

A hiker with a prosthetic right arm is shown in profile, ascending a grassy mountain trail. He is wearing a green long-sleeved shirt, blue shorts, and a large black backpack. He uses a trekking pole with a prosthetic hand on his right side. The background features rolling green hills under a cloudy sky. A large yellow arrow graphic points from the left towards the hiker.

# SUPPORT. RECOVER. ACHIEVE.

Sport and Recreation Alliance Strategy 2021-25: mid-cycle update



# INTRODUCTION AND UPDATE

## FROM THE CHAIR AND CEO

**SPORT+  
RECREATION  
ALLIANCE**

**At the midway point of our new strategy *Support. Recover. Achieve.* we have taken the opportunity to review and update our strategic objectives.**

**Through the last couple of years of the strategy cycle there has been a significant amount of change and challenge. Effects of the COVID-19 pandemic are still being felt, compounded by the ongoing cost-of-living crisis.**

The sector continues to experience a straitened economic environment, and stubborn inequalities in participation persist. The ability to attract and retain staff and volunteers remain.

Throughout this time, our unwavering focus has been on delivering for our members, ensuring they have the tools, resources and support they need. Collaborating with wider sector partners and stakeholders, we have become a powerful voice for sport and recreation. Together, we have called for more support to keep the nation active, understanding the crucial role physical activity plays in individual lives and communities.

This has included the publication of the landmark report 'Unlocking the Potential', alongside our sector partners. This report proposed a clear strategic vision for how to fully

harness the power of the sport, recreation and physical activity sector to improve the physical, mental and social wellbeing of the nation and support our renewal as a country post-pandemic.

Following our research exploring the impacts of the cost-of-living on the sector alongside the National Sector Partners Group, we also secured £63m additional support from the Government at Spring Budget 2023 for leisure centres with pools.

In addition, in 2023 - working hand-in-glove with our members, we launched the 'Social Value of Movement and Dance' report, demonstrating the role movement and dance can play in creating a healthier and happier nation and why it should be perceived as much more than 'just' an art form.

Since the launch of our initial strategy in 2021, Inclusivity and Sustainability have become ever more important issues for the sector. We champion diversity, promoting an environment where all can participate, connect and excel. We have launched our Inclusivity Hub, hosted training sessions, and - as part of the Sport Environment and Climate Coalition - helped create new resources to support the sector to reduce its environmental impact. By nurturing inclusivity and helping foster sustainability, we empower and enable our members to become the best organisations they can be.

We have taken the opportunity of this review to narrow our focus and magnify our support in the areas that we know matter the most to our members - homing in on three

strategic objectives: i) Champion the economic, social, mental and physical health-and-wellbeing benefits of sport and recreation; ii) Protect and promote our members' interests as the independent voice of sport and recreation; and iii) Support our members with their biggest challenges, enabling them to adapt to change and become more diverse and sustainable.



# OUR PROUDEST ACHIEVEMENTS

As we look forwards, our ambition remains resolute. We will continue to be innovative and bold in our approach, providing a collective, independent voice that shapes the sporting landscape and maximises the impact for and of our members.

## OUR PROUDEST ACHIEVEMENTS:



**Launching the Principles of Good Governance, Inclusivity Hub and a repository on sports sustainability, alongside dedicated training and support to help our members embed best practice across their organisations and plan for the future.**



**Driving forward campaign work to support the sector, securing £63m for leisure centres with pools and calling on policymakers to make the UK the most active nation in Europe.**



**Developing and delivering a wide range of training courses, dedicated content and flagship events to engage members and showcase the very best of the sector.**



**Growing our website and social media presence substantially, reflecting our ambition to reach and promote the interests of our members to a much broader audience.**



**Providing a suite of guidance, research and advice to support our members as they continue to navigate the cost-of-living crisis and respond to funding challenges and governance, regulatory and tax requirements.**

Amongst other things, we will continue our campaign to make the UK more active, publishing a manifesto ahead of the next General Election to highlight the potential and value of the sector, and highlight to policymakers how they can foster a more active nation. We will continue to champion and provide a convening function for our members and the sector more broadly, helping drive work to make sport and recreation more inclusive, sustainable, diverse and accessible. And we will continue to support the sector to prepare for the myriad other opportunities

and challenges that lay ahead, from funding and investment to the effects of climate change.

The Alliance is steadfast in our commitment to showcasing the immense benefits of sport, recreation and physical activity. Our sector is one of opportunity, a welcoming space for anyone to engage, connect, and succeed.

We believe that the focus contained within this updated strategy will inspire you and we look forward to supporting you as we continue our collective recovery and achieve our ambitions in the years to come.



**Dame Janet Beer**  
Chair



**Lisa Wainwright MBE**  
Chief Executive



# PURPOSE, VISION & MISSION

Our Purpose, Vision, Mission and Values continue to underpin our work - our focus and what we deliver.

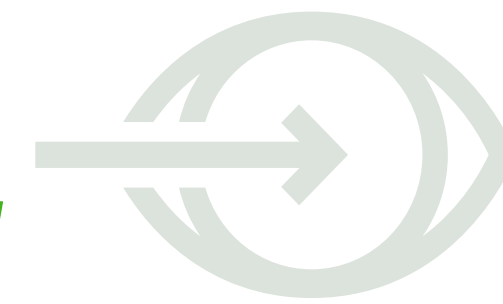
## PURPOSE



We believe everyone should benefit from the positive power of sport and recreation.

This is the reason we exist - it is what motivates us.

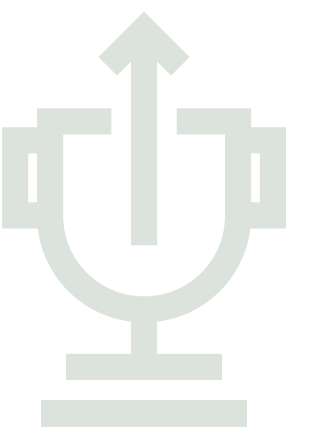
## VISION



We will be at the heart of a thriving sector enabling more people from all backgrounds to participate in sport and recreation.

This is the difference we want to make to our members and the wider community when we follow our purpose.

## MISSION



Be the go-to body for sport and recreation, providing expert services, advice and advocacy.

This is what we will do every day to make sure our purpose delivers our vision.



# VALUES

We know that values are not just words – they matter.

Our values define how we work - how we engage with one another, and the relationships we foster with our members, partners and wider stakeholders.

**1**

## **SUPPORT**

We are supportive and show care and commitment to our members and our staff.

**2**

## **COLLABORATION**

We are built on a great team which collaborates with others to harness collective energy and drive change.

**3**

## **RELATIONSHIPS**

We value long-lasting relationships with our members, partners and the wider sport and recreation community.

**SPORT+  
RECREATION  
ALLIANCE**



# STRATEGIC OBJECTIVES

SPORT+  
RECREATION  
ALLIANCE

Our new strategy comprises three, core objectives, which reflect our roles as a thought leader and driver of change, as well as the representative body for the sport and recreation sector.





## 1

**CHAMPION THE ECONOMIC, SOCIAL, MENTAL AND PHYSICAL HEALTH AND WELLBEING BENEFITS OF SPORT AND RECREATION.**



To achieve this objective, we will focus on the following priority areas:

#### **Building the evidence base**

Through conducting original research and collaborating with partners, we will develop the evidence to demonstrate the societal benefits of sport and recreation and make it easier for members to measure their impact.

#### **Promoting the power of sport and recreation**

We will provide the platform to showcase how sport and recreation transforms the lives of individuals and communities with a particular focus on women, children and young people and marginalised and under-represented groups.

## 2

**PROTECT AND PROMOTE OUR MEMBERS' INTERESTS AS THE INDEPENDENT VOICE OF SPORT AND RECREATION.**



To achieve this objective, we will focus on the following priority areas:

#### **Shaping the policy debate**

We will combine expertise and evidence to shape the policy debate around sport and recreation with the aim of maximising both investment and opportunity to help our members grow and thrive.

#### **Maximising the impact of our networks**

We will use our networks to bring members together with government, politicians, policy makers and partners to identify key policy challenges and develop innovative solutions.

## 3

**SUPPORT OUR MEMBERS WITH THEIR BIGGEST CHALLENGES, ENABLING THEM TO ADAPT TO CHANGE AND BECOME MORE DIVERSE AND SUSTAINABLE.**



To achieve this objective, we will focus on the following priority areas:

#### **Convene our members to tackle the big issues together**

We will bring our members together to understand and find solutions to the big collective challenges they face – from EDI to climate change to integrity and good governance – and help them to become more sustainable.

#### **Deliver highly values services and products**

We will provide services and products to make our members' lives easier. Where we do not have the expertise or where others are better placed to provide support we will ensure that our members are signposted to those who can support them with specific challenges.



# MEASURING OUR IMPACT

For each of our strategic objectives we will assess our impact through the achievement of an end goal – these have been refined to reflect our updated strategy and set out where we expect to be at the end of the life of the strategy with each end goal supported by a series of high-level measures.

## 1

### **STRATEGIC OBJECTIVE:**

Champion the economic, social, mental and physical health and wellbeing benefits of sport and recreation.

### **END GOAL:**

We will have evidenced and promoted the societal benefits of sport and recreation and supported our members in measuring and articulating the benefits of sport and recreation.

### **HIGH-LEVEL MEASURES:**

#### **Input**

We will deliver at least one piece of original research each year that demonstrates the societal benefits of sport and recreation and will develop an accessible hub to host our own research and collate important research from others.

We will provide support to our members for measuring and articulating the societal impact of sport and recreation.

We will promote the societal benefits of sport and recreation through our website and social media channels and seek to increase the visibility of our work through external press and media channels.

#### **Output**

→ Our original research and the research hub will have been accessed/used by a substantial number of our members, partners and wider stakeholders who will be satisfied that it promotes the benefits of sport and recreation.

→ A substantial number of our members will be satisfied with their ability to measure and articulate the benefits of sport and recreation.

→ Our website traffic, social media reach and external press/media interactions will increase year on year showcasing how sport and recreation can transform lives to a wider audience.



# 2

**STRATEGIC OBJECTIVE:**

Protect and promote our members' interests as the independent voice of sport and recreation.

**END GOAL:**

We will be recognised by members through the strength of our representation and reach as a key influencer on the policy issues that matter most to them.

**HIGH-LEVEL MEASURES:**

**Input**

**Output**

We will utilise at least one piece of original research each year to inform policy debate.



Original research undertaken by the Alliance will have been accessed and used to influence policy debate.

We will engage with policy makers on the issues that matter most to our members.



Increased engagement on policy issues and a substantial majority of our members will be satisfied with our work to inform and shape government policy.

We will bring our members, partners and policy makers together at our parliamentary networks, policy working groups and events.



A substantial majority of our members will have had the opportunity to engage in discussions on the issues that matter most to them and will be satisfied with the support provided through our networking groups and events.

# 3

**STRATEGIC OBJECTIVE:**

Support our members with their biggest challenges, enabling them to adapt to change and become more diverse and sustainable.

**END GOAL:**

We will be recognised by members as having helped them achieve more effective, diverse and sustainable operations through our services, products and events.

**HIGH-LEVEL MEASURES:**

**Input**

**Output**

We will deliver an annual events and training programme for our members ensuring that at least one flagship event each year focusses on a key long-term sustainability challenge facing our members.



Increased attendance at our events/training programme throughout the strategy cycle and a substantial majority of our members will be satisfied that our events/training programme supports them in achieving more effective, diverse and sustainable operations.

We will undertake a minimum of one major project each year to raise the profile of specific EDI issues.



Increased engagement throughout the strategy cycle and recognition from members that our projects raise awareness of EDI issues and help them to become more diverse.

We will provide highly valued services and products, signposting to others where we are not the experts, and seek to identify new, innovative ways to make our members' lives easier.



Increased take up of our services and products across the strategy cycle and a substantial majority of our members will be satisfied with these or will be satisfied that they can gain the support that they need through those that we signpost to.



# THANK YOU.

Our updated strategy aims to ensure we're best able to deliver for our members and partners, and to maximise the number and breadth of people able to benefit from the transformative powers of sport and recreation.

For more information please visit:  
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