



Annex 3 – Sport

Introduction

1. Part of OST’s review of the Department for Culture, Media and Sport (DCMS) has been to examine in detail the quality and use of science by three of DCMS’s policy divisions. This paper reviews and assesses the science activities sponsored by DCMS’s Sports Division against the ten key criteria relating to the quality and use of science that are central to OST’s reviews of science in Government departments. However, the primary focus of the paper is on the following criteria: reviewing existing science or research, use of science or research, and sharing and transferring knowledge.
2. DCMS is responsible for the Government’s policy on Sport.¹ In launching the strategy in 2002, the Government is investing £2 billion of public and National Lottery money in sport by 2006. DCMS Sport Division has a dual role of both promoting mass participation in sport (with the public good of improving health of the general population) and sporting excellence (sports’ science, access to top-level facilities, coaching, etc.). One of the Division’s key aims is to help DCMS meet the Public Service Agreement (PSA) target² that it shares with the Department for Education and Skills (DfES) relating to physical education (PE) and school sport.
3. Sport Division itself does not normally conduct any science or commission research. It delegates its responsibilities for research and the delivery of evidence for sports policy to DCMS’s three Non Departmental Public Bodies (NDPBs).³ The formal relationship is normally expressed through a funding agreement with each NDPB. Their performance indicators relate to social issues rather than their science output. All three NDPBs conduct an element of research and, in accordance with the terms of the arm’s length relationship with DCMS, have discretion for their expenditure on science-related activities. DCMS provided a total grant-in-aid support of £54 million in 02/03 for its three NDPBs in this sector.
4. *Sport England*, with a grant-in-aid of £34 million, plays the key strategic role for sport in England and is responsible for delivering the Government’s sporting objectives. In the wake of the Quinquennial Review of Sport England (2001) and the DCMS / Cabinet Office Strategy Unit Report: Game Plan (December 2002), Sport England “has embarked on a radical modernisation process and is now firmly focused on establishing a new role for the organisation - co-ordinating strategy for sport, fund distribution (investment through partnership) and adding value to sport rather than, as in the past, delivering programmes”.⁴ Its research activities are directed towards achieving its overarching objective of bringing about a major increase in participation in sport and

¹ Sport as used in Game Plan (the strategy for delivering the Government’s sport and physical activity objectives) adopts the Council of Europe Definition: “ all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and well-being, forming social relationships, or obtaining results in competition at all levels”.

² PSA target 1. To increase the percentage of school children 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% in 2006.

³ NDPBs (Non Departmental Public Bodies) are bodies which have a role in National Government, but are not government departments or part of one, and which accordingly operate at arm’s length from ministers.

⁴ DCMS Sport England Funding Agreement 2003.

physical activity, primarily because of the significant health benefits⁵ and to reduce the growing costs of inactivity.

5. *UK Sport* with a grant-in-aid of £17 million focuses on high-performance sport at the UK level, to achieve sporting excellence at international level. It also develops sporting policies that have a UK-wide application, notably on drugs and major events. The main areas of UK Sport's science-related interests are:

- Data collection and trend monitoring on social preferences;
- Learning lessons from overseas;
- Specialised work funded by the UK Sports Institute⁶ (Central Services Team), e.g. on: bicycle development, 3-D motion analysis of swimmers, sail development, postural analysis for shooting; and
- Drug testing⁷ for “social” and performance-enhancing drugs.

6. *Football Licensing Authority*, with a grant-in-aid of £1 million, has a core function to ensure the implementation of government policy concerning the safety and comfort of spectators at designated football matches (as developed from the recommendations of Lord Justice Taylor's Final Report on the Hillsborough Stadium Disaster) and includes advising the Government on sports ground safety matters.

7. The review has focused on two of these: Sport England and UK Sport because they have a key role in the delivery of DCMS's strategic priorities in sport and depend on science and research to achieve their objectives. The following paper deals with DCMS's stewardship of science and research which it delegates to Sport England and UK Sport and describes how these organisations discharge their responsibilities and interact with DCMS.

⁵ UK Government (2000): *Saving Lives: Our Healthier Nation* The Stationery Office, London.

⁶ The UK Sports Institute (UKSI) is a network of Institutes which provides services to government funded National Governing Bodies and athletes, including scientific, medical and lifestyle support, and manages some facilities. It is made up of the four Home Country Sports Institutes (each of which is at a different stage of development), along with a central services team which is part of UK Sport, and aims to monitor quality standards, and co-ordinate provision.

⁷ Elements of research and development work, along with keeping up-to-date with best practice are built into the contract with the UKS's accredited testing laboratory.

1. Science and / or research strategies

DCMS Research Strategy

8. DCMS Sport Division does not have a research programme or strategy but the overall DCMS research strategy⁸ is relevant in that the strategy aims broadly to address the sport sector and issues relating to it. It states that its policy research will focus on DCMS's "four big priorities" which include children and young people – a key area of interest for Sport England. Moreover, in reporting DCMS's progress in developing its research, the strategy identifies:

- The importance of acquiring a basic understanding of the scale, structure and operations of sectors it sponsors and champions and the work done to achieve this; and
- A recent paper prepared by the DCMS's Analytical Services Division (ASD) for Treasury officials in the context of SR 2002⁹. This employed a systematic review of existing studies to identify robust evidence on the economic and social impact of cultural / creative / sporting activities.

9. The Research Strategy states that it has been "amended and agreed within DCMS and its NDPB Family". However, officials in Sport Division closely involved in the sponsorship of Sport England and UK Sport were aware of the existence of DCMS's Research Strategy but not familiar with the details. Both UK Sport and Sport England were familiar with the Strategy and were consulted informally at the draft stages. According to UK Sport, the Research Strategy has no direct impact on its primary objective in optimising the athletic performance of UK's elite athletes. However UK Sport has reported that, due to a greater clarification of the roles of DCMS and UK Sport now underway, there is an opportunity for UK Sport to contribute more to DCMS's research strategies in future.

10. Sport England told us that it would like to be better connected to DCMS's Research Strategy, for example to:

- ensure that DCMS research adds value and does not duplicate what its NDPBs do; and
- better co-ordinate across its portfolio.

11. An example of the latter is the scoping exercise for a new cultural survey: in the past, the various NDPBs did their own but Sport England believes it is sensible for DCMS to do an overall one (see Box 1).

Sport NDPBs' strategies

12. Sport England has an internal research strategy for the period 2000-2003. This is currently being reviewed by its internal research network and will be revised to reflect the changing priorities and needs in sport and will also include the identification of gaps and opportunities. Sport England's internal research network includes appropriate members from its regional offices. In developing the strategy there has been no formal mechanism for involving DCMS and no initiative by DCMS seeking involvement. However Sport England anticipates offering ASD the opportunity to comment on, or influence, the updated research strategy which was published in the summer of 2004.

⁸ DCMS Research Strategy: <http://www.culture.gov.uk/global/research/default.htm>.

⁹ Spending Review 2002: Spending Reviews set firm and three-year Departmental expenditure limits and through Public Service Agreements, define the key improvements that the public can expect from these resources.

Research strategy development - Consultation

13. In Sport England formal procedures for consulting other Government departments (OGDs) do not exist. In 2003 Sport England held a seminar of leading academics¹⁰ to explore a range of strategic issues associated with driving up participation in sport and physical activity. Since then it has been developing a close relationship with this group of academics with whom it hopes to consult regularly to develop the evidence base for its new National Framework for Sport (see Box 0) supported by nine Regional Plans. However the Terms of Reference for this group have yet to be developed. Facilitated by DCMS, Sport England has developed closer working relationships with the Department of Health (DH) through its involvement in the Activity Co-ordination Team (ACT)¹¹. Through placements in a number of Government departments, Sport England has been involved in jointly commissioned research, e.g. with the Neighbourhood Renewal Unit at the Office of the Deputy Prime Minister (ODPM) and with the Home Office Positive Futures projects. It is also represented on the Defra (Department of environment, food and rural affairs) Inter-Departmental Group on Recreation Policy.

Alignment with DCMS strategy

14. Sport England's research priorities are closely aligned with those of Government and driven by organisational needs. For example, the joint Cabinet Office Strategy Unit and DCMS report "Game Plan", which has set the broad strategic agenda for sport, identifies a number of areas where the evidence base needs to be improved. These are being addressed by Sport England working with DCMS and through the ACT. Sport England views the close alignment with DCMS strategy and working with OGDs as an effective way of maximising the benefits to society by getting more people to "start", "stay" and "succeed" at sport. Its targets and key performance indicators, set out in its funding agreement with DCMS, are based on DCMS and OGD priorities, DCMS PSA targets, the Game Plan recommendations and Sport England's own business objectives.

15. UK Sport has no specific research / science strategy. Work is implemented in line with the overall strategy of the organisation and if necessary, DCMS is able to influence programmes that are in progress, through its monitoring of work programmes.

¹⁰ Attendees at this seminar included academics from six universities, OGDs, sport related organisations and independent experts.

¹¹ The Department for Culture Media and Sport (DCMS) and the Department of Health (DH) are jointly leading a cross-Government team to develop a national Delivery Plan for physical activity and sport <http://www.doh.gov.uk/act/index.htm>.

2. Horizon Scanning

16. There was no indication that there is an embedded understanding of horizon scanning in DCMS or its NDPBs.

DCMS Horizon Scanning

17. There are no formal or informal processes for horizon scanning in DCMS although each lead official in a policy area keeps abreast of developments in their area and plans accordingly.

18. In some instances this may involve keeping abreast of developments in the European Union through a weekly scan of relevant websites and responding or planning accordingly. In the anti-doping area, DCMS are aware of impending decisions on high-profile cases and prepare in advance for these. This is facilitated by regular meetings between Ministers, officials and the appropriate NDPB.

19. Neither Sport England nor UK Sport is aware of any horizon scanning activities undertaken by DCMS.

Sport England Horizon Scanning

20. As the organisation leading the strategic planning process for sport in England, Sport England has undertaken the following activities which contain elements of horizon scanning:

- Commissioning the Henley Centre to help carry out a stakeholder survey and analysis to examine the longer term social, economic and environmental trends likely to influence participation rates in sport. A wide-ranging stakeholder consultation process was conducted at national and regional level through a series of seminars and workshops; and
- Convening a group of eminent academics to examine longer-term issues in sport.

21. Results of the academic consultation were:

- sent to DCMS which was also closely involved in the Henley Centre survey through the national and regional seminar consultation process.
- fed into the regional seminars and thereby contributed to the National Framework for Community Sport in England being developed by Sport England.

Box 0

A new National Framework for Community Sport in England

“Sport England, working with key stakeholders in sport, is committed to building on the strategic guidance provided by “Game Plan” to put in place a new national framework for community sport in England. The planned timeframe for the new Framework document will be a 10-20 year horizon so that it can address social change and behavioural outcomes in a meaningful and realistic way.”¹²

¹² Sport England Research Brief 25 February 2003

UK Sport Horizon Scanning

22. Taking account of issues likely to impact on the future performance of athletes as well as anticipating the impact of advances in science and technology developments are important components of UK Sport's activities. For example the 2008 Olympics will be taking place in Beijing at a time when the chances of precipitation are 90%. UK Sport is assessing the implications of this on its preparations and equipment to decide on appropriate action.

23. UK Sport shares the results of these activities with DCMS by sending them project reports and through briefings at senior level. There are regular meetings between senior officials in Sport Division and the senior team in UK Sport comprising the Chief Executive Officer and the Directors. When UK Sport report on current activities at these meetings a judgement is made on a case-by-case basis on what to do with that information. When the information conveyed is of significance to other parts of DCMS or to Government, the information is passed on to the relevant parties.

3. Reviewing existing science and / or research

DCMS (ASD) Activities

24. Research commissioning NDPBs are brought together regularly through the DCMS-facilitated Research Network (RN) (see ASD Annex: 1) to provide them with the opportunity to share ideas for new science or research. DCMS does not encourage Sport England or UK Sport to engage in similar activities with OGDs, academia or other organisations. Sport England is not aware of RN activities directly influencing DCMS's emerging priorities for sponsoring new work, with the exception of the scoping of the National Cultural Survey (see Box 1), which is being sponsored by DCMS and in which Sport England has been closely involved.

Box 1

National Cultural Survey

Objectives

- Use the survey as a vehicle to collect better participation information – both at a basic attendance level and beyond to investigate more complex issues such as the barriers to participation.
- Create a survey that cuts across all DCMS related sectors in one source, allowing analysis of cross-sectoral behaviour that will help add to a fuller picture.
- Use the survey as a vehicle to consistently measure and monitor PSA targets.

Benefits

- One central survey will reduce the need for the exploration of participation to be carried out in a piece-meal fashion.
- This will prove far more cost effective than the current approach of funding ad-hoc pieces of analysis and the, often costly, use of more general survey vehicles.
- The survey will provide an opportunity to raise the credibility and profile of the evidence base across our sectors, through the development of a National Statistic (NS) for DCMS, as proposed in the NS work programme endorsed by Ministers. This is also significant for the Treasury in regard to the measurement of PSAs.
- The joint commissioning of the survey by DCMS and NDPBs will help to consolidate the research / analytical partnership between them.

DCMS (Sport)

25. DCMS's Sport Division does not review existing research to identify gaps and opportunities. This is devolved to UK Sport and Sport England and through ACT, there is a formal process in place for DCMS to access and use the research expertise in Sport England or UK Sport, to help it review existing research.

NDPBs

26. Sport England is working closely with the ACT¹³ which is carrying out a review of existing research (see Box 2) to identify the research needed to deliver the Government's strategy for sport.

Box 2

ACT review of research

DCMS, Sport England and DH officials are reviewing the extent of physical activity evidence in the UK. A number of meetings have been held to determine research priorities including two involving cross Whitehall research interests – one of which included key academics.

Two meetings have been held to date under the umbrella of ACT, to review research across Government and consider future research priorities. The first was a meeting of 'Heads of Research' from across ACT members led by DCMS / DH. The second meeting was for a wider list of invitees that included the Heads of Research, Treasury and a group of selected academics. The second meeting was convened to discuss proposals for an annual survey of physical activity and sport and research priorities.

As part of the Choosing Activity consultation process, DCMS and DH are hosting a research seminar on 17 June to discuss the Government's physical activity research priorities. The output of this will inform the research programme which will ultimately be signed off by all ACT members.

27. Sport England also commissioned academics from six universities to carry out a review of existing literature on a number of topics on its behalf, to help inform the development of its strategy for driving up the level of participation in physical activity (see Box 3).

¹³ ACT (Activity Co-ordination Team). The Department for Culture, Media and Sport (DCMS) and the Department of Health (DH) are jointly leading a cross-Government team to develop a national Delivery Plan for physical activity and sport.

Box 3

Research Brief – Academic Reviews “ Driving up participation in sport in England ”

Sport England developed a research brief to commission a number of topics for academic review, the outcomes of which will contribute towards and help shape the strategic priorities for sport in England.

Six academics from different universities were each asked to address issues relating to a specific topic. The reviews were expected to draw on existing evidence and fall within a general heading of “driving up participation in sport”. The reviewers were encouraged to challenge conventional wisdom and provide new perspectives with what may be radical departures from existing policies and programmes. The focus of the reviews was on sport in a changing social, political and economic environment and on the key drivers that can increase participation in sport.

The reviews were subsequently used to engage key stakeholders in a series of workshops and “think tanks”, co-ordinated and facilitated by the Henley Centre, which provided external consultancy (see paragraph 21).

28. In 2003, Sport England commissioned a Value of Sport Monitor (see Box 4) from a leading academic at the University of Stirling, which will provide access to the most up-to-date scientific evidence of the socio-economic benefits of sport. Sport England believes that this will help identify gaps in the evidence and priorities for future research. DCMS Sport Division is aware of this project from informal discussions with Sport England, but has not been directly involved. The monitor is now live and the project Director spoke at the ASD Research Network seminar on evaluation. In accordance with Sport England’s suggestion, Network members are considering how it might be extended to other sectors.

Box 4

Value of Sport-Monitor On-Line

This is a bibliographic reference source on the wider benefits of sport, e.g. regeneration, inclusion and life-long learning. After the Manchester Commonwealth Games, heads of Commonwealth countries wanted evidence on the value of the Games communicated through a minute from DCMS. A leading academic was commissioned to do the study, jointly with Sport England and the website went live in 2004. Phase 2 of the project is to log new research on-line, with vetting by a “monitor-master”. There is recognition that a lot of existing studies tend to be based on anecdotal evidence and there is a need for more work based on hard evidence. Both Sport England and UK Sport are looking to identify gaps in the evidence base and thereby show DCMS and others the areas where further work needs to be funded.

UK Sport

29. DCMS, DH and UK Sport have participated in a Working Group on Sport and Exercise Medicine, led by DH which asked UK Sport to look at the provision of sports medicine (see Box 5).

Box 5

Working Group on sports medicine

The sports medicine community was consulted and the results fed back to DCMS and DH in the recently published internal document “ Sport and Exercise Medicine”.¹⁴

The two main issues raised were that:

- There are too many sports medicine organisations in the UK: about 26 in all, with no one taking a lead; and
- Sports medicine is not recognised as a speciality in the National Health Service HS.

The report makes a case for DH to recognise the latter point and, if accepted by DH, will have an impact via ACT: encouraging more people to take part in sport will lead to more sports’ injuries, as well as improving public health / fitness; better recognition for sports medicine will not only provide for treatment of injury but also advice on injury avoidance, diet and exercise levels.

30. Hitherto UK Sport did not have a systematic approach to reviewing existing research but its new Chair is now implementing a major programme of reform which includes the better use of information resources. For example, its drugs information database is very basic and UK Sport would like to confer with the Medical Research Council, the Royal College of Pharmacy and others to enrich it. UK Sport believes DCMS could facilitate and provide contacts in this respect.

31. In relation to medium- to longer-term emerging issues UK Sport has identified the following areas for research (set out in Box 6). It is not clear whether the opportunities identified for research will be funded by UK Sport on its own or jointly with other organisations.

¹⁴ Sport and Exercise Medicine: Developing Specialities in Medicine - The case for recognition of Sport and Exercise Medicine as a new CCST (CCT) speciality. Sport and Exercise Medicine Working Group. 19 January 2004.

Box 6

Opportunities for research

Since the advent of Lottery funding for (previously mostly amateur) athletes, there is now considerable pressure for elite athletes to be successful. It would now be opportune to examine whether this increased investment in athletes has led to a corresponding increase in the use of supplements and drugs, taking into account both athletes' views and test results and working with the various sports governing bodies to give greater integrity to the work:

- The increased incidence of exercise-induced asthma and high incidence of elite athletes using prescribed drugs to treat asthma has been identified as a useful area for future study.
- The development of quick "track-side" tests would be a very useful development with potential spin-offs in pathology laboratories.

UK Sport uses the following sources to identify developments in the use of drugs in sport:

- Documentation from testing, e.g. trends in declarations made by athletes are reported "by exception".
- Frequencies of inquiries to the database with regard to particular substances.
- Information passed between international anti-doping agencies.

32. UK Sport's technical team relies on its good working relationship with UK sports' governing bodies and an awareness of international developments supported by team members from countries with a good sports culture. The team has links with Canada and its sports' research centre and has also gained experience of how sport is run in France and of coaching research in Hungary.

33. Through its web presence facilitated by UK Sport Institute net, UK Sport is providing access for sports people and an opportunity for sports coaches and performance directors who travel abroad, to report back to UK Sport.

34. UK Sport's contact with OGDs has thus far been limited to that with DH with regard to sports medicine. There will be a full consultation exercise run by DH on the question of recognition of sport and exercise medicine which will involve a much wider range of bodies. In UK Sport's view, opportunities for joint working with Research Councils are limited because of the need to maintain confidentiality.

4. Commissioning and managing new research

DCMS

35. DCMS Sport Division does not commission any research of its own although ASD does a limited amount of work on the social research side. Responsibility for research is devolved to Sport England and UK Sport which commission and manage the research that is relevant to their business objectives, which are set and agreed with DCMS. The DCMS policy lead on ACT keeps closely involved with the ACT Monitoring and Research sub-group and the ASD representative on this group.

Research Budgets

36. DCMS does not have a role in determining how NDPB budgets are allocated but maintains a watching brief and considers intervention when there is a likelihood that NDPBs may not be able to meet their targets due to budgetary constraints.

37. DCMS Sport Division holds a small contingency budget which is allocated at the discretion of the Director of Sport. Roughly half of the budget each year (around £350k) covers the UK's contribution to the World Anti-Doping Agency.

Sport England

38. The research agenda for Sport England emerges from the business planning process and includes consultation with other parts of Sport England, which are in turn in contact with the wider community. Most of Sport England's research is contracted out but its own staff carry out secondary analysis of data sets.

39. Sport England's research is prioritised through consultations with internal clients and a critical review by internal research experts within the context of its current research strategy. Existing research commitments and strategic research priorities are rolled forward. The priorities for the following years' programme are considered in the context of the organisation's financial position and other competing demands for funding. The final decision on funding for research is taken by management without any formal DCMS involvement. The decision is approved by Sport England's Council as part of the overall decision on budgets and programme.

40. DCMS does not actively encourage Sport England to allocate a budget for research which is ring-fenced. Its budget peaked at about £800k a few years ago and was in the region of £500-£600 in 02/03. Research proposals are developed through informal consultations between Sport England's internal research network and its nine regional bodies. Sport England's head of research prepares a summary of the proposals, drawing attention to their relative merits, for the Chief Executive Officer and directors of Sport England to consider. Funding decisions are made by Sport England's Directors.

41. Sport England operates a standard tendering procedure which includes terms of reference and briefing which sometimes include ideas on methodology. Normally around seven tenders are invited, selected from a register of regular research providers. The register is open for any organisation to apply to be included. When there is uncertainty about the availability of relevant expertise there is an open competition. Research is commissioned by a team of four reporting to Sport England's head of research and an innovation manager responsible for appraisal. Contracts are usually awarded after sifting the written bids, sometimes after follow-up interviews. Sport England commissioned Sheffield Hallam University to examine the potential cost and benefits of

achieving its target of increasing levels of participation in sport and physical activity up to 2020. Sport England is currently considering a draft of the report.

42. Sport England reported that DCMS is increasingly taking an interest in how the research is run, for example via the funding agreement and identified key priorities but Sport England does not formally report back to DCMS on the progress of research.

43. There are instances where Sport England has taken lead responsibility on commissioning and managing jointly-funded research, such as that for ODPM's Neighbourhood Renewal Project. DCMS's role in this is either as a key stakeholder, partner or member of the steering group depending on where the initiative originates. Recent examples of these include a first phase evaluation of "Positive Futures" with the Home Office and the scoping of the measurement of physical activity in national surveys commissioned by ACT and possibly jointly with DH.

UK Sport Commissioning

44. DCMS is not involved in the science and technology programmes undertaken by UK Sport.

45. UK Sport research is prioritised through an assessment of proposals against its overall business objectives and opportunity costs. UK Sport decides on its priorities by carrying out a needs analysis on the priorities identified by an athlete, sport, Sports Institute or external party, by looking at the likely impact and value for money. UK Sport has introduced a rating system for judging the likely impact: a set of questions which form part of the pre-planning phase. (In some areas, the impact of a project might be small because the commercial organisations already have a technical lead or have greater resources, e.g. for development of running spikes or other items of sports' clothing). UK Sport believes that this approach is successful at weeding out bad ideas at an early stage.

46. UK Sport encourages sports to come to it with their ideas and priorities, especially at the beginning of an Olympic cycle, and it will often take the lead on a project.

47. Within UK Sport there is a technical team responsible for a research and innovation programme which:

- Supports the performance directors in each sport;
- Manages a programme of performance research; and
- Covers people development, e.g. coaches and sports scientists, and includes UK-wide projects.

48. A Research, Development and Innovation (RDI) Group¹⁵ has been set up to act as both clients and partners for applied science and technology projects as opposed to academic research. A significant part of UK Sport's interests in the performance area are managed by programmes of its RDI Group which has specific projects on: identifying international good practice, emerging sports technology and knowledge gaps. For some projects, the Group will also look for other, commercial partners such as equipment manufacturers, e.g. in the case of sailing, where equipment needs to be 'cutting edge' to be successful. UK Sport envisages such partnerships working more closely in future, in part to avoid potential duplication of effort.

49. UK Sport has working relationships with academic institutions, Home Country Sports Councils and Home Country Sports Institutes which contribute to the development of individual applied science and technology projects.

¹⁵ The Group includes UKS, all the National sports' institutes for England, Scotland, Wales and Northern Ireland, the British Olympic Association and the British Paralympic Association

50. The relevant sport's governing body advises UK Sport on which companies are best placed to tender for work and UK Sport has expert groups to assist at the pre-proposal stage. Whether single- or multi-tender bids are invited depends on the size of the contract. The normal project management techniques are applied to the tendering, monitoring and review phases of projects.

51. With regard to social science research, most of UK Sport's research is fairly long-term and is often run jointly with other interested parties and publication is shared.

52. For social science research a formal tendering process is operated and consultants or academics known to UK Sport and with the requisite expertise are invited to submit bids. For the market research aspects of the work, UKMRB, MORI and similar organisations are used.

5. Ensuring Quality and relevance of Science

53. DCMS does not quality assure research procured by Sport England and UK Sport and there are no formal requirements for the NDPBs to provide evidence that the research has been subjected to independent assessment. DCMS Sport Division is satisfied that its close relationship with Sport England enables it to be aware of Sport England's research plans and to place sufficient trust in the quality of Sport England's activities and processes. Results of research are fed back to DCMS through reports on the success of specific interventions.

54. The relevance of existing research or evidence to DCMS, provided by Sport England to demonstrate its contribution to specific targets is being reviewed by ACT in which DCMS is represented and Sport England contributes to its activities. Feedback on advice put up to Ministers is sporadic and is usually provided through ACT and also direct to Sport Division. Relevance is also assured by DCMS Sport which calls for advice about research from ASD. This is augmented by the close dialogue which the ASD statistical and social research staff maintain with research teams in Sport England and UK Sport and through their presence in the ASD co-ordinated RN.

Sport England

55. Sport England "seeks to maintain the highest quality" through regular dialogue and guidance from ASD. However it does not have any formal peer review process on publications from its research "because its research is policy- and practice-oriented" and DCMS does not encourage it to either. The quality of research is judged by its usefulness which is determined by surveys of internal clients. Sport England is looking to improve its monitoring of impact but is also adopting a less prescriptive approach for the regions, as long as they deliver the desired outcomes.

UK Sport

56. All of UK Sport's work flows from its funding agreement targets, which relate to social aims as set out in the Game Plan document. The hard science is driven by the needs of sport itself, with the sports' governing bodies bidding for funding of research in their areas of interest. DCMS does not monitor or set targets for the latter "because the amount of funds involved" (around £100k) "is extremely small when compared to UK Sport's overall budget". On applied science and technology projects conducted internally, UK Sport has adopted the "Coverdale" approach to monitoring projects which allows "constant monitoring to ensure that success criteria are achieved".

57. For drug testing, (which is monitored by DCMS against Funding Agreement targets)UK Sport is ISO 9001 2000 accredited for its quality management of doping control, having helped to develop both the standard and guidelines for certification. Decisions on who is tested is the responsibility of UK Sport. Although they receive advice from governing bodies on, for example, which people should be considered among the elite groups, care is taken to avoid being steered away from any particular individuals. UK Sport also receives advice from international colleagues.

58. UK Sport also checks the continuing accreditation of King's College London, which has been accredited to carry out doping tests since the mid-1970s (: ISO 17025 and IOC WADA accreditation). For such testing to be reliable and for the evidence to withstand legal scrutiny, it is not possible to use any of the large number of different commercially available testing kits.

59. On social research, both Sport England and UK Sport reported that they have standardised procedures for managing research contracts which include briefing, contracting and managing the process to successful conclusion. Quality is also ensured by establishing that the internal processes of vendors conform to acceptable quality standards. UK Sport has contacts at an operational level with ASD but to a greater extent with Sport Division but these meetings are not regular. Higher level meetings with UK Sport's Chief Executive Officer and DCMS are more common

Evaluation

60. Evaluation of the impact of R&D projects in terms of "what difference did it make?" is an acknowledged weakness in UK Sport's processes because of the difficulty of judging the additionality of a piece of work. For example, a "General Practice software package" that electronically records an athlete's medical notes and makes them accessible (with both the athlete's and their doctor's permission) does not exist at present and would potentially be valuable, providing a lot of useful data on injuries, diagnosis and rehabilitation for sports' medicine. However, the benefits of such a package would depend on how receptive people were to new technology. Nevertheless UK Sport has introduced a project management process which enables progress to be checked against planned success criteria at each stage. There is no involvement of DCMS in UK Sport's evaluation activities.

61. For social research, DCMS receives copies of final reports or is informed via the UK Sport annual report against its funding agreement but is not represented on project steering groups. Evaluations are tailored to the needs of a given project but are always carried out internally.

6. Use of science and / or research

62. DCMS worked with the Cabinet Office Strategy Unit to publish Game Plan in 2002 which cited evidence in reaching its conclusions and recommendations and also identified areas where the evidence is weak for some policy areas, such as the perceived link between sport and some of the wider social benefits. The document set out a strategy for delivering the Government's sport and physical activity objectives. The stated aim is "to develop a sport and physical activity culture to produce a fitter, more active population and realise the significant health benefits and savings available, and the potential social benefits".

63. Some current policies such as the national strategy for PE, School Sport and Club Links introduced prior to Game Plan do not appear to have been based on sound evidence at the time (see Box 7).

Box 7

PE, School Sport and Club Links

Much evidence for the health and social benefits which the Game Plan strategy is expected to achieve is identified in Game Plan. Proposals for initiatives and interventions to achieve the identified objectives are being developed for the 2004 Spending Review. However Game Plan retains the national strategy for PE, Schools Sport and Club Links (PESSCL) for which there was, at the time of its inception, patchy evidence, particularly for the claimed benefits relating to social inclusion, crime and education.

Subsequently, however, the scoping study for Game Plan provided firmer underpinnings for the contribution that sport and sporting events can make to a number of beneficial social outcomes and pointed to the existence of “direct evidence that sport has a beneficial impact on the participant” as follows:

Health: In addition to the physical benefits of sport it stated that there is “strong evidence of the benefits of sport-based physical activity for mental health”¹⁶ and “(separate evidence on the benefits for mental health of participation in group activities indicates this benefit is likely to be stronger for participation in team sports)” – evidence not cited.

Education: OFSTED reports¹⁷ in May 2000 found that schools that focused on sport and PE raised education standards more rapidly than their counterparts. They have also shown that they can reduce social exclusion, improve attendance records, and become hubs of community sports development.

Social exclusion: Sport can contribute to tackling social exclusion. Evidence indicates that participating in sporting activities increases people’s sense of integration into their local community. This community integration is then in turn likely to have beneficial outcomes such as reducing crime¹⁸ and increasing educational attainment. Certain types of sporting opportunity (especially those initiatives controlled at a local level) are more likely to produce the benefits.¹⁹

Similar claims are made for the educational benefits of sport... “it can also help to develop important values like discipline, team work, creativity and responsibility” and “We know that excellent physical education and school sport are a key part of an effective school. Sporting achievement and academic standards go hand in hand” were stated in the Government’s strategy²⁰ for sport published in 2000. These claims were further reinforced in a subsequent action plan²¹ but no evidence was cited for these claims at the time.

Game Plan acknowledged the poor quality and availability of data on participation, behavioural and other factors. It also identified a “pressing need to improve understanding of the linkages between sport and physical activity and education, crime and social inclusion”. Whilst it accepted that this “weakens the ability to make decisions fully based on evidence” it “does not invalidate the case for action”.

¹⁶ UK Government (2000) *Saving Lives: Our Healthier Nation*. The Stationery Office, London.

¹⁷ OFSTED (2000) *Siddal Moore Sports College Inspection Report and others*.

¹⁸ There is also evidence of a direct link between sports projects and crime levels – e.g. summer projects in deprived areas.

¹⁹ DCMS (1999) *Arts and Sport*. Policy Action Team 10, a report to the Social Exclusion Unit.

²⁰ DCMS *A Sporting Future for All (2000)*.

64. However, as set out below, DCMS has developed policies and intervention proposals for the 2004 Spending Review based on evidence. One of the recommendations in Game Plan is “To ensure better evidence and data on which to base policy, better information should be acquired on:

- facilities – by tendering for the compilation of a facilities database;
- participation – by commissioning the development of a national methodology for collecting participation and fitness data building on the many local methods currently; and
- long term behaviour in sport and physical activity – by commissioning academic research specifically to address issues requiring a longer term approach.”

65. There is evidence that Sport England has started work on the recommendation on participation. It has produced a research brief for reviewing the physical activity content in UK Government-funded (including Government-funded agencies) national surveys and internationally (see Box 8).

²¹ DCMS *The Government's Plan for Sport* (2001).

Box 8

Review of physical activity questions in national surveys

Sport England is managing the review of the physical activity content in UK Government funded (including Government funded agencies) national surveys and internationally. The outcomes will inform the decision-making process for identifying appropriate survey content for this policy area in future surveys.

The research is being commissioned by Sport England and funded by DH as an identified priority for the cross-departmental ACT.

The aim of the research project is:

To review the physical activity content of large population surveys carried out by UK Government and its agencies in the UK and internationally in order to assist in identifying the most appropriate questionnaire content to meet the ACT requirement to monitor progress towards achieving national targets for levels of physical activity and sport.

Background

The joint DCMS and Cabinet Office Strategy Unit report 'Game Plan' published in December 2002 set a target to increase regular participation (five times a week moderate intensity for 30 minutes) in sport and physical activity from 30% to 70% by 2020 amongst adults in England particularly among: economically disadvantaged groups; school leavers; women and older people. To drive this agenda forward a cross-departmental team (ACT) was established (see Boxes 9 and 10).

To monitor progress against achieving this target, Sport England believes it is crucial to put into place a statistically accurate measurement process. ACT has identified as a first order priority that specific proposals are made to identify current activity. This will establish a 'gold standard' method of measuring physical activity that enables the key stakeholders to track trends over time. These trends must be tracked in relation to the overall target referred to above and for key sub-groups, both in terms of social demography and in terms of subject area, e.g. in sport and walking.

66. Sport England is managing this research on behalf of the Evidence Group, a sub-committee within ACT, which draws in evidence from the policy strands of ACT relating to the areas of the participating departments.

67. There is a noticeable absence of independent experts in ACT and according to an ACT member, it does not have a reference group of independent technical experts at present. Independent advice is sought on an ad hoc basis from existing networks of participating departments. However a reference group, whose structure has yet to be decided, is likely to be convened in the future in consultation with participating Departments and a wide range of stakeholders which include voluntary organisations, Fitness Industry Association and the Register of Exercise Professionals. (DCMS has queried the accuracy of this).

Box 9

Activity Co-ordination Team (ACT)

Terms of Reference

1. To make recommendations to Ministers on interventions to raise mass participation in sport and physical activity, particularly among:
 - economically disadvantaged groups;
 - school leavers;
 - women; and
 - older people.

2. To deploy existing funding (e.g. LEAP- Local Exercise Action Pilot , SAZs - Sports Action Zones, new opportunities for PE and sport and NOF - National Opportunities Fund – / Sport England Partnership Fund) and to identify new sources of funding for:
 - Interventions where there is existing robust evidence of their cost-effectiveness; and
 - Pilot projects where there is potential to increase participation where the evidence is not yet in place.

3. To identify and co-ordinate existing work and to classify it as (a) delivery elements of the strategy reporting to and steered by ACT or as (b) autonomous programmes feeding information into and being informed by ACT as appropriate.

An example of (a) would be the LEAP and an example of (b) would be the DfES / DCMS PESSCL programme.

4. To ensure effective evaluation of the strategy and communication of results from existing and new national, local and regional projects to inform policy and practice.

5. To make recommendations to Ministers on a methodology to secure better evidence and data on participation and fitness.

6. To develop and oversee an effective communication strategy, in line with Ministers' wishes and agreed as widely as possible both within Government and with outside bodies such as health charities, Sport England, the NHS, the business community and others.

7. To ensure that the programme of work includes quick wins and easily implemented low-cost interventions as well as longer-term solutions.

Meetings and reporting

The group will meet every two months under the chairmanship of Richard Caborn and Melanie Johnson. Reports and recommendations agreed by both lead Department Secretaries of State will be tabled at the Domestic Affairs cabinet sub-committee.

Project Secretariat:

Jane Glastonbury, **DCMS**

ACT Members

Melanie Johnson MP	Parliamentary Under Secretary of State for Public Health, DH
Richard Caborn MP	Minister for Sport, DCMS
Imogen Sharp	Head, Health Improvement and Prevention, DH
Paul Heron	Director of Sport, DCMS
Mela Watts	Head, Curriculum Division, DfES
Audree Patterson	Health Team, HM Treasury
Sarah Hunter	Senior Policy Adviser, No 10
Betty Moxon	Head, Regions and Renewal Unit, Home Office
Patricia Hayes	Head, Charging and Local Transport, DfT
Ros Dalby	Team Leader, Older People Strategy, DWP
Susan Carter	Countryside Division, DEFRA
Peter Matthew	Head of Liveability Neighbourhood Renewal Unit , ODPM
Stephen Dunmore	Chief Executive, National Opportunities Fund
Roger Draper	Chief Executive, Sport England
Yve Buckland	Chair, Health Development Agency
Kimyo Rickett	Representative, LGA

Box 10

Activity Co-ordination Team

DCMS and DH are jointly leading a cross-Government Activity Co-ordination Team to develop a national delivery plan for physical activity.

A consultation document, Choosing Activity, has been published as part of the DH White Paper consultation on public health which ended on 30 June 2004.

ACT meets every two months and is chaired by Melanie Johnson MP – Parliamentary Under Secretary of State for Public Health (DH) and Richard Caborn MP – Minister for Sport, DCMS.

The review of current and ongoing research is being carried out through the heads of research of participating departments covering sport, transport, education, environment and healthcare. The review is co-ordinated by the monitoring and evaluation sub-group which reports to the programme board via the Programme Leader. The sub-group is made up of representatives from DCMS, Sport England and DH. A review of sport and its contribution to health carried out by the Health Development Agency and Sport England will also be drawn in.

68. Although there are no formal procedures for DCMS to be kept informed of Sport England's research or data collection activities, use is made of the Research Network for this purpose. DCMS has a growing awareness of Sport England's research particularly because it is aligned with its priorities, for example recent national surveys of young people in sport (see Box 11) which included data on ethnic minorities and the disabled.

Box 11

The National Survey of Young People

The National Survey of Young People, 1999 was undertaken on behalf of Sport England by MORI. It provides national statistics on young people's involvement in sport both in and out of school involving formal and informal participation. It is based on a representative sample of over 3000 children aged 6-16 years in state and independent schools. The children were selected from a random sample of schools, within a random sample of local authority districts. The survey is the second survey to be carried out by Sport England; the first took place in 1994.

69. Sport England's publications are often accompanied by a joint press release with DCMS, preceded by close liaison with DCMS which often includes the sharing of early draft reports with the department. Research reports are provided to DCMS and the outcomes of research inform policy debates within DCMS.
70. The results of Sport England's research are fed into different parts of DCMS: ASD, policy divisions and press and publicity. The findings are used by Ministers, contribute towards answering parliamentary questions, inform funding agreement indicators as well as DCMS policy and spending review bids.
71. The process and the mechanisms for informing policy are unclear to Sport England and to the OST Science Review team. Sport England believes that the establishment of clear mechanisms would enable DCMS to make better use of the outcomes of Sport England's research. Improved two-way communication between Sport England and DCMS research, as well better internal communication within DCMS, would also contribute to this.
72. Sport England seeks to provide evidence that informs and assists the work of local authorities and governing bodies of sport as well as a wide range of partners. In particular it is seeking to improve the evidence base on the benefits of sport and priorities for public investment, on what works and to promote learning and best practice. Sport England research is increasingly being used and referred to by OGDs, e.g. DH, DfES, ODPM and Home Office. OGDs' awareness of Sport England's research and its potential usefulness are the reasons for them contacting Sport England directly. DCMS does not facilitate the wider use of Sport England's research.
73. DCMS's interest in the drug-free sport activity of UK Sport is limited to the political implications. There is weekly or more frequent contact between the head of Elite Sports in DCMS and UK Sport's director of drug-free sport, especially if there is a major issue in the news. UK Sport handles a lot of Parliamentary Questions from DCMS and is working on an induction programme for DCMS staff.
74. UK Sport's social research is used by DCMS and OGDs, e.g. feeding in to Game Plan, albeit on an "as needs" rather than everyday basis. UK Sport feels that DCMS could make more of the information it receives, though UK Sport could "sell" it to DCMS more effectively too.

75. UK Sport felt that its work had not always been used to best effect, for example in the promotion of better behaviour among footballers and use of UK Sport International Events team's expertise in the preparation of the 2012 Olympics bid. UK Sport feels that there is the potential for DCMS to raise the profile of UK Sport's work and in UK Sport's view it would be helpful to have periodic research progress meetings with DCMS, to reinforce the value of UK Sport's work to DCMS's objectives.

7. Publishing results and debating their implications

76. DCMS has a Publication Scheme setting out all the information it publishes or intends to publish in accordance with the Freedom of Information Act and expects its NDPBs to conform to these guidelines. It does not have any formal procedures for openly debating the implications of the results of research carried out by its NDPBs.

77. DCMS is sent all of Sport England's publications and is also kept informed through Sport England's website and personal contacts. When Sport England's research has an academic content, Sport England encourages peer-reviewed publication but it does not regard this as a primary output. Apart from publishing paper and web-based reports of its research, Sport England lodges data from its surveys on the Economics and Social Research Council (ESRC) data Archive at Essex University. Sport England is also developing a web-based Value of Sport Monitor (see Box 4). DCMS does not play any role in Sport England's publishing activities.

78. The UK Sport Annual Report provides an overview of progress in the technical area but a lot of the work is confidential and therefore it would be inadvisable to advertise its existence to the UK's competitors. Contractors can publish their work but only with UK Sport's prior approval.

8. Sharing and transferring knowledge

79. DCMS has had limited involvement in helping Sport England to establish a network of academic researchers which Sport England plans to maintain to inform strategy and policy and assist in identifying research priorities. DCMS was not specially requested by Sport England to organise the seminars or prepare the content. As a stakeholder, DCMS participated in the seminars facilitated by the Henley Centre (see Section 2) and received the results of the academic consultation which had been used to inform the content of the seminars.

80. DCMS plays a supportive role in Sport England's activities to exploit the results of its research. The exploitation routes used by Sport England include the following: published material, seminars and workshops, conferences, guidance material, benchmarking services, a supply and demand planning model and the availability of datasets for secondary analysis.

Sport England

81. Sport England's new website was launched in February 2004, which will record all completed and ongoing research. This is expected to provide a greatly improved capability for sharing and promoting research findings.

82. Sport England also produces a series of publications that reports on sports participation by adults, using data from the General Household Survey. One of these covers past trends and future prospects (see Box 12).

Box 12

Participation in Sport – past trends and future prospects

This provides the first comprehensive view of participation in sport from the ages of 6 to 70 years and over in England. It has been made possible by combining information from the *General Household Survey* and from Sport England's *National Survey of Young People and Sport in England*.

In addition to taking a comprehensive view of participation, the publication uses a sports participation model to predict levels of sports participation over the next 30 years. These predictions have been based on the trends identified over the last decade and applied to an ageing population structure. Sport England anticipates that these predictions will be conservative ones and is optimistic that, by working in partnership with others, it can make a real difference to extending sporting opportunities for all who wish to take part.

Sport England believes that the publication will provide an invaluable resource for those involved in planning the long-term future of sport and its "market potential".

83. While Sport England's research is focused primarily on the needs of DCMS, it is seeking to demonstrate the wider value and impact of sport (see Box 13). The results flowing from a study commissioned at Sheffield Hallam University (see Section 4) will be made available later this year. Sport England's research results are becoming increasingly important to OGDs such as DH, ODPM, DfES and Home Office (see Section 6).

Sport England's Research Brief

The impact of achieving Sport England's target for making England an active nation

The research brief sets out proposals for commissioning a short, desk study to examine the impact of achieving Sport England's strategic targets for increasing levels of participation in sport and physical activity.

Background

Game Plan sets the challenge of moving from 30% of the population being regularly active in 1998 (five times a week, 30 minutes, moderate intensity) to 70% in 2020. To achieve this target will require a huge culture shift in the attitude of the population and significant associated behaviour change. In leading the strategic development of sport in England, Sport England has taken on this challenge and, following extensive consultation, the target has been included at the heart of the National Framework for Sport in England and in the nine Regional Plans that connect to it.

Objectives

The objective of the research is to estimate the impact of achieving the targets for increasing participation in sport and physical activity set out above. The estimates are expected to provide the following:

- The economic impact – for the economy as a whole; on consumer expenditure; on jobs, on different markets such as the health and fitness sector.
The impact for business in terms of, for example, productivity / reduction in days lost from work due to sickness.
- A cost benefit analysis that estimates the return on public investment for every one pound spent. This would include an estimate of the likely impact on health care (taking into account the negative impact on injuries) and factors like reductions in coronary heart disease and stroke, osteoporosis and associated hip fractures, longevity and improved quality of life with less dependency into older age and on crime reduction and related costs of offending.
- Identification and assessment of any other quantifiable public benefits that may be derived from an increasingly active nation.
- An estimate of the implications for investment in facility provision, focusing on community swimming pools and sports halls. This will take into account existing capacity, the age and quality of the current stock of facilities and increases in capacity needed to meet growing demand.

84. Sport England has regular contacts with UK Sport and with the Arts Council via a jointly-run sport and the arts project but the ASD Research Network provides the primary platform for sharing its data with other NDPBs. The ACT Evidence Group is starting to establish a stronger network of key researchers across the Government departments that have an interest in increasing physical activity levels. Whilst DCMS has been helpful in facilitating this process, Sport England believes it could play a more pro-active role.

UK Sport

85. UK Sport organises an annual conference on “World Class Coaching” which includes both coaching and technology developments and is an opportunity to share information among UK coaches. The conference at the Belfry is now in its third year. The DCMS Director of Sport gave a speech last year and UK Sport often feeds in material for such speeches.

86. UK Sport has one officer responsible for maintaining the drugs information database, along with a free-phone information line, educational information on the web-site and fact sheets on the dangers of using dietary supplements, etc. All this information is publicly available. Information from UK Sport is also used by other bodies e.g. the Parliamentary Committee on the Misuse of Drugs and the Council of Europe in its Anti-doping Convention, for which the database was originally hosted by UK Sport.

87. Data are shared internationally, though in UK Sport’s view not always as accessibly as they might be. In this respect UK Sport is hopeful that the World Anti-Doping Agency (WADA), which is to include a formal, central clearing house for information, will make data more publicly available in future. It is necessary to compare the UK’s performance internationally and this requires better access to, and use of, overseas data.

88. There is not an appropriate NDPB network for UK Sport to tap into and the need for an academic science base to draw upon is thus greater.

89. UK Sport’s contact with OGDs is limited to that with DH with regard to sports medicine and could involve consultation with the Health and Safety Executive on the adverse effects of physical activity (see paragraph 34). Opportunities for joint working with Research Councils on Research and Development are limited because of the need to maintain confidentiality.

9. Guidelines 2000 Code of practice Advisory Committees

90. DCMS does not have any Science Advisory Committees at present.

10. Use, maintenance and development of scientific and / or research expertise

Sport England

91. Although DCMS does not have comprehensive information on the range of knowledge and expertise available within Sport England, it does draw on it when required. For example Sport England's Head of Research has been directly involved in the scoping work on a new Cultural Survey and has been influential in shaping the new research agenda for ACT. He was also consulted on the Regional Data Framework developed by DCMS (see Box 14).

Box 14

Regional Cultural Data Framework

The Regional Cultural Data Framework aims to provide a standard, consistent and endorsed set of concepts and definitions for the cultural sector. The aim is to build a practical tool for gathering data on the sectors broadly covered by the DCMS at a regional level for use by a wide range of practitioners. The Framework is still being developed and is currently being "road tested" with a variety of user groups with a view to it being formally launched in the near future. The expectation is that it will provide a platform on which to build towards a more rounded and detailed evidence base for the sectors.

92. Sport England's view is that DCMS could make better use of expertise available within Sport England. It could do so by:

- creating stronger networks to share information on research; and
- initiating more focused discussion on improving the two-way flows of information and on how each organisation could add value through a partnership approach.

93. Sport England is represented by its Head of Research on the cross-Departmental Evidence Group of ACT, in which DCMS is a key stakeholder, and on the Research Network which is co-ordinated by DCMS.

94. Sport England expects the ASD Research Network to become a useful way of maintaining expertise which is also being developed through placements in OGDs; Home Office and ODPM on neighbourhood issues and DH but none to DCMS. There have been no inward secondments from DCMS or OGDs.

UK Sport

95. Use, maintenance and development of scientific expertise is not explicitly mentioned in the funding agreement with DCMS. UK Sport does not have science expertise in-house and is reliant on its contractors for science advice. The new Chair of UK Sport is looking at the development of expertise and understanding in UK Sport, including the identification of future needs.

96. In the RDI section of UK Sport's technical team, which employs 14 people, there are six experts on sports' science, sports' medicine, coaching, "athlete, career and education" and athletes' services. The team has good access to knowledge in these areas but does not have all the expertise and, therefore, needs to create networks with many of the governing bodies, Sports Institutes, etc. Bringing all these together is part of the UK Sport remit (see also Section 3).