



County Sports Partnerships Performance Management Framework

*Part of the
Towards an Excellent Service
(TAES) Improvement Initiative*

WORKBOOK

This document is for recording purposes only and must be used in conjunction with the master document at all times.

Final Draft April 2005

Leadership: Evaluation

Use the record sheet to make your assessment of the CSP for *Leadership*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
1.1 Leaders in the CSP develop the mission, vision and values and are role models for continuous improvement.	Shared leadership						
	Policy framework						
	Role models for improvement						
	Innovation and creativity						
	Equal opportunities						
	Governance						
1.2 Leaders are actively engaged with service users and partners.	Listen to community needs						
	Awareness of voluntary, community and private sectors						
	Collaboration						
1.3 Leaders motivate, support and recognise	Communication						
	Value and support people						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
recognise people in the organisation to improve services.	Celebrate success						
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **leadership**?

Where does it need to improve?

What are the priorities?

Policy and Strategy: Evaluation

Use the record sheet to make your assessment of the CSP for *Policy and Strategy*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
2.1 The CSP has a clear strategy for the development of sport and recreation and delivering outcomes from it.	Service planning process						
	Policies and strategies						
	National & regional Framework for sport						
	Shared national priorities						
	Club development						
	Pathways for young people						
	Workforce development						
	Partner strategies						
	Consultation						
	Under-represented groups and inclusivity						
	Local initiatives						
Equality planning							
2.2 The CSP has set	Target setting						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
has set ambitious and achievable targets to achieve its aims and objectives.	Partner service plans						
	Responsibilities for target setting						
	Equality targets						
	Improvement targets						
	Benchmarking						
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **policy and strategy**?

Where does It need to improve?

What are the priorities?

Community Engagement: Evaluation

Use the record sheet to make your assessment of the CSP for *Community Engagement*. Use one tick on each line to record your assessment. Then

total the ticks for each column to get an overall view.

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
3.1 The CSP is actively developing community engagement to improve services.	Commitment						
	Engagement processes						
	Engagement strategy						
	Success factors						
3.2 The CSP communicates to, consults with, and involves communities in providing sport and recreation services.	Consultation skills						
	Best practice						
	Under-represented groups						
	Equal opportunity						
	Communications strategy						
3.3 The CSP is able to demonstrate	Impact on policy and objectives						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
demonstrate the value of its work with communities in providing services.	Impact on planning and resources						
	Measurement						
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **community engagement**?

Where does it need to improve?

What are the priorities?

Partnership Working: Evaluation

Use the record sheet to make your assessment of the CSP for *Partnership Working*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
4.1 The CSP can demonstrate a clear awareness and understanding of its role in relation with partner organisations	Awareness and understanding						
	Formal agreements						
	Governance arrangements						
	Partner status						
	Staff role and responsibilities						
	Effective representation						
4.2. The organisation proactively develops relevant partnerships in order to meet	Community influence and relevance						
	Partnerships that deliver strategic objectives						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
its strategic objectives.	Capacity building						
	Trust						
4.3 The implications and impact on partnership arrangements are taken into account when taking policy and budget decisions.	Policy impact						
	Budget impact						
4.4 The organisation is committed to continuously reviewing and modifying its involvement in partnership arrangement and is able to demonstrate their value.	Monitoring and evaluation						
	Rationale and value						
	Consistency among partners						
	Evaluation of partnerships						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **partnership working**?

Where does it need to improve?

What are the priorities?

Use of Resources: Evaluation

Use the record sheet to make your assessment of the CSP for *Use of Resources*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria	Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
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Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
5.1 Financial resources are allocated in accordance with the strategic priorities of the CSP.	CSP Budget setting						
	Partner budget setting						
	Service improvement						
	Budgeting reduction and redirection						
5.2 The CSP controls the use of its financial resources effectively.	Budget targets						
	Monitoring systems						
	Financial decisions						
5.3 The CSP achieves value for money in the use of its resources and adds value by its actions and activity.	Value for money						
	Comparison						
	Innovation and creativity						
5.4 The CSP seeks and	External resources						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
seeks and attracts resources from outside the organisation.	External investment						
5.5 The CSP uses alternative and new technologies to achieve its strategic objectives.	E-Government targets						
	Effectiveness						
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **use of resources**?

Where does it need to improve?

What are the priorities?

People Management: Evaluation

Use the record sheet to make your assessment of the CSP core for *People Management*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria		Level 1 -Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
6.1 The CSP is committed to recruiting, developing and empowering its people to improve its performance.	Strategies						
	Actions						
	Awareness						
	Confidence						
6.2 CSP staff are encouraged to improve their own and other people's performance.	Self-improvement						
	Collective-improvement of other people						
6.3 CSP staff believe their contribution to the organisation is recognised and valued.	Recognition						
	Involvement						
	Feedback						
	Communication						

Criteria		Level 1 -Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
6.4 The CSP is committed to ensuring equality of opportunity in the management and development of its people.	Strategies for equal opportunities						
	Promoting equality						
	Specific actions						
	Recognition						
	Developing people						
	Accreditation						
6.5 The development of people is in line with the CSP's aims, objectives.	Priorities or targets						
	Awareness						
6.6 CSP staff understand how they contribute to achieving the	Involving						
	Empowerment						
	Contribution						

Criteria		Level 1 -Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
organisation's aims and objectives.	Decisions						
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **people management**?

Where does it need to improve?

What are the priorities?

Standards of Service: Evaluation

Use the record sheet to make your assessment of the CSP for *Standards of Service*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
7.1 The CSP is committed to developing comprehensive and co-ordinated service standards for public facing services.	Service standards						
	Equal opportunities						
	External accreditation						
7.2 The CSP has customer service standards and complaints policy where public facing services are provided.	Customer care policy						
	Complaints procedure						
	Published standards						
	External accreditation						
7.3 The CSP actively involves staff, users and non-	Staff involvement						
	Public involvement						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
users and non-users in setting service standards for public facing services.	User monitoring						
	Customer satisfaction						
7.4 The CSP actively promotes high standards of health & safety and child protection	Health & safety						
	Child protection						
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are your CSP's strengths and weaknesses in **standards of service**?

Where does it need to improve?

What are the priorities?

Performance Measurement and Learning: Evaluation

Use the record sheet to make your assessment of the CSP for *Performance Measurement and Learning*. Use one tick on each line to record your assessment. Then total the ticks for each column to get an overall view.

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
8.1 The CSP has developed a performance management culture.	Understanding						
	Training						
	Responsibility						
	Improvement						
	Resource utilisation						
	Equality and diversity						
8.2 The CSP has developed a well balanced range of high quality data and information.	Data appropriateness						
	Information quality						
	Equality and diversity						
	Data collection						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
	Analysis and dissemination						
	Feedback						
8.3 The CSP monitors and takes action on performance information.	Priorities						
	Performance						
	Communication						
	Reporting						
	Responsibilities						
	Clarity and purpose						
	Action						
	Resource allocation						
8.4 The CSP learns from its performance management and utilises it in its future planning.	Learning						
	Reflection and review						

Criteria		Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent	Record of evidence	Improvement areas
	TOTAL						

You can make an overall assessment by transferring your totals to page 30

What are the CSP's strengths and weaknesses in **performance measurement and learning**?

Where does it need to improve?

What are the priorities?

Overall Evaluation Sheet

Theme	Criteria	Descriptor	Level 1 - Poor	Level 2 -Fair	Level 3 - Good	Level 4 - Excellent	Improvement priorities
Leadership	<i>3</i>	<i>12</i>					
Policy and Strategy	<i>2</i>	<i>18</i>					
Community Engagement	<i>3</i>	<i>12</i>					
Partnership Working	<i>4</i>	<i>16</i>					
Use of Resources	<i>5</i>	<i>14</i>					
People Management	<i>6</i>	<i>21</i>					
Standards of Service	<i>4</i>	<i>14</i>					
Performance Measurement and Learning	<i>4</i>	<i>22</i>					
TOTAL	<i>31</i>	<i>129</i>					

What are the CSP's strengths and weaknesses overall?

Where does it need to improve?

What are the priorities?

