

# YOUTH SPORT TRUST SPORT CHANGES LIVES

## Strategic Plan – 2013-18

Updated January 2016



# INTRODUCTION

Established in 1994 by Sir John Beckwith and Duncan Goodhew, we have a proven track record of making an impact in PE and school sport.

The Youth Sport Trust is an independent UK charity devoted to changing young people's lives through sport.

We have gained independent knowledge and understanding of how PE and sport can make such a difference to young people's lives, that shows significant impact on academic achievement, school ethos and whole school standards.

We are passionate about helping all young people achieve their full potential in life by developing high quality physical education (PE) and sport opportunities.



Every young person's life can be transformed by PE and sport – whatever their age or ability. We can do this by working in partnership with schools, sponsors, government, sporting organisations – and most importantly – young people.

**Baroness Sue Campbell CBE**, Chair, Youth Sport Trust

Sport is not always the end in itself, but, used effectively, can be a vehicle for realising many positive changes in a young person's life.

We know that our work changes young people's lives, and all at the Youth Sport Trust are committed to this goal.

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# OUR IMPACT

## Strategic influence

**6.4 million 5-16 year olds**

By 2007, every school in England had become part of a School Sport Partnership, catering for 6.4 million 5-16 year olds.

**2 hours of PE and school sport**

By 2008, 90% of pupils participated in at least two hours of PE and school sport a week (62% in 2004).

**522 Sports Colleges and Academies**

By 2010/11 the Youth Sport Trust supported 522 Sports Colleges and Academies across all parts of England.

**7,500 Change4Life Sports Clubs**

Developed a network of 7,500 Change4Life Sports Clubs, which are designed to increase physical activity levels in less active children. Our next target is to create 13,500 clubs by 2015.

## Delivery focus

**50,000** students

Since 2003, 50,000 across the UK students have benefitted from the **Sky Sports Living for Sport** programme.

Almost **9 million** children

Since 2009, almost 9 million children have taken part in **Lloyds TSB National School Sport Week**.

Over **10,000** Young Ambassadors

There are over 10,000 Young Ambassadors across the UK inspiring their generation to participate in sport.

More than **3,000** primary schools

Our **Bupa** Start to Move programme has reached more than 3,000 primary schools to date.

**7,000** schools



**7,000** teachers

7,000 schools and 7,000 teachers took part last year in our **Matalan's Sporting Promise** programmes.

**1600 athletes** from **12 sports**

The Sainsbury's School Games involves 1600 athletes from 12 sports, plus 150 emerging young athletes from across the country.

**45** countries



**300** schools

World leading approach – creating global links between schools and students from over 300 schools and 45 countries

# THE PLAN

**The Youth Sport Trust's Strategic Plan sets the direction and priorities for the organisation over the five year period 2013-2018. This plan offers a simple overview of our vision and future ambitions. It is a result of a Business Review process – which included both internal and external consultation. This enabled us to take stock, reflect on our progress and identify the direction we now need to take.**

The economic, social, education and sport landscapes have rapidly changed in recent years. PE and school sport are experiencing new challenges, with significant pressures on headteachers and reduced funding for dedicated support. Equally, the focus in the sporting landscape, post London 2012, has shifted to the many legacy promises surrounding the Games. To ensure that we continue to have the greatest impact on young people's lives and the best possible return on investment, the Youth Sport Trust is taking action. This Strategic Plan outlines what we do, who we do it for and our desired impact.

Strategy development at the Youth Sport Trust is an ongoing process and this five-year plan provides a framework to inform our ongoing strategy development. This will be updated regularly in line with emerging priorities. Linked to this is our Operational Plan which will outline in more detail the key delivery objectives over each year, as well as the specific activities and budgets for each area of work.



# THE POWER OF SPORT

**“** Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. Sport can awaken hope where there was previously only despair. Sport speaks to people in a language they can understand.

**Nelson Mandela**

**At the Youth Sport Trust we believe passionately in the power of sport to change young people’s lives. We have seen the political impact that sport can have on international relations and the contribution it can make to the development of countries around the world. Sport can have a long-lasting positive impact on social development, communities, public health, conflict resolution and the environment across the globe.**

Sport enhances personal abilities, healthy lifestyles and leadership qualities. It is a powerful tool that can change young people’s lives — through a sense of achievement and raising aspirations. But, more importantly, it offers an introduction to new people, places and experiences. At its core, sport can help improve educational performance across all subjects, develop personal and social skills. It also enhances self confidence, improves learning and offers a way of realising individual dreams.

**“** When I started as a Young Ambassador my communication skills were not as strong as they are now. I started out as a shy girl and now, after my work as a Young Ambassador throughout the years, I’ve built my confidence and am motivated to make a difference in my local community and on a larger scale.

**Abda Kazemi**, Young Ambassador





# USING THE POWER OF SPORT

**“** By using the power of sport, we invest in young people as the foundation of our society and provide a development pathway to adulthood. We know that by raising the quality of PE and sport in schools through high quality interventions, we can improve standards, increase achievements and raise attainment levels to fundamentally impact on young people's lives.

**Sir John Beckwith CBE**  
President, Youth Sport Trust

NATIONAL  
PRIDE

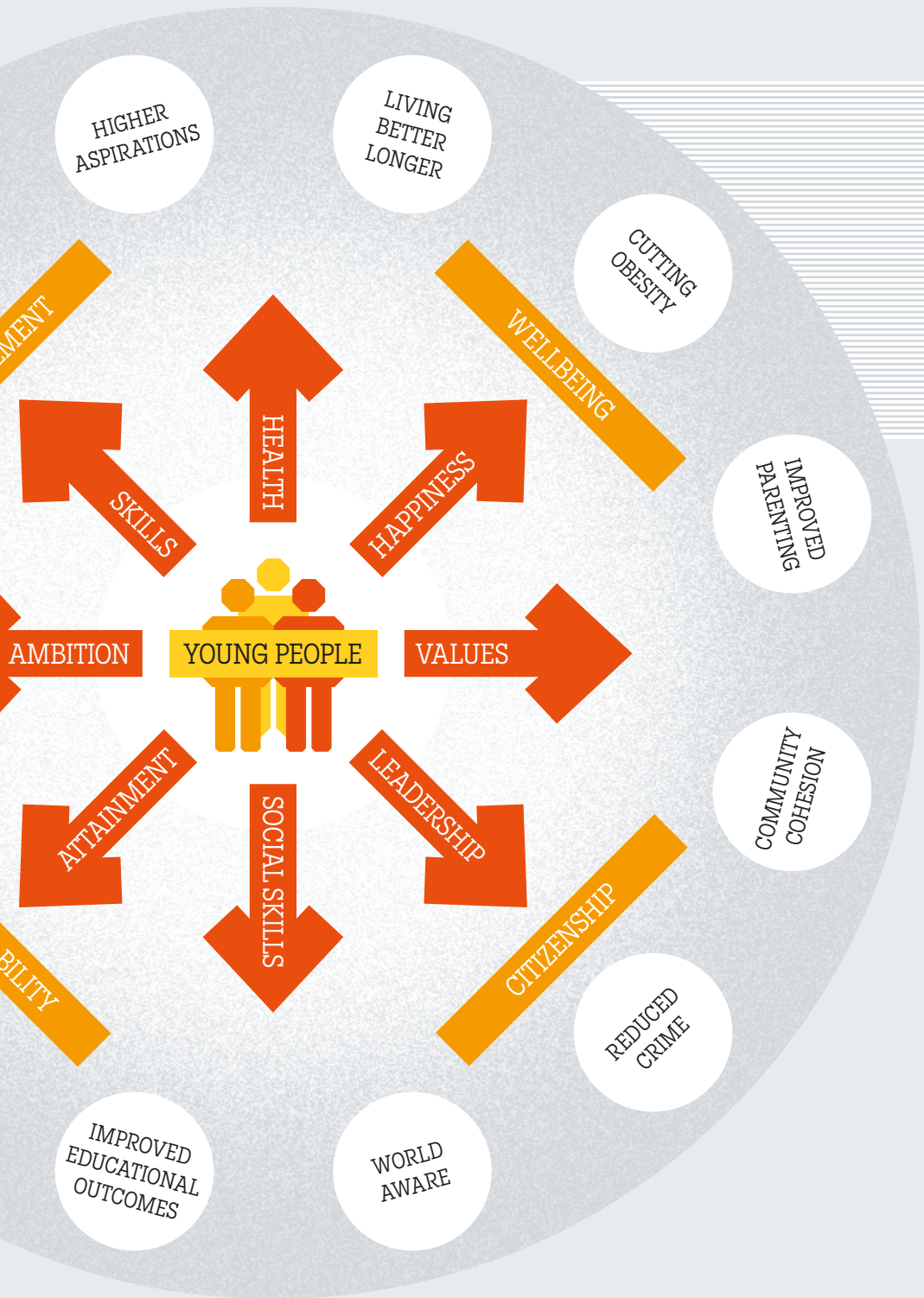
ACHIEVEMENT

PRODUCTIVITY

ECONOMIC  
GROWTH

EMPLOYMENT

REDUCED  
DEPENDENCY  
ON THE STATE



# WHO WE ARE

## **We place young people at the very centre of our approach.**

Sporting opportunities can be developed from birth to adulthood which help transform lives for the better. We aim to pioneer innovative ways to engage and motivate today's young people to participate in sport, and for them to realise the positive impact it can have on their lives. We also seek to ensure that all those who are involved with young people understand the positive contribution sport can make to a young person and their development.

The way we work and our culture are underpinned by a core set of values: **trust**; **responsibility**; **integrity**; and **partnership working**. We seek to find flexible solutions that are adaptable to the evolving sport and education landscapes, as well as to the varied attitudes and behaviours of young people. We are proud of our achievements, and celebrate the impact we have made on generations of young people.

Our approach ensures lasting change and impact. Despite the changing landscape and economical challenges faced at present, much of our work has been sustained across the country.

To expand the reach of the Youth Sport Trust's mission to change young people's lives through sport, our charitable trading arm Youth Sport Direct was established to develop industry-leading educational resources, products and equipment. A stand out example is our work in partnership with the England Hockey Board – where we have improved young people's experience and enjoyment of hockey with innovative equipment design now used by 5,700 schools as well as 450 junior clubs.



## Some of our achievements

Working alongside schools and other significant partners, we have developed world-leading PE programmes to increase confidence and competence in practitioners.

Using our influence, we have conceptualised and supported a new infrastructure for PE and sport – creating world renowned families of schools.

We have considerable experience of forging links between schools and community settings.

We have transformed the way schools use PE and sport to develop leadership skills and citizenship in young people

For those young people who show real sporting promise, we have pioneered Junior Athlete Education helping them achieve their potential in sport and life.

# OUR APPROACH

We focus on three key areas — **SPORTING START**, **SPORTING CHANCE** and **SPORTING BEST** which underline the impact of sport for young people.

We have clear ambitions within each of these areas, which outline the fundamental difference we are trying to make for young people over the life of our Strategic Plan. To achieve these ambitions, we have established a set of key delivery objectives. These will underpin our ability to realise our mission to change young people's lives through sport.



SPORTING  
START



SPORTING  
CHANCE



SPORTING  
BEST

# SPORTING START

## **OUR AMBITION:**

Give every child a sporting start in life through a right to physical literacy.

## **TO ACHIEVE THIS:**

We will focus on the development of physical literacy and wellbeing in young children.



## **TO 2018:**

- Maximising the sustained impact of the Primary PE and Sport Premium.
- Help schools maximise their contribution to offering the CMO recommendations of 60 active minutes for all young people.
- Through a blended learning offer professional development to those contributing to the delivery of PE, physical activity and sport in schools.
- Campaign for a stronger place for PE in the primary curriculum, delivered well by qualified teachers.
- Develop a strong and compelling evidence base of the impact of PE and sport on young people's physical, social, cognitive skills and their ability to make healthy decisions.
- Encourage family engagement and understanding through innovative programmes.
- Create and connect a physical literacy framework for Early Years.

## **IF WE DO ALL THIS:**

If we do all this, we will have changed the lives of one million primary school children.

Since the start of our Strategic Plan (2013), we have given 626,604 participant opportunities to ensure children receive a sporting start in life through high quality PE, sport and physical activity.

# SPORTING CHANCE

## **OUR AMBITION:**

Provide all young people with a sporting chance to succeed in life through increased equality of opportunity, in particular girls and those with additional needs and disabilities.

## **TO ACHIEVE THIS:**

We will strive to transform attitudes, perceptions and practice of inclusive PE, physical activity and sport.

## **TO 2018:**

- Campaign for change and raise profile of inequalities in PE and school sport.
- Promote effective solutions by delivering training, advice and guidance to the PE and school sport workforce.
- Continue to develop our network of expert schools and extend our work with partners to drive specialist support.
- Challenge attitudes and perceptions, through innovative programme delivery.
- Raise aspirations through national and local role models.
- Give a voice to young people to shape and lead solutions.

## **IF WE DO ALL THIS:**

If we do all this, we will have reached 250,000 young leaders, volunteers and teachers, dedicating time to change young people's lives.

Since the start of our Strategic Plan (2013), we have provided 66,004 participant opportunities to help ensure young people receive equality of opportunity through PE and school sport.



# SPORTING BEST

## **OUR AMBITION:**

Ensure all young people will achieve their personal best in life by developing their creativity, aspirations, resilience and empathy.

## **TO ACHIEVE THIS:**

We will strive to maximise the impact of sport on young people's lives

## **TO 2018:**

- Refresh the pedagogy within secondary PE to emphasise character education and the improvement of physical and emotional wellbeing.
- Embrace digital technology to empower and enable young people to be more active and benefit from participation in sport - the 'fit for purpose' generation (Class of 2035).
- Develop interventions which create a strong and compelling evidence base of the impact of PE and sport on young people's achievement, and closing the attainment gap.
- Further implement our 'Leadership Ladder' to ensure a pathway for leadership skills.
- Enable young people to achieve their personal best through 21st century competitive sport programmes.
- Support and challenge NGB's talent pathways to include athletes, coaches and officials.
- Extend reach into community sport activities, working with new partners.

## **IF WE DO ALL THIS:**

If we do all this, we will have enabled 2.5 million young people to achieve their personal best

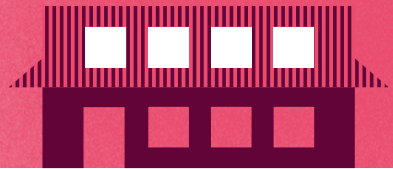
Since the start of our Strategic Plan (2013), we have provided 1,553,063 participant opportunities to ensure young people achieve their best in sport and in life.

## HOW WE WORK

We seek to provide cutting-edge development and research work as well as campaign, challenge and influence significant issues surrounding the impact sport has on young people's lives.

We aim to maximise our impact through partnership. We work collaboratively with a range of partners in sport, health and education, alongside a dedicated group of business and corporate sponsors who share our beliefs. Our focus has always been to work with schools, and whilst this will continue we now have an opportunity to broaden our reach and impact. To achieve this, we will look to work in a different way in new parts of the overall youth sport landscape.

There are three distinct ways that we collaborate with others — **'strategic leadership'**, **'partnership working'** and **'advice and support'**.



We provide strategic leadership in PE and sport, in and alongside schools. By embedding sporting practices and principles at the heart of school life, this is where we have the greatest impact and influence.

We:

**Champion:** the power of sport to change young people's lives.

**Campaign:** as an independent voice on the provision of PE and school sport.

**Develop/design:** innovative resources, training and professional development to support young people in PE and sport.

**Deliver:** high profile sporting events, camps and programmes for young people.

**Inspire:** a network of schools, school leaders and sports organisations.

## PARTNERSHIP WORKING (COMMUNITY)



## ADVICE & SUPPORT (HOME)



We aim to have greater reach by working with a range of partners within the community (including schools) to maximise the collective impact on young people.

We:

**Collaborate:** with organisations who have targeted sporting activity at young people.

**Establish strategic partnerships:** that further deliver our goals and extend our messages.

**Identify and share:** best practice in supporting areas of research or resource development.

We are keen to extend our reach into the home setting, and have further impact.

We will:

**Support:** parents, guardians, carers, schools and teachers by offering advice, and expertise on how to encourage enthusiasm for sport at home.

**Develop:** an online and social media offering for young people to access information that is appealing, desirable and relevant.



## OUR REACH

**We lead, support and inspire young people and those who interact with them. To do this, we need to engage with them at home, in school and in the community.**

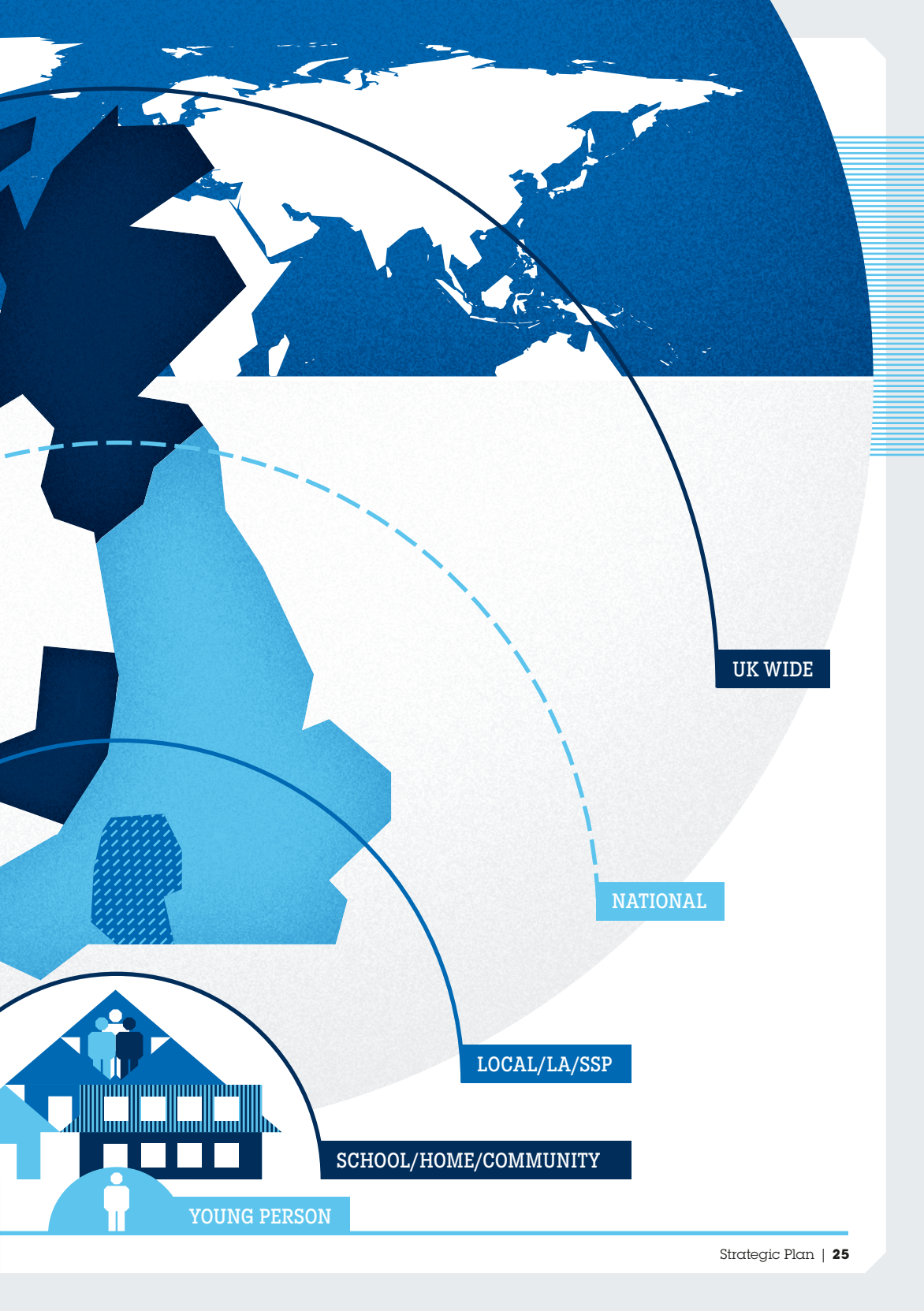
Our reach ranges from:

- the individual young person in their immediate environment
- a network of Youth Sport Trust partner and member schools across England
- UK wide reach through partnerships with the Sports Councils in Scotland, Wales and Northern Ireland, and beyond that internationally
- to ultimately, connect a global sporting community.

We use the power of sport to impact on young people's lives throughout the world. Our international work has created global links between schools and students from over 300 schools and 45 countries. Recently we have developed and delivered leadership and teacher training in Iraq, Afghanistan, Georgia and Pakistan.

We have been delivering the International Inspiration programme, linked to London 2012, since 2008 to enrich the lives of 12 million children in 20 countries through the power of high-quality PE, sport and play. We have a world leading approach and we intend to continue to strengthen our international partnerships and maximise the shared learning we can globally achieve.





UK WIDE

NATIONAL

LOCAL/LA/SSP

SCHOOL/HOME/COMMUNITY

YOUNG PERSON

## OUR LEGACY COMMITMENT

**ff** To make an Olympic champion takes millions of young people around the world to be inspired to choose Olympic sport.

Today's challenge is tough. It's more complex. We can no longer take it for granted that young people will choose sport. Some may lack the facilities. Or the coaches and role models to teach them. Others, in an age of 24-hour entertainment and instant fame, may simply lack the desire.

We are determined that a London Games will address that challenge. So London's vision is to reach young people all around the world. To connect them with the inspirational power of the Games. So they are inspired to choose sport.

### **Lord Sebastian Coe**

The Games were won on the promise of 'inspiring a generation'. Throughout the weeks of fabulous sporting action, this was evident – from the young people lighting the Olympic cauldron, to the vast number of young spectators and volunteers. Celebrating the success of London 2012 and the achievements of Team GB is important, but harnessing that success is vital to the nation.

We must build on the momentum. The Youth Sport Trust is proud of its role in enhancing the delivery of PE and sport for nearly two decades and this strategic plan reinforces that work, and is designed to give a clear direction of how we will build on the success of the London 2012 Olympic and Paralympic Games for all young people.

Our vision on how this can be achieved is to put young people at the heart of delivery. We believe this can be realised by empowering young people to drive the changes that they feel will have the most impact for themselves and that of generations to follow.



**Jordan Duckitt**, Youth Sport Trust Young Ambassador, lights the London 2012 Olympic Cauldron at the Opening Ceremony

“ The Youth Sport Trust will strive to provide every young person with the opportunity to transform their lives through PE and sport – whatever their age or ability. For some time, we have been working hard to ensure that the momentum created by London 2012 is maintained – but it will take ongoing vision and commitment to ensure young people are leading this.

**Ali Oliver**, Chief Executive Officer, Youth Sport Trust



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IN PEOPLE**