

- Sport England will continuously and actively support clubs in initiating and extending opportunities to all sectors of the community, in particular to girls and women, people from ethnic minorities and people with disabilities.

Training, Development and Support of Key Workers in Sport

3.24 Excellent sports provision at every level depends on high standards of training development and support of key workers in Sports Development. Sports Development, Coaching and Volunteering all have particular training support and development needs. Recommendations in this section focus on grass roots development, but must provide a pathway to the top of the sporting tree. Alongside the measures outline here, the UKSI is developing an educational strategy to meet the needs of athletes, coaches, performance directors, sport scientists and medics. It will be e-learning based to maximise flexible learning opportunities for sports people.

Coaching

3.25 Coaches are people who motivate, encourage and inspire. Without them there would be no medals and most performers, whatever their ability, would fail to reach their full potential. The Government recognises that coaching is central to the development of sport at every level and we need to make coaching education programmes accessible and widely available to provide a clear performance pathway and career development for coaches, just as there will be for athletes. The UK Vision for Coaching, produced by the National Coaching Foundation, has been approved by UKS and the Sports Councils of

England, Scotland, Wales and Northern Ireland and articulates what coaching can and should be able to achieve. Government will establish a Coaching Task Force to:

- Review the future role of the NCF alongside the wider review of the co-ordination of education and training;
- conduct an independent international bench-marking exercise on coach education during 2001;
- consider the feasibility of an investment programme to create 3,000 full-time paid coaching posts by 2005;

Essential to the development of a high quality professional structure for coaching will be:

- a national high profile coach recognition and recruitment campaign from 2002;
- a licence to practise coaching scheme flexible enough to accommodate individual NGB licensing programmes over the next 4 years;

3.26 In parallel with the above review it will be important to continue with the provision of services to coaching, and the NCF will be asked to:

- investigate, alongside Sport England and UK Sport, the potential for NGBs to purchase coach education administration from a central body to deliver economies of scale across sports. A report will be published in September 2001;
- advise SPRITO who will be funded to develop a research programme to underpin coach resource planning and workforce development to report in September 2001;

- establish a coach development bursary fund which will attract commercial sponsorship and draw in under-represented groups to be launched in September 2001;
- consult with NGBs on the establishment of an independent professional coaches association by the end of March 2002;
- develop an interim programme for the training of referees, match and competition officials as a short term measure from April 2001 and prepare a strategy for the long term development and implementation of such a programme;
- conduct research into the development of coaches and coaching as required to inform policy and support existing programmes from April 2001;
- undertake a feasibility study of converting existing coach education materials into appropriate e-learning formats.

3.27 Elite performers who turn to a career in coaching at the end of their performance careers need to be supported by high quality training for their new role. There are already good models operating within UK Athletics and ACE UK in England, but such schemes must be extended to all major sports

- NCF will work with NGBs towards introducing professional development for elite performers entering coaching – for implementation from October 2001 onwards.

Volunteer Support

3.28 Sport relies heavily on an army of volunteers. NGBs need to be supported to develop and implement volunteering strategies

through which they can provide direction and support, and offer sound volunteer management.

- Sport England will consult with NGBs on a flexible, cross-sport strategy for volunteering and on the provision of a consultancy/advisory service to support NGBs developing and implementing the strategy as part of their club development programmes.

3.29 Government will expect certain key principles to be built into the common strategy:

- NGBs will be encouraged to identify and appoint a national Volunteer Manager to implement the strategy throughout sport. That role will include the recruitment and management of volunteers; raising the profile of volunteering within the governing body and identifying training, support, recognition and reward needs of volunteers through sport.
- At regional level, volunteer management should be a key part of a sport specific development officer post. The key tasks of regional officers will be to co-ordinate the implementation of the volunteering strategy and support voluntary county and club co-ordinators.
- Volunteer Co-ordinators should have key roles within County Associations and clubs where they will raise the profile of volunteering and bring the strategy to life at grassroots level.
- All Volunteer Co-ordinators will be linked into the Volunteer Investment Programme network to be the first point of contact for volunteer management issues and advisory services and to play a key role in attracting volunteers into sport from all sections of the community.

3.30 As a prerequisite to this work, Sport England will undertake a review of training and support needs of volunteer managers and administrators at club, county, regional and national levels and existing delivery and accreditation mechanisms. The aims of the review will be to:

- develop and extend good practice in the delivery of Running Sport and the VIP programme;
- promote good employment practice across voluntary and paid posts;
- address issues around the voluntary / professional interface;
- develop practical, accessible and progressive training programmes for delivery through a range of mechanisms which link to the national qualifications framework.

Volunteer Training

3.31 Adequate training is key to volunteer recruitment and retention. DCMS has allocated £4 million to underpin training and support for young people aged 14–19 to develop leadership skills and to volunteer in their communities. The scheme, which will run from 2002–2004, builds on the exciting work already done by the YST with Millennium Volunteers and the DfEE Citizenship and Sport programme linked to the Commonwealth Games in Manchester 2002 and the extensive training programmes offered by the British Sports Trust - the CSLA (Community Sports Leader Award) and the JSLA (Junior Sports Leader Award). An additional £3 million from the Government's Active Community Fund will enable us to develop a nationwide implementation strategy, and to train adult volunteers to mentor, lead, officiate and coach sport locally. The new initiative aims to foster

leadership skills and self-confidence in young people, and contribute significantly to their personal development and employability

3.32 The Government believes that partnership between the main delivery agents will create added value for users and simplify processes. They will work together to:

- further develop training and support and liaise with course organisers within secondary and further education and community sport;
- Strengthen links between courses and local community sport organisations;
- gain accreditation within the National Qualifications framework for sport leadership qualifications;
- gain accreditation for the training of course organisers and deliverers;
- develop NGB sport specific leadership programmes aimed at young people within the National Qualifications Framework;
- establish a referral system linking CSLA graduates to their preferred sport NGB. This system could be extended to include Duke of Edinburgh Award holders and Millennium Volunteers.

3.33 The delivery agencies will establish a clear structure for the deployment of leaders within the community and their development pathways by 2002.

- To prepare for this, they will undertake a mapping exercise of current and proposed training and development pathways for young people in sport which should link where relevant to the SPRITO audit of education provision.

- The delivery agencies should also map current and proposed training and development pathways open to providers of training and work experience for young people, by April 2002.

3.34 Club development programmes need to be educationally sound and also welcoming particularly to young volunteers. To that end, Government is asking NGBs of sport to take work forward in 3 areas by 2003:

- establishing club development and accreditation programmes which require clubs to develop structures through which young people can contribute and gain quality experience through volunteering;
- encouraging Local Authorities to provide incentives for clubs to aspire to their NGB development and accreditation programmes;
- promoting the good practice around MV work placement as part of the club development and accreditation programmes.

Strategic Management of Volunteering in Sport

3.35 The Government believes that Sport England should be the national advocate of volunteering across sport in England, and the remit given to Sport England for this role will be extensive and specific. We will ask Sport England to:

- raise the profile of volunteering in sport and highlight what sport has to offer volunteers;
- develop a web site that is effective in the promotion and support of volunteering in sport;

- ensure that the strategic management of volunteers is integral to all relevant SE programmes;
- lead research, monitoring and evaluation of the effectiveness of volunteer management throughout sport;
- advise and update NGBs on the impact of new and changing legislation on volunteer management;
- take the lead in researching and establishing links between sport and volunteering organisations and initiatives at a national and regional level;
- work through national organisations to promote stronger links between sport and traditional voluntary organisations at local level;
- identify and support effective pilot projects.

Sports Development

3.36 At Government level, cross Departmental liaison will help to clarify a wider context for Sports Development training and employment opportunities. For example, the Department of Health will shortly launch a national Quality Assurance framework for exercise referral systems to encourage professionals working on GP referral schemes to become registered with SPRITO's new national register of fitness and exercise professionals. As the NTO for sport and recreation, SPRITO must be adequately funded, and consideration will be given to the resources SPRITO will need to complete the ambitious work plan set out in this report. DCMS with Sport England will review the funding of SPRITO in the light of the following recommendations for its work over the next 2 years:

- SPRITO and Sport England will complete their national audit of current academic and vocational provision by April 2001.
- SPRITO and its partners will explore synergies and overlaps between sports development and the remit of the Physical Educational Professional Development Board from April 2001.
- SPRITO will involve NASD and ISRM in completing a review of national standards for sports development and overlaps with coaching, facility management, play and other training programmes by January 2002.
- In April 2001, QCA will begin work with SPRITO, NASD/ISRM and NCF to establish a mechanism through which sports development education and training can be independently assessed, accredited and related to the National Qualifications Framework.
- As a follow up to this work, by April 2002 existing provision will be matched to the new National Standards Framework so that gaps can be identified.
- NASD/ISRM will be asked to commission new education and training opportunities to fill any gaps. They will also look at ways of replicating identified outstanding practice.
- NASD/ISRM will be asked to co-ordinate a national think tank by the Summer of 2001 to identify future sports development training needs.

3.37 After April 2002, most sports development training opportunities should be related to the national framework so that there are demonstrable academic and vocational professional development routes accessible to professionals and volunteers

in sports development, coaching, leadership facility management and sports administration:

- All programmes will include equity training devised in consultation with EFDS, Sporting Equals and WSF.
- Beginning in April 2001, SPRITO will conduct a national survey of the current employment pattern of Sports Development Officers which will underpin future planning and workforce development.
- The review is likely to lead to a re-definition of the term Sports Development which more accurately reflects the range and diversity of roles carried out under this title. This work will be steered by the national think tank as part of the revision of National Standards.
- NASD/ISRM will be asked to establish a national source of career/professional development advice for sport and recreation from January 2002.

Co-ordination of Training and Development

3.38 The extensive recommendations of this group have highlighted issues around current structures and agencies. The delivery of education and training across coaching leadership, voluntary administrators and sports development professionals is currently without co-ordination. This will now be addressed:

- DCMS and DfEE will set up a working group comprising NCF, NASD, SPRITO, SE, BST and YST to consider the establishment of a single agency to co-ordinate delivery and to professionalise and standardise tutor training programmes to national standards.



National Governing Bodies and World Class Programmes

“Sydney reminded a nation starved of sporting success just how important it is to do well on the world stage. We saw how the achievements of our athletes lifted people’s spirits and made us feel proud to be British. But, more importantly, having successful sporting role models is one of the best ways of motivating young people to swap Playstations for playing fields. That is not only good for our future medal prospects. It is good for society as a whole.”

The Prime Minister, the Rt. Hon. Tony Blair MP , 11 January 2001

4.1 The Sydney medals tally in the Olympics and Paralympics sparked a terrific national feel good factor. For those young people who are inspired to follow their role models, and have the ability to do so, we must have a pathway to sporting excellence capable of lifting our most talented performers from school and grass roots levels all the way to the top of a world class national structure. To achieve coherence, UK Sport must play a key co-ordination role alongside all 4 Sports Councils. At the same time, Government will work with the devolved administrations through the Sports Cabinet to sustain a common approach to the development of sporting excellence across the UK.

4.2 For that structure to be effective and secure, in addition to the other areas where NGBs play an important role, work needs to focus on NGBs and their operations and relationships at 3 levels:

- NGB grassroots and School Sports Associations investment
- NGB devolved powers
- NGBs, World Class and UKSI

NGB Grassroots Investment and School Sports Associations

4.3 In A Sporting Future for All the Government asked the National Governing Bodies of Sport to set aside 5–10% of their television revenue for grassroots development. Some sports are already doing more. The ECB Foundation has been in place a number of years providing around £ 10 million for grass roots sport between 1997–2000 and a planned £ 12 million over 2001–04 representing 11% of their income from cricket broadcasting. Tennis too invests in grass roots sport and provided some £ 8 million in 1999 through its charitable arm. Government policy is to ensure that these substantial programmes are part of an integrated investment plan to improve opportunities for all young people at local level, recognising the value of the development opportunities they bring to other sports

4.4 As part of the modernisation programme ten major National Governing Bodies are working in partnership with Local Authorities to create high quality clubs at local level to work with schools to identify and nurture young talent. Some NGBs already have strong relationships with their School Sports Associations and well integrated development programmes. These should act as beacons of good practice for others to follow. In particular:

- School Sports Associations should work closely with their NGBs to produce an integrated and equitable development plan for their sport.
- Sports Councils will ensure that funding for school sport development is allocated to NGB agreed programmes.

4.5 School Sports Association links with School Sport Co-ordinators will be an essential element in coherent school / community links. As the Co-ordinator programme encourages more participation after school and in inter-school competition, there will be new opportunities for NGBs and their School Sports Associations to strengthen and expand. As mentioned earlier SE, YST and the NCSS will be looking at the implications of the School Sport Co-ordinator programme for School Sports Associations. We also want to see:

- Sports Councils continuously encouraging NCSS, SSAs and NGBs to develop closer relationships and a more effective management structure;
- Sports Councils acting immediately to extend the role and number of Special School Sports Associations and to link them to the work of School Sports Associations and other relevant community based agencies.

National Governing Body Devolved Powers

4.6 UK Sport and Sport England are currently examining mechanisms for devolving greater responsibility to designated NGBs for their use of the public funding they receive from the Sports Councils. To support this work the 2000 Government Spending Review has pledged £7 million exchequer funding through UK Sport over the next 3 years to help the National Governing Bodies to modernise by instituting structural reviews, supporting the professional development of employed staff and volunteer management and enhancing communication and income generation capacity. Following from this work:

- By April 2001 SE / UKS will develop a pilot programme for devolving responsibility to a minimum of 6 NGBs.
- Within the pilots, NGB plans will be subject to scrutiny, but they will be allowed to reallocate funding to accommodate changing priorities in consultations with the relevant Sports Council.
- In January 2002 SE / UKS will review the pilots and consider extension to other NGBs.
- Sport England will this summer consider more extensive consultations with NGBs over their facilities needs and methods of provision.
- SE / UKS will agree on the training needs of NGBs and Sports Councils arising from these changes by April 2001.

National Governing Bodies, World Class and UKSI

4.7 To support the best sporting talent in the United Kingdom, we are learning from models in other nations. Australia, the USA, Sweden and France all have well-established pathways in place which allow talent to be identified and developed. The initiatives we are taking in schools and at grass roots levels will in time help us to identify and bring on young talent, but our potential international competitors will also need more high quality support to help them reach the top. That support is now coming through. Last year, the Sports Minister met the performance directors of the major sports - the first time that such a joint meeting has taken place. Following our most successful Olympics for many years, and best ever Paralympics, the Sports Cabinet agreed to maintain funding for World Class performers. However, although the funds are there, the complex processes involved mean that it is not always easy for athletes and NGBs to access them. We are determined to change that by reducing the amount of bureaucracy and paperwork involved.

World Class Plans

4.8 Since the Sydney Olympics, UK Sport has held a series of debriefs with the summer Olympic sports and Paralympic disciplines in partnership with the British Olympic and Paralympic Associations to review service provision and performance, consider lessons learned, identify what needs to change and discuss the new support becoming available through the UK Sports Institute. Work is also in hand to review the system of Athlete Personal Awards to ensure that this continues to meet the needs of sport and public accountability

4.9 In October the Prime Minister appointed Dr Jack Cunningham MP to head a review group to analyse how our top athletes are supported by Lottery funding. This will include an assessment of the effect of funding on the performance of the British Olympic and Paralympic Teams. The terms of reference for the group are to review the World Class Performance Programme in relation to the successes in Sydney, Lottery-based funding, Sports Council funding and the effectiveness of elements of the programme for elite athletes and those with promise. The group has been asked to make recommendations to ensure that effective systems are in place for the Manchester Commonwealth Games in 2002 and in the lead up to the 2004 Athens Olympics. Phase 1 of this work is now complete. During the second phase, the Cunningham Group will review the current structure of the UKSI and make recommendations to implement an effective UK wide strategy to give athletes access to the best facilities and services. The action points set out in this plan will support and feed into the work of the Cunningham Group

- UKS and the devolved administration Sports Councils will develop a 'one stop shop' for NGBs so that they need only present one plan for approval.
- A core principle will be that athletes from all four devolved administrations should be funded fairly and equitably.
- By April 2001, UKS, the devolved administration Sports Councils and the NGBs will examine the ways NGBs will access funding for their single World Class Plans.

UKSI Operations and Co-ordination

4.10 The UKSI, through its 10 regions in England and national network centres in Scotland, Wales and Northern Ireland, is providing a network of services and facilities throughout the country which will be fully operational by summer 2002, and will contribute progressively to the development of talented athletes and the improvement of performance. The 2000 Government Spending Review agreed to award UK Sport direct budget funding of £4 million per annum for three years - for the UKSI Central Services - from April 2001. Sport England announced in October 1999 £120 million of Lottery investment in the English Institute of Sport. Already, £80 million of this has been allocated to specific projects for the English Network. To help the UKSI deliver a common and consistent approach, while allowing the individual network centres to develop and deliver local and sport specific needs, a UKSI Board has been established under the chairmanship of the Chair of UK Sport. A separate Board has also been established by Sport England to oversee development of the English Institute of Sport Network (similar to the Boards established in Scotland and Wales).

4.11 From January 2001 the following conditions will apply:

- The UKSI Board will co-ordinate the development of policy across the UK network;
- As part of this work, UKSI central services will co-ordinate the equitable delivery of quality assured central services across the UK;

- England, Scotland, Wales and Northern Ireland will be responsible for the delivery and funding of facilities and regional sports specific services through their network centres.

4.12 In order to support implementation in England:

- The English Institute Network will produce a full implementation plan outlining timescales and operational details for services and facilities immediately.

World Class Performers to visit schools and community groups

4.13 In the foreword to A Sporting Future for All, the Prime Minister writes of the 'passion and dedication' which sport has the power to inspire. For many of us, especially for young people, that inspiration comes from witnessing the achievements of the men and women who are the sporting heroes of yesterday and today. Giving school children the chance to meet sporting champions will not only provide them with an unforgettable experience, and the chance to come into contact with positive role models, it will help set some of them on their own roads to sporting excellence.

- Sport England and UKS are agreeing a quality assured initiative to bring World Class Performers into schools and the community.





Conclusion

5.1 A Sporting Future for All promised that the Secretary of State for Culture, Media and Sport and the Minister for Sport would ~~con~~vene a cross-departmental forum to monitor ~~pro~~gress on policies which affect sport. The Sports Cabinet, chaired by the Secretary of State with a membership made up of the Sports Ministers of all four ~~devolved~~ administrations, forms a precedent for cross-Governmental working on sport. Now that our goals for the next decade are clear, we plan to ~~estab~~lish a new cross-Government group, chaired by the Minister for Sport, to include Ministers and officials from those Departments whose interest in provision for physical activity and sport development in education and the community ~~ha~~ve been highlighted in this action plan.

5.2 A full text of the action plan presented to Ministers by the ~~Implementa~~tion Group can be found on www.culture.gov.uk. Some of its recommendations have not been included in the Government's action plan. We ~~ha~~ve taken the view that it is imperative to start work at once on building a better ~~spo~~rting nation. However, the small number of recommendations omitted from this paper ~~ha~~ve not been shelved. They will be explored further via inter-Departmental discussion and, in some cases, we will ask members of the Implementation Group to produce more detailed proposals for the development of their ideas

5.3 Implementation of The Government's Plan for Sport will be monitored and evaluated as part of the policy process. DCMS will review ~~pro~~gress against the plan each ~~ye~~ar, with ~~re~~presentatives of the original ~~Implementa~~tion Group. The Government will report annually on ~~pro~~gress from April 2002.

5.4 The strategy which gave rise to this plan of action was called A Sporting Future for All. We believe that putting into effect these sharply focused and wide-ranging recommendations will, within the next few ~~ye~~ars, bring about a brighter future for all of us in our sporting nation.

We are grateful to the following people for their input into the work of the Implementation Group:

Implementation Group

Derrick Anderson
Stephen Baddeley
Di Bishop
Steve Bradley
Vanessa Brown
Sue Burgess
Anita Cacchioli
Richard Callicott
Carolyn Carr
Val Charlton
Simon Clegg
Richard Colligan
Phil Collins
Bernard Cotton
Steve Cram
John Crowther
Adam Crozier
Steve Grainger
Diccon Gray
Tanni Grey-Thompson
Pauline Harrison
David Hewson
Tarun Kapur
David Knight
Julian Kramer
Gordon Lord
Irene Lucas
Jeff Mapp
David Moorcroft
Hugh Morris
Liz Murdoch
Ian Prescott
Dave Robinson
Neil Roussell
David Shaw
Patrick Smith

David Sparkes
Brian Stocks
Jane Swan
Adam Walker
Julie Whelan
Margaret Whitehead
Des Wilson
Vanessa Wiseman
Andy Worthington

Facilitator: Sue Campbell

Equity Advisers

Amanda Bennett Women's Sports Foundation
Ken Black YST
Colin Chaytors English Federation of Disability Sports
Brian Pote-Hunt Sporting Equals

Technical Advisers

Crichton Casbon QCA
Elaine Burgess Sport England
Phil Collier Sport England
Elsa Davies NPFA
Richard Hunt LGA
Hamish McInnes Sport England
Alex Newton Sport England
Liz Nicholl UK Sport
David Payne Sport England
Dave Renshaw Sport England
Chris Scrace TTA
John Stevens NCF
Clare Stretch HMI Ofsted
Emma Westcott General Teaching Council
Sue Wilkinson BAALPE