having many more school (including those from the independent sector), FE and HE facilities available for community use;***
- * ***priority group targeting through voucher and other direct funding schemes;***
and

information dissemination through a co-ordinated training programme for health, education and local government (by April 2003).

ACT will be publishing a consultation document on how best to increase participation in physical activity

and sport at the beginning of May. .

Other work against these recommendations is summarised as follows:

Improved asset utilisation through increased community use of facilities at schools and other educational establishments is a key aim of the NOF School Sports Programme. Of total funding of £581.25 million in England over 2002-06, £222 million will have been committed to 601 projects by the end of April 2004. This is on target for 1700 completed projects by mid 2006.

Case study:

West Hill High School in Stalybridge North completed a four-court sports hall in July 2003 with the aid of a £1.1 million NOF grant. The poor state of the previous facility meant that pupils had to dry the hall's floor before lessons on rainy days. The new hall is improving both the hours of PE offered by the school to pupils, and its quality. Local adults, children and clubs, including a disability basketball team, use the facility outside of school hours making it a real community hub.

The NOF New Opportunities for PE and Sport (NOPES) funding takes forward the *Plan for Sport* recommendations for school sport at section 2.9.

Section 2.10 covered the £130 million Space for Sport and the Arts Programme for primary school sport facilities in 65 deprived areas across England. To date, £119 million has been committed under the Programme. 124 projects have been completed and a further 75 are on site.

£30 million from the NOPES Programme is invested through the Football Foundation, a three-way development partnership between the Government, the Football Association and the FA Premier League (the Foundation's total public funding over 2000 to 2004 will be in the region of £62 million). School sport projects are among 550 grass roots awards made by the Foundation so far.

To address priority group targeting, the DCMS Funding Agreement with Sport England includes targets for the engagement of disadvantaged groups. Sport England Regional Sports Boards have also set targets for addressing the needs of specific groups in funding decisions, including women, school leavers and older people.

To ensure effective information dissemination, the ACT agenda will be given wide publicity as part of the DCMS sports communications strategy. This follows a programme of speeches made, and interviews given, by DCMS Ministers on the subjects of obesity and physical activity over the winter and spring of 2004.

The Department of Health have announced a White Paper on public health – *Choosing Health?* – to be published later this summer. The consultation period began on 3 March and will close on 28 May. *Choosing Health*, the Public Health Consultation (available at www.dh.gov.uk/consultations) includes a number of questions on physical activity. The consultation on physical activity being initiated by ACT – *Choosing Activity?* - will contain more detailed questions on physical activity and sport and will feed into this process. The White Paper will set out Government's conclusions and priorities for action to improve public health in which physical activity will play a significant part.

Recommendation 4.1(c): [ACT] will

- * ***identify and co-ordinate Local Exercise and Activity Pilots (LEAP) NOF and other existing pilot projects with DCMS (by April 2003),***
- * ***jointly plan and commission further pilots and establish an innovation fund for external purposes ... (by September 2003); and***
- * ***consult on, develop & publish proposals for further investment to address long term mass participation for input into SR2004 [Spending Review] (by February 2004).***

The Government is co-ordinating community pilot projects in sport, outdoor recreation, active travel, active workplaces and health through ACT. Each has been mapped against ACT members' Departmental targets. These include Department for Transport walking and cycling initiatives.

Local Exercise and Activity Pilots (LEAPs) funded by the Department of Health, The Countryside Agency and Sport England, are planned or progressing in Ashton-Leigh-Wigan, Dudley, Durham, Great Yarmouth, Hastings, North Kirklees, Nottingham, Plymouth, Wandsworth, and West Cornwall. These are being monitored, evaluated, and findings are being considered by ACT's Research and Evidence Group (see recommendation 4.2 below).

Case study:

The Plymouth Primary Health Trust LEAP is supporting and promoting a range of measures for increasing levels of swimming in the city. In addition to work with primary schools, the pilot is providing free swimming for young people in Year 9 (aged 13-14) from deprived areas. Referrals are by schools, community or health workers, or refugee organisations. Structured sessions with individual targets will be supported by improved pathways to swimming clubs for young people.

As part of the Healthy Living Centre programme, a NOF-funded Regional Health and Activity Co-ordinator (RHAC) is being piloted to bring together Regional Government Offices and Development Agencies, the Regional Sports Board, Local Authorities, Primary Care Trusts, the voluntary sector and the fitness industry in the North West.

Case study:

Jackie Brennan is now in place as the North West RHAC. She has already introduced the innovative *Cycling for Health* project with the Primary Care Trust in Stockport, which uses cycling on easy trails to help people with Coronary Heart Disease. She is also working with a private sector partner on the *Safe Routes to Health* project in a deprived area of Salford. A key strand of her co-ordination role is the establishment of a regional physical activity task force charged with co-ordinating delivery of the physical activity aspects of the regional public health plan in tandem with the Regional Sports Board plan.

The recommended Innovation Fund has been implemented as the joint NOF/Sport England *Active England* Programme. Launched on 14 July 2003, this will put £108.5 million of Lottery funding into community sports and activity hubs across the country over 2003 to 2006. The Programme's aim

is to have at least one significant and innovative project completed in every region by March 2005. Funding has already been committed to 19 projects. Funding is to be committed by September 2004, with all projects operational by 31 December 2005.

Case study:

Approval has been given for a new multi-use community facility in Regents Park, London. This will incorporate a two-court sports hall, fitness suite, football pitch, cricket nets, and changing accommodation. Community facilities will include a skate park, youth room, crèche, ICT room, meeting rooms and a police station.

The national strategy for PE, school sport and club links

Game Plan recognised the importance of school sport and physical education. The **national strategy for PE, school sport and club links** was already a central component of the Government's work to raise attainment, health and sporting success among children. Work in evaluating PESSCL is an important part of the Government's drive to improve the sports policy evidence base (see recommendation 4.2 below). Detailed recommendations on PESSCL were also made in sections 2.13-2.24 of the *Plan for Sport*.

The strategy

PESSCL addresses an ambitious Public Service Agreement (PSA) target shared by DCMS and the Department for Education and Skills to increase the percentage of school children (aged 5-16) who spend a minimum of two hours each week on high-quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% by 2006.

The creation of networks of Specialist Sports Colleges and School Sport Partnerships - families of schools that enhance sports opportunities by improving coordination links between primary and secondary schools, out-of-hours opportunities, coaching, leadership and community use of school sport facilities - are the main delivery vehicles for PESSCL.

Partnerships are typically made up of a Specialist Sports College (*Plan for Sport* sections 2.13-2.14), eight secondary schools and around 45 feeder primary and special schools. Each receives a grant averaging £270,000 a year to pay for a full-time partnership Development Manager – normally based at the Sports College hub – responsible for strategic development and liaison with external agencies. One teacher from each secondary school is released for two days a week to allow them to take on the role of School Sport Coordinator (*Plan for Sport* section 2.16). Similar arrangements in primary or special schools identify and train Link Teachers for 12 days each year. The first Partnership schools were located in areas of urban and rural deprivation.

Coverage

There are now 222 School Sport Partnerships, with 1,243 School Sport Coordinators and 6,664 Link Teachers. Over a third of maintained schools in England now belong to a Partnership. 134 of the 150 Local Education Authorities have at least one Partnership, and 13 have 100% coverage. Half of all schools will belong to a Partnership by September 2004, three-quarters by September 2005 and, subject to the outcome of the 2004 Spending Review, all schools by September 2006.

Impact

The 2003/04 PESSCL annual survey sought information from all 8,105 schools that currently belong to one of the 222 Partnerships. 6,547 responded, a high (81%) rate that means that the

Government is confident that the information collected is representative of all Partnership schools.

The survey found that:

- * **participation in high-quality PE and school sport.** 62% of pupils spend at least two hours in a typical week on high-quality PE and school sport within and beyond the curriculum. 44% of pupils do so through curriculum provision alone. Participation already exceeds the PSA target level of 75% in Years 7, 8 and 9;
- * **intra-school competition.** In a typical week, 22% of pupils are involved in some form of competition within their school compared. This is most likely to take place among pupils from Year 7;
- * **sports days.** 96% of schools held at least one sports day or equivalent event during the last academic year;
- * **inter-school competition.** During the last academic year, 33% of pupils were involved in some form of competition between schools. This was most likely to take place among pupils from Year 6;
- * **provision of specific sports and activities.** Primary schools provide an average of 13 different sports and activities, rising to 19 among secondary schools. The most common are football (97%), dance and gymnastics (94% each), athletics (90%) and rounders (85%);
- * **club links for specific sports and activities.** Primary schools have club links for an average of four different sports and activities, rising to 10 among secondary schools. The most common are football (73%), cricket (45%), rugby union (39%), athletics (32%) and dance (28%);
- * **club participation.** 19% of pupils participated in clubs with which the school had links during the last academic year; and
- * **volunteering.** 10% of Year 10 and 11 pupils are actively involved in sports volunteering and leadership during the current academic year.

The full results of the 2003/04 PESSCL annual survey are available at www.teachernet.gov.uk/pe.

In addition to extensive evaluation in School Sport Partnerships (see above), work on this recommendation is being taken forward by ACT's Research and Evidence Team, which includes representatives of all ACT's partner organisations. Research has been commissioned on domestic and international participation programmes and pilots, on the impact of legal and regulatory measures on participation, and on the adequacy of the core activity drive target for adults of five 30 minutes per week of moderate exercise.

Recommendation 4.2(a): [to tender] for the compilation of a facilities database (by February 2003).

Work is afoot to develop the comprehensive facilities database called for in the recommendation at section 3.9 of the *Plan for Sport*.

Following a tender exercise in mid-2003, the project is now progressing and a limited version of the database is now accessible via the Sport England website. From July 2004, the public will be able to find details of:

sports halls, swimming pools, synthetic turf pitches, indoor bowls, indoor tennis, athletics tracks, golf courses, health & fitness, ski slopes, and ice rinks.

The information will include opening times, information on access and activities offered, and contact details. The database will be expanded in September 2004 to provide more strategic information for local authorities, Regional Development Agencies and other bodies. The project costs of £4.5 million are being met by Sport England and NOF.

The database will also include links to other existing sources of information such as the Football Foundation's Register of Football Facilities (REFF), which details information on every football pitch and facility in England.

Recommendation 4.2(b): commission the development of a national methodology for collecting participation and fitness data building on ... local methods; and

commencing a series of bi-annual surveys based on this approach.

4.2(c): commission academic research [on] issues requiring a longer term approach; and

ensure that all pilot projects and new initiatives should include from the beginning a description of the research and evaluation methodology to be used (by April 2003).

ACT has drawn up a Monitoring, Research and Evaluation plan to enable Government to track patterns, trends and progress, and to provide guidance and assistance to local practitioners on what interventions are most likely to work. This will inform the role of Government in ensuring that best practice from around the UK (and indeed the world) is shared quickly and effectively so that activity rates increase as planned. A set of recommendations for tracking changes in the levels of participation in physical activity is being drafted for consideration by Ministers.

In February 2004 Sport England in partnership with UK Sport launched the Value of Sport Monitor web based tool www.sportengland.org with the best, up to date evidence for sport. The resource helps identify what works best and is helping to make the case for the contribution of sport to health, education, economic and community cohesion more systematically than ever before.

Game Plan Recommendations on Enhancing International Success

Game Plan's recommendations for improving the UK's sporting performance on the world stage covered high performance funding, talent identification, reform of the Government's funding

organisations, and the modernisation of governing bodies. Progress has been rapid in all these areas.

Recommendation 5.1: to improve targeting of high performance funding more transparent criteria should be published, which:

- * ***consider the use of financial rewards for performance;***
- * ***take into account the extent to which sports should receive public funding for high performance sport in relation to their income;***
- * ***adopt a portfolio approach to high performance funding; and***
- * ***take account of sustained public sporting preferences through regular surveys (all by April 2005).***

UK Sport has incorporated all four points into its decision-making criteria for informing the funding of all sports in their next four year plans, commencing in 2004. Alongside this work, UK Sport has commissioned an annual Sporting Preferences survey.

Recommendation 5.2: to improve talent identification and development so that young athletes are better able to maximize their potentials:

- * ***a DCMS working group should be established to build on the work of the School Sport Co-ordinators and create proposals for a more systematic approach to talent identification (by summer 2003);***
- * ***DfES pilot framework for development of young sports people should be agreed and made available to support talent development in every LEA. It should be extended to cover FE and HE institutions (by spring 2006).***

Recommendations on long term athlete development were made in the *Plan for Sport* at section 3.23.

The Youth Sport Trust published a framework for a more systematic approach to talent development in January 2004. Developed by the Trust with DCMS, DfES, Sport England, UK Sport the English Institute of Sport, UCS, national governing bodies, and sport equity groups, it is available at www.youthsporttrust.org/talentradder.

The framework underpins the gifted and talented education strand of the wider PE, school sport and club links national strategy. The gifted and talented strand is establishing a talent development programme in all school sport partnerships – so far operational in 110. It is also running multi-skill academies, with 65 having taken place to date, and national performance camps for elite young athletes. A quality standard for gifted and talented education in PE and sport is under development. A co-ordinator for disabled, gifted and talented students has been appointed and is supporting this target group while also ensuring that support for disabled students is integrated throughout the strand. Further details of other elements of the strand are available on the website.

For 16-25 year olds the new Talented Athlete Scholarship Scheme (TASS) is encouraging joint working between the higher education sector and sport's governing bodies, and providing £3 million a year from April 2004 for scholarships and bursaries for our top young athletes. Nine regional TASS consortia of Universities and Colleges working with National Governing Bodies and

EIS regional centres have been established to deliver high quality facilities and support services to ensure the most talented young people don't drop out of sport when they leave school.

In addition, the development by SkillsActive of the Sporting Excellence Modern Apprenticeship Scheme in association with leading governing bodies is providing additional financial, lifestyle and personal development support for talented athletes who are working, or hoping to work as professional sports men and women.

Recommendation 5.3: to clarify high performance funding in a devolved context and build a new partnership with NGBs which focuses on the needs of athletes, there should be:

a) simplification of which sports are funded at a devolved and which at a UK level (by summer 2003).

The clarification of funding for sports at Devolved and UK level is being taken forward as part of the UK Sport reform agenda under its Interim Chair, Sue Campbell. Alongside input from the consultants, Collinson Grant Ltd, a formal review panel has been established to consider this issue. This includes Sport England, SportsScotland, the Sports Councils for Wales and Northern Ireland, the British Olympic and Paralympic Associations, the Welsh Assembly and the Scottish Executive. The Sports Cabinet considered this issue in the context of UK Sport's Business Plan presented at their meeting in April 2004. It was agreed that further work should be undertaken and be presented to the Sports Cabinet by July.

5.3(b): the implementation of one stop plan approach to NGB funding (by October 2004).

The Government agreed with *Game Plan* that a one stop planning approach to governing body funding will reduce bureaucracy and improve the abilities of sports to bring on talent. The principles of one stop planning agreed by the Sports Cabinet on 23 October 2003, and the 10 UK-wide governing bodies which will pilot it were announced as follows. These are:

athletics, canoeing, cycling, equestrianism, gymnastics, judo, rowing, triathlon, sailing and swimming.

A UK Sport conference including these sports was held on the same day, following which UK Sport issued planning guidance on 1 December 2003.

Sport England have also identified 10 "priority sports": badminton, cricket, football, golf, hockey, netball, rugby league, rugby union, squash and tennis. These will establish four-year, "whole sport" funding agreements with Sport England under a wider package including grass roots development announced at Twickenham on 18 November 2003. Sports will be given the responsibility for drawing up the plans against strategic Sport England objectives. All 10 plans will be fully implemented from April 2005.

Sport England is also working with 10 further "development sports" to prepare them to be eligible for whole sport funding in the future:

basketball, bowls, boxing, dance and movement, karate, rounders/softball/baseball, lacrosse, outdoor pursuits (includes mountaineering and angling), table tennis, and volleyball.

5.3(c) The continuation of the NGB modernisation programme. This will include:

*** funding agreements with NGBs which:**

***as far as possible cover a four year period (given the Olympic cycle and the government's spending cycle);
are linked to performance in terms of mass participation and international success targets;
include efficiency targets; and
are reviewed on at least an annual basis to monitor performance.***

*** a review into alternative sources of support for NGBs. In particular it should consider what steps could be taken to facilitate matched funding, sponsorship and other forms of partnership working;**

*** a rationalisation of the number of funded NGBs, with the continued aim of funding one per sport (taking account of home country representation); and**

*** the high performance panel of the Sports Councils and the BOA/BPA to scrutinise and agree these sport-specific plans, in order to ensure a collective approach to funding (all by summer 2003).**

Four year agreements are already in place for World Class Performance Programme (WCPP) funding during the current Olympic cycle (that is, from 2001-5). These include Performance Action Plans, setting targets and objectives for all aspects of governing bodies' activities. These will be reshaped into strategic agreements with a focus on outcomes for the next Olympic cycle

UK Sport working with the Home Country Sports Councils, has identified 10 UK wide One Stop Plan sports with whom they are working on One Stop Planning. The broader One Stop Plans are due for submission in November 2004 for funding from April 2005 for the 4 year period to 2009.

SE is working with English Governing Bodies on whole sport (English) plans and Key Performance Indicators across the Start, Stay and Succeed continuum. UK Sport is inputting at the succeed level. This work will feed into the One Stop Planning guidelines.

Draft World Class Performance Plans have already been submitted and have been reviewed by home country Sports Councils, BOA and Institutes. An initial evaluation has been completed to inform UK Sports Business Planning.

Joined up funding decisions will be made across the Sports Councils in the early part of 2005. BOA, BPA and the Institutes will have an opportunity to contribute to the evaluation of performance aspects of those plans. UK Sport is taking the lead in drawing up proposals on how the relationship with the Governing Bodies and the monitoring and evaluation of the One Stop Plans is managed. This will include ongoing informal evaluation, support and challenge and more formal annual reviews.

The 2003 *Investing in Change* report echoed the *Game Plan* recommendation on governing body numbers. UK Sport and the Home Nations' Sports Councils aim to be funding only one national governing body per sport by March 2005. Sport England's work with the 10 "development sports" (see 5.3(c) above) includes support for work towards the achievement of single organising bodies in individual sports.

As part of the Investing in Change programme, awards include initiatives that will rationalise and improve the commercial focus of NGBs.

5.3(d) Improved co-ordination of high performance sport at UK level:

- * *the Sport Cabinet to publish terms of reference ... ; and*
- * *[the publication of] a clearer statement of responsibilities, expected deliverables and the relationship between BOA and UK Sport (both by spring 2003).*

Information about the role of the Sports Cabinet is published on the DCMS website www.culture.gov.uk

UK Sport is presently in negotiation with the British Olympic Association with the aim of clarifying their respective roles, particularly in relation to athlete medical services.

Recommendation 5.4: to create service delivery more focused on the needs of NGBs and athletes there should be,

For EIS:

- * *in the short term, quality control mechanisms;*
- * *in the medium term, NGBs should be audited to determine whether they have "earned autonomy" to receive funding for [EIS] services direct from Sport England, and EIS should become independent of Sport England; and*
- * *in the long term, the majority of NGBs should be funded directly (all by 2007).*

For UKSI:

A review the UKSI central services team, to consider transferring its functions to four HC institutes or independent delivery partners (by 2005).

The English Institute of Sport (EIS) has been reviewed as part of the Sport England modernisation programme over 2003/04, and a degree of rationalisation of the network has been introduced. The EIS will not become independent in the short term. However, the greater autonomy given to the 20 "one stop" and "whole sport" national governing bodies (see 5.3 above) will allow them to contract for services with EIS according to their individual requirements.

The 2003 Review of the UK Sports Institute (UKSI) services team formed part of the wider review of UK Sport. After consultation with the Home Nations' Sports Councils and Sports Institutes, governing bodies, and the British Olympic and Paralympic Associations, the role of the UKSI Central Services Team at UK Sport has been redefined and staffing reduced from 24 to 16. The resulting savings have been redirected to support the World Class Programme.

The EIS and the UKSI took forward the recommendations of the *Plan for Sport* at sections 4.10 and 4.12 respectively.

Game Plan Recommendations on Improved Approach to Mega Events

The Government has taken forward the *Game Plan* recommendations on mega events, applying best practice from the successful Manchester Commonwealth Games in 2002 to both its general approach, and to the particular demands of the 2012 London Olympic Bid.

Recommendation 6.1: to co-ordinate better international activity on sport, the existing International Sports Committee should report to a Cabinet Committee as appropriate ("ongoing").

Since *Game Plan*, DCMS has established an International Sports Policy Group, which includes the Devolved Administrations, UK Sport, the British Council, the FCO and other relevant stakeholders. The Group is developing an international sports strategy for presentation to the Sports Cabinet in spring 2004. Subject to that, further international work will depend on resources becoming available from the current Spending Review.

Recommendation 6.2: to improve the Government's approach to mega events:

- a) ***a "Mega Events Centre of Expertise should be created with appropriate investment appraisal, negotiation and project management skills;***
- b) ***the Prime Minister should appoint, if required, a specific Minister for a specific mega event (a. and b. by June 2003);***
- c) ***a 20 year [mega events] forecast to be developed (by December 2003);***
- d) ***operational guidance and protocols for bidding, delivery and evaluation of mega events should be produced to ensure consistency of approach (by June 2003).***

The DCMS Olympic Games Unit, led at Director level by Paul Bolt, was established as a "Centre of Expertise" during 2003. Additional project management support is provided by the Developing Excellence Unit within the DCMS Strategy Division.

The Government will deal with Ministerial responsibility for mega events on a case-by-case basis. There is a Secretary of State with explicit responsibility for Sport in Cabinet and a Minister of State for Sport and Tourism. Should the need arise to appoint a specific Minister, as was the case with the 2002 Commonwealth Games in Manchester, the Prime Minister will do so.

A draft mega events forecast is to form part of the UK Sport International Sport and Major Events Planning strategy, which will be published on the UK Sport Website. The forecast is presently out for consultation with DCMS, the Devolved Administrations and Sports Councils, the British Olympic Association, and other Home Nations sports bodies. When this process is complete, the document will set out key principles for bidding for major and mega events, including past best practice. This will strengthen the existing Government approach - which is illustrated by the DCMS response to the Select Committee Report on Wembley in 2002, as follows:

"The Government has learned lessons from Wembley and on the very successful Commonwealth Games. The Government carried out an exhaustive analysis of risks and possible costs before making the decision to support an Olympic bid and the Department has established a dedicated Olympic bid project team. The Department working

extensively with the other stakeholders (the Mayor, the BOA, the LDA, Sport England and the bidding company, London 2012) are developing staging structures, with proper accountability, to be used if our bid to host the Games is successful.”

Game Plan Recommendations on Improving the Organisation and Delivery of Sport and Physical Activity

The Government has acted quickly to implement the *Game Plan* recommendations on the organisation of sports policymaking, and on improving delivery by our funding bodies – from the appointment of a dedicated DCMS Director of Sport to wide ranging reforms at Sport England and UK Sport.

Recommendation 7.1: to improve the delivery of sport and activity by central government:

- * ***appoint a DCMS Director of Sport and identify responsibilities;***
- * ***new, more rigorous funding agreements with UK Sport and Sport England;***
- * ***sport and physical activity issues to be co-ordinated by a Cabinet Committee; and***
- * ***more use of joint appointments and secondments including a Joint DCMS-DOH official (all by March or spring 2003).***

Alec McGivan joined DCMS as Director of Sport in October 2002. His successor is now being appointed.

The Government will conclude a new strategic funding agreement with Sport England at the beginning of 2004 (see also 4.1 above). The new funding agreement with UK Sport will be finalised after the present reform process is completed.

The Government has concluded that a Cabinet sub-committee is unnecessary. As described in 4.1 and 4.2 above, the Activity Co-ordination Team is ensuring that Government Departments are working together effectively on delivery of participation gains. They will report in writing to the existing Domestic Affairs committee as appropriate.

Cross-departmental working between DCMS and the Department of Health (DH) is now firmly established. The ACT Programme Manager and his Senior Policy Adviser are staff on loan from DCMS to DH. Wider links with other Government Departments and agencies are also in place. Since the summer of 2003 the Sport England strategic placement posts in DH, the Home Office, the NRU, the Connexions Service and SkillsActive have improved understanding of the Government’s social agenda and raised awareness across Government bodies of the impact which sport and activity can have on wider public policy aims.

Recommendation 7.2: to reduce bureaucracy & increase funding direct to the sports user, Sport England and UK Sport should:

- * ***be primarily fund distributors, not service providers ... and [should] evaluate outcomes against clear targets;***
- * ***replace their current Boards with smaller bodies:***
- * ***[move] away from programme-based funding to customer focused funding; and***
- * ***[improve] staff skills and [reduce] operational costs. (all by summer 2003)***

The modernisation of Sport England has enabled it to make the best possible use of available funding to address wider health, education and community policy aims. The streamlining of the re-organisation will reduce Sport England's staffing costs by an estimated £12 million per year. The new focus on strategic development will give modernised governing bodies a much greater say over how they use public funding and encourage regional planning to match both national priorities and local needs.

From 75 stand-alone Sport England programmes prior to 2003, there are now two strategic funding platforms.

Individual sports will get funding for modernisation and other initiatives of national scope from the National Governing Bodies Investment Platform. Central funding for governing bodies will be concentrated on the 20 priority sports and development sports. Funding will be available against Business Plan objectives in performance sport, talent identification, coaching development, and volunteering. The platform will include existing commitments to the Football Foundation and other bodies, leaving an estimated £130 million for governing bodies over 2005 to 2009.

Under the other funding platform – Community Investment – Lottery for funding for individual projects will now flow through the nine Regional Sports Boards. The platform includes the £33 million Sport England contribution to the NOF *Active England* Programme (see 4.1 above), leaving an estimated total of £70 million for distribution by the nine Regional Boards.

The reorganisation will cut Sport England's staff from over 500 to around 240. This is releasing an extra £12 million a year for investment in sport. Moreover, following the re-organisation, Sport England aims to cut turn around times for applications to 8 weeks.

The principles of the UK Sport reform package were agreed at the Sports Cabinet on 23 October, and the Sports Cabinet considered recommendations in each of the following activities at its meeting in April 2004. The Sports Cabinet was broadly content with the proposals relating to Governance, Business Planning, Drug Free sport and International work, however the meeting considered that further work / clarification was required in each of these areas before full endorsement could be given. It was agreed that this work is to be completed and presented to the Sports Cabinet by July 2004.

- * Governance;
- * Business Planning(including funding of World Class Sports and World Class Athletes (see 5.3 above) ;
- * the UK Sports Institute (see 5.4 above);
- * Drug Free Sport; and
- * International work and major events (see 6.1above)

Recommendation 7.3: to improve the delivery of sport and physical activity by non-governmental bodies, all funding agreements should be reviewed.

The mechanism for whole sport four year funding agreements between Sport England and up to 20 national governing bodies is being determined as part of the modernisation programme. These will be agreed by October 2004, with the aim of finalising strategic funding agreements with 10 "priority sports" by April 2005

UK Sport is also aiming to conclude strategic funding agreements with 10 UK wide priority sports by April 2005.

Recommendation 7.4: to improve the delivery of sport and physical activity by local government and the NHS, [the following should be developed]:

- * **Best Value Performance Indicators relating to sport and physical activity;**
- * **health-focussed local PSA targets relating to sport and physical activity;**
- * **adoption of the "towards excellence in sport and recreation" as part of the CPA (first three by summer 2003);**
- * **a strategy for improvement planning in response to poor Comprehensive Performance Assessment judgements (by March 2003);**
- * **an action plan for the development and training of key workers in sport with clear qualifications and career paths (by spring 2004).**

These recommendations followed the consideration of local authority sports and physical activity delivery by the *Plan for Sport* at sections 3.10 to 3.12.

DCMS, working with the Office of the Deputy Prime Minister, the Department of Health, the Local Government Association and the Audit Commission have drafted a project plan to implement the improvements in delivery recommended by *Game Plan*. DCMS and its partners are also working towards closer collaboration between local government and the NHS. To take this forward, Sport England has consulted stakeholders and is now drafting a number of draft Local Public Service Agreements (LPSAs) based on existing Local Authority performance indicators which have been approved in previous rounds. Guidance for local authorities on the use of these LPSAs, and the setting of targets, will be published shortly. Work is also afoot to develop a self assessment and improvement tool, Towards an Excellent Service, for use by local authorities wishing to evaluate and /or improve their delivery of sport and active leisure services. This is linked to the development of a strategy for improvement planning in response to poor Comprehensive Performance Assessment judgments. The Active Places database will contribute to this key agenda, as will DCMS collaboration with the IDeA to establish systems of peer support and exemplars of best practice.

A Sector Skills Council for Active Learning and Leisure has been licensed as Skillsactive UK, receiving its accreditation in October 2003. This followed the agreement of all key stakeholders to Skillsactive's Professional Development Action Plan, and its endorsement by the Minister for Sport in July 2003. Links with mainstream sports funding have been cemented by the appointment of Sport England's Phil Collier as Skillsactive's Director of Sport and Active Recreation, and Sport England funding for SkillsActive's regional networks (to be in place from April 2004). Effective co-ordination with local government work is being ensured by the monitoring of Skillsactive's regional work by the Local Government Project Board, and links with the higher education sector through a joint SkillsActive/HE conference addressed by the Minister in March 2004. Sector skills were the subject of *Plan for Sport* recommendations at sections 4.8 and 4.9.

Sport Development Education and Training

DCMS and Sport England have funded the National Association for Sport Development (NASD) to develop a high quality initial training, professional development and peer support system as set out in the *Plan for Sport* (3.36-3.38). The development plan includes:

- The establishment of entry level workshops for new SDOs
- national and regional conferences
- NASD leading work to revise the National Qualifications framework in Sport Development under the aegis of SkillsActive
- Formulation of a National Higher Education Curriculum for Sport Development, and
- The establishment of an advice and administration service for members.

Coaching

Since *Game Plan*, the Government has invested heavily in coaching. The Coaching Project is receiving £28 million of DCMS Exchequer funding over 2003-06, to deliver:

- * a five-level National Coaching Certificate to bring coherence to governing bodies' own coaching qualifications, and to allow those qualifications to be transferred across sports. 22 sports have been invited to implement the first wave of the Certificate by 2006;
- * investment in coach education for 20 English or UK/GB governing bodies as part of the wider (governing body) modernisation drive;
- * a network of 45 Coach Development Officers across England to establish a co-ordinated framework for coach development at sub-regional level. The 30 Officers became operational in April 2004; and
- * 3,000 Community Sports Coaches working primarily across schools, clubs or a combination of the two. The first phase of 100 Coaches became operational in April.

Conclusion

Work continues on implementation of the remaining aspects of Game Plan. Updates on new developments during the coming year will be available on ***DCMS web link, SE and UKS web links and PESSCL web link***