

Outcome 8 – A More Efficient and Effective Sport System

Critical Success Factors:

The success of this work will deliver a sport system in the East Midlands that:

- 1) Has sustainable organisations, each making a unique contribution to the delivery of sport and able to work together effectively.
- 2) Has a clear sense of vision and direction, shared by all
- 3) Is better informed and networked
- 4) Has a well equipped workforce with an appropriate skill base for now and the future
- 5) Is able to identify inspirational leaders, effective decision makers and deal with change.
- 6) Is committed to excellence and continuous improvement in service delivery
- 7) Understands and practices productive partnership working throughout
- 8) Has an aligned performance management system that is outcome focussed and bought into by all

All the actions contained within this plan contribute to the achievement of the above.

Please Note:

In the East Midlands, the 'sport system' is the single system.

The definition for sport includes informal activity/active recreation as per Change 4 Sport.

Acronyms are used to save space and are explained below:

CIF	Community Investment Fund	PCT	Primary Care Trust
CRE & HR	Commission for Racial Equality and Human Rights	PESSCL	Physical Education, School Sport and Club Links
CSN	Community Sports Network	PMG	Performance Management Group
CSP	County Sports Partnership	RSB	Regional Sports Board
EMDA	East Midlands Development Agency	RSP	Regional Sports Partnership
EMRLGA	East Midlands Regional and Local Government Association	RSS	Regional Spatial Strategy (Regional Plan)
ERG	Equity Reference Group	SSP	School Sport Partnership
FE	Further Education	TAES	Towards and Excellent Service
HE	Higher Education	WDP	Workforce Development Plan
LDF	Local Development Framework	WSP	Whole Sport Plan
LSP	Local Strategic Partnership	UCS	Universities, Colleges and Schools Group
NGB	National Governing Body of Sport		

Action Plan

1. **Structure** – the organisations and sectors involved in delivering sport and how they inter-relate.

Aim1 - To develop sustainable organisations at the regional, sub regional and local level that are connected and working together to deliver for sport and active recreation, through the Single System.

Action	By when	By who	Resources	Target	Measure of success
<p>1. Review regional investment strategy to ensure it supports the development of the Single System.</p> <p>2. To support the development of the Single System to ensure:</p> <ul style="list-style-type: none"> • 5 fit for purpose CSPs • complete coverage of CSNs • all relevant agencies (NGBs, LAs etc. engaged). <p>Key milestones: - 5 CSPs with successful CIF bids to develop capacity to support the development of CSNs - CSP rationale for NGB engagement</p>	<p>July. 05</p> <p>March 06</p> <p>Sept 05 – Mar 09</p>	<p>RSB</p> <p>CSPs/ SE</p>	<p>Core funding CIF 'infrastructure' funding</p> <p>CIF</p>	<p>Revised regional investment strategy that directly supports the development of the Single System</p> <p>5 CSPs fit for purpose.</p> <p>By 2009 100% of the population covered by a CSN</p> <p>100% of CSNs fit for purpose.</p> <p>90% of CIF bids to RSB developed through the Single System (i.e. initiatives identified by CSNs)</p>	<p>RSB approval of revised investment strategy</p> <p>CSP progress monitor score</p> <p>% population covered by CSN. CSN progress monitor score % of CSNs with a formal link to LSP</p> <p>Key organisations identified and evidence of effective engagement with the Single System.</p> <p>% of applications received supported by the single system.</p>
<p>3. Strengthen the Regional NGB Forum to ensure:</p> <ul style="list-style-type: none"> • it has the capacity and membership to effectively support the implementation of Change 4 Sport Outcomes 8 and 2. • better co-ordination and joint working between NGBs in the region <p>Key milestone: Capacity identified to support the development of the Forum.</p>	<p>Dec 05</p>	<p>NGBs CSPs SE (WC)</p>	<p>25k (CIF)</p>	<p>Fully resourced and functional NGB Forum, integral to the Single System and delivering effectively</p>	<p>Progress reporting on Outcome 8 Action Plan</p> <p>Satisfaction survey of members/self-assessment/review of meetings.</p>

4. Provide support to ensure School Sport Partnerships proactively engage with the Single System and support the development of CSNs. Key Milestone: YST full engagement in Outcome 8 work	Mar 08	YST SE (TF)		100% School Sport Partnerships engaged with the Single System and working effectively to support the development of CSNs	Evidence of engagement, joint delivery and joint planning as appropriate at the local level. % of SSPs engaged with the Single System (CSNs) CSP TAES (partnership working)
Aim 2: To ensure wider networks/sectors and other government structures that contribute to the delivery of sport are doing so through the sport system					
5. To explore potential networks, identify key players (e.g. emda, Sub Regional Economic Partnerships, PCTs etc.) and develop mechanisms for effective engagement with the Single System	Ongoing	RSP/SE		All potential networks/key players identified and mechanisms for engagement established.	Networks/key players identified and evidence of effective engagement with the Sport System at all levels.
6. Through the UCS Group, support Universities and Colleges (HE/FE sector) in aligning and engaging with the sport system. Key milestone: Prioritisation of USC recommendations within report	March 08	UCS Group		100% Universities and Colleges in the East Midlands engaged with the Single System (e.g. through CSN).	% of institutions engaged Level of engagement/alignment established. Evidence of effective joint working and joint planning.
7. Provide support to ensure local government effectively supports the development of the Single System: <ul style="list-style-type: none"> regionally through EMRLGA/RSP Sub-regionally through CSPs locally through CSNs Key Milestones: <ol style="list-style-type: none"> Partnership post established with the EMRLGA (L-T) 7 Secondment posts established in the short term 	Mar 06 Mar 07	SE (RT/ST)) CSPs		EMRLGA Regional Sector Improvement Group linked and aligned to the Single System. 45 Local Authorities supporting/driving the development of CSPs/CSNs.	Evidence of engagement and alignment of strategies and work programmes. No. of LAs committed to the development of a local CSN PMG to determine mechanisms to measure impact and contribution of Local Government
8. Support mainstream voluntary sector organisations to engage with the sport system at all levels: <ul style="list-style-type: none"> regionally through Engage/Voice sub-regionally through volunteer support structures CSN through local CVS 	Dec 05	SE (AR) Engage CSPs		Key mainstream and sport voluntary sector organisations aligned and engaged with the Single System at all levels.	Key voluntary organisations identified and engaged Evidence of effective engagement (key indicators to be developed)

9. Through CSNs, provide support for voluntary sport organisations at the local level to ensure: - a good set-up of voluntary sector clubs at the local level - the development multi sport hubs where appropriate	Mar 07	SE/CS Ps	CIF	All local clubs understand their role in LTAD pathways in their area	CSNs with full club records and clear LTAD pathway identification linked to other providers
10. To ensure (through targeted advocacy work) that the Single System is effective in representing and supporting the voluntary sector.	March 07	SE (AR) RSP		All key organisations within the Sport System understand and realise the voluntary sector's contribution to sport	Evidence of organisations within the sport system planning and resourcing activity that reflects the needs of the voluntary sector
Aim 3. To ensure networks and structures have capacity and are utilised effectively to deliver on the equity agenda					
11. To support organisations and networks directly related to the sport system in developing capacity to deliver on the equality agenda. Key milestones: 1. 5 equity officers or nominated capacity within CSPs 2. Establishment of an Equity Reference Group 3. Equity reference group to identify appropriate organisations)	Apr 07	Voice EFDS WSF SE (RT)		100% organisations achieving Equality Standard (preliminary level)	Each CSP with identified capacity to lead on the equity agenda % of organisations directly related to the single system having achieved the Equality Standard (or equivalent)

2. STRATEGY AND POLICY

Policy – details WHAT should be done.

Strategy – details HOW things will be done by developing a clear sense of direction and priorities based on effective consultation with the community translated into measurable objectives, targets and clear outcomes.

Action	By when	By who	Resources	Target	Measure of success
Aim 4. To ensure organisations operating within the sport system have a clear sense of strategy identifying how they contribute to the development of sport and achievement of our outcomes					
12. To support the development of all strategies relevant to sport to ensure they are: - developed through effective consultation - consistent with the regional vision, - have clear outcomes, smart objectives and measurable targets. - challenged/reviewed on an ongoing basis.	Ongoing	All/SE (ST, CSOs) PMG		All sport-related strategies consistent, effectively linked and of a standard (equivalent to Fair TAES)	No. of Sport related strategies that meet standard (equivalent to fair TAES) and share the regional vision. Evidence of consultation and systematic review process.
13. CSPs to implement 4 year strategies from each of the 5 counties that complements the vision and direction set by the region	Annual	CSPs/ CSOs		5 County wide strategies for CSPs and annual Business Plans produced	CSP progress monitor CSP Plans approved by Board and SE.

14. CSNs to develop clear action plans that: - co-ordinate local action - engage relevant partners - align to other local planning processes and resource strands - complement the strategy/framework of the CSPs/region	As CSNs develop	CSPs/ SE (CSOs)		All CSNs with clear action plans in place (that meet the standards set by national guidance.)	CSN Progress monitor. CSN action plans approved by CSP
15. To ensure the delivery of PESSCL is aligned to and delivered effectively through the Single System at all levels.	Mar 06	YST SE (TF) CSPs CSNs		All PESSCL programmes (and new initiatives aimed at young people) aligned to and integrated effectively with the Single System.	Evidence of PESSCL related programmes being delivered through/aligned to the single system.
16. To support NGBs to ensure WSPs are aligned to and delivered effectively through the Single System. Key milestone: NGB Understanding of the Single System	Mar 06	SE (WC), SCUUK (AE), CSPs		All NGB WSPs aligned to and delivered through the Single System	Evidence of WSPs being delivered through and aligned to the Single System
Aim 5: To ensure policy and cross-cutting work is co-ordinated and delivered effectively					
17. Work with key organisations (e.g. EMRLGA) to ensure sport is embedded within their policy in a way that is consistent with the Single System	Ongoing	SE/RS P		Sport included in policies, plans and progress reports of key partners	Evidence of sport in key documents of other agencies.
18. Advise the RSB and other key strategic partners to ensure policy and key areas of work (e.g. Olympics, LTAD) are delivered and co-ordinated effectively throughout the system.	Ongoing	RSP		Project areas defined with agreed action plans for delivery.	Key themes/areas of work identified Evidence of effective, co-ordinated delivery. Feedback from those involved
19. Identify sport-related work currently being undertaken by other sectors (e.g. Positive Futures, CDPs, ToB etc.) and ensure it is aligned to the Single System	Ongoing	RSP/SE		All sport related work currently undertaken by other sectors is aligned to the Single System	% of identified sport related projects/initiatives funded/procured/planned by other sectors that are supported by the Single System.
Aim 6: To ensure equality of opportunity is embedded within strategy and policy relevant to the sport system.					
20. Review all plans/strategies relevant to the sport system and advise as appropriate to ensure equity is addressed effectively.	Ongoing	ERG/ SE (RT)		Equity clearly embedded within all strategy and policy relevant to the sport system.	Equality Standard (or organisational equivalent)
21. Influence the developing work programme of the CRE & HR (regional function) to ensure alignment with the Sport System.	Apr 07	ERG		CRH & HR clearly recognises and invests in sport.	Sport embedded within CRE&HR regional work programme and aligned to the Single System
22. Influence policy through the National Equality Review to ensure the sport system is identified as a vehicle to	Sept 06	ERG		Final review clearly identifies role of sport in	Sport clearly identified (as appropriate) within the National

deliver				delivering equality	Equality Review.
Aim 7: To exploit opportunities at all levels through spatial planning to ensure maximum benefit to the sport system.					
23. Respond to statutory and non-statutory planning consultations and communicate response as appropriate. Ensure messages are widely supported through sharing with CSPs/CSNs as appropriate Key milestone: 5 County seminars	Ongoing	SE (SG)	£2.5k	100% % of sports facilities successfully protected from development 100% of development proposals improved.	% of sports facilities successfully protected from development % of development proposals improved. No. of other agencies supporting and embracing sport/PA through spatial planning.
24. Use spatial planning policy and consultation to secure investment in sport (e.g. through Regional Spatial Strategy and Local Development Framework, LDFs)	Ongoing	SE (SG)		2.2 M secured (Mar 05) 8.8 M secured (Mar 09) Specific policies for sport and recreation included within the RSS and all LDFs. Walking and cycling prioritised within Transport section.	Amount of funding secured through 106 Agreement. Evidence of having influenced RSS (including sport and quality of life indicators) % of LDFs with a specific policies for sport and active recreation.

Building Capacity (developing people and organisational improvement)

Action	By when	By who	Resources	Target	Measure of success
Aim 9: To develop clear people pathways in sport focused on: 1) Leadership skills 2) Career progression 3) Volunteers (People pathways –developing effective people that are supported in a structured, ongoing fashion by the system.)					
27. Produce a delivery plan for long-term leadership development that: identifies: <ul style="list-style-type: none"> key leadership competencies for different roles within sport Determines a way forward and priorities Resource to provide a variety of leadership development opportunities across the region. CSF - establish a leadership sub-group Successful CIF bid to secure funding	Jun06	SE (IF) Leader ship task group		Clear mechanisms, partnerships and resources in place to support long-term leadership development. More effective leaders working in sport (target and assessment through impact of identified leadership programmes)	Group established, priorities agreed and resources secured No. of leadership opportunities available throughout the Single System and assessment of their impact. Acceptance and prioritisation by the RSB and other organisations of the importance of leadership in sport. No. of organisations investing in leadership in sport.
28. Develop resources to promote a better understanding of the importance of leadership development within the sport sector and signpost to opportunities and support.	Jun 06			One stop shop for leadership information	Resource developed and a maintained. Survey to determine effectiveness of the resource.
29. To support the production and implementation of a regional Workforce Development Plan (WDP) that : <ol style="list-style-type: none"> identifies career pathways for paid individuals working in sport, setting out appropriate entry levels for graduates and others. provides appropriate training programmes throughout the system is consistent with the Sector Skills Agreement matches academic and vocational courses to industry and employer requirements. provides a framework for countywideWDPs ensures WDPs from different sectors/organisations are brought together and co-ordinated. 	March 06	Skills Active/ SE (AR)/C SPs			A completed regional WDP with action plan. Countywide WDPs completed to fit with regional WDP and delivered through CSPs Workforce development role clear with capacity building, leadership, career progression and volunteers.

30. To support the Voluntary Sector (sport specific and mainstream) in developing and ensuring delivery of a pathway for all volunteers in sport. Secure volunteer placements from EM at London 2012. Develop Volunteer Academy that ensures volunteers are supported and utilised in sport on a long-term basis.					L2012 CIF/Change-up/Capacity Builders and Russel Commission – volunteer co-ordinators per CSP. Pathway identified – March 07
Aim 10: To ensure people pathways are inclusive in the opportunities they provide					
31. To ensure all pathways are inclusive in the opportunities they provide				People on pathways reflective of communities/demographics	
Aim 11: To develop a culture of continuous self assessment and improvement across all organisations within the sport system.					
32. To advocate and support the use of TAES for sport organisations and partnerships. Invest to Save Bid (Sport Improvement Project		Project Board		Key organisations use TAES as improvement tool	No. of organisations within the sport system that have adopted TAES. Learning transferred to sector.
33. To ensure the system delivers robust, evidence led practice. Provide support as necessary To co-ordinate the capture, review and sharing of learning from practice and theory					
Aim 12: To ensure equity is seen as part of a culture of improvement within the sport system					
34. Adoption and implementation of Equality Standard. Examine strength of equity within TAES, WD Plans, County Plans etc. Provide advice and support		Equity Reference Group.		No. of sport orgs with equality Standard Local Government Race Equality Standard By 2009 all sectors adhering to a single policy around equality.	

5. Partnership Working

Action	By when	By who	Resources	Target	Measure of success
Aim 13: To develop the skills and competencies for effective partnership working in the sport sector					
35. All CSPs and CSNs and other key sport-related organisations to develop action plans on partnership working following self-assessment through TAES.				5 CSPs 50% of CSNs	No. of CSPs/CSN improvement plans with clear partnership improvement initiatives identified.

36. Extend the TAES toolkit to provide clarity and support and guidance in assessing and improving partnership working and sharing practice in innovative ways.	Jun 06	PMG		80% satisfaction rate	Usage and feedback on website Partnership element of toolkit is current, easy to access, clear and comprehensive.
37. Produce training and development programme for skills and competencies in effective partnership working across the sport sector.	Sept 06	PMG	Where costed	?No. of people in the region having completed training. 80% satisfaction rate.	Programme fits with workforce development plan and is based on robust needs assessment. No. of people on programme and satisfaction rate.
38. Determine ways to measure effective partnership working. Monitoring and evaluation to include effective partnership working – assess and report in Business cycles.	Apr 06	RSP		Inclusion of partnership working in 5 CSPs and RSP performance monitoring and annual reports	Effective monitoring system for improvement plans by RSP and CSP in annual report.

6. Performance Measurement

Action	By when	By who	Resources	Target	Measure of success
Aim 14: To use performance measurement in a positive, integrated and proactive way to engage workers and partners, celebrate success and promote improvement.					
39. Agree KPIs at all levels and align indicators across the system linked through TEN performance management system (Sport Improvement Project) Key milestone – performance measurement task/finish group PMG	Mar 06	PMG		A single measurement system for the Single System	Development of a suite of indicators, well defined, fit for purpose and proportionate – agreed by all agencies and reported on
40. Develop enhanced PESSCL targets and ensure they drive sustainability within the system	Dec 06	SE (TF/ST) YST, PMG		Enhanced targets set, agreed and integrated within the performance measurement system.	PESSCL indicators and targets agreed and recognised as part of a suite of indicators for the Single System
41. To analyse and provide reports on participation data (from the local participation survey) to inform and drive interventions at all levels	Jan 06	PMG		Effective, timely reports that inform decision making and planning as assessed by RSP	Evidence of decision making focused on data analysis
Aim 15: To develop a better understanding of the importance of performance management					
42. Develop a culture and ownership – ensure all parts of the system are engaged in performance measurement and performance is widely reported on.	June 06	PMG/C SPs		% of sector partners engaged in performance measurement system (target 100%)	Sharing of performance management data Evidence of recognition and understanding of PM systems. % of partners engaged

