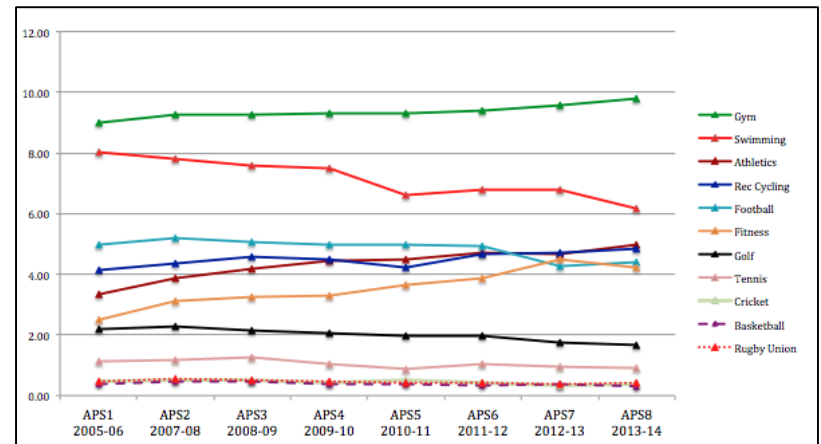


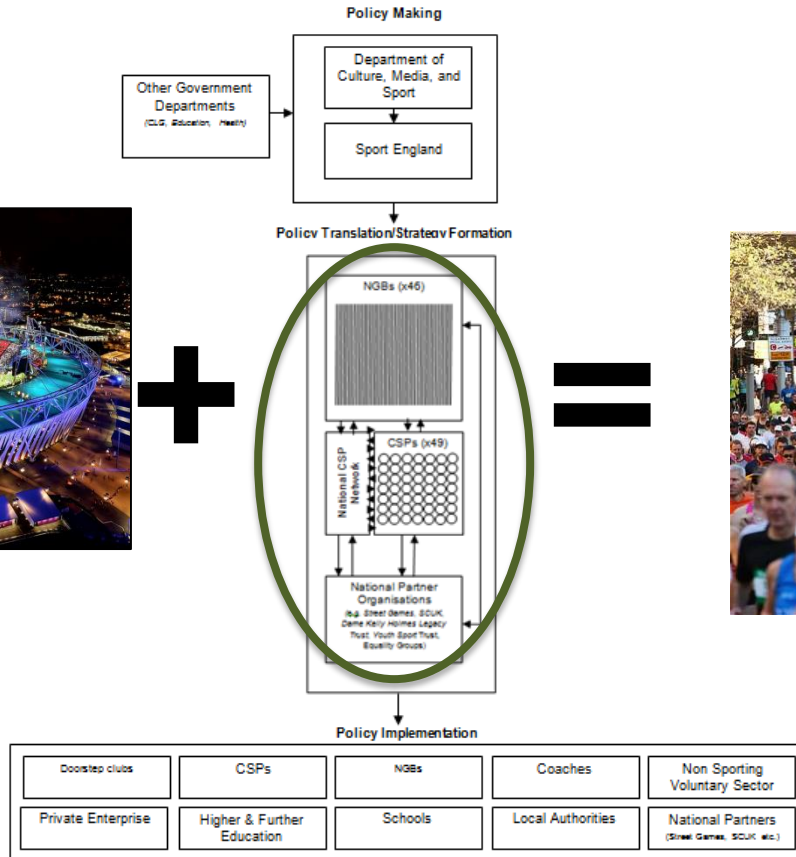
London 2012 and the Mass Participation Legacy: Examining the Reasons for Policy Failure

Spencer Harris, PhD
University of Colorado, Colorado Springs

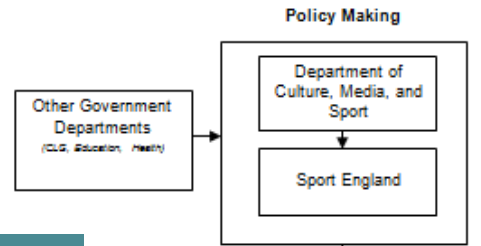
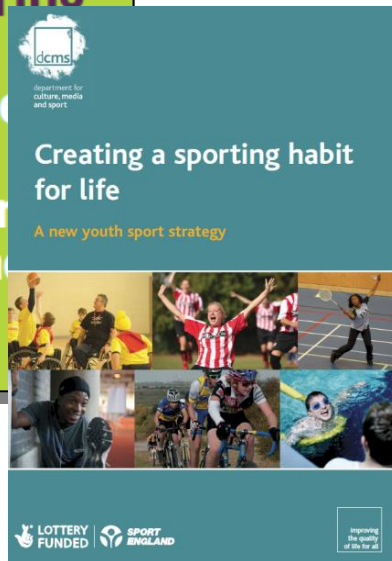
Play the Game 2015
Aarhus, Denmark



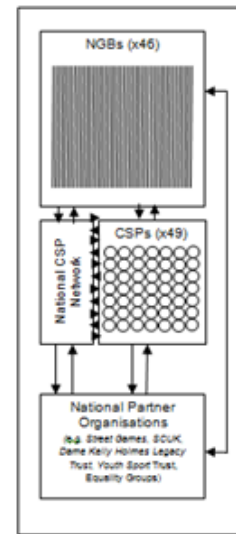
The Study



Policy, structural and financial context



Policy Translation/Strategy Formation

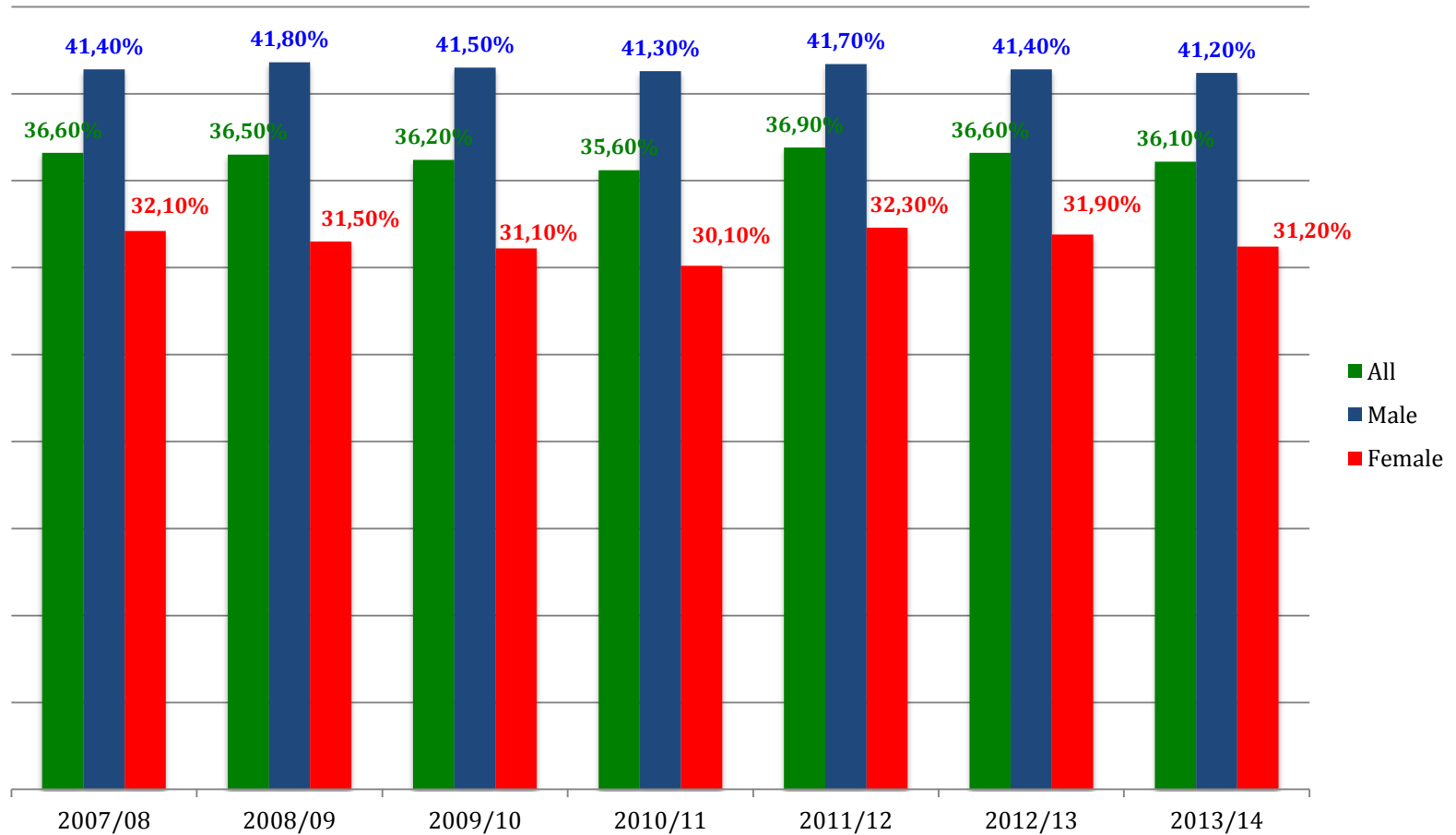


£950M
2009-2016

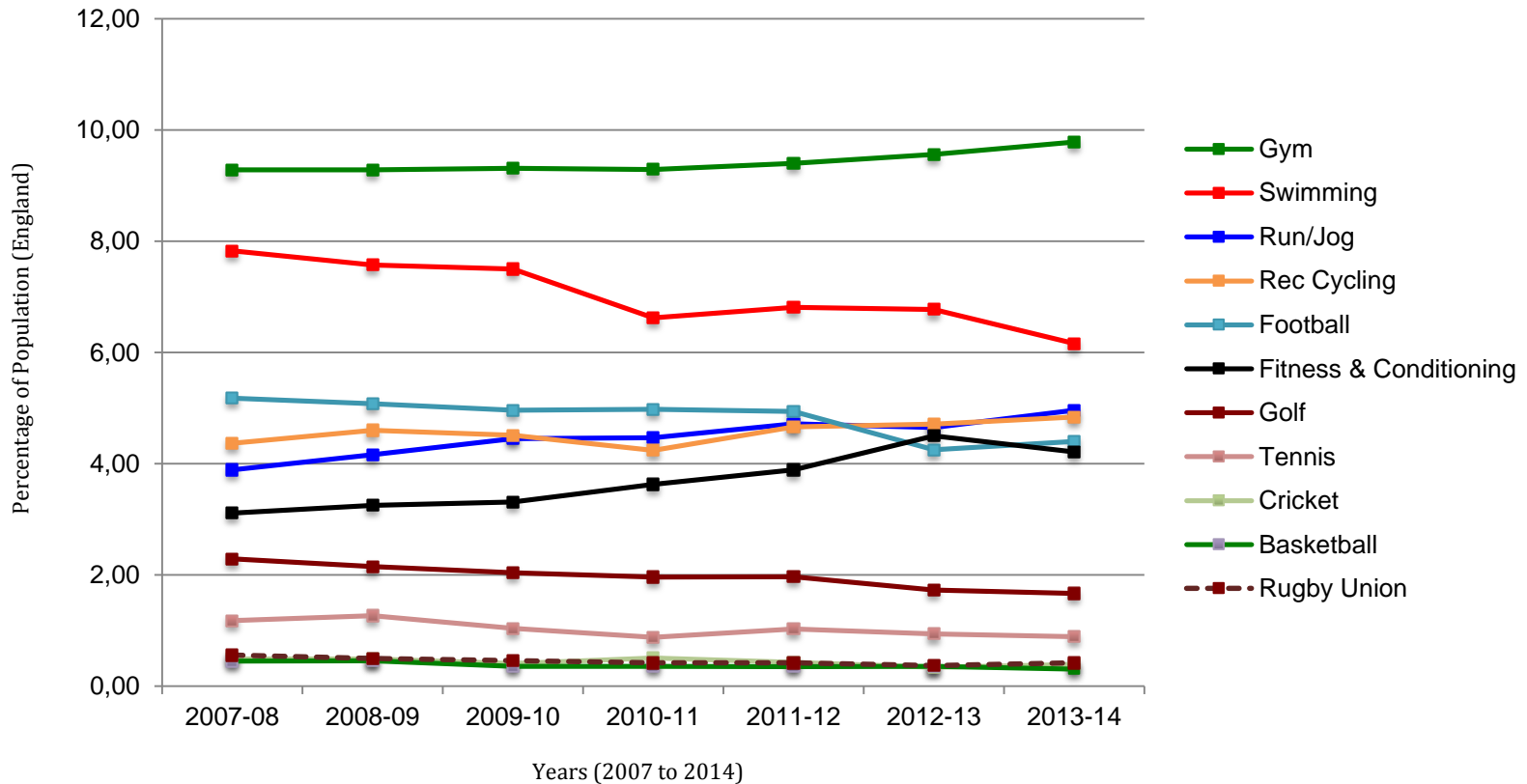
Policy Implementation

Doorstep clubs	CSPs	NGBs	Coaches	Non Sporting Voluntary Sector
Private Enterprise	Higher & Further Education	Schools	Local Authorities	National Partners (Street Games, SCUK etc.)

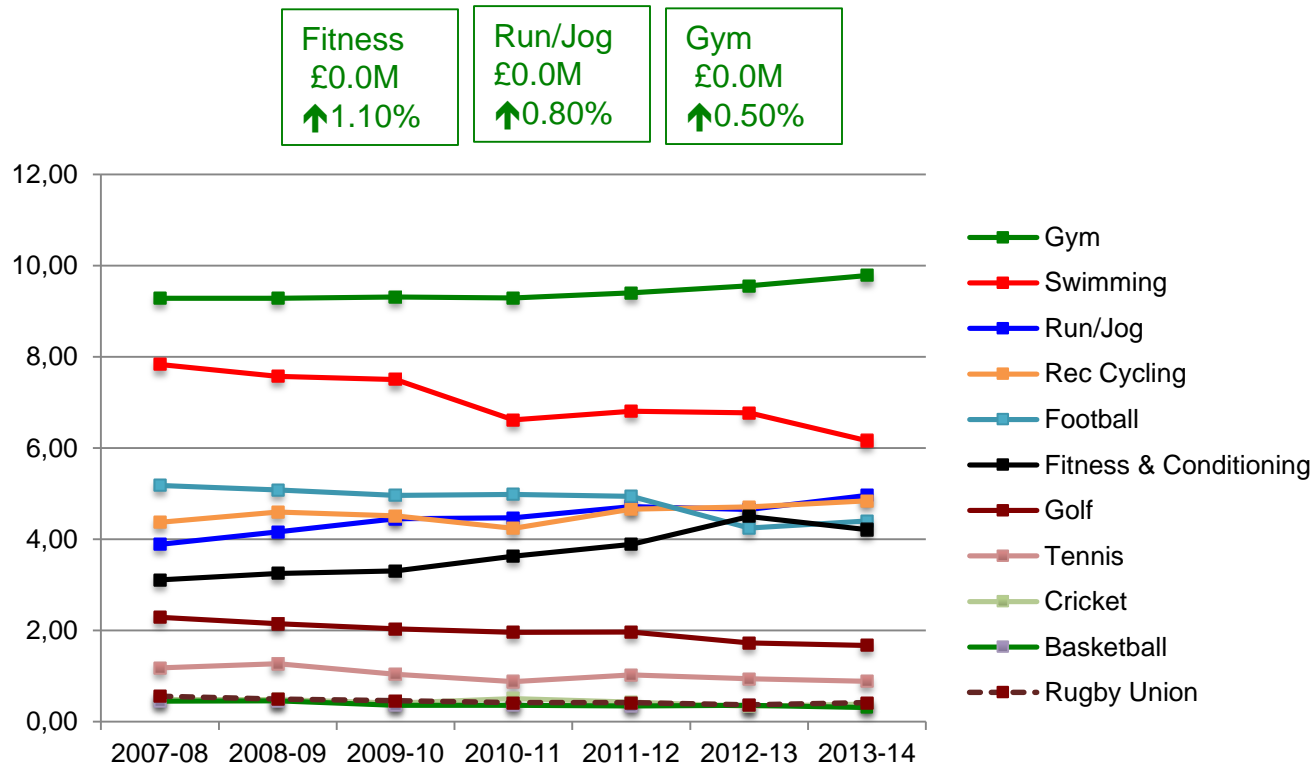
Changes in mass sports participation, 2008-2014



Growth and decline in the top 10 participation sports in England, 2008-2014



Growth and decline in the top 10 participation sports in England, 2008-2014



Swimming £40.4M ↓1.41%	Football £55.6M ↓0.68%	Golf £25.5 ↓0.48%	Tennis £41.9M ↓0.40%	Cricket £62.7M ↓0.10%	Rugby U £48.8M ↓0.08%	Rugby L £45.1M ↓0.07%
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A system of adequate but poorly distributed funds



Funding Bottleneck

"If we want to bring about a change we need more capacity at the local level. Most of the NGB resource tends to get sucked up at the national level." (Chairman, County Athletics Association)



No Implementation Monies

"A lot of funding goes into infrastructure, governance, management, et cetera – you know, to improve and modernise the sport. The trouble is that not a lot is left over for delivery." (CEO, Sport Partnership)



Lack of Resource at Local Level

"[NGBs] expect an awful lot of local clubs and volunteers. If they want them to get involved then they need to provide more support and pass down some of their funding." (Head of Culture and Sport, Local Government)



A fragmented and divisive system



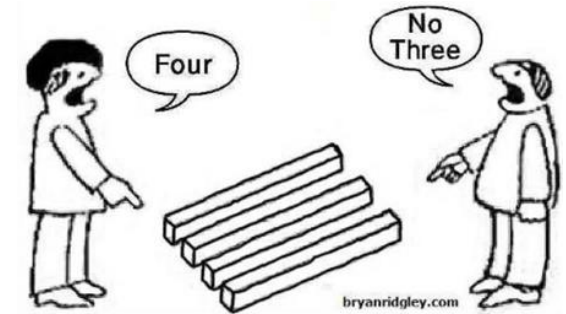
Divergent Priorities

"We have different priorities. NGBs tend to focus on traditional sport development whereas CSPs and local authorities prioritise broader physical activity. This causes problems particularly when you look at where we allocate time and resources." (Director, Sport Partnership)



Fractures in the System

"There is no joined up thinking. If you want to increase adult participation the last thing you do is cut funding for school sport." (Regional Director, ASA)



Role Consensus Problems

"We don't need CSPs...we could do the work better ourselves if we had the funding." (Community Development Manager, Local Govt.).
"NGBs just don't get it, they have no idea of local needs." (CEO, Sport Partnership)

"CSPs want to be seen as the gatekeeper of sport in the area, but they're not. I mean, we would rather do the work ourselves than rely on them." (County Director, LTA)



A system lacking coherent focus



A Lack of Time

"It's no use keep changing the goal posts. We need consistent policy and we need to be given the time to achieve it, you can't do this sort of thing in a few years, it requires a long-term approach." (CEO, County FA)



A Lack of Clarity

"NGBs have not been at all clear about their Whole Sport Plans and how these plans translate to the local level." (SDO, Local Govt).



A Lack of Insight

"NGBs may have an idea of what they want to achieve but they have absolutely no idea of how to go about doing it." (Director, Sport Partnership)



A system in need of review

- Revisit the precise nature of policy
- Review policy leadership
- Re-examine the range of agents best placed to implement policy and ring-fence funding for implementation
- Invest heavily in insight including detailed in-depth evaluation studies
- Begin the process of building a genuine epistemic community



Thank you

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