

Committees	Date
Policy and Resources Committee (for decision)	04/07/2019
Public Relations and Economic Development Sub-Committee (for information)	11/06/2019
Hampstead Heath Committee (for information)	05/06/2019
Education Board (for information)	23/05/2019
Epping Forrest and Commons Committee (for information)	20/05/2019
Community and Children's Services Committee (for information)	08/05/2019
Hampstead Heath Consultative Committee (for information)	29/04/2019
Health and Wellbeing Board (for information)	26/04/2019
Subject The City of London Corporation's Sport and Physical Activity Strategy for 2019-23.	Public
Report of Kate Smith – Head of Corporate Strategy and Performance	
Report Author Sufina Ahmad – Corporate Strategy Manager	For decision

Summary

This paper presents at Appendix One the proposed final version of the City of London Corporation's (City Corporation) Sport and Physical Activity Strategy for 2019-2023. The vision is that: *London and the UK are world-class sport and physical activity destinations, supporting the economy, communities and individuals.* The key outcomes and activities include the City Corporation working with others to deliver successful major sporting events for London and the UK, sport engagement activities that strengthen community cohesion, and work that ensures people have access to and participate in sport and physical activity.

The Corporate Strategy and Performance Team (CSPT) developed this strategy following a decision in December 2018 at Policy and Resources Committee to invest in sport engagement work. It is based on research and discussions with internal officers in the following departments, who will also support its delivery: Town Clerk's, Community and Children's Services, Remembrancer's, Built Environment and Open Spaces. External colleagues from Sport England and London Sport also offered their input. The strategy aligns to our Corporate Plan for 2018-23, specifically outcomes 2, 3, 4, 7 and 10. Policy and resources Committee is asked to approve the strategy and Public Resources and Economic Development Sub Committee is asked to endorse it.

Recommendations

Public Relations and Economic Development Sub-Committee/Hampstead Heath Committee/Education Board/Epping Forest and Commons Committee/Community

and Children's Services Committee/Hampstead Heath Consultative Committee/Health and Wellbeing Board is asked to:

- i. Note and endorse the proposed final version of the Sport and Physical Activity Strategy – subject to any changes discussed in the meeting being incorporated.

Policy and Resources Committee is asked to:

- ii. Approve the proposed final version of the Sport and Physical Activity Strategy – subject to any changes discussed in the meeting being incorporated.

Main Report

Background

1. In December 2018, Policy and Resources Committee approved a paper setting out a strategic approach to sport engagement activities by the City Corporation, which included the decision to invest in a Sports Engagement Manager, based in the Corporate Affairs Team. Consequently, it was felt that the City Corporation would benefit from a strategy document on sport and physical activity. The CSPT was asked to develop this strategy, which it did through desk-based research and meetings with the following internal and external colleagues:
 - a) Sam Hutchings – Town Clerk's
 - b) Eugenie de Naurois – Town Clerk's
 - c) Nick Bodger – Town Clerk's
 - d) Daniel McGrady – Community and Children's Services
 - e) Andrea Laurice – Built Environment
 - f) Gerry Kiefer – Open Spaces
 - g) Xenia Koumi – Community and Children's Services
 - h) Sam Bedford – Community and Children's Services
 - i) Simon Cribbens – Community and Children's Services
 - j) Greg Knight – Community and Children's Services
 - k) Steve Garrett – Sport England
 - l) Emily Neilan – London Sport.

Current Position

2. The strategy, in terms of its vision, outcomes, activities and success measures are summarised on the second page of Appendix One. The content has been inspired by the City Corporation's existing work supporting major sporting events, major mass participation sporting events, campaigns and commissioned work to encourage people from all backgrounds to participate meaningfully in sport and physical activity. It also draws from the strategic sport and physical activity work that is being carried out by the Department for Digital, Media, Culture and Sports, Sport England, London Sport, Public Health England, the Greater London Authority and the World Health Organisation.
3. For the purpose of this strategy, the City Corporation has defined sport and physical activity as follows:

Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy, this can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

4. The City Corporation's vision is that '*London and the UK are world-class destinations for sport and physical activity, supporting the economy, communities and individuals*'. The City Corporation will work with relevant local, regional and central governments, infrastructure bodies including Sport England and London and Partners, national governing bodies for sport, businesses, civil society organisations and individuals and communities directly to deliver the work outlined in the strategy.
5. The three key outcomes the City Corporation aims to achieve are:
 - a) London and the UK are world-class global destinations for major sporting events.
 - b) Community cohesion is strengthened through sport and physical activity.
 - c) People have access to and participate in sport and physical activity.
6. The City Corporation will achieve these outcomes by building on our existing work and supporting the development and delivery of bids for major sporting events that benefit communities and the economy in London and the UK, alongside events, campaigns and activities that encourage individuals and communities to access and participate in sport and physical activities, including those activities that bring communities together positively.

Recommendation

7. This Committee is asked to review, discuss and approve/endorse the Sport and Physical Activity Strategy today. If there are any changes required following today's discussions, then these will be incorporated before the strategy is shared externally with stakeholders.
8. It is also recommended that in the future, the direction of travel outlined in this strategy would be integrated into the wider City Corporation Health and Wellbeing Strategy, rather than continuing to require a separate strategy.

Implementation

9. If this strategy is approved, it is proposed that the Sports Engagement Manager, currently being recruited to, would lead on ensuring that it is delivered, by working in partnership with colleagues from Town Clerk's (Corporate Affairs, Cultural and Visitor Development, Events and Economic Development teams), Community and Children's Services (Commissioning, Public Health and Community Engagement teams), Remembrancer's (Events team), Mansion House, Built Environment (Strategic Transportation team) and Open Spaces (Central Management team) to:

- a) Look at the effectiveness and impact of existing and planned activities.
- b) Ensure that all activities relating to the strategy align to at least one of the three identified outcome areas and therefore the Corporate Plan.
- c) Determine the effectiveness of all activities against the to be agreed qualitative and quantitative success measures for each activity.
- d) Recommend if the activities should be continued as they are, repurposed, or stopped.
- e) Deliver activities within the resources available – monitoring impact and spend to inform corporate planning.
- f) Design and implement the action plan for the strategy.

Corporate and Strategic Implications

10. Corporate and Strategic Implications:

This strategy will support the following outcomes and associated high-level activities within the City Corporation's Corporate Plan for 2018-23:

Outcome 2: People enjoy good health and wellbeing

Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.

Outcome 4: Communities are cohesive and have the facilities they need.

Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture.

Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Social Wellbeing, Mental Health, Education, Visitor Destination, Corporate Volunteering and Transport.

- 11. **Security Implications:** The City Corporation will ensure that security needs are met when delivering major sporting events, involving Health and Safety, Security and City of London Police colleagues as needed.
- 12. **Financial and Resourcing Implications:** Existing budgets and the Hospitality Working Group budget will be used to deliver the activities outlined in this strategy. The work will be coordinated by the Sports Engagement Manager – which is a new permanent resource – alongside existing officer resource.
- 13. **Equalities Implications:** All activities will need to comply with the priorities set out in the City Corporation's Equalities and Inclusion Action Plan, ensuring that the diverse needs of individuals and communities this work is aimed at are met.
- 14. **Legal Implications:** Any legal agreements or partnerships that the City Corporation considers or enters in to, particularly as part of major sporting events, will need to be signed off by the Comptroller and City Solicitor's department – ensuring that early steer and sign off is sought wherever possible.

Conclusion

15. This Committee is asked to approve/endorse the proposed final version of the Sport and Physical Activity Strategy for 2019-23, which utilises the City Corporation's role across different sectors and geographical areas in pursuit of a vision that *'London and the UK are world-class destinations for sport and physical activity, supporting the economy, communities and individuals.'* If approved, its delivery will be led on by the Sports Engagement Manager with a range of colleagues from different internal departments.

Background Papers

Enhancing Sport Engagement – Policy and Resources Committee, 13/12/2018

Appendices

Appendix One – Proposed Final Version of Sport and Physical Activity Strategy, 2019-23.

Sufina Ahmad

Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: sufina.ahmad@cityoflondon.gov.uk

Appendix One – Proposed Final Version of Sport and Physical Activity Strategy, 2019-23

Sport and Physical Activity Strategy – Proposed Final Version, 04.04.19
Strategy Authors: Sufina Ahmad, Corporate Strategy Manager and Ioana Tamas, Graduate Trainee

Sport and Physical Activity Strategy, 2019-23.

Foreword by the Chair of Policy and Resources and Town Clerk

To be added, post approval at officer and Member Committees.

Deputy Catherine McGuinness
Chair of Policy and Resources
Committee

John Barradell
Town Clerk and Chief Executive

April 2019

Sport and Physical Activity Strategy, 2019 – 23

Executive Summary

Our definition of sport and physical activity

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

Why sport and physical activity matters to us

The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, individual development, social and community development and economic development.

Who we will work with

We will continue to work with individuals and communities across London and the UK, including our residents and workers in the Square Mile – focussing on those that are 'inactive' and less likely to engage with sport and physical activity. The Sports Engagement Manager alongside colleagues from across the organisation will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy.

Our Vision

London and the UK are world-class destinations for sport and physical activity, supporting the economy, communities and individuals.

Our Outcomes

London and the UK are world-class global destinations for major sporting events .

Links to CP Outcomes 7 and 10

Community cohesion is strengthened through sport and physical activity.

Links to CP Outcomes 3 & 4

People have access to and participate in sport and physical activity.

Links to CP outcomes 2 & 3

Our Activities

- Support the development and delivery of bids and partnerships for major sporting events.
- Deliver events and activities to celebrate and promote major sporting events.
- Offer signposting and information services to visitors.
- Promote London and the UK's major sporting events offer nationally and internationally.

- Promote major sporting events to local communities to drive engagement with sport and physical activity.
- Develop and deliver inclusive events during major sporting events.
- Attract mass participation sporting events are delivered for the benefit of local communities and local schools.
- Champion resident-led ideas for sport and physical activity.

- Promote active travel.
- Commission sport, exercise and physical activity services for our residents.
- Deliver public health led campaigns on sport and physical activity for our residents, workers and pupils.
- Make best use of our own assets to encourage sport and physical activity.
- Raise awareness of the benefits of sport, exercise and physical activity across our activities, institutions and assets.

Our Success Measures

This strategy will result in an increased number of major sporting events in London and the UK, driving economic benefits and delivering improvements in physical and mental health for individuals and communities, including our residents, workers and pupils in the Square Mile, through increased access to and participation in sport and physical activity. Finally we will support Londoners to be more active.

Introduction and vision

The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2023. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

Our definition of sport and physical activity is based on the definitions used by Sport England and the World Health Organisation. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an inactive person as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its '*Active Lives Survey*'. The Chief Medical Officer's definition of an 'active' person is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

Central Government is clear that investment in sport and physical activity brings significant benefits to individuals and communities in the UK through improvements in the following outcome areas:

1. Economic development –

Sport and physical activity can create jobs, promote growth, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's GREAT Britain Campaign, which promotes the UK abroad in a number of areas including our tourism offer.

2. Social and community development –

Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, resulting in greater levels of community cohesion.

3. Physical health –

Sport and physical activity can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. In addition to the health benefits, tackling symptoms associated with common physical and mental health (see below) conditions, also helps to reduce costs to businesses associated with sickness absence among the workforce.

4. Mental health –

Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression.

5. Individual development –

Sport and physical activity can positively contribute to improving educational attainment and learners' behaviours and attitudes, as well as support the development of characteristics and skills, for example team working, communication and problem solving.

These outcome areas align to our organisational strategic aims, as set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments.

In London, the GLA, Sport England and London Sport are working in partnership to make London ***the most physically active city in the world***. There are two major priority areas within our own Sport and Physical Activity Strategy which resonate with this work and which we wish to prioritise:

1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

2. Increased levels of sport and physical activity

All Londoners can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Furthermore, we feel that investment in sport and physical activity is essential right now, in the face of:

- Economic uncertainty and risks of stagnation alongside cost of living increases.
- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.
- Challenges to community cohesion – exacerbated in London due to the levels of transience across different population demographics and well evidenced in strategies and research by the Greater London Authority.
- Reductions in public sector spending on sport and physical activity.
- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.
- An ageing population and the health and social challenges that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England.

Going forward, **our vision** is that:

London and the UK are world-class destinations for sport and physical activity, supporting the economy, communities and individuals.

What we will do

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of open spaces; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. Technical support, such as volunteer training, road closures and route planning and an extensive hospitality offer for major sporting events and mass participation sporting events.
2. Campaigns and activities to encourage sport and physical activity among the City's worker population, such as those delivered through the Business Healthy programme and the Active City Network.
3. Commissioned services that encourage sport and physical activity for our residents in the Square Mile.
4. Open Spaces designed and maintained to encourage physical recreation, as well as access to sporting facilities such as playing fields, athletics tracks, tennis courts etc.

We have therefore outlined the following three outcomes and associated activities in order to fulfil our vision –

Outcome 1: London and the UK are world-class global destinations for major sporting events.

This means that we will prioritise the following types of activities:

- a) Contribute proactively to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayoralty.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level.

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

Outcome 2: Community cohesion is strengthened through sport and physical activity.

This means that we will prioritise the following types of activities:

- a) Co-design of bids for major sporting events to include provision for a range of inclusive events, including 'fringe' events that positively engage and benefit local communities, including our residents, workers and local schools, including the City of London family of schools.
- b) Support the design and delivery of mass participation sporting events for local communities, including our residents and workers.

- c) Champion resident and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, that encourage sport and physical activity.
- d) Engage City businesses in sporting activities as supporters and contributors, e.g. through funding, volunteers etc.

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals within communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.

Outcome 3 People have access to and participate in sport and physical activity.

This means that we will prioritise the following types of activities:

- a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.
- b) Adopting an evidence-based commissioning approach, using feedback from residents and insights collected through the Sport England '*Active Lives Survey*'.
- c) Delivery of public health-led campaigns for residents and workers in the Square Mile that result in increased access to and participation in sport and physical activity.
- d) Utilisation of City Corporation-owned assets, such as our cultural venues, our estates and our open spaces to encourage sport, physical activity and recreation for residents and workers.
- e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and jogging across City Corporation-owned open spaces.
- f) Raise awareness of the importance of sport and physical activity across our various activities, institutions and assets.

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile. This outcome seeks to support mainly:

- Residents and workers that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and pupils that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

The work relating to the outcomes and activities outlined above will be led on by the Sports Engagement Manager, but it is expected that support will be offered by colleagues based in Corporate Affairs, Media, Cultural and Visitor Development, Mansion House, Events, Built Environment, Community and Children's Services, Public Health and Open Spaces.

Implementation and measures of success

This strategy builds on the current work that we are doing around sport and physical activity for the benefit of individuals and communities across London and the UK, and our residents and workers in the Square Mile specifically. The workstreams relating to this strategy will be periodically reviewed by an internal group of officers from the following departments:

- Town Clerk's Department – Corporate Affairs, Cultural and Visitor Development and Events teams.
- Department of Community and Children's Services – Commissioning, Public Health and Community Engagement teams.
- Remembrancer's Department – Events Team.
- Department of Built Environment – Strategic Transportation team.
- Open Spaces Department – Central Management team.

Colleagues from our Economic Development Office and the Lord Mayorality's Office will attend the group when needed.

Areas of work that the group will discuss include, but are not limited to, the following:

1. Looking at the effectiveness and impact of existing and planned activities.
2. Ensuring that all activities relating to the strategy align to at least one of the three identified outcome areas and therefore the Corporate Plan.
3. Assessing the effectiveness of all activities against the to be agreed qualitative and quantitative success measures for each activity.
4. Recommending if the activities should be continued as they are, repurposed, or stopped.
5. Delivering activities within the resources available – monitoring impact and spend to inform corporate planning.
6. Designing and implementing the action plan for the strategy.

The internal working group will be facilitated by a Sports Engagement Manager, based within the Corporate Affairs Team, who will support the delivery of this strategy generally and outcomes one and two of this strategy specifically.

Success for this strategy includes delivering:

1. Increased numbers of major sporting events in London and the UK, resulting in more opportunities for economic, social and/or community development.
2. Improvements in physical and mental health for individuals and communities, including our residents and workers in the Square Mile, through increased access to and participation in sport and physical activity.
3. Supporting Londoners to be more active.

Links to our Corporate Plan

Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments*. This strategy will support the following outcomes and associated high-level activities within the Corporate Plan:

- **Outcome 2:** People enjoy good health and wellbeing
We will:
 - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
 - Raise awareness of factors affecting mental and physical health.
 - Provide advice and signposting to activities and services.
 - Provide inclusive access to facilities for physical activity and recreation.
- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
We will:
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 4:** Communities are cohesive and have the facilities they need.
We will:
 - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - Support access to suitable community facilities, workspaces and visitor accommodation.
- **Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.
We will:
 - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
 - Promote London for its creative energy and competitive strengths.
- **Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.
We will:

- Create and transform buildings, streets and public spaces for people to admire and enjoy.
- Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

Conclusion

We are pleased to make a commitment to sport and physical activity through this strategy that builds on our values and commitment to individuals, communities and stakeholders across the Square Mile, London and the UK. Investing in sport and physical activity related work has the potential to deliver positive social and economic outcomes for all. To deliver this strategy successfully we recognise that we must collaborate with others and learn from the work that we do in this space, in order to address the challenges and opportunities identified in this strategy.