STRATEGY 2018-2022
Believing in every child’s future
Our vision
A future where every child enjoys the life-changing benefits that come from play and sport

Our mission
We pioneer new ways of using sport to improve children’s wellbeing and give them a brighter future
Five years ago we set out a plan to change the lives of more than 3.5 million children. We said we would work to give every child a **sporting start**, provide a **sporting chance** to young people with special educational needs and disabilities and support young people to achieve their **sporting best**. We promised to give 1 million primary and 2.5 million secondary-aged students the opportunity to participate in sport and physical activity while transforming perception and practice of disability in PE and sport among 250,000 young leaders, volunteers and teachers.
A TOP START
YST established as a charity by Sir John Beckwith. We pilot our first ‘TOPs’ sporting programmes for children and a national rollout follows through our network of specialist tutors.

1995

DEVELOPING YOUNG LEADERS
We host our first youth leadership camp, equipping young people with the confidence and skills to lead inclusive sport. This paves the way for our Step Into Sport Camps and later the Young Ambassadors programme.

1997

DELIVERING SCHOOL SPORT STRATEGY
We’re appointed to deliver government’s PE, School Sport and Club Links strategy. By 2008 we’ve helped create 450 School Sport Partnerships across England.

2002

ATHLETES CHANGING LIVES
Our Changing Lives concept pioneers using elite world-class athletes as mentors to inspire children. This is brought to life as we partner with Sky Sports to launch Living for Sport which runs for 14 years reaching over 500,000 young people.

2003

FIRST UK SCHOOL GAMES
1,000 talented young athletes - including Ellie Simmonds - compete in the four-day multi-sport event held in Glasgow. In 2012 we take the School Games to the Olympic Park ahead of the London Olympics.

2006

FASTEST IMPROVING SCHOOLS
Government appointed YST to support Sports Colleges within the Specialist Schools programme back in 1996. Figures release in 2010 show them to be the fastest improving schools in the country.

2008

NATIONAL SCHOOL SPORT WEEK
We launch the annual summer celebration of PE and school sport which is joined by thousands of schools all over the country.

2010
A passion for the power of sport and improving children’s lives has been at the heart of the Youth Sport Trust since its inception. In our first 23 years we have pioneered a way of working across practice, policy and research, building successful partnerships to forge a lasting legacy for improving young people’s lives.

Our approach, our passion and our values will always be integral to who we are. They form the foundations on which this strategic plan is built.

This document sets out how we will harness the power of sport, play and physical activity to tackle the challenges of a new generation.

The world in which we operate has changed considerably in recent years. Schools are facing new challenges and children’s lives are being transformed by technology. The alarming trend of recent times has been the continued decline in children’s wellbeing. Tackling that decline will be at the core of everything we do.

Over the next four years we will build on the successes and lessons of this charity’s past, and work in even greater depth to ensure the life-changing potential of sport is unlocked where it is needed most, both for today’s young people and for generations to come.

NEIL DAVIDSON
Chair — Youth Sport Trust
The challenge

Lack of physical activity

Low resilience and confidence

Pressure of social media, exam stress and high youth unemployment

CHILDREN’S PHYSICAL, SOCIAL AND EMOTIONAL WELLBEING IN DECLINE

These issues are magnified for young people when they start school, progress to secondary school and enter employment, especially for children who are:

- GIRLS
- BLACK ASIAN MINORITY ETHNIC
- DISABLED
- IN DISADVANTAGED AREAS

Reduced life chances for a generation of children, limiting their aspiration and potential and perpetuating a cycle of inequality and disadvantage
The opportunity

We use the power of:

SPORT

PHYSICAL EDUCATION

PHYSICAL ACTIVITY

To build:

INDIVIDUAL LIFE SKILLS
- Confidence
- Resilience
- Teamwork
- Creativity

CONNECTIONS BETWEEN PEOPLE
- Community cohesion
- Inclusive opportunities
- Equality of access

ENHANCED SUPPORT NETWORKS
- Young people
- Teachers/schools
- Families
- Community partners
- Decision makers and researchers

Increasing life chances through:

Greater attainment and achievement

Improved physical, social and emotional wellbeing

Healthier lifestyles

HAPPIER, HEALTHIER YOUNG PEOPLE ACHIEVING THEIR POTENTIAL

Better friends, family and neighbours

Better employees, colleagues and citizens

Greater attainment and achievement

Improved physical, social and emotional wellbeing

Healthier lifestyles
Our objectives

At the heart of these six objectives is a goal to tackle the alarming decline in young people’s wellbeing.

A generation is growing up ill-equipped to deal with the challenges of the 21st century. Children are struggling with their mental health while grappling with the pressures of social media, shifts in personal relationships, rising levels of exam stress and a decline in empathy and resilience. Meanwhile, one in five children are now classed as obese by the time they leave primary school.

We know that sport, play and physical activity hold the key to tackling so many of these challenges. But something isn’t working. Children have never been less active and the young people who are most in need of sport’s transformative power are the most likely to miss out.

To help young people discover the joy of movement and nurture happy active lifestyles we need to work with them. We need to support schools, teachers, parents and coaches to tackle their challenges. And, as a charity, we need to ensure our foundations are strong to improve young lives for generations to come.

By working together on these strategic objectives we can ensure that every child has the opportunity to fulfil their potential and enjoy the life-changing benefits that come from play and sport.

ALI OLIVER
Chief Executive – Youth Sport Trust

YOUTH SPORT TRUST – STRATEGY 2018-2022
Underpinned by:

**Championing insight**
Champion the impact of physical activity, PE and sport through research and insight

**Empowering activism**
Empower young people through sport to become local activists, tackling the issues of their generation

**Unlocking potential**
Unlock sport’s potential at every stage of a child’s life, especially where they face inequality or disadvantage

**Removing barriers to sport**
Harness global best practice to ensure youth sport in the UK is inclusive, accessible and fun

**Transforming physical education**
Transform PE’s place in the curriculum, putting it at the centre of wellbeing and achievement in education

**Strengthening foundations**
Strengthen our foundations to ensure we can sustain our mission

**Unlocking potential**
Unlock sport’s potential at every stage of a child’s life, especially where they face inequality or disadvantage

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**Strengthening foundations**
Strengthen our foundations to ensure we can sustain our mission
Transform PE’s place in the curriculum, putting it at the centre of wellbeing and achievement in education

We will work with teachers, young people, parents and policymakers to maximise PE’s potential to improve children’s wellbeing and achievement.

Physical Education (PE) is in decline at a time when it has never been needed more. Inactivity, obesity and mental health issues are increasing and there is a growing need to develop resilience and employability skills. Yet our research shows timetabled PE is being cut. Like English and Maths, PE should be part of the bedrock of a good education which equips young people with vital skills to support their wellbeing, get them ready to learn and help prepare them for success in life.

The sustainable impact of the Primary PE and Sport Premium will not only depend on investment in primary teachers, but ensuring young people continue receiving a good quality of physical education once they transition to secondary school.

We will work to reverse the slide in curriculum time, maximise the impact of additional primary funding and refresh PE for the 21st century, positioning it as a subject which develops children’s wellbeing and achievement, not just their sporting ability.

38% of English secondary schools have cut timetabled PE for 14-to-16-year-olds since 2012.
(Youth Sport Trust research 2018)

£1.24 billion invested in primary schools through government’s Primary PE and Sport Premium up to 2019.
### Tactics

<table>
<thead>
<tr>
<th>Benchmark the state of physical education and physical literacy</th>
<th>Reposition the subject with the PE profession and key stakeholders</th>
<th>Drive innovation and standards across the PE sector</th>
<th>Develop wellbeing networks which share best practice and grow our movement</th>
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<tbody>
<tr>
<td>• Determine levels of understanding and delivery of purposeful physical education across schools and teachers</td>
<td>• Disseminate evidence and insight on the value and purpose of PE and physical literacy to key stakeholders</td>
<td>• Through collaboration and innovation, provide practitioner toolkits, training and resources which accelerate the delivery of outcomes and evidence</td>
<td>• Extend our existing specialist networks and offer more networking opportunities to share best practice</td>
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<tr>
<td>• Evidence the value of physical education for improving readiness for learning, cognitive performance, confidence, life skills, wellbeing and physical literacy</td>
<td>• Campaign for curriculum design and time to facilitate the complementary delivery of wellbeing and physical literacy outcomes which underpin achievement</td>
<td>• Activate new practitioners during their ‘Initial Teacher Training’ - working with accredited centres to modernise PE and maximise its value</td>
<td>• Double YST membership over the next five years to amplify the value of PE, partnering with other membership organisations where appropriate</td>
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<td>• Continue to challenge perceptions of PE through campaigns and advocates, working to prevent the erosion of curriculum PE</td>
<td>• Establish an individual membership programme to support the profession</td>
<td>• Deepen the impact of our work to improve children’s wellbeing by pushing for the integration of health, community and education provision</td>
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<td>• Collaborate with partners in the arts, music, drama and PSHE to develop a broad and balanced curriculum offer for wellbeing</td>
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Removing barriers to sport

Harness global best practice to ensure youth sport in the UK is inclusive, accessible and fun

We will support schools, clubs and families to remove the causes of negative experiences for young people.

Many children try sport but later drop out, some try it but never find the activity that really engages them and some never get to really try it at all.

A negative experience at a formative age can put people off for life. Others will lack the opportunity to try different sports. Even those who do might face a lack of suitable provision in their area – the facilities aren’t there, the cost of access and transport is too high, or they have a disability which isn’t catered for, making them feel excluded. Some will be deterred from ever getting involved after hearing negative experiences shared by parents, friends or classmates.

We will work to remove these negative experiences and support parents to break the generational-cycle by creating opportunities for all young people to enjoy high quality, fun and inclusive sport and physical activity.

40% of girls and only 54% of boys aged 11 to 18 enjoy physical activity. Enjoyment levels decrease with age. (Youth Sport Trust and Women in Sport Girls Active research 2017)

82% of schools and children’s groups reported that the availability of appropriate facilities or equipment was a key barrier to participation by children with disabilities. (Variety 2017)
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<tr>
<th>Tactic</th>
<th><strong>Stimulate innovation in sport and physical activity</strong></th>
<th><strong>Inspire, motivate and reward young people</strong></th>
<th><strong>Support parents and families</strong></th>
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<tr>
<td>Drive up standards of coaching within youth sport</td>
<td>Activate every child’s desire for personal adventure and challenge, making ‘competition’ relevant and beneficial to grow and sustain their interest</td>
<td>Encourage and support families to engage in more ‘free play’</td>
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<td>Develop insight into children’s expectations and experience of formal and informal sport and physical activity</td>
<td>Reward and celebrate young people’s personal progress and development through sport and play</td>
<td>Support parents to introduce children to sport, activate their interests and sustain participation through positive experience and achievement</td>
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<tr>
<td>Ensure events and environments are inclusive for all young people</td>
<td>Evidence the power of sport to help young people feel connected and inspired by role models</td>
<td>Guide families on how best to help their children develop their talent</td>
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<tr>
<td>Equip schools, clubs, families and community-providers with the skills, resources and equipment to remove barriers to participation for children</td>
<td>Encourage youth leadership and peer activation in sport to increase opportunity and enhance access</td>
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<td>Identify and address the causes of ‘drop-offs’ in participation, recognising the needs of specific demographics of young people</td>
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<td>Increase the provision of multi-sport opportunities across school and community environments, helping every child find ‘their sport’</td>
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Unlocking potential

Unlock sport’s potential at every stage of a child’s life, especially where they face inequality or disadvantage

We will work to close the gaps created by inequality and disadvantage, particularly at key transitional moments in a young person’s life like starting or changing school and preparing for employment.

Too many children start their education without the basic skills required to begin learning, while large numbers are leaving education unready for work. This is most likely to apply to those from disadvantaged backgrounds.

Physical activity is key to getting children ready to learn. It supports the healthy development of brain function and cognition, social and emotional behaviour, speech and physical development. Sport also has the power to build skills and character traits which employers value, helping young people succeed at a time when youth unemployment is high and businesses are concerned about school leavers’ resilience, skills and attitudes.

We will work to maximise the power of sport beyond the playing field – tackling disadvantage and helping people secure better jobs and brighter futures.

Around 50% of UK businesses feel schools and colleges are not equipping all young people with skills they need to succeed including resilience, communication and analysis. (CBI/Pearson 2017)

83% of school leaders say there is an issue with school readiness. Children are arriving at primary schools under-developed in self-care, communication, emotional and physical skills. (Family & Childcare Trust and National Association of Head Teachers 2017)
Tactics

Work with early years settings to advance school readiness
- Identify areas in need of wellbeing and physical literacy interventions in early years
- Produce practical, accessible and fully-integrated programmes for developing children’s wellbeing which overcome issues encountered when children transition from early years to school

Build work readiness by extending our reach with further education colleges
- Develop further interventions which inspire and support young people to improve their life skills and achievement
- Evidence the power of sport to develop personal skills such as creativity, aspiration, resilience and empathy
- Harness the value to employers of work-readiness in young people

Develop a blueprint for integrated interventions on wellbeing, life skills and achievement which help drive social mobility
- Maximise our opportunities to build links between schools, clubs, facility providers and families in disadvantaged areas
- Lead wellbeing interventions in geographical areas where funding and decision-making authorities facilitate integration
- Evaluate and quantify the ‘added value’ of this integrated approach in addressing the social determinants of health and wellbeing
Empowering activism

Empower young people through sport to become local activists, tackling the issues of their generation

We will equip them with the skills, confidence and opportunities to lead change in their communities.

Children’s wellbeing is in decline. Young people are feeling less happy about their physical health, many feel disconnected from their families and communities and unable to influence decisions that affect their lives and futures.

We want to change this. We want to empower young people to make a difference by providing them with opportunities to develop and lead their own projects to bring about change within their communities.

Through our programmes young people will develop skills in planning, leadership, marketing and event management which help them devise and run social action projects on issues they care about.

There is compelling evidence that young people who volunteer and take part in social action initiatives develop critical skills for employment and adulthood.

71% of young people in the UK report feeling disenfranchised, and that their voices are not heard at all or their opinions do not make a change anyway.

(UNICEF 2017)

28% of young people do not currently feel in control of their lives.

(The Prince’s Trust 2017)
### Tactics

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<tr>
<th>Collaborate with young people to identify their needs and develop initiatives which enhance wellbeing</th>
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<tr>
<td>• Develop new and engaging channels to consult with children and young people</td>
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<tr>
<td>• Work with our Youth Board, YST Alumni, Young Ambassadors, school networks and other community partners to identify priorities for social action</td>
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<th>Support children to take action themselves</th>
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<td>• Deliver innovative personal development programmes which tackle the root-causes inhibiting children’s confidence, aspirations and engagement</td>
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<tr>
<td>• Enhance the impact of our innovative leadership training, equipping young people to activate change in their own communities</td>
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<td>• Harness young people’s appetite to lead or deliver change and mobilise others in their community</td>
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<td>• Nurture the positive and innovative use of social media and technology</td>
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<th>Work with organisations supporting young people to create more social action opportunities</th>
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<td>• Activate and develop a broad delivery network across the UK to help extend our reach and impact at national, regional and local levels</td>
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<tr>
<td>• Establish innovative partnerships beyond the sport and education sector to maximise opportunities for participation and sustained impact</td>
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<tr>
<td>• Mobilise others to improve children’s health and happiness through YST programmes and licensed products</td>
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<th>Demonstrate credibility through impact</th>
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<td>• Evidence the impact and reach of our programmes on children’s wellbeing, leadership and achievement</td>
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<tr>
<td>• Quantify the value of youth social action by evidencing the individual, community and economic value of youth-led social action projects</td>
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<tr>
<td>• Seek feedback on our interventions from young people to drive our future innovations</td>
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Championing insight

Champion the impact of physical activity, PE and sport through research and insight

We will establish a research and innovation hub which evidences improvements to children’s wellbeing and achievement.

We believe in the power of sport to change young people’s lives and over the last 23 years have seen its impact first-hand. However, we understand that not everyone shares this belief; particularly those who did not have a good experience of PE and sport when they were a child and may not be able to relate to this claim themselves.

There is a real need to build a strong evidence base and to improve the way this evidence is shared in order to enhance the credibility and the acceptance of our claims.

We will not do this alone – we will work with academics, practitioners, young people and other research partners, creating a ‘community’ via a research and insight hub. Together we will amplify the strength, frequency and impact of our message – that sport, physical education and physical activity can improve children’s wellbeing, achievement and life chances.
Tactics

Accelerate our learning and extend our partnership research
- Establish a research and insight hub to extend our collaborative research activities and profile
- Maximise insight into the drivers of declining wellbeing in children, and the efficacy of solutions to tackle it
- Unlock the power of the ‘youth voice’ by increasing our consultations and insight with young people
- Drive evidence-based innovation across our products and programmes

Become a leading source of evidence on the impact of sport, physical education and physical activity on children’s health, happiness and life chances
- Conduct comparative studies on the impact of different policies and practices across the UK and internationally
- Quantify the ‘value of prevention’, evidencing the long-term savings resulting from our programmes
- Grow our capacity and capability to deliver research consultancy services

Mobilise others
- Increase knowledge and information sharing with key stakeholders in the sector to maximise our collective intelligence and insight
- Translate and disseminate findings in order to mobilise wider stakeholders to support our mission
- Influence policy and practice through engagement with local and national government
- Shape public opinion through public awareness-raising campaigns
Strengthening foundations

Strengthen our foundations to ensure we can sustain our mission

We will deliver our charitable objectives through good governance, a skilled workforce and sustainable income.

Times are increasingly tough for charities. To be able to sustain our mission and continue improving children’s lives into the future, it is vital that we ensure our own organisation is as strong, effective and efficient as it can be.

This means finding new ways to generate the income which makes our work possible while ensuring we are efficiently run and achieving the maximum impact with the resources available to us.

It also means ensuring our governance and workforce are strong, skilled and diverse - reflecting the world in which we operate. Valuing diversity and tackling inequality are integral to our mission and values. We will continue to ensure that this is reflected not just in what we do, but how we do it.

By strengthening the foundations of YST we will ensure our work continues to improve children’s lives today and for generations to come.
Tactics

Maintain good governance
- Bring our values to life in every aspect of our work
- Maximise the diversity of skills and experience across our trustees and staff
- Enhance our stakeholder management
- Maintain best-in-class approaches to safeguarding and risk management

Sustain a diverse and skilled workforce
- Promote staff wellbeing, ensuring we are fit to deliver and live-out our mission
- Facilitate a strong culture of learning, developing individuals and stimulating innovation
- Ensure equality of opportunities, and value diversity of perspectives

Diversify our income streams in line with our strategic objectives
- Maximise the value of, and revenue from, our intellectual property
- Ensure our moral purpose drives our business purpose
- Build our trading and services in line with need

Enhance our profile, impact and effectiveness
- Drive consistency and awareness through strong internal communications
- Maximise our profile and enhance our supporter base through impactful communications and stakeholder engagement
- Ensure we are easy to do business with
- Lead powerful campaigns on issues affecting our mission
How we work

Our values of trust, responsibility, integrity and partnership working guide the way we fulfil our mission. We put young people at the heart of everything we do and aim for our work to achieve far-reaching and lasting change.

Our partnership approach involves collaborating across the worlds of education, sport, health and the youth sector as well as working alongside dozens of strategic, corporate and delivery partners.

This spirit of collaboration amplifies our reach, allowing us to achieve more with less and maximise the positive impact that we and our partners can have on young people’s lives.

What we do

- **Develop** innovative resources, training, professional development modules and programmes to support young people in PE and sport.
- **Deliver** high quality events, programmes, activities, camps and experiences for young people and their wider support base such as parents and carers, teachers and coaches.
- **Disrupt** and challenge convention where there are opportunities to improve the provision, quality or approach of using sport, PE and physical activity to improve young people’s lives.
The scale of our work

Young people are at the heart of everything we do and our work can reach them in a multitude of ways. This can include:

- **Direct to individuals.** This includes young people, their teachers, coaches and parents.
- **Schools.** We have a membership network of 4,000 schools and our programmes reach more than 20,000.
- **Locally and regionally.** Partnering with local authorities, universities, health organisations and businesses on programmes targeted at specific local areas.
- **Nationally.** We work closely with the national governing bodies of sport and the national agencies of sport in England, Scotland, Wales and Northern Ireland.
- **Globally.** Our international arm Youth Sport Trust International has delivered training for sport and development projects in 63 countries to date.

Our Learning Academy

Many of our products and services are delivered through the YST Learning Academy.

**In numbers:**

- **100** Tutors
- **70** Development Coaches
- **80** Athlete Mentors
- **22** Team Leaders

How we will measure our impact

We will report against our strategic objectives annually, by tracking our progress against our overall Theory of Change and the successful delivery of:

- key milestones
- the achievement of performance, outcome and quality measures
- the sustained improvement of employee engagement and learning.

This will be published in our annual impact reports.

Our networks

**Our networks are central to our work, giving our mission a huge reach. They include:**

- **Lead Schools.** A national movement of schools which drive individual and whole school improvement through different specialist areas.
- **Head Teacher Ambassadors.** A network of headteacher which influences and inform our strategy and future direction, as well as being able to influence national policy makers in education, sport and health.
- **PE CatalYSTs.** A national group of leaders of PE to raise the profile of the subject and reverse its marginalisation.
- **YST membership.** Thousands of schools receiving a wide range of solutions, networking and learning opportunities to help teachers use PE and school sport to improve outcomes for all young people no matter what their ability.
- **School Sport Partnerships.** These local networks play a lead role in enhancing PE, school sport and physical activity among their families of schools.

Where we do it

- **In partnership.** We deliver impactful collaborative programmes which are funded by corporate partners, trusts and foundations, government and other organisations working with us to further our shared goals.
- **On other’s behalf.** We undertake commissioned projects involving development work, delivery activities and/or research and insight. We do this with partners, businesses, national governing bodies (NGBs) and other organisations who target sporting activity at young people and want to maximise and quantify their impact.
- **Independently.** We provide innovative products and services including YST Membership for schools, individuals, NGBs and businesses; training courses including e-learning; and innovative equipment.

How we deliver

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