SPORT ENGLAND

IMPLEMENTING UNITING THE MOVEMENT

YEAR 1 (2021-22)

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SPORT ENGLAND UNITING THE MOVEMENT

INTRO-DUCTION

IMPLEMENTING UNITING THE MOVEMENT YEAR 1 (2021-22)

Uniting the Movement, which we published in January 2021, is our 10-year strategy to transform lives and communities through sport and physical activity.

We need to now build strong foundations to help make this vision a reality.

This implementation plan outlines the work we'll do to the end of March 2022 to deliver Uniting the Movement, in what will be a year of transition.

To support this work, we've developed a set of goals – these are the things we'll focus on this year and work on collaboratively with partners.

They balance the continuing need to be responsive to the short-term challenges of Covid-19, with the need to be proactive so we can meet the ambitions we've set out in our strategy.

IMPLEMENTING UNITING THE MOVEMENT YEAR 1 (2021-22)

In summary, over the next year we'll:

RESPOND: build an agile and robust response to Covid-19.

TRANSFORM: revolutionise how we work.

PLAN: implement our strategy.

TRANSITION: manage through change.

See pages 9-34 to read more detail about these goals.

Our longer-term strategy implementation plan for 2022-25 will be published later in 2021, when we expect to know more about the impact of Covid-19 and the picture as restrictions ease.

This will be the first of our longer-term implementation plans. Each will be regularly reviewed and where necessary refined, meaning we can highlight our collective achievements, as well as adapt if and when things change.

TACKLING INEQUALITIES

Tackling inequalities is the central theme of Uniting the Movement.

Everything we'll do in the next year aims to try and reduce the inequalities in sport and physical activity.

For certain people, like disabled people and people with a long-term health condition, people from lower socio-economic groups, women and people from Black and Asian backgrounds, there's a clear pattern of low levels of activity – so there'll be a sharp focus on providing opportunities for those who are being left behind.

We'll be doing some targeted work and devoting resources to those who need the most support. We'll also be providing some universal support that can be accessed by everyone, everywhere.

"Everything we'll do in the next year aims to try and reduce the inequalities in sport and physical activity.

THE BIG ISSUES AND CATALYSTS

At the heart of our strategy are five big issues that we collectively need to address, and five catalysts, which are the collective capabilities that need to be developed so we can address those issues more effectively.

Click on the links on the following page to read about how each big issue will be progressed this year, and to read about the work we'll do to advance each catalyst for change.

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The number of big issues and catalysts at the heart of our strategy

THE BIG ISSUES AND CATALYSTS CONTINUED

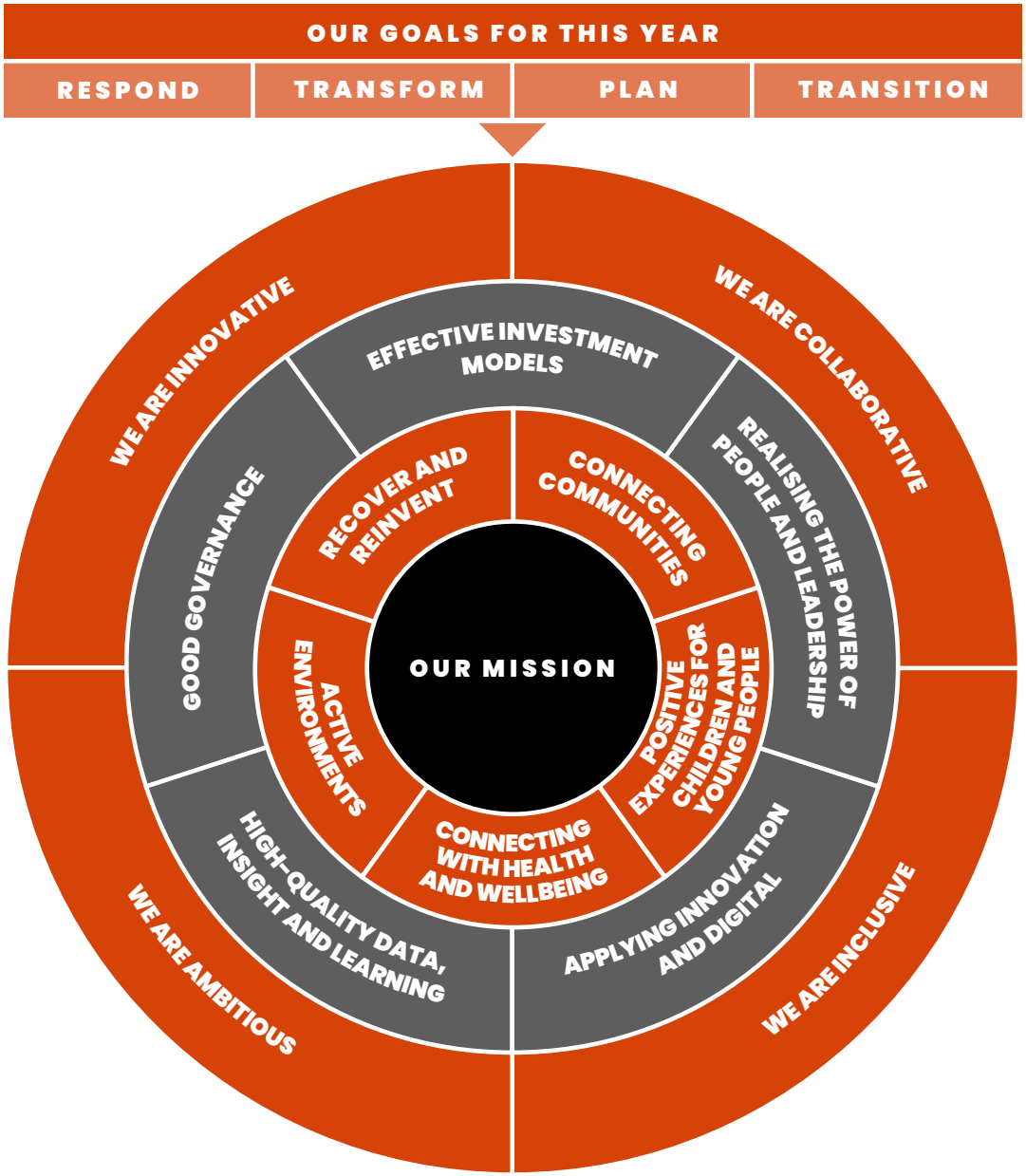
OUR GOALS FOR THIS YEAR
Click here to read more

OUR MISSION
Click here to read more

THE BIG ISSUES
Click here to read more

THE CATALYSTS
Click here to read more

OUR VALUES
Click here to read more



SPORT ENGLAND UNITING THE MOVEMENT

OUR GOALS FOR THIS YEAR

OUR GOALS FOR THIS YEAR 10

Respond: *an agile and robust response to Covid-19* 12

Transform: *revolutionising how we work* 19

Plan: *implementing our strategy* 25

Transition: *managing through change* 31

OUR GOALS FOR THIS YEAR

The goals we've developed for this first year of implementing Uniting the Movement will support us to move from our previous strategy, Towards an Active Nation, through our response to the impact of Covid-19, and on to the changes we want to see with Uniting the Movement. Each goal has a part to play in helping us further the ambitions within the big issues and catalysts.

The specific work within each has been informed by the views of partners and stakeholders who've taken part in our extensive online consultation.

They give a clear framework for the delivery of our work and clarity on where our time, effort and resources will be directed, while recognising the significant overlap and interdependencies across each area.

They'll also help those who we work with, and want to work with in the future, begin to understand where there'll be opportunities for working more closely together.

Our four goals for this year are on the following page:

Each goal has a part to play in helping us further the ambitions within the big issues and catalysts.

OUR GOALS FOR THIS YEAR
CONTINUED

RESPOND

Help the population to keep moving and support the right partners to deliver safely and effectively during Covid-19 restrictions.

TRANSFORM

Continue to change our way of working to be consistent with Uniting the Movement, with a primary focus on cultural change and leadership.

PLAN

Create a plan for the implementation of Uniting the Movement to 2025 and lay the foundations in this first year.

TRANSITION

Review, manage and evaluate existing business commitments, functions and responsibilities to further allow the delivery of Uniting the Movement.

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19

During Uniting the Movement's first year, we'll be responding to the significant challenges the Covid-19 pandemic continues to pose for sport and physical activity.

We'll work to understand the challenges faced by people to be active or return to being active – including factors such as confidence – using insight and learning, and we'll respond with resources to understand, encourage and support them to be active.

The right mix of guidance and support will also continue to be given at the right time to the organisations that provide sport and physical activity opportunities.

We'll make investment available to help sport and activity providers stay in business and deliver their activities when restrictions allow in 2021-22.

WHAT WE'LL DO

SUPPORT THE RETURN TO PLAY

Use insight and learning to understand the challenges faced by people to be active or return to being active, and provide resources that will support them to be active.

HOW WE'LL DO IT:

We'll continue to work with the government to represent the sector and share guidance with partners around the Covid-19 restrictions and reopening. We'll share our latest insight into consumer behaviours and attitudes with partners so they know how to appeal to audiences and put on a good experience.

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19 CONTINUED

The Return to Play Fund will stay open to support clubs and community groups respond to the challenges of returning during Covid-19.

The Join the Movement, This Girl Can and We Are Undefeatable campaigns will continue to support targeted audiences to stay active during the pandemic, while we'll continue to use our marketing and behavioural insight expertise to support other audiences who we know are struggling, building on existing partnerships and establishing more.

We'll launch a free digital marketing training programme this summer in collaboration with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) to help organisations of all shapes and sizes connect with more people online, in order to boost participation, drive income, and re-engage memberships using digital tools.

We're helping schools restart sports activity during the summer term, working with sector partners including the Youth Sport Trust, ukactive, the Association for Physical Education, national governing bodies (NGBs), Active Partnerships and the School Games Organisers, to (continued overleaf):

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19 CONTINUED

- Launch the Active Recovery Hub with free sport and activity resources for schools
- Launch Studio You, a free digital library of non-traditional PE lessons to help teenage girls engage with activity at school
- Continue our successful secondary teacher training programme, delivered in partnership with the Youth Sport Trust, Association for Physical Education and Activity Alliance
- Reactivate club-based organised sport.

We'll also support those working during the school summer holidays to keep children and young people active, as it's a crucial time when activity levels can decrease for some.

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19 CONTINUED

BUILD ON THE TACKLING INEQUALITIES FUND

Continue the work of the Tackling Inequalities Fund, which has been successful in reaching under-represented groups, including disabled people and people with a long-term health condition, people in a lower socio-economic group, women, and people from Asian and Black backgrounds.

HOW WE'LL DO IT:

We'll continue to manage and build on the existing £20 million investment that's supporting over 70 national partners and Active Partnerships to reach deeper into their communities to where our support can have the greatest impact.

Listening carefully to the experiences and needs of our partners will be important, and we'll respond as necessary as the picture changes because of Covid-19. We'll learn from the money spent and work done already to support wider change within our organisation in how we make future investment even more effective.

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19 CONTINUED

SUPPORT ORGANISATIONS THROUGH THE SPORT SURVIVAL PACKAGES

Continue to support a wide range of sports clubs, leagues and venues across the country that are dependent on income from spectators. This is to limit the impact immediate pressures from loss of income may have on sports, from grassroots all the way to elite.

HOW WE'LL DO IT:

We'll continue supporting the government in the administration and rollout of the £300m Sport Winter Survival grant and loan package, and the £300m Spring/Summer Sport Survival grant and loan package, for which the first awards will be made this May.

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19 CONTINUED

INVEST IN A RETRAIN TO RETAIN SUPPORT PACKAGE

Support the return of coaches and exercise professionals who've had to find work outside the sector, and support providers working in areas of economic deprivation or supporting under-represented groups to meet the costs of operating.

HOW WE'LL DO IT:

We'll make an investment of £5m to create a workforce retention and support package to be administered by the CIMSPA and a consortium of trusted workforce development strategic partners, including UK Coaching and EMD UK.

The aim is:

- To support 5,000 self-employed/micro businesses back to trading
- To support 25,000 people back into work in our sector by providing access to training
- To support more than 500 employers to reopen by reducing the cost of operation and addressing skills shortages by funding the costs of essential training.

RESPOND: AN AGILE AND ROBUST RESPONSE TO COVID-19 CONTINUED

LOCAL LEISURE RECOVERY

Rollout of the National Leisure Recovery Fund, plus support for local authority leisure services in addressing the pressures on existing services and how they need to evolve for the future.

We know public leisure provision is particularly crucial in providing opportunities for activity not supplied by the private sector, and for our more deprived communities, where there's little or no private sector provision or where it can't easily be accessed by the local population. Supporting local leisure is therefore essential for people who would otherwise not have access to opportunities, helping to tackle inequalities.

HOW WE'LL DO IT:

Building on the rollout of the £100m National Leisure Recovery Fund, which helped more than 1,000 community leisure centres reopen in April 2021, including more than 700 swimming pools, we'll continue to support capacity and capability in the public sector and provide and stimulate investment into local leisure and community facilities and the active environment.

We'll look to ensure all the teams across our organisation that engage with the public sector work together to encourage local authorities and the local leisure sector to prioritise active wellbeing as part of local Covid-19 recovery efforts.

TRANSFORM: REVOLUTIONISING HOW WE WORK

To deliver the ambitions of Uniting the Movement, we know we need to continue to evolve the way we operate and work – being truly dynamic, flexible and highly collaborative.

The five catalysts for change in Uniting the Movement are the specific capabilities, information, approaches and relationships that can drive progress and change within our organisation and among partners.

We want to make the best of our people, our insight and our investment to realise our vision in a way that's in line with our values (see page 24), so that the benefits of – and barriers to – sport and physical activity are collectively understood and embedded.

Revolutionising the way we work means ensuring our people, culture, systems and processes actively support collaboration and tackle the inequalities in sport and physical activity.

This work has already begun, scoping out what the major areas of focus need to be for us to be best placed to deliver, and how we intend to make the changes needed.

It's the start of a long-term journey of change for us – we don't expect to be able to transform entirely in one year. But making some important early changes is crucial if we're to truly realise our strategy's ambitions.

"Revolutionising the way we work means ensuring our people, culture, systems and processes actively support collaboration.

TRANSFORM: REVOLUTIONISING HOW WE WORK CONTINUED

CATALYSTS FOR CHANGE

To help realise our aims, here's how we'll be advancing our approach and capability this year to drive forward the five catalysts for change in our strategy:

EFFECTIVE INVESTMENT MODELS

We're committed to improving our investment approaches, so they're relevant to the diverse organisations with a role to play in Uniting the Movement.

We'll create a simpler and more efficient system to support our investment processes through a new Investment Management System, which will be implemented by the autumn.

We'll also develop a clear menu of investment approaches, plus simplified access to our open funding.

TRANSFORM: REVOLUTIONISING HOW WE WORK CONTINUED

REALISING THE POWER OF PEOPLE AND LEADERSHIP

We'll develop our organisation's people and leadership by focusing on skills and competencies needed to deliver our strategy, alongside focused action on diversity and inclusion.

Our organisational values will be further embedded in the ways we work individually, collectively and externally. This will complement work with partners to co-produce and roll out leadership development across the sector.

APPLYING INNOVATION AND DIGITAL

We'll identify the critical opportunities for innovation and digital skills and capabilities that can be applied by both us and our partners, to maximise our collective impact on inequalities.

These will be prioritised in an iterative plan, which will help us to start to embed them into our everyday ways of working and to deliver our shared ambition.

TRANSFORM: REVOLUTIONISING HOW WE WORK CONTINUED

HIGH-QUALITY DATA, INSIGHT AND LEARNING

We're committed to identifying and prioritising the data, insight and learning needed to deliver Uniting the Movement, to help inform our decisions and shape what we do.

We'll ensure we're set up in the right way, both culturally and practically, so we can do this.

A refreshed Code for Sports Governance will drive improved leadership standards, diversity and cultural change through our sector.

GOOD GOVERNANCE

We'll publish our refreshed Code for Sports Governance, which sets out the levels of transparency, accountability and financial integrity required from those who ask for government and National Lottery funding and is a crucial mechanism to drive improved leadership standards, diversity and cultural change through our sector.

A support package will also be launched i n partnership with UK Sport to help funded partners meet its requirements.

TRANSFORM: REVOLUTIONISING HOW WE WORK CONTINUED

OUR OTHER WORK

We'll also focus on these other important organisational changes:

REVISE OUR ORGANISATIONAL STRUCTURE AND WAYS OF WORKING

Ensure capacity and resource is best placed to deliver our strategy.

Our strategy is an evolution of what we do, and a revolution of how we do it.

INTEGRATE OUR STRATEGY'S GUIDING PRINCIPLES INTO EVERYTHING WE DO

Our strategy is an evolution of what we do, and a revolution of how we do it. We'll be guided by three principles:

1. Investing most in those that need it most
2. The right blend of national and local action
3. Simple as standard.

SPORT ENGLAND UNITING THE MOVEMENT

TRANSFORM: REVOLUTIONISING HOW WE WORK CONTINUED

OUR VALUES

Our four values are the ways we'll enshrine our mission in our everyday choices:

We are Collaborative

We are Inclusive

We are Ambitious

We are Innovative

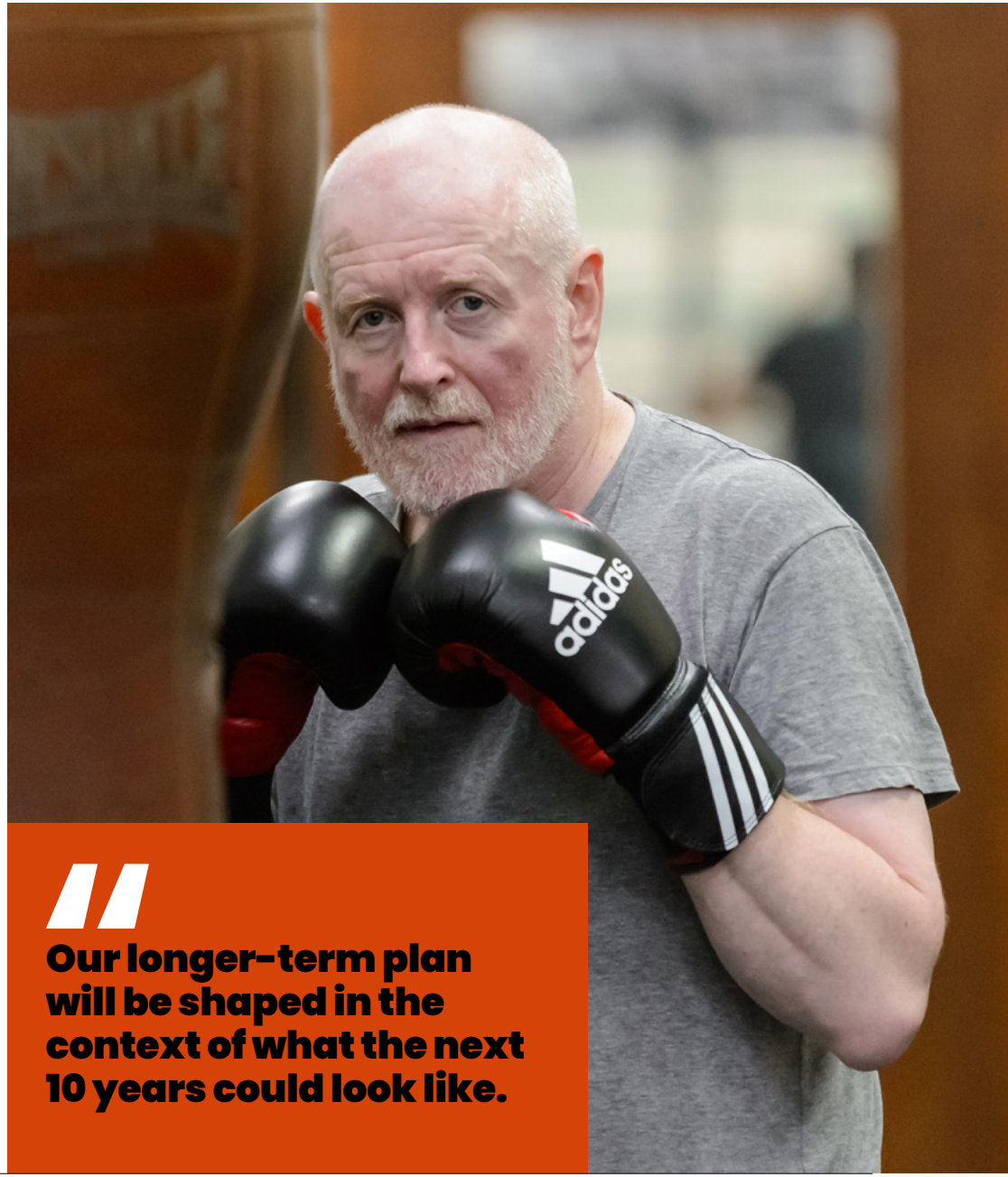
PLAN: IMPLEMENTING OUR STRATEGY

While we're delivering the essential work we've outlined in this year of transition, we also need to think longer term about implementing Uniting the Movement.

This means we need to create a longer-term plan, which will be for 2022-25, and consider what needs to be in place this year to be ready for that plan.

It will use the foundations laid out in this first year, and be shaped in the context of what the next 10 years could look like (see page 30).

This year will also see the build-up to the 2022 Commonwealth Games in Birmingham, and we want to play a role in making the event and its legacy successful, in line with the ambitions of Uniting the Movement.



Our longer-term plan will be shaped in the context of what the next 10 years could look like.

PLAN: IMPLEMENTING OUR STRATEGY CONTINUED

WHAT WE'LL DO

IMPLEMENTATION PLANNING TO 2025

Plan for the implementation of our strategy up until 2025, including clear and transparent communications around it.

HOW WE'LL DO IT:

In the first half of 2021-22, we'll be working with partners and stakeholders to develop the implementation plan for Uniting the Movement for 2022-25.

You can take part in the online consultation via **www.strategyconsultation.sportengland.org**. We're aiming to launch our implementation plan by the end of September, if circumstances allow.

INVESTMENT APPROACH FOR PARTNERS INTEGRAL TO THE SPORT AND ACTIVITY SYSTEM

Confirm the approach to long-term investments and develop systems and processes to foster a learning culture. This will be a vital element of our future delivery.

HOW WE'LL DO IT:

We'll work with partners with a major role to play in implementing Uniting the Movement, including NGBs and Active Partnerships, to review our approach to future investment in the spring and summer of 2021. We'll confirm future investment levels for the majority of existing partners by the autumn.

PLAN: IMPLEMENTING OUR STRATEGY CONTINUED

INVESTMENT INTO FOOTBALL AND MULTI-SPORT COMMUNITY FACILITIES

Deliver community football facilities in acknowledgement of the reach and popularity of football with our priority groups.

Of this work, a percentage will be focused on delivering football-led multi-sport community facilities, so that other sports can benefit from our investment. We'll target our funding at the areas of greatest need where our investment will have the biggest impact.

PLAN: IMPLEMENTING OUR STRATEGY CONTINUED

HOW WE'LL DO IT:

We'll deliver a multi-million pound investment into community football facilities, including small-sided facilities, through the Football Foundation, and together with our partners the Premier League, The FA, the Department for Digital, Culture, Media and Sport (DCMS) and various stakeholders.

This investment will aim to deliver a new multi-sport approach, acknowledging that football is the most popular team sport, but facilities have more impact in a community where several sports and activities can be played.

CROSS-GOVERNMENT INFLUENCE AND ADVOCACY

Influence and advocate for the power of movement, ensuring it's at the heart of the government's work and central to future decision-making.

HOW WE'LL DO IT:

We'll advocate for the role of movement, sport and physical activity in government programmes, policy and ongoing reforms, e.g. prevention, education recovery, planning reforms; and lay the groundwork to embed advocacy as a core pillar in our strategy long term.

PLAN: IMPLEMENTING OUR STRATEGY CONTINUED

COMMONWEALTH GAMES 2022

Maximise the impact of the Birmingham 2022 Commonwealth Games to ensure a successful local and national legacy.

HOW WE'LL DO IT:

We'll continue to work locally with Birmingham City Council, other local authorities in the West Midlands and the Combined Authority to invest in the facilities and activation for the Games. We'll influence to make those facilities as useful as possible to the local community after the event.

NOW

SPORT ENGLAND UNITING THE MOVEMENT

PLAN: IMPLEMENTING OUR STRATEGY CONTINUED

10 YEARS FROM NOW

As we contribute to the creation of regional legacy plans, we'll work with local communities to encourage increases in physical activity that are sustainable.

To give young talented athletes a connection to the Games and encourage their future development, we'll work closely with the providers of talent pathways.
We'll focus on inclusion and a positive culture in those talent programmes, so our international teams become more representative of our country.

We'll also work with the DCMS and other national partners on national legacy plans to support engagement and activity across the country, stimulated by the Games.

THE DECADE AHEAD

In implementing a strategy for the next decade, there are several trends that we'll be looking at to help us shape and evolve our work, such as:

- Changes in the economy and employment trends.
- How the demographics of our population are likely to change.
- Trends in health, wellbeing and consumer behaviours.
- Advances in technology and connectivity.
- Ways our communities are likely to change.

TRANSITION: MANAGING THROUGH CHANGE

In a year during which we'll be managing work that's already started, be responsive to the changing Covid-19 situation, and shift what we're doing around Uniting the Movement's big issues, we'll need to work with our partners to re-orientate our relationships and the work we do together around our ambitions for the future.

As an organisation, we'll be continuing, adapting, reducing or ending the work of previous strategies, so everything we're doing is aligned.

We know we'll need to stay flexible and adaptable this year more than most. o, one of our major focuses will be keeping colleagues and our wide network of partners updated and informed through this year of transition, and as we develop our 2022-25 implementation plan.

The year ahead is hard to predict with any certainty, so we'll need to adapt to changing circumstances and challenges. We'll make changes to this plan as and when they're needed, but we commit to communicating those changes well. If we start, stop, reduce or increase any areas of work, we'll explain internally to colleagues and externally to partners what we're doing and why.

We also want to develop an approach to learning that collates and applies knowledge and insight from across our organisation, ensuring we use this to shape our decisions.

We do need to complete, or in some cases continue, the work of our previous Towards an Active Nation strategy, where commitments have been made or plans are incomplete. We'll review all this work and make sure any 'old' programmes that need to be completed or continued are done in line with the principles and ambitions of Uniting the Movement.

TRANSITION: MANAGING THROUGH CHANGE CONTINUED

WHAT WE'LL DO

PERMANENT ADOPTION OF MORE AGILE AND FLEXIBLE WORKING ARRANGEMENTS

Maximise the beneficial changes that have come from adapting how we work as a consequence of Covid-19.

HOW WE'LL DO IT:

We'll manage a safe return to offices and face-to-face working, and embed more agile and flexible working as standard.

EVALUATION AND LEARNING FROM OUR PREVIOUS STRATEGY

Learn from our previous strategy, Towards an Active Nation, to help further Uniting the Movement.

HOW WE'LL DO IT:

We'll extract, evaluate and learn from our previous strategy to inform our decisions, and design a new evaluation approach to measure progress against the ambitions of Uniting the Movement.

We know we'll need to stay flexible and adaptable this year more than most.

TRANSITION: MANAGING THROUGH CHANGE CONTINUED

TRANSITION OF EXISTING WORK

Transition from Towards an Active Nation to Uniting the Movement, with the continuation of some projects and the winding down and closure of others.

HOW WE'LL DO IT:

We'll manage, monitor and evaluate the projects and programmes we supported through Towards an Active Nation, working closely with partners on the transition process.

"We'll continue to track the activity levels of adults and children with our Active Lives surveys, and develop further indicators of performance against our objectives.

TRANSITION: MANAGING THROUGH CHANGE CONTINUED

MEASURING SUCCESS

Redefine how we measure and report on the success of Uniting the Movement, so we can evidence the progress being made by us and all those involved in supporting sport and physical activity.

HOW WE'LL DO IT:

We'll continue to track the activity levels and patterns of adults and children in England with our Active Lives Adult and Active Lives Children and Young People surveys, publishing the data for the whole sector to use.

We'll also develop further indicators of performance against our objectives, and we'll collaborate with partners to agree the most effective ways of measuring the success of our individual investments and partnerships.

SPORT ENGLAND UNITING THE MOVEMENT

PROGRESSING THE BIG ISSUES

PROGRESSING THE BIG ISSUES

RECOVER AND REINVENT

Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.

THIS YEAR, we'll respond to the current picture by supporting the network that provides organised sport and physical activity opportunities, to help ensure people can recover habits and return to what they enjoy. We'll also use the disruption of Covid-19 to lay the foundations for a more relevant, sustainable and inclusive future for organised sport and activity.

CONNECTING COMMUNITIES

Focusing on sport and physical activity's ability to make better places to live and bring people together.

THIS YEAR, we'll work with our local delivery partners to support the recovery of activity, creating a more connected approach to tackle inequalities and help communities thrive. We'll join up our investments in the places we're already working intensely and build a plan for extending our place-based work, working with our local delivery pilots. We'll build a shared vision for expanding our local leadership programme, and for supporting the nationwide network of clubs and community groups that provide the foundations of sport and activity.

PROGRESSING THE BIG ISSUES CONTINUED

CONNECTING WITH HEALTH AND WELLBEING

Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.

THIS YEAR, we'll lay the foundations to further strengthen the connections between sport, physical activity, health and wellbeing by continuing to develop important relationships with decision-makers, experts and influential parties, and will work with partners and colleagues to understand the challenges and opportunities in more detail. We'll also progress our work with social prescribing and the Moving Healthcare Professionals programme, which supports healthcare professionals to promote physical activity.

ACTIVE ENVIRONMENTS

Creating and protecting the places and spaces that make it easier for people to be active.

THIS YEAR, we'll focus on supporting community sports facilities through their Covid-19 recovery, while also maximising outdoor opportunities to be active through partners such as the National Trust, Forestry England and the Canal & River Trust. We'll also build the blocks needed to support wider active environments work in the longer term, i.e. strengthening our relationships with cross-sector strategic partners.

PROGRESSING THE BIG ISSUES CONTINUED

POSITIVE EXPERIENCES FOR CHILDREN AND YOUNG PEOPLE

Unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.

THIS YEAR, we'll help children and young people recover and return to the activities they love, have missed or have taken up and want to continue. We're supporting schools with the return of school sport in the summer term, reactivating club-based and structured activities, as well as providing non-traditional PE lessons for girls with our Studio You digital library. We'll also lay the foundations for future work by developing a greater understanding of what it takes to encourage certain groups of children and young people to be more active, through our Active Lives Children and Young People Survey and further research.

SPORT ENGLAND UNITING THE MOVEMENT

INCOME AND COMMITMENTS FOR 2021-22

INCOME AND COMMITMENTS FOR 2021-22

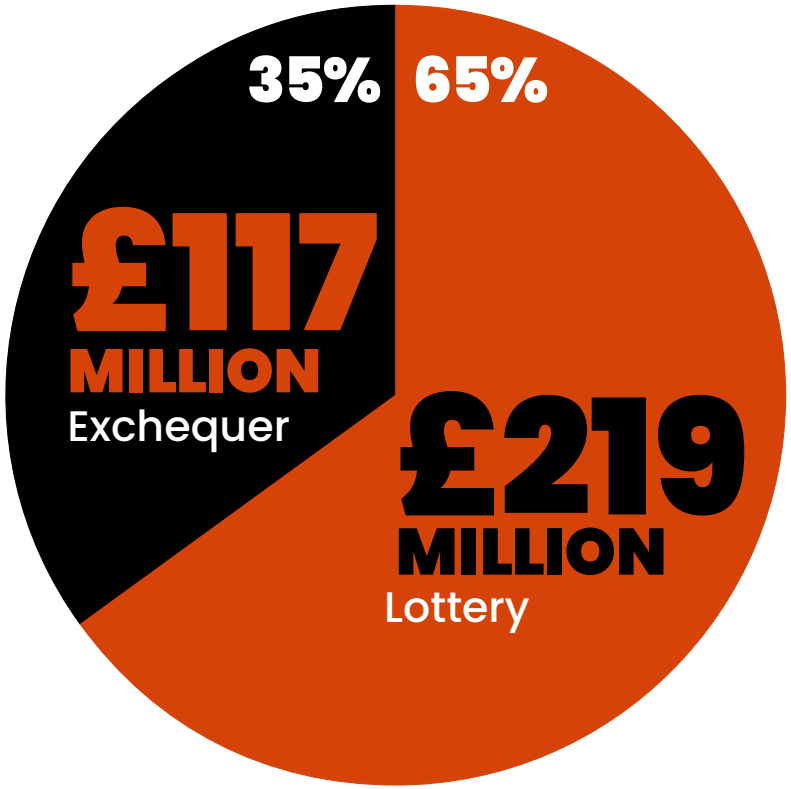
We're so much more than a funder, but distributing government and National Lottery good cause money remains an important part of our role.

Our investment will be a key element in helping us to deliver the goals set out in this plan, along with the vision and mission set out in Uniting the Movement.

This is how we'll commit the money we receive this year:

Our investment will be a key element in helping us to deliver the goals set out in this plan.

OUR INCOME BREAKDOWN



INCOME AND COMMITMENTS FOR 2021-22 CONTINUED

INCOME

We expect to receive £117 million from the government this year – for a mixture of revenue funding (to support things like the School Games, or fund many of the talent programmes we support) and capital funding (building and improving sports facilities).

In addition to this money from the government, we expect to receive a further £219m from the National Lottery this year, which supports a huge variety of projects and programmes, including much of our work in response to Covid-19.

This means our total income for 2021-22 has been budgeted at £336m.

COMMITMENTS

While we expect to receive £336m this year, we're planning to commit a total of £531m. This difference is mainly due to having to account for the whole of a commitment in the year that commitment is made, even if it stretches over a number of years.

These commitments will include:

- £50m towards Covid-19 recovery, building on the £220m we invested in 2020-21
- £43m to the Football Foundation for their work building and upgrading football and multi-sport facilities across the country
- £18m to support talent development and talent inclusion.

SPORT ENGLAND UNITING THE MOVEMENT

INCOME AND COMMITMENTS FOR 2021-22 CONTINUED

Many of the other areas set out within this plan will also involve commitments made, as they continue to develop and we work with partners to explore new opportunities to invest our money.

The table on this page shows how we currently expect our Exchequer and National Lottery income will be committed.

COMMITMENT	2021-22 BUDGET
Exchequer revenue awards	£40m
Exchequer capital awards	£56m
Lottery awards	£388m
Non-cash grants	£3m
Staff costs	£19m
Sports development	£10m
Administration	£8m
National centres	£5m
Core capital	£2m
TOTAL	**£531M**

Read our Uniting the Movement strategy in full, plus find out how you can get involved in the consultation for our 2022-25 implementation plan:

VISIT UNITINGTHEMOVEMENT.ORG.

SPORT ENGLAND

UNITING THE MOVEMENT

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