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REVISE BTEC NATIONAL

Sport

UNITS 19 AND 22

REVISION GUIDE

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Sport

UNITS 19 AND 22

REVISION GUIDE

Series Consultant: Harry Smith

Authors: Layla Hall, Sonia Lal and Chris Manley

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Introduction

Which units should you revise?

This Revision Guide has been designed to support you in preparing for the externally assessed units of your course. Remember that you won't necessarily be studying all the units included here – it will depend on the qualification you are taking.

BTEC National Qualification	Externally assessed units
Diploma	1 Anatomy and Physiology 2 Fitness Training and Programming for Health, Sport and Well-being 22 Investigating Business in the Sport and Active Leisure Industry
Extended Diploma	1 Anatomy and Physiology 2 Fitness Training and Programming for Health, Sport and Well-being 19 Development and Provision of Sport and Physical Activity 22 Investigating Business in the Sport and Active Leisure Industry

You can revise Units 1 and 2 using a separate Revision Guide and its accompanying Revision Workbook, both also available from Pearson:

- Revise BTEC National Sport Units 1 and 2 Revision Guide (ISBN 978 1 292 23053 5)
- Revise BTEC National Sport Units 1 and 2 Revision Workbook (ISBN 978 1 292 23060 3).

Visit www.pearsonschools.co.uk/revise for more information.

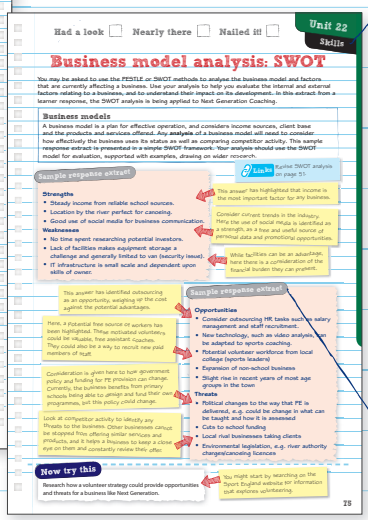
Your Revision Guide

Each unit in this Revision Guide contains two types of pages, shown below.

Content **pages** help you revise the essential content you need to know for each unit.

Skills **pages** help you prepare for your exam or assessed task. Skills pages have a coloured edge and are shaded in the table of contents.

Unit 19
Content
Had a look ☐ Nearly there ☐ Nailed it! ☐
Inclusivity
The purpose of sports development is to identify those groups who are under-represented to try and create opportunities and initiatives to encourage them to participate in sport and physical activity. This can be achieved on a regional and national basis and can be implemented and monitored by agencies such as Sport England, or sports development officers working for national governing bodies.
Ethnic groups such as black people and ethnic minorities are targeted and encouraged to participate in sport
Gender groups have specific activities targeted towards them to encourage participation
Inclusive target groups
Disabled individuals have specialist equipment and facilities to encourage and involve them in sport
Age groups such as the over 50s and young people are identified using initiatives in sport
Socio-economic groups can be encouraged to participate in sport, for example by offering those on a lower income subsidised rates to use sports facilities
What is a target group?
A target group is a group within society that has been identified as having lower levels of physical activity or sport participation.
They are usually split into five areas – gender, age, socio-economic status, ethnicity and disability.
There are agencies such as Sport England actively encouraging people from these groups to participate in more sport, and therefore these groups are targeted to increase uptake of physical activity.
For example, further funding is put in place to organise activities or initiatives to encourage people to get involved, such as the 'This Girl Can' campaign.
Age
Local clubs and schools create and support age ranges/tiers that only allow participants of a specific age to take part in that level. This is to allow all age groups the opportunity to participate and become involved in sport.
Socio-economic
Some facilities are funded by local authorities to lower the cost of kit, cost of admission and cost of hire. This encourages people of all socio-economic groups to participate in physical activity.
Ethnicity
On average, women in ethnic groups participate less in sport than white women. Within ethnicity, faith and religion may also form the basis for target groups. Sports can be adapted to make them inclusive for more ethnic groups by changing the clothing worn. For example, you could wear an outfit that covers most of the body for swimming (not just trunks or swimming costumes).
Disability
Specialist equipment, facilities, training and rules are adapted for individuals with disabilities. This enables them to become involved in physical activity or sport. For example, basketball hoops can be lowered to allow players to use wheelchairs.
Gender
Sport England has shown that fewer women participate in sport than men. Campaigns such as 'This Girl Can' have been launched to try and encourage women to participate in sport.
Now try this
Think of any government initiatives that have been designed to encourage people to participate in sport or physical activity.
2


Had a look ☐ Nearly there ☐ Nailed it! ☐
Unit 22
Skills
Business model analysis: SWOT
You may be asked to use the PESTLE or SWOT methods to analyse the business model and factors that are currently affecting a business. Use your analysis to help you evaluate the internal and external factors relating to a business, and to understand their impact on its development. In this extract from a learner response, the SWOT analysis is being applied to Next Generation Coaching.
Business models
A business model is a plan for effective operation, and considers income sources, client base and the products and services offered. Any analysis of a business model will need to consider how effectively the business uses its status as well as competing competitor activity. This sample response extract is presented in a simple SWOT framework. Your analysis should use the SWOT model for evaluation, supported with examples, drawing on wider research.
Sample response extract
Strengths
• Steady income from reliable school sources.
• Location by the river perfect for canoeing.
• Good use of social media for business communication.
Weaknesses
• No time spent researching potential investors.
• Lack of facilities makes equipment storage a challenge and generally limited to van (security issue).
• IT infrastructure is small scale and dependent upon skills of owner.
Sample response extract
Opportunities
• Consider outsourcing HR tasks such as salary management and staff recruitment.
• New technology, such as video analysis, can be adapted to sports coaching.
• Potential volunteer workforce from local college (sports leaders)
• Expansion of non-school business
• Slight rise in recent years of most age groups in the town
Threats
• Political changes to the way that PE is delivered, e.g. could be change in what can be taught and how it is assessed
• Cuts to school funding
• Local rival businesses taking clients
• Environmental legislation, e.g. river authority charges/canoeing licences
Now try this
Research how a volunteer strategy could provide opportunities and threats for a business like Next Generation.
29

Use the **Now try this** activities on every page to help you test your knowledge and practise the relevant skills.

Look out for the **example student responses** to exam questions or set tasks on the skills pages. Post-its will explain their strengths and weaknesses.

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A small bit of small print

Pearson publishes Sample Assessment Material and the Specification on its website. This is the official content and this book should be used in conjunction with it. The questions in *Now try this* have been written to help you test your knowledge and skills. Remember: the real assessment may not look like this.

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Participation

Participation in sport can be recreational, competitive or professional, and people can participate in various roles.

Roles in sport

You can be involved in sport in a number of different roles.

- **Performer** – someone who takes part in the sport at any level.
- **Official** – a person who enforces the rules and regulations of the activity.
- **Administrator** – an individual who organises and administers business on someone else's behalf.
- **Volunteer** – someone, whether it be in a coaching, officiating or an administrative role, who does not get paid yet will still help with the running and organisation of the sporting activity. For instance, this could be someone who gave their time up to volunteer in the London Olympics 2012.
- **Coach** – a person who trains and encourages performers in the sport.

Recreational sport

Sport can be played in a recreational manner.

People play recreational sport for a number of reasons. People play for **fun**, often without a competitive element. Individuals enjoy **socialising** with friends to play sport or become involved in a sporting activity in their own time, such as being a member of a running club.

Competitive sport

People may participate in sport for **competitive** reasons. From social recreational football leagues such as adult five-a-side football to professional footballers being paid huge sums of money, people can gain multiple benefits from playing competitive sport. Participating in sport can teach children how to compete in the real world, such as in school and later on at work. Playing sport competitively at school or in a local club is also the first step to competition at the highest level.

Professional sport

Some people can become **professional** performers – whereby playing sport is a paid career, rather than playing as an **amateur**. For example, professional boxers box as a full-time job and are paid to fight by the sponsoring organisation, whereas amateurs can pursue other jobs while participating in relevant events. Other people participating in a professional manner may include doctors and physiotherapists who may be employed by a team to look after the athletes.

A professional performer and professional coach.

Now try this

1 Why do you think individuals volunteer their time to participate in sport?
2 With a friend, can you name individuals who participate recreationally, competitively and professionally?

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Inclusivity

The purpose of sports development is to identify those groups who are under-represented to try and create opportunities and initiatives to encourage them to participate in sport and physical activity. This can be achieved on a regional and national basis and can be implemented and monitored by agencies such as Sport England, or sports development officers working for national governing bodies.

Ethnic groups such as black people and ethnic minorities are targeted and encouraged to participate in sport

Gender groups have specific activities targeted towards them to encourage participation

Inclusive target groups

Disabled individuals have specialist equipment to encourage and involve them in sport

Age groups such as the over 50s and young people are targeted using initiatives in sport

Socio-economic: groups can be encouraged to participate in sport, for example by offering those on a lower income subsidised rates to use sports facilities

What is a target group?

- A target group is a group within society that has been identified as having lower levels of physical activity or sport participation.
- They are usually split into five areas – gender, age, socio-economic status, ethnicity and disability.
- There are agencies such as Sport England actively encouraging people from these groups to participate in more sport, and therefore these groups are targeted to increase uptake of physical activity.
- For example, further funding is put in place to organise activities or initiatives to encourage people to get involved, such as the 'This Girl Can' campaign.

Age

Local clubs and schools create and support age ranges/tiers that only allow participants of a specific age to take part in that level. This is to allow all age groups the opportunity to participate and become involved in sport.

Socio-economic

Some facilities are funded by local authorities to lower the cost of kit, cost of admission and cost of hire. This encourages people of all socio-economic groups to participate in physical activity.

Ethnicity

On average, women in ethnic groups participate less in sport than white women. Within ethnicity, faith and religion may also form the basis for target groups. Sports can be adapted to make them inclusive for more ethnic groups by changing the clothing worn. For example, you could wear an outfit that covers most of the body for swimming (not just trunks or swimming costumes).

Gender

Sport England has shown that fewer women participate in sport than men. Campaigns such as 'This Girl Can' have been launched to try and encourage women to participate in sport.

Disability

Specialist equipment, facilities, training and rules are adapted for individuals with disabilities. This enables them to become involved in physical activity or sport. For example, basketball hoops can be lowered to allow players to use wheelchairs.

Now try this

Think of any government initiatives that have been designed to encourage people to participate in sport or physical activity.

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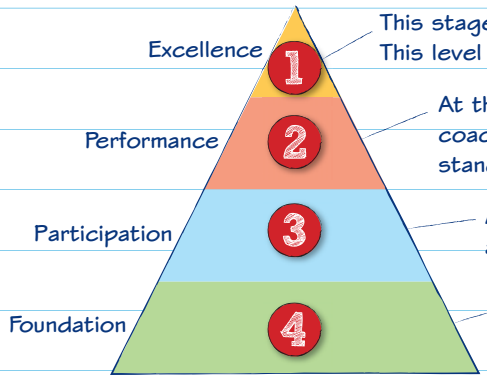
Progression along the sports development continuum

A key function of sports development is to help individuals progress through the **sports development continuum**. This is a model that represents **four levels** of sporting participation, and shows how an individual can progress to become an elite performer.

The sports development continuum



This stage represents the small number of performers who achieve excellence. This level includes elite athletes, professionals and those at an international level.

At the performance stage, a sportsperson will train regularly with a good coach to develop their skills and technique. They are competing at a high standard, such as club or county level.

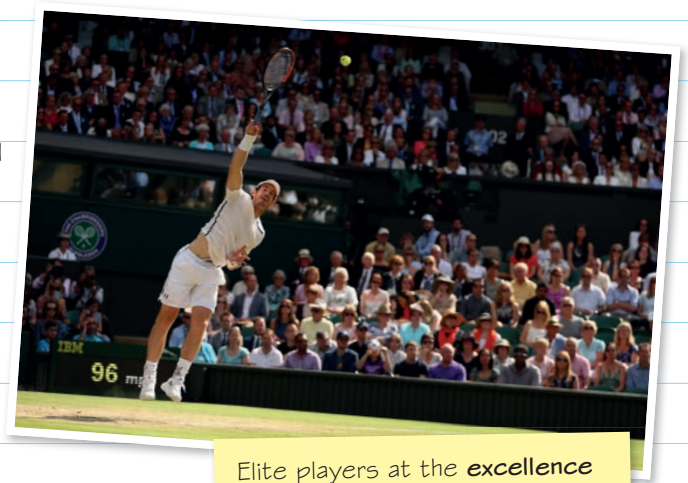
At this level, people participate regularly for enjoyment. At this stage a performer may become part of a local team or club.

This stage is made up of people who are beginners at the sport, such as young children. Participants at this level are still developing basic skills and movements.

The sports development continuum is represented by a pyramid as the large number of participants at the lower levels tapers up to a smaller number of excellent performers at the top.

Progression along the continuum

Athletes can progress along the continuum if their talent is noticed by scouts or if they are selected for a programme such as UK Sport's Talent ID. The role of Talent ID is to spot athletes with the potential to progress to an elite level. Organisations may invite athletes with certain characteristics (over a certain height, a certain age, gender or talented at a particular sport) to apply for the Talent ID programmes. Experienced coaches and support staff will help develop the athlete to progress to the excellence level.



Elite players at the **excellence** level may train for 20 hours per week, and receive funding from a sponsor, or (for tennis) from the Lawn Tennis Association.

This primary school PE lesson shows tennis players at the **foundation** stage.

Now try this

1. Describe **one** characteristic of an individual who participates in football at the performance stage.
2. Choose a sport you participate in. Identify where you are on the development continuum for that sport, and justify your answer.

For number 2, try to give concrete examples that directly relate to the sport to explain your level.

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Gender, age and socio-economic barriers

Barriers to participation prevent people from regularly taking part in sport and active leisure activities. These barriers are grouped into five factors, or target groups, which impact upon participation: gender, age, socio-economic, ethnicity and disability (see also page 5 for more on ethnicity and disability barriers).

1 Gender

Some sports teams are for men or women only. Sports are not always available equally to both sexes. Traditional views of women as child carers may prevent participation in sport. Gender stereotyping can also prevent people from taking part in some sports activities. Culturally, sports may be seen as male- or female-only, which reduces participation from the opposite sex.

2 Age

Older people may find it difficult to find activities suitable for them to participate in. The activity may be **inaccessible** or too **physically demanding**. Younger people rely on **parents for transport** and **supervision** at sports activities. Everyone, no matter their age, should be able to be active to some degree.

3 Socio-economic

Some people may have a **lack** of **disposable income** to spend on sports activities. They may be unaware of the variety of sports available and be unable to afford to try certain sports owing to the cost of equipment and clothing. For example certain sports are expensive to participate in, such as golf, polo and horse riding. In addition, people of a lower socio-economic status may work long hours and have responsibilities such as childcare, which mean they don't have free time to play sports.

Now try this

1 Describe **one** barrier that has prevented you from taking part in sports activities.

2 What other sports have barriers that can limit people from a poor socio-economic background from participating?

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Ethnicity and disability barriers

Barriers to participation prevent people from regularly taking part in sport and active leisure activities.

4 Ethnicity

People from certain ethnic backgrounds may have religious and cultural differences which can be a barrier to participation. For example, for religious reasons some Muslim women prefer to be covered and not mix with men, which could prevent participation in mixed sessions.

The Active People Survey 2011–2012 showed that participation varied greatly by ethnic group. Among women in particular there was a large difference between white female participation (31%) and Asian female participation (21%). According to a Sport England survey in 2000, a large proportion of individuals from all ethnic groups say that they would like to take up a sport in which they currently do not participate. 'Home and family responsibilities' was a particularly common reason stated for not taking part among the Indian and Bangladeshi communities especially.

Multiple barriers

People may not be able to join in with sports activities for a number of reasons.

Participants can fall into more than one group, such as a disabled Muslim woman or an older, visually-impaired man.

5 Disability

People with disabilities may face a number of issues preventing their participation in some sports activities.

- There may be a lack of specialised equipment to enable physically disabled people to participate.
- There may also be a lack of clubs or facilities that disabled people are able to attend, such as wheelchair basketball clubs.
- There has been a large increase in funding and government interest in disability in sport in the UK. For example, the Paralympic World Class Performance Programme increased its funding to £73 million in 2016 from £10 million in 2000.

Remember not all disability is classed as physical. For example, those with a sensory impairment (hearing or sight loss) are also included in this bracket. There are also different levels of disability, and this is evident in events such as the Paralympics when athletes are classed into groups to compete against one another. For example, a swimmer with one leg may compete against a swimmer who has both legs but minimal movement.

Now try this

1 Choose a sport you participate in. Identify the possible barriers to participation.

2 Identify an individual who has to consider/adhere to their religious beliefs while competing in sport.

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Solutions to barriers (1)

Facilities, accessibility, equipment and transport are four areas to consider when developing solutions to participation barriers in sport.

1 Facilities

Inadequate facilities for the end user can be a major barrier to participation. The issue may be the building or location itself, or how suitable (fit for purpose) it is for the given activity. For example, does the facility have suitable, safe and weather-appropriate pitches for an adults' social football league.

National research investigating the participation of women in sport found that a major barrier was a lack of changing facilities with access to hair dryers.

The installation of high netting ensures this sports centre can accommodate an adult five-a-side football league.

Facilities factors to consider

- ✓ Is it fit for purpose?
- ✓ Does it provide a safe environment?
- ✓ Does it comply with the Equality Act?
- ✓ Is it in a suitable location with good transport links?
- ✓ Does it have adequate changing and toilet facilities?

2 Accessibility

Sport should be accessible for anyone regardless of their age, sex, race, ability or religion. Sports organisations are constantly being tasked to ensure their service or programme is fully inclusive and can accommodate all needs. Does it comply with the Equality Act? For example, a leisure centre will need to ensure its sessions are either designed to cater for a specific group of people (such as wheelchair basketball) or offer an inclusive environment (such as adapted indoor rowing machines to suit wheelchair users).

3 Equipment

Unsafe or unsuitable equipment can be a key factor in low participation rates. Here is what James (aged 17 years) had to say after viewing his new college's fitness suite:

I really want to join the college's gym, but I'm not impressed with the equipment. The weights area is really limited and the cardiovascular machines are really old. I don't like team sports, so do not want to join any of the sports teams, but the gym does not feel like a place I want to exercise in either.

4 Transport

The location of an activity can have an impact on participation. For example, if activities take place in a rural location with poor transport links, this may limit the number of people taking part. Developers and planners always need to consider the transport links when building a new facility.

Cycle lanes are becoming increasingly popular among local councils as a way of improving transport links while being aware of the health of the community and environment.

Now try this

1. Think about **two** contrasting places or activities you have been to or taken part in where your experience has been (a) positive and (b) negative.
2. What made those experiences good and bad?
3. How could the negative experience have been improved?

Think about how external factors contributed to each experience. What were the facilities, equipment and transport like?

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Solutions to barriers (2)

Staffing, staff training, financial incentives, publicity and education are more areas to consider when developing solutions to participation barriers in sport.

5 Staffing

When organising any given activity, appropriate staffing is extremely important. You will need to consider:

- staff/coach-to-participant ratio
- how to ensure appropriate staff are in place to meet the needs of participants, e.g. a female instructor for a women-only swim session
- the availability of suitably qualified/experienced staff for a particular activity/session.

6 Staff training

Instructors with inadequate training can be a potential barrier to participation, as their inability to deliver positive sessions may prevent an individual from continuing with a particular activity.

Apprenticeships are a popular method of providing new instructors with the necessary experience while undertaking a relevant qualification.

7 Concessionary rates and promotions

Income is thought to have on an impact an individual's ability to access recreational facilities. Lower socio-economic status is associated with general levels of poor health, which may affect mobility and lead to decreased levels of participation.

Facilities may use some of the following incentives to remove or decrease the financial barrier to participation.

- Discounted rates such as for off-peak usage.
- Promotions and incentives to encourage people to bring friends.
- Concessionary rates for certain groups, e.g. those on a low income, students or OAPs.

8 Publicity

The idea that a particular sport requires expensive equipment or clothing can be a barrier to participation.

The Get into Golf initiative, in partnership with Sky Sports, runs a campaign to try to overcome the perception that golf is an expensive sport. The aim of this campaign is to change people's ideas about golf and offer cheaper solutions to encourage more participation in the sport. For example, the campaign encourages people to attend low-price taster sessions at which all equipment is provided. Sessions are delivered locally by golf clubs and Professional Golf Association (PGA) professionals, enabling attendees to find out more about local golfing opportunities.

9 Education

Schools can influence participation in a positive way by providing:

- courses and training in sports leadership and officiating, potentially leading to a career in sport
- good facilities allowing young people to play sport in a safe and enjoyable environment
- extracurricular activities and club links that introduce young people to new sports and activities.

The attitude of staff can have an impact on an individual's relationship with sport and how physically active they are.

Now try this

Can you think of an activity that you have not been able to access because it is too expensive? If you were the national governing body for that sport or a club/organisation delivering that sport, what could you do to overcome this barrier?

Think about initiatives that organisations could put in place and research some examples.

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Impact on community cohesion and health

The impact of sports development is measured against specific outcomes that usually have links with: community cohesion, health and well-being, regeneration, crime reduction and education.

Fitness classes for older people can provide a valuable sense of community while also improving health.

Community cohesion

- Sports development creates a common vision, goal and sense of belonging among individuals and communities.
- It appreciates community members' diverse backgrounds and circumstances.
- Community members benefit from similar opportunities, regardless of their background.
- Sports development promotes positive and long-lasting relationships between communities.

Strengthened by sport

- Sport allows people to come together **to share a common interest and goal**. This has a social impact as individuals get to know each other both within their own and neighbouring communities. Sport '**brings people together**'.
- People are given opportunities to **engage and become upskilled**, for instance as coaches and volunteers to run or take part in activities.

Health and well-being

There's strong evidence that taking part in sport improves health. Whatever our age, there is robust scientific evidence illustrating that being physically active can help us lead healthier lives. Regular physical activity can reduce the risk of many chronic conditions, including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, and mental health problems such as depression and anxiety. There are economic benefits associated with this as any reduction in health problems means a reduction in the spending needed on the National Health Service.

Now try this

1 Identify an area near you that would benefit from more community cohesion.
2 How could you encourage this through a sports programme? What sport would you choose? Why?

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Impact on regeneration, crime and education

Providing opportunities for sport can help enhance education, reduce crime and regenerate areas.

Regeneration

Regeneration is the long-term, sustainable and social, economic, physical and environmental transformation of an area that has previously been degenerated.

- Regeneration or **urban regeneration** is at the forefront of government policies.
- One way of achieving this is through hosting large sporting events, developing sports infrastructure, and the development of sporting initiatives.
- The success criteria of urban regeneration is often measured in reference to **social**, **economic**, **physical** and **environmental** regeneration.
- Sport England has identified many leisure and shared community facilities, such as parks, that need regenerating so they can create new 'community hubs'.
- Sporting facilities are built in disused areas to help **regenerate and bring economic growth** while encouraging people to use them. For example, the Olympic stadium was built in Stratford, London, to regenerate an area that was derelict.

Since the Games, some facilities built for the London 2012 Olympics are still being used and therefore bring economic profit to the area.

Now try this

Think of other events hosted either in the UK or abroad where regenerating the area has benefited the community. In what ways has the community benefited?

Crime

We know sports participation can help reduce crime, but it is important to understand how. There are three levels of crime/risk:

1. **Primary level** – personal or social circumstances may increase a person's risk of offending
   - Solution – sports development initiatives to encourage community cohesion
2. **Secondary level** – people in an 'at risk' category of committing a crime
   - Solution – sports development initiatives to target these people, to reduce the likelihood of them committing crime
3. **Tertiary level** – people who have already offended
   - Solution – initiatives by certain agencies such as the Youth Offenders Trust, which makes referrals and places people on sports initiatives

There are different avenues for reducing crime. They are **diversion** (moving people away from a time or place they are likely to commit a crime), **deterrence** (encouraging people to stay away from crime and having harsh consequences if they don't), and **development** (developing people's skills, such as communication and teamwork).

Education

School Games is a government initiative that aims to encourage young people to take part in competitive school sport. The School Games are made up of four levels of activity: competition in schools, between schools, and at a county or national level. By providing competition in different formats it makes it more attractive and accessible for young people, and ensures they can all take part in competitive sport irrespective of their experience, talent or ability.

Schools are also responsible for developing a young person's **character** – with many now using sport as a tool to help broaden children's learning experiences and promote traits such as resilience, leadership, teamwork, respect and employability.

There is increasing evidence linking well-being and attainment in schools, with higher attaining schools having greater levels of participation in physical activity and sports programmes than lower performing schools.

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Local stakeholders

Stakeholders are involved in sports development at three levels: local, national and global. This page concentrates on the local level.

Stakeholder levels

- **Local level** involves councils and authorities, who play an important role in sports development as they are concerned with targeting different groups.
- **National level** involves government agencies such as Sport England, who are responsible for continuing to build on foundations of sporting success and increase the number of participants at all levels of the sports development continuum.
- **Global level** involves world governing bodies, such as FIFA (International Football Federation) or INF (International Netball Federation), whose primary aims are to continue to develop, promote and protect the game while encouraging more people to take up the sport.

Stakeholder

A **stakeholder** is an individual, group or organisation that has a particular area of interest, such as sport.

Local authorities (LAs)

- These play a leading role in the provision and development of sport.
- They work with a range of service providers, such as health authorities and the police.
- They are concerned with the types of target groups in the community, ensuring the best opportunities for each group are accessible to them.
- They provide sport and leisure facilities to enable the community to become healthier and inclusive.
- Some LAs have sports development officers who run large-scale programmes, while others have more specific programmes, such as GP referral schemes.
- They monitor the success rate of sport and physical activity, crime rate, and so on.

Facility management

- Some sports development stakeholders at a local level are in charge of facility management.
- This involves looking after the running of the facility, which could include local leisure centres that are used for sport and physical activity.
- Both public and private stakeholders are involved.
- Stakeholders play a role in the provision and development of sport by ensuring sport and physical activity is inclusive and progressive.

Voluntary, public and private sectors

- These can be **included at local, national and global levels**; voluntary organisations are also known as 'grassroots' organisations.
- They are usually supported by volunteers who take on roles such as coaching or officiating.
- Private-sector businesses usually get involved in sports development to further their business, but also to try to give something back to the community, such as new venues and sponsorship.
- Public-sector facilities are funded both locally and nationally by grants, such as from Sport England – usually applied for via LAs.

Now try this

Imagine you are trying to set up a new community sports programme in your local area. List who your local and national stakeholders would be. Consider all of the key partners you would need to approach to make your project happen.

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National- and global-level stakeholders

This page focuses on national- and global-level sports development stakeholders.

Sport England

Sport England works alongside NGB, national partners, local government and community organisations. Sport England has three main aims:

1. To grow – it would like to see one million people taking part in sport; this includes more children taking part in five or more hours of PE and sport per week.
2. To sustain – continuing to keep people in sport and physical activity.
3. To excel – improving talent development in at least 25 sports.

UK Sport

UK Sport is responsible for promoting sport and supporting it across the UK.

UK Sport provides information on activities and initiatives being run while also helping and supporting elite athletes to compete and win medals at national and international levels, such as at the Olympics and the Paralympics. In order to do this it has two programmes:

1. Podium – helps fund athletes who are close to winning medals (in under four years).
2. Podium potential – helps fund those who have the potential to win medals at some point in the future.

Politicians

Government and **politicians** are important stakeholders in sports development. They tend to **raise issues** on sport and well-being at a national level. These could include issues such as potential growth for infrastructure, economic growth and health benefits.

Education and healthcare providers

The Youth Sport Trust is a national stakeholder that believes every child has a right to be physically active through quality PE and school sport. Through its partnerships with schools and practitioners, it has developed solutions to maximise the power of sport for young people. The three principal elements of its mission are well-being, leadership and achievement. The Youth Sport Trust is the leading organisation in the development of the School Games.

NHS England leads the National Health Service (NHS) in England, shares out more than £100 billion in funds, and holds organisations to account for spending this money effectively for patients and efficiently for the taxpayer. The NHS is a national sports development stakeholder as increased physical activity is linked to many health benefits.

National governing bodies (NGBs)

- These have specific aims or 'visions' for a particular sport.
- They are responsible for both the development and delivery of their sport at all levels.
- They encourage people to take up the sport through various roles such as officiating, coaching or participating.
- They are important stakeholders in continuing to develop their sport at all levels.
- Some governing bodies have **an international governing body**, such as FIFA for football. These bodies do the same job as NGBs, but on a **global scale**.

Now try this

1 Identify an NGB for a particular sport.
2 What are its main aims and objectives, and how are these achieved?

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Stakeholder functions

Stakeholders have various functions such as providing funding and resources, promotion, coaching, planning, research and consultation.

Funding

A key role stakeholders can play in the organisation of sport is access to funding. Whether they can provide the funding directly, or via supporting a funding bid, stakeholders are an important aspect of partnership-working.

Resourcing

Resources help physical activity, schemes and initiatives or an event to take place. Resources can be subdivided into three categories:

1. **Human** – staff or workforce employed or volunteering to help the scheme to run.
2. **Financial** – the money and investment to enable the scheme or initiative to be successful.
3. **Physical** – tangible resources such as facilities and equipment.

Promotion

- **Promotion of a scheme or initiative** is important for stakeholders to ensure the population is aware of what is happening.
- **Mass media promotions**, such as adverts and posters, for example Sport England's 'This Girl Can' campaign, enable this to happen.

The 'This Girl Can' campaign logo

Coaching

- Stakeholders such as national governing bodies (NGBs) play an important role in providing **coaching and officiating education**.
- A variety of stakeholders or NGBs **subsidise courses to encourage** more people to enrol.
- Some NGBs focus on particular **target groups** to encourage higher participation in their coaching courses. For example, the Football Association's 'Football in the Community' scheme encourages higher participation at grassroots level.

Strategic planning

- Some sports have less private funding than others, so it is important for these 'less popular' sports to be recognised and developed.
- Strategic planning **contributes to targeting particular groups of people** to ensure they are active and have opportunities to become involved with a variety of sports and schemes.
- This is important when **funding is allocated** to ensure **the impact on development and provision is maximised**.

Research and consultation groups

- Stakeholders value **research** and often have **universities or other agencies** working on their behalf to **develop and enhance the provision** of sport and physical activity, for example the Sport England Active People Survey.
- **Consultation groups** can be included in valued research to **identify thoughts and opinions** about facilities, clubs, schemes and initiatives, for example the release of a national level consultation paper on behalf of the Department for Digital, Culture, Media and Sport.

Now try this

Imagine you want to set up a new sporting activity to increase participation among a certain target group, e.g. women or disabled people. Think of a stakeholder that can assist you in the development of the project and address how they can help you via their various functions: funding, resourcing, promotion, coaching, strategic planning and research.

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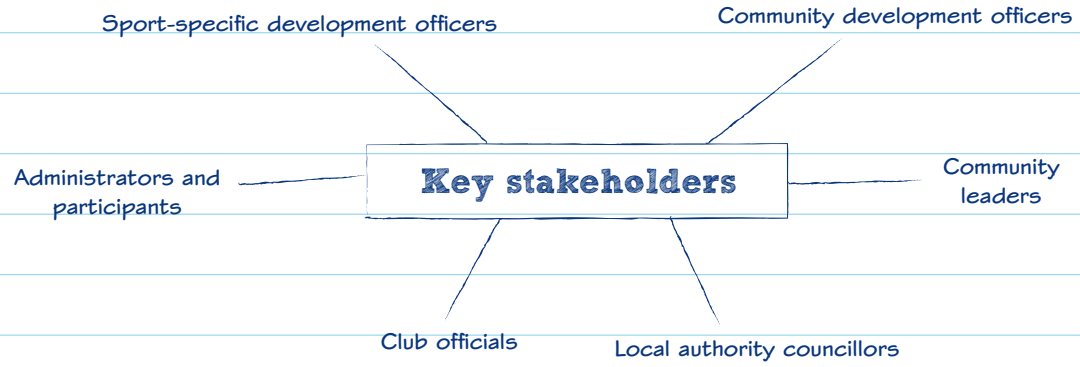
Key stakeholder personnel

There are many different types of stakeholders and they all have different roles to play.



Personnel

Personnel are people who have a particular role in an organisation.

Key stakeholder personnel

Personnel	Role
Sport-specific development officers	• Usually employed by the national governing body (NGB) to increase participation and deliver schemes and initiatives
Community development officers	• Can be employed by the NGB • Main role is to oversee and develop participation and provision in local communities • Aim to ensure targets are met
Community leaders	• Primary responsibility is for well-being and improvement of communities • May have specific responsibility for particular target groups, e.g. youth
Local authority councillors	• Responsible for approving funding for events, schemes or initiatives, e.g. Race for Life • Responsible for facilities and strategic planning
Club officials	• Usually people who are on some type of sports committee, e.g. club secretaries, treasurers • Work with other stakeholders, e.g. to ensure development of sport at different levels
Administrators	• Fulfil administrative responsibilities, e.g. keep accounts, maintain registers of members, organise logistics of travelling to or hosting league games within leagues/fixtures • Can be responsible for overall running of leagues, e.g. organising fixture schedules
Participants	• Take part in sport and physical activity

Now try this

1 Is it possible for one person to have several different roles? Explain why.

2 What do you think the advantages and disadvantages of this would be?

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Purpose of measuring sports development

While agencies on a local, national and global basis have created schemes with aims and targets, it is important the schemes are planned appropriately and measured to gauge their success.

Components of sports development

	Purpose
Meeting aims	• An aim is important as it tells others what you are going to do. • Objectives explain how you are going to go about it. • The aims need to be SMART (specific, measurable, achievable, realistic and time-constrained). • This will tell us whether or not the aim has been met or not and what further improvements may need to be initiated.
Standardisation	• Standardisation refers to the standards set and whether these are being met. • Where standards are not being met this will be pointed out, and suggestions made on what may need to be improved or changed to ensure those standards are met.
Improvement	• Improvement is concerned with what may need to change to make it better.
Impact	• Impact primarily concerns how something has made a difference to an individual, community or agency, e.g. what impact has a new leisure centre had on the number of people participating in sport?

Now try this

1 Identify why it is important for aims of sports development to be SMART.

2 Using the internet, can you identify a local club or agency that demonstrates these targets on its website?

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Methods of measuring sports development

There are several ways individual organisations can measure the success of an initiative. If initiatives and schemes are measured they are more likely to succeed, and the results can be built on.

Benchmarking

- Benchmarking is a process where an organisation or individual, such as an LA, can **set targets and standards for themselves**. One example is Sport England setting the target of one million people taking part in one sport.
- It means that organisations can compare themselves against similar organisations or national standards.
- Benchmarking's purpose is to identify strengths and areas for improvement.
- It involves continuously **monitoring and evaluating** how targets can be reached.
- Targets should be reviewed **quarterly and annually** to check they have been met.

Quality schemes

The 'Quest' quality scheme is a way of **measuring sports development initiatives or schemes** running on a local or national basis.

- It is primarily aimed at LAs, voluntary organisations and governing bodies.
- It has been developed in partnership with Sport England.
- It is based on a percentage scoring system – the higher the percentage the better the quality considered.
- LAs, voluntary organisations and governing bodies can **assess themselves internally or be externally assessed**.

Other quality schemes include those such as Investors in People, Club Mark and the Charter Standard Scheme.

Key performance indicators (KPIs)

- KPIs are a way of **measuring or monitoring** how well a target or goal has been achieved.
- In this way, the agency or individual can identify and manage the goal or target.
- Action is taken if the target or goal is not met, through **constant monitoring and evaluation.**

KPIs will be specific to each project but could include:

- levels of participation
- the establishment of new clubs and facilities
- differences in crime rates.

Key words

Primary data is obtained **first-hand**, such as via **interviews, questionnaires and observations**. This research will aid decision-making on whether an objective or target has been reached.

Secondary research involves accessing data that has already been gathered and and published in books, online etc. This data is usually a summary of what has been collated.

Data and research

Through both primary data and secondary research, agencies such as Sport England and UK Sport are able to assess specific data that will then help them set their objectives and vision. For example, Sport England will have gathered some primary data and secondary research to create the target of one million people being involved in sport.

Now try this

1 Describe **one** advantage and **one** disadvantage of each of these measurement methods.

2 Identify **one** national or local initiative where you think one of these methods may apply.

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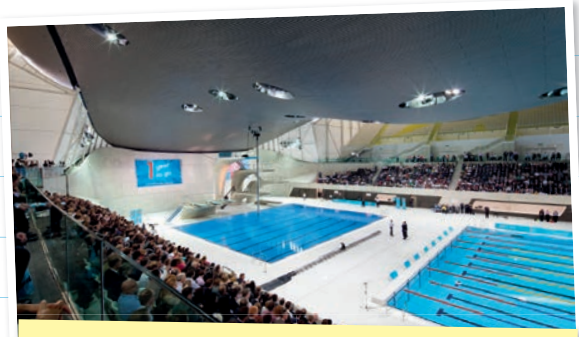
Wider impact when hosting an event

When hosting a major sports event, there are many implications for individuals and societies. Here are five areas to consider.

1 Infrastructure

- Improved infrastructure can be a long-term investment, leaving a **legacy** of improved sporting venues and public transport after the event itself has finished. The London 2012 Olympics, for example, have left a lasting legacy including improved public transport.
- Many facilities built for events like the Olympics can never be fully used again and may be abandoned. This can be avoided by careful planning and partnership work. The London 2012 Olympic Village, for example, has been converted into affordable housing.



Infrastructure is the buildings, roads, communication links and facilities that are constructed for the event. The Aquatics Centre built for the London 2012 Olympics is now available to the public.

2 Political

- Major sporting events can raise countries' profiles and help them gain greater international acceptance. For example, when South Africa hosted the Rugby World Cup and later the Football World Cup, these were defining moments in highlighting the new 'post-apartheid' country.
- If the event goes badly, it can lead to negative publicity for politicians. For example, the organisers of the 2014 Sochi Winter Olympics were accused of corruption and exceeding the budget.

3 Environment

- Some events are developed to have minimal impact on the environment. At the London 2012 Olympics, 62 per cent of the waste was reused, recycled or composted.
- Large sporting events can have an ecological impact thousands of times larger than the size of the pitches/stadiums that are used, for example due to the additional infrastructure required.

4 Ethical and cultural

- A major sporting event can create a culture for sport, promoting participation in sport which has lasting benefits on the nation's health.
- Land previously used for residential or communal purposes may be built upon to create infrastructure. Shanty towns, for example, were demolished for the 2008 Beijing Olympics. This has ethical implications – should new venues be built at the cost of people's homes?

5 Economic

- Cities that host large events like the Olympics see an increase in tourists and business investment.
- An increase in investment will help create jobs and can revitalise and redevelop cities.
- Hosting a major sporting event like the Olympics can cost the taxpayer significant amounts of money.
- Costs of hosting the Olympics rise over time and can be much greater than expected.

Now try this

1 Why do you think governments have a large part to play in international events?

2 Why do you think countries think it's prestigious to host major national and international events?

Think about the likely political concerns governments might have.

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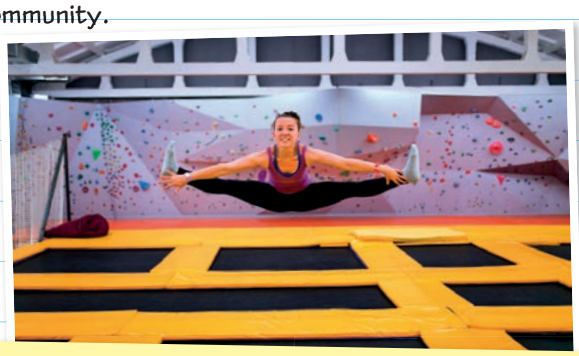
Wider impact of implementing an initiative or scheme

When implementing an initiative or scheme, there are many implications for individuals and societies. Here are five areas to consider.

1 Infrastructure

A new sports scheme or initiative can create jobs, provide facilities and redevelopment of a community.



An example of an initiative that has an impact on local infrastructure are the popular trampoline parks that are opening nationwide. They are usually found at disused warehouses in industrial areas – improving the appeal of an area, creating employment and attracting visitors.

2 Ethical/cultural/social

Sports initiatives can have a positive effect on education: improving attainment, lowering absenteeism and drop-out rates, and increasing progression to higher education.

Sports programmes can create community cohesion and contribute to keeping communities fitter and healthier.

Sports programmes aimed at young people at risk of criminal behaviour can help enhance their self-esteem and reduce reoffending. For example, the Kickz football programme has helped to reduce youth crime in north London.

3 Economic

In 2010, sport and sport-related activity contributed £20.3 billion to the English economy and supported over 400 000 full-time equivalent jobs. Implementing a sporting initiative could create new jobs or support existing ones.

Sport, as part of a wider health promotion agenda, is a good health and economic investment. For example, taking part in regular sport can save between £1750 and £6900 in healthcare costs per person (source: Sport England).

4 Political

A government's policy and priorities can have a significant impact on the sustainability of sports schemes and initiatives. For example, School Sport Partnerships were one strand of the previous Labour government's strategy; however, in October 2010, the decision was taken to end funding for School Sport Partnerships. This was controversial at the time and has been the focus of much debate since.

5 Environment and health

Participation in sport can create a significant impact on the natural environment, for example more people cycling to work can reduce pollution. It can also have a positive impact on health, creating a healthier society in which to live. Whatever our age, there is good scientific evidence that being physically active can help us lead healthier lives.

Many local authorities use the GP exercise referral scheme – GPs or other healthcare professionals will decide on a patient's eligibility based on a medical condition where an increase in exercise will benefit that patient's health. GP referral teams are usually based within a leisure centre where they will develop a 12-week programme that is tailored to an individual's lifestyle and needs.

Now try this

1 Can you identify a local initiative that benefited your community (such as free swimming for primary school children)?

2 Can you identify a national scheme or initiative that either you or someone you know has been involved in? How did it benefit you/your friend?

Think about all of the different factors listed above (infrastructure/environmental/political/ethical/cultural/economic) when researching your answer.

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Wider impact of developing a facility or club

There are four main implications for individuals and societies wishing to develop facilities or clubs.

1 Infrastructure and economy

The development of new facilities can bring more jobs to an area, with regeneration putting money back into the facility so it can be updated and seen as a more 'attractive' option. An example is Tottenham Hotspur Football Club's new stadium development programme – worth over £750 million. The development will bring:

- 579 new homes
- a 180-room hotel
- a local community health centre
- 'Tottenham Experience' – a Spurs museum and club shop
- a university technical college and new club administration buildings.

Tottenham Hotspur's Northumberland Development Project (at top of image) being built around their White Hart Lane ground.

2 Cultural/social/ethical

Any new development offers new opportunities, which should take into consideration the different needs of the community. These could include:

- offering subsidised access for low income groups
- disabled-friendly facilities, such as Inclusive Fitness Initiative (IFI) gyms
- family-friendly facilities
- changing and breastfeeding-friendly zones
- consideration of religious beliefs (including women-only activities)
- a dedicated room for health professionals to hold health promotion and awareness events, for example on nutrition and healthy eating, or stopping smoking

3 Environment

- Facilities are planned to be environmentally friendly, such as being insulated to keep heat in, or built with new fabrics to ensure they are carbon-friendly.
- Many local facilities are easily accessible within the community. For example, they may be within walking distance, so less likely to require travel by car.

4 Political

- Funding may be at risk of being cut or not reallocated to the club or facility for political reasons (for example, if the controlling party wants to spend its budget elsewhere).
- Local investment in sport can be low priority compared to other initiatives from local and central government, again often because of limited budgets.

Now try this

1 Identify a facility or club in your area that needs more money to bring it up to date.
2 Why do you think stakeholders have not done this already?

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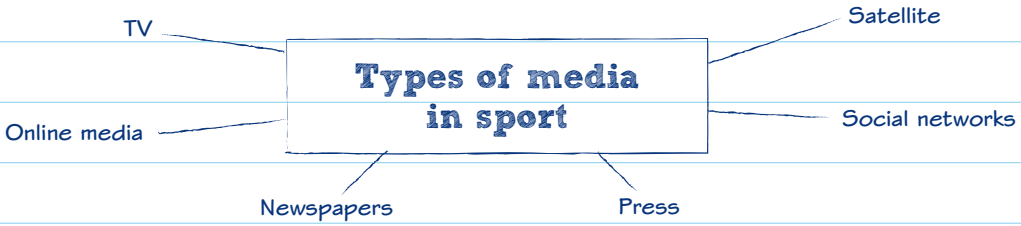
Different types of media (1)

The media is now essential in sport owing to the many advantages it offers.



TV and satellite broadcasting

Role of media

- Sports-related TV programmes include **live broadcasting**, such as Sky/BT coverage of football/netball/golf.
- They also show **recorded highlights** such as Match of the Day.
- Broadcasts also include educational documentaries, the analysis of players, rules in sport and report coverage.
- They broadcast to **a large audience**, both nationally and internationally.

Effect on sports development

- TV and satellite broadcasting **promotes sport to a wide audience**, in particular new and upcoming sports, such as handball.
- Broadcasts can advertise new sporting events and major events, such as Crabbie's Grand National, Football World Cup and Wimbledon, which can bring new people to the sport.
- Viewers must sign up and pay for the rights to watch some channels, such as BT Sport/Sky Sports, which means certain events or matches are not available to everyone.
- TV and satellite broadcasting generates global interest that increases coverage, funding, sponsorship and advertising rights.

Social networks

Role of media

- Social media consists of sites such as Facebook, Twitter, Snapchat and LinkedIn.
- Social media sites can host live broadcasts about current club developments, such as players who have been signed by football clubs prior to the start of the season.
- They are advantageous as they are free, so are cost effective for the organisation.
- Some businesses that sponsor major events or clubs are linked to social networks and are advertised through other social media sites as well as their own.

Effect on sports development

- Social networks enable **promotion** of schemes, initiatives, leagues, games and sports by posting results/updates.
- They allow **fans to follow their sports teams/athletes**; for example in 2015, Barcelona Football Club had 150 million followers on social media sites and Cristiano Ronaldo was the first footballer to gain over 100 million followers on Instagram.
- Sites like Twitter can generate interest in new projects/developments through the use of hashtags.
- Social media sites can also be used in a **negative manner**, such as for writing/posting offensive or foolish updates (for example, Greek triple jumper Voula Papachristou was suspended from the national team for making a racist comment online).
- They are used for other means such as advertising and recruitment of new employees/volunteers, for example LinkedIn is used to upload online CVs to attract potential new employers.

Commercialisation

Commercialisation is the way something is managed or exploited, usually in order to make a profit.

Media coverage and involvement is essential in sport. This is because of the amount of money and exposure the media can bring.

Now try this

1 Describe **one** disadvantage of TV and satellite broadcasting and **one** disadvantage of social networks.

2 What could you do to overcome these?

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Different types of media (2)

The role of the press, newspapers and online media can be advantageous or disadvantageous when covering and promoting sport.

Online media

Role of media

This can be used on a local, national and international level.

It can include websites, blogs, clips and videos, all aiming to influence the individual.

The amount of 'traffic' or users shows the owner of the online media site the number and type of people who are accessing the information.

Effect on sports development

- Websites are a good tool for promoting an event, club, scheme or facility.
- Disadvantages include being open to hacking, posting the wrong or incorrect information, or offending people.
- Videos are a popular form of online media. Having a video on a webpage can increase 'traffic' that in turn increases the number of people wanting to buy products or sell advertising rights.
- Online media is beneficial in several ways including:
  - being easily accessible
  - being easier to connect with the audience
  - being able to demonstrate an activity/facility/event
  - many people prefer to watch media such as videos than read a print article
  - people are more likely to comment on online media, thereby increasing social involvement and interest.

Press and newspapers

Role of media

- They have a duty to report the news fairly and accurately; although this is not always the case.
- There are sport-specific magazines, such as *Runner's World* for runners, that can convey specialist content.

Effect on sports development

- They can have a huge influence over how popular a sport or individual is.
- Most sports or events tend to be male biased, with reporting of male sports much greater than female or disabled sports, although this is slowly changing.
- Different newspapers have different readerships and will tailor their reporting according to what will interest their reader. This leads to sensationalist stories about athletes' personal lives in the tabloid press which can detract from the sport.
- They are important in promoting initiatives, events, clubs' and facilities' roles, giving updates and interviews.
- They can potentially increase opportunities to gain funding through different revenue streams, such as sponsorship and advertising.
- In terms of initiatives and schemes, they can help promote objectives and outcomes across into communities to generate more publicity.

The press can cover events at local, regional, national and international levels.

Now try this

1 Why do companies, teams and athletes need to be careful when it comes to reporting and using the media?
2 Which media sources, in your opinion, give you the information in the least biased manner? Why do you think this?