

CSP Core Services Summary 2015-16

Sport England invests Core Funding into County Sports Partnerships (CSPs) to provide a consistent set of services for National Governing Bodies and for Sport England. This investment, as with all Sport England funding, seeks to drive participation, increasing the number of people aged 14 plus playing sport each week across England and to nurture and develop talent. We invest in CSPs to be the interface between national plans for sport and local stakeholders (including Local Authorities) and opportunities. Sport England funding divides into two key elements **Core Services Funding** and **Programme Delivery Funding**. This document relates to the Core Services Funding which in 2015-16 will total £15m across the network of CSPs.

CSP Core Services

Sport England is clear about what it requires CSPs to deliver for this Core investment and will hold CSPs accountable for the effective and efficient delivery through the CSP Self-Assessment, Performance Management and Improvement Arrangements. The Core Services are designed to ensure a level of **consistency** across the network; CSPs are expected to deliver the services outlined in this document and the supporting guidance as a condition of their funding award. We will **consider** working flexibly with individual CSPs to agree the best possible approach to delivery of the Core Services in different contexts such as larger populations, where an NGB requests it, in Core Cities or focussed authorities or areas where NGB demand is low. The stated outcomes will be achieved through the delivery of a set of specific service areas which are listed below **in order of priority**.

NGB Delivery

Taking clear, proactive action to support the delivery of NGB plans at local level should be considered to be the first and top priority service within the CSP Core Services. CSPs should work with NGBs to help them land their Whole Sport Plans at local level in an insight driven way; specifically through the provision of club, coach and volunteer services and by linking them into local operational and strategic networks and opportunities. CSPs should continually work with Sport England to agree which NGBs the CSP is supporting to execute their plans, and to ensure that NGB requests, including for talent and disability work are met. This will be subject to change as NGB Whole Sport Planning develops. Effectiveness in this area will be measured through the NGB RAG in the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

Local Insight

Second in terms of priority, CSPs will demonstrate a high level of understanding of the local area (the market, audiences and organisations) and what will work best for the delivery of sport. CSPs should be insight led, effectively capturing information and applying it across all the core service areas, including when working with NGBs, Sport England and other key partners. It should also be applied to programme delivery to ensure maximum impact for sport. Sport England should be alerted to strategic opportunities. Effectiveness in this area will be measured through the Strategic Networking RAG in the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

Coaching

The purpose of the investment into coaching is to ensure delivery of the appropriate, skilled coaching workforce for delivery of NGB plans and Sport England programmes that require coaches. CSPs will identify the different coaching needs for delivering to different audiences, current provision and have an approach to addressing the gap between the two. It is part of the continued journey to transform coaching locally. – ‘Excellent Coaching, Every time for Everyone’. Effectiveness in this area will be measured through the Coaching RAG in the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

Strategic Networking

CSPs should use insight to identify relevant potential partners locally. CSPs should link NGBs and other strategic partners to local stakeholders and strategies including Local Authorities, Education and Health partners, with an overall aim of driving increases in participation. Effectiveness in this area will be measured through the CSP’s ability to articulate its approach to working with each of the strategic stakeholders and the evidence of impact as a result of doing so. Effectiveness in this area will be measured through the Strategic Networking RAG in the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

Facilities

CSPs should support NGBs to access appropriate local facilities to deliver planned activity including advocating for access to individual educational facility sites where requested. CSPs should also have knowledge of asset transfer and be able to signpost to further expertise where appropriate. CSPs should provide Sport England with information regarding local issues including facilities at risk. Effectiveness in this area will be measured through the NGB delivery RAG in the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

Marcomms

The CSP should consider whether marcomms can support NGB and Sport England programmes which are delivered directly by the CSP – in order to make these activities a success. The CSP should work in partnership with NGBs (when promoting NGB activities) and the Sport England press office (when promoting Sport England programmes and campaigns such as This Girl Can), making them aware of any major pieces of marcomms work to ensure alignment with any activity the NGB or Sport England may be planning. Marcomms should be restricted to local and regional activity through local networks, local and regional media, and digital channels that the CSP controls including its website and social media. Effectiveness in this area will be measured through the NGB delivery RAG in the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

Further detail on each of the service areas is provided within the Core Services Guidance Document. This provides a clear definition of the CSP Core Services to avoid differing interpretations and provides the basis for CSP performance measurement. The guidance document clearly sets out what CSPs are and are not expected to deliver locally.

Governance

Sport England requires the delivery of the CSP Core Services and programmes to be underpinned by the maintenance of a high performing CSP with an effective board, sound financial management, strong leadership and a commitment to improvement, efficiency and risk management. Further details of CSP Governance requirements are set out in the Core Services Guidance Document. Again this is monitored and CSPs are held accountable for the quality of their governance, leadership and infrastructure through the CSP Self-Assessment, Performance Management and Improvement Arrangements.

Programme Delivery

CSPs also receive programme funding from Sport England; this funding has a large focus on youth sport. CSPs are expected to coordinate delivery of these locally to achieve maximum benefit for increasing participation and to ensure connection to NGB Whole Sport Plans. A separate guidance document has been developed to provide a summary of requirements for these youth programmes and how they link to services set out within the Core Services documentation.

CSP Core Services Guidance 2015-16

This document supports the CSP Core Services Summary Document, its purpose is to:

- Provide a clear definition of each area of work setting out the minimum level of service CSPs must provide as a condition of their award with Sport England
- Clearly set out what CSPs are to do and what we don't want them to do
- Ensuring consistency in terms of the standard of delivery by avoiding differing interpretations of the CSP Core Services
- Provide a direct link to the CSP Self-Assessment, Performance Measurement and Improvement Arrangements (through which any issues around delivery can be addressed).

Sport England will provide each CSP with Core Funding resources as set out in individual award letters for the year April 2015 – March 2016 to support delivery of these services

The core tasks remains broadly consistent to previous years, there are minimal changes to this document which reflect changing circumstances. The key priority for CSPs remains supporting NGBs to effectively land their Whole Sport Plans locally. The prime objective – shared by Sport England and CSPs – remains to sustain and increase weekly participation in sport through creating a sporting habit for life and to nurture and develop talent. In 2015-16 we will be asking CSPs to continue to become more efficient as well as reduce their financial reliance upon Sport England and will be measuring progress in this area. Going forward, we will be much more prescriptive about which sports an individual CSP should be supporting based on NGBs local delivery plans. We will also work flexibly with a small number of CSPs in how core funding is deployed where this makes sense within the context of the local environment and NGB demand, eg:

- In CSPs with high population
- Where an NGB requests a different approach
- In Core Cities or Focussed Authorities
- In areas where NGB demand is low

Additionally, informed by the pilot work in 2014-15, Sport England will be seeking to increase CSPs' understanding of insight, and their use of this locally to make informed decisions around delivery and supporting NGBs.

The legal status of this guidance document and management arrangements are defined in the Core Services Award Documentation. There are three further documents that underpin the CSP Core Services as follows:

CSP Delivery Arrangements (Template)

Each CSP is required to complete this template outlining clearly what their arrangements will be to deliver the Core Funding financial year 2015-16, and formal approval from Sport England of these delivery arrangements is an award condition. CSPs have been asked to provide a simple organogram, a headline description of each team member's role and a budget outlining how the CSP will spend their core funding for 2015-16.

CSP Self-Assessment, Performance Measurement and Improvement Arrangements

This document sets out the way in which Sport England will measure the effectiveness of delivery of the Core Services and the impact these have at local level. This is specific to Core Funding but also reflects the performance of CSPs across other funded programmes.

Youth Guidance

This document sets out the role that CSPs play, through Sport England funding, in supporting young people to access sport.

1 NGB Delivery

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| Purpose of service area | Taking clear, proactive action to support the delivery of NGB plans at local level should be considered to be the first and top priority service within the CSP Core Services. CSPs should work with NGBs to help them land their Whole Sport Plans at local level through the provision of club, coach (see area three for more information) and volunteer services and by linking them into local operational and strategic networks and opportunities. CSPs should continually work with Sport England to agree which NGBs the CSP is supporting to execute their plans and to ensure that NGB requests, including talent and disability work are met. This will be subject to change as NGB Whole Sport Planning develops. |
| CSP delivery requirements | <p>CSPs should work with NGBs to help them land their plans first by providing insight into the most appropriate local opportunities and then through the practical support outlined below.</p> <p>There are three key service areas that Sport England requires CSPs to deliver for NGBs:</p> <ol style="list-style-type: none">1. Connect the NGB whole sport plans to the local area to ensure their effective delivery2. Share local knowledge about the current sporting offer and audience preferences3. Provide specific club and volunteer services to support the NGB infrastructure in the area to facilitate delivery of the whole sport plans. <p>In order to connect the NGB whole sport plans to the local area to ensure their effective delivery CSPs should:</p> <ul style="list-style-type: none">• Understand what the NGB wishes to deliver and what outcomes they have for their sport in local area• Share local insight with the NGB and advise on the implications of the insight on how NGB outcomes can best be achieved and delivery tailored to fit local circumstances (please refer to section 2 Local Insight for more detail)• Agree the specific and relevant actions that the CSP will take to support the NGB delivery• Deliver agreed actions being clear of the tangible impact that these have had to support the NGB to deliver• CSPs should have a clear point of contact (named) for NGBs within their organisation• CSPs should broker relationships between NGBs and education partners as outlined in the youth guidance• CSPs should support local delivery of NGB disability specific programmes and products where requested to do so |

- CSPs should provide guidance and signposting for talent specific NGB programmes where requested to do so
- Ensure information on sources of funding is accessible to partners with a focus on NGBs. This should include Sport England funding as well as funding from other local sources.

The provision of club and volunteering services is outlined below:

VOLUNTEERING

CSPs should:

- Be aware of wider sector volunteering opportunities that exist in their CSP area that could benefit the delivery of sport and should signpost NGBs and other delivery partners accordingly
- Include volunteering agencies as part of their wider networking role and maintain relationships with these
- Respond to NGB requests to help them grow the right volunteer workforce to support local delivery
- Provide support and guidance to volunteers and coaches within clubs in line with NGB requirements, making use of available resources and best practice.
- Retain and continue to engage with existing volunteers through regular communication to keep them enthused and active and retain momentum.
- Maintain relationships and connections into local opportunities and be a conduit for NGBs, clubs and sport organisations looking to access volunteers
- Disseminate information about volunteering opportunities to volunteers.

CLUB DEVELOPMENT

Club support should be prioritised around NGB requirements in the CSP area however services should also be applied to clubs in other settings e.g. community youth clubs, those based in higher and further education settings, leisure centres etc where the capacity of the CSP allows. CSPs should:

- Promote and support Club Matters through the CSP website, newsletters, social media and events
- Provide clarity to clubs on what support is available for them (provided by: the CSP, National, local). This should include how to access it and what level of support should they expect
- Be Clubmark licenced or create links with Clubmark licenced CSPs to ensure clubs have access to the accreditation scheme
- Understand the provision of club sport in their CSP area. This could include managing a database of clubs (including a public facing version of this), including location, sports offered, key contacts, NGB affiliated (or not), Clubmark accredited (or not) or providing adequate signposting to people to where there is information on club opportunities in the area e.g. NGB website
- Understand the key challenges facing clubs in their area and be aware of best practice locally
- Continue to promote the benefits of Clubmark locally to schools, clubs and parents

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| | <ul style="list-style-type: none"> • Provide information to clubs around funding and finance including sources of funding to support club development, coach and volunteer education and facility development • Link clubs to wider volunteering opportunities where appropriate • Provide a generic education service for volunteers and coaches within clubs in line with NGB requirements. |
| Measurement | This will be measured through the CSP NGB RAG. A green CSP will be one that is making very good progress overall on NGB delivery and is demonstrating impact across the range of NGB provision. The CSP adds clear value to the delivery of NGB WSPs in the county area. |
| 2 Local Insight | |
| Purpose of service area | Second in terms of priority, CSPs will demonstrate a high level of understanding of the local area (the market, audiences and organisations) and what will work best for the delivery of sport. CSPs should effectively capture this insight and apply it across all the core service areas, including when working with NGBs, Sport England and other key partners. It should also be applied to programme delivery to ensure maximum impact for sport. Sport England should be alerted to strategic opportunities. |
| Service requirements | <p>CSPs should be able to present a clear, consolidated understanding of the picture of current demand and supply in their area, including:</p> <ul style="list-style-type: none"> • How people are currently participating in and across sports • How sport is currently being provided • Understanding the demographic profile of inactivity across the location and the latent demand for sport in this group • What is working (or not) and why • The lifestyle/needs/influences/demographics of the local community • The priorities of local partners and key stakeholders • How their location differs from the national/population 'norms' • What the significant gaps and opportunities are across the location. <p>CSPs' understanding of their local market should be based on a wide variety of their own sources of data, information and intelligence which can then be complemented by/corroborated with national datasets and insights from Sport England. This includes:</p> <ul style="list-style-type: none"> • Measures of current delivery – who is offering what, when and to who; who is playing and how often • Lessons learned – what impact is delivery, marketing, coaching, capability building etc. having and how can good practice be replicated? • Data and insights from partners, stakeholders and other organisations for example other CSPs, Sport England, local authorities, education providers, local leisure operators, community groups and local employers. <p>CSPs should work with Sport England and other stakeholders as this area is developed further.</p> <p>CSPs should use their insight as follows:</p> |

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| | <ul style="list-style-type: none"> • To support each of the other core service areas e.g. support the delivery of NGB plans at a local level in an insight driven manner • To identify opportunities to grow participation in their area • To identify the likely threats and challenges to this current position; to undertake gap analysis to identify opportunities; to shape and influence their own and others' decision-making • To identify relevant potential partners and maximise new connections and to help partners understand local differences, including evidence of what does and doesn't work, and implications for how/when a programme or Marcomms need refining for the local market • To add value to the data of each partner in the network, by filling in gaps and providing wider context • Sharing across other CSPs to fill in gaps and understand how/where/why their location is the same/similar/different from the norm • Share strategic opportunities for sport with Sport England and other key partners as appropriate • Provide advice to Sport England when requested on funding applications from their area • Share information and insight regarding club development with Sport England Head of Clubs • To respond flexibly to reflect new insight, e.g. evolve current plans, approaches and recommendations based on Sport England's youth review, This Girl Can campaign insight or significant local additions or changes to the CSP's insight. |
| Not to be delivered as part of Core Services | Sport England does not expect CSPs to hold expertise in specific sports or development areas. We fund NGBs and National Partners to play this role and we expect CSPs to be aware of who holds this expertise e.g. EFDS and Disability or Hockey via England Hockey and to work with them accordingly. |
| Measurement | This activity will be measured through the Strategic Networking RAG as part of the overall CSP performance measurement process which will focus on the CSP's ability to make effective use of high quality intelligence. |
| 3 Coaching | |
| Purpose of service area | The purpose of the investment into coaching is to ensure delivery of the appropriate, skilled coaching workforce for delivery of NGB plans and Sport England programmes that require coaches. CSPs will identify coaching need for delivery, current provision and have an approach to addressing the gap between the two. It is part of the continued journey to transform coaching locally. – 'Excellent Coaching, Every time for Everyone'. |
| Service requirements | <p>The purpose of the national network is to support the provision of an appropriately skilled and qualified coaching workforce to meet the delivery needs of (in order of priority):</p> <ol style="list-style-type: none"> 1. NGB 2013-2017 plans (where requested and defined) 2. Sport England programmes (that require coaches). 3. Other locally defined needs (including CSAF, Get Healthy, Get Active etc having met the needs above). |

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| | <p>This activity needs to service the participation and talent needs of the NGBs and include targeted development for specific populations, particularly coaching 14-25 years old and disabled people. Coaches should be representative of their local communities.</p> <p>The CSP role in this area is limited to:</p> <ul style="list-style-type: none"> • Insight and needs analysis – a detailed understanding of the profile of the coaching workforce, identifying the supply and demand for coaches to meet the specific requirements above • Recruit, reactivate and retain new and existing coaches to address the identified needs • Development / support programme - implement an accessible, relevant and appropriate coach education and development offer to ensure the coaching workforce is appropriate for the identified need. CSPs are to ensure the demand for courses are met and candidates are tracked and supported through to qualification and deployment. This will be complemented by CSPs on-going efforts to direct coaches to local funding sources to reduce the cost of coach education as well as both formal and informal CPD • Deployment - ensuring an effective, efficient and coordinated approach to coach deployment including tracking of coaches against agreed data fields • Recognition and Profile - Raising the profile of coaching and recognition of the efforts of the coaching workforce <p>Ways of Working</p> <p>This activity will require:</p> <ul style="list-style-type: none"> • Use of a consistent and robust data management system for improved insight, planning and evaluation (CSPN advocates the use of an efficient, shared system) • CSPs adopting a needs-led approach to the development of an active, skilled and qualified coaching workforce. The work of CSPs needs to be more strategically informed, with greater evidencing to show the impact of their activity • Closely working with the NGB lead, ensuring efforts to support NGBs which have identified coaching as a priority are actioned (including recording of coaching-related activity on the NGB tracker). • Better connectivity to other Sport England funding programmes that require coaches (i.e. Sportivate, School Games, Satellite Clubs etc.) • Collaboration across CSPs and with local partners in instances where there is mutual gain • Close working work with sports coach UK who will provide expertise, solutions, support and challenge and ensure connectivity across the Network to share best practice. |
| <p>Not to be delivered as part of Core Services</p> | <p>Whilst Sport England wants to give CSPs more opportunities to reflect local priorities for coaching - for example links to local agendas that could be focused on job creation or community safety – and to respond to requests from local authorities, education providers, sports clubs, facility and sport operators, this activity needs to be considered a lower priority than meeting the primary drivers of development of the local coaching workforce required to meet the needs of NGBs and Sport England programmes.</p> |

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| | CSPs do not have to respond to requests by operators seeking to access the local coaching management database unless there is mutual gain from so doing. |
| Measurement | <p>Effectiveness in this area will be measured for each CSP through a RAG rating of its progress against its own stretching plans and targets to meet identified need against the three areas listed above.</p> <p>Measurement will include a mix of national and local qualitative and quantitative measures that can be used for benchmarking and advocacy / impact measurement. These will include both 'more' and 'better' coach indicators. CSPN and sports coach UK will support CSPs in the setting of appropriate measures.</p> <p>Performance across the network will be monitored by the England Coaching Network Management Group, which oversees the local coaching support network. This group has CSPN and sports coach UK representation. This will be measured through the Coaching RAG</p> <p>A high performing tool has been developed for CSPs to use to self-assess performance in this area to ensure continuous improvement.</p> |
| 4 Strategic Networking | |
| Purpose of service area | CSPs should broker relationships between NGBs and other partners with local stakeholders and strategies including Local Authorities education and health partners, with an overall aim of driving increases in participation. Effectiveness in this area will be measured through the CSP's ability to articulate its approach to working with each of the strategic stakeholders and the evidence of impact as a result of doing so. |
| Service requirements | <p>The CSP should ensure that it has a clear rationale for its strategic relationships with all LAs and other key partners, ensuring there are effective connections in place to advocate for sport at the local level to support delivery of Sport England's strategy and, programmes and NGB 2013-17 Whole Sport Plans. As a minimum the following stakeholders need to be engaged: local authorities, education partners (schools, FE, HE), public health decision makers (DPH, Commissioners and Health and Well Being Board members), facility operators, related leisure providers, voluntary sector organisations, equality partners and relevant young people networks. The CSP should:</p> <ul style="list-style-type: none"> • Work in partnership with Sport England to agree an approach to strategic planning for sport locally • Demonstrate a clear understanding of which key partners they are working with and why • Work to ensure that sport is reflected within the development and refresh of relevant local strategies • Advocate Sport England's core offer, funding programmes and the tools and resources within Community Sport – in it for the Long Run, and promote access and utilisation with all LAs and related stakeholders within their area. A joint approach with the Sport England local outreach team enables consideration of more focussed activity • Share, in a timely manner with the Sport England local outreach team relevant intelligence concerning Local Authorities and key partners in their |

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| | CSP area. This should include protecting existing investment in community sport including potential facilities at risk of closure/disposal and new opportunities such as capital investment, commissioning arrangements, new models of delivery, community budgets. |
| Not to be delivered as part of Core Services | Sport England has a direct relationship with a number of Local Authority partners with a particular focus on Core Cities. These have been developed at the request of the Local Authority. Where this is the case we will lead on the work with this partner and work with CSPs where there is a clear role for them to play. We expect CSPs to maintain a business as usual relationship with these Local Authorities in line with locally agreed plans. |
| Measurement | Effectiveness in this area will be measured through the CSP's ability to articulate its approach to working with each of the strategic stakeholders and the evidence of impact as a result of doing so. This approach should clearly demonstrate prioritisation of approach and resources. This will be measured through the Strategic Networking RAG. |
| 5 Facilities | |
| Purpose of service area | CSPs should support NGBs to access appropriate local facilities to deliver planned activity including advocating for access to individual educational facility sites where requested. CSPs should also have knowledge of asset transfer and be able to signpost them to further expertise where appropriate. |
| Service requirements | <p>The CSP role in this area is limited to:</p> <ol style="list-style-type: none"> 1. CSPs should support NGBs to access appropriate local facilities to deliver planned activity, this will include advocacy, where required, to increase access to school and other educational sites 2. In line with NGB requirements for local delivery, CSPs will help NGBs gain access to school sites and other facilities in their area 3. CSPs will have headline knowledge of Asset Transfer and will be able to signpost partners to expertise where required: <ul style="list-style-type: none"> • CSPs should promote and advocate use of the Community Sport Asset Transfer toolkit with local partners – both local authorities and community groups/sport clubs • CSPs should explore the appetite and opportunities for community asset transfer in their geographical area with both local authorities and community sports groups and use the existing protocol share this intelligence with Sport England local outreach teams and NGBs. 4. CSPs should provide Sport England with information regarding local issues including facilities at risk. |
| Not to be delivered as part of Core Services | CSPs should not develop facility strategies or work on strategic projects that aim to secure community access to educational sites within the parameters of the Core Funding resources. |
| Measurement | CSP success in this area will be measured through the NGB RAG and the actions agreed with individual NGBs to assist them to access facilities locally. |

| 6 Marcomms | |
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| Purpose of service area | <p>The CSP should consider whether marcomms can support NGB and Sport England programmes which are delivered directly by the CSP – in order to make these activities a success.</p> <p>The CSP will do this by working in partnership with NGBs (when promoting NGB activities) and the Sport England press office (when promoting Sport England programmes and campaigns such as This Girl Can), making them aware of any major pieces of marcomms work to ensure alignment with any activity the NGB or Sport England may be planning.</p> <p>Marcomms should be restricted to local and regional activity through local networks, local and regional media, and digital channels that the CSP controls including its website and social media.</p> |
| Service requirements | <p>Using marcomms where necessary to support NGB activities and Sport England programmes delivered directly by the CSP (e.g. Sportivate), in order to make these activities a success. This includes:</p> <ul style="list-style-type: none"> • Have a fit-for-purpose website that prominently acknowledges Sport England’s support for the CSP, including the joint Sport England-National Lottery logo • Provide support for Sport England campaigns such as This Girl Can. • In all marcomms activity, ensure that Sport England’s involvement is prominently acknowledged • In all marcomms activity that refers to National Lottery funding, ensure that the term ‘National Lottery’ rather than ‘Lottery’ is used • Provide reactive support to Sport England’s communications team. For example providing access to case studies, recommending suitable projects for media/political stakeholder visits and occasionally issuing regionalised press releases to local press that Sport England’s press office has drafted • Credit Sport England’s role in funding CSPs in all marketing content produced and issued by the CSP • Consider whether marcomms (including social media) can support NGB activity and Sport England programmes delivered directly by the CSP to make these activities a success. And if so, deliver that marcomms activity at a local/ regional level using insight to identify the most appropriate channels and messages for the audience(s) • Make the NGB/ Sport England aware of any major pieces of marcomms work (such as specific campaigns that will involve more than one press release or one MP letter) to make sure this is aligned with any activity the NGB or Sport England may be planning • Provide basic communications support to promote Sport England funding programmes to local stakeholders (e.g. putting information about open funding programmes on the CSP website and, where appropriate using social media to tweet/retweet funding programmes) and on occasion actively promote particular programmes if specifically requested. |
| Not to be delivered as part of Core Services | <p>CSP Core funding should not be used to promote the CSPN as an organisation. This is a discrete role around promoting activity directly related to NGB and Sport England programmes.</p> <p>CSPs are not required to engage in/develop marcomms for the sole purpose of building Sport England’s reputation and profile. Marcomms should be specifically focussed on making specific <i>activities</i> and <i>programmes</i> a success.</p> |

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| | CSPs are not required to engage in marcomms for Sport England programmes that are not directly delivered by the CSP. |
| Measurement | Effectiveness in this area will be measured through the NGB delivery RAG. There is no requirement to provide media monitoring or evaluation. However, as part of CSP Performance Measurement, the CSP may be required to provide a brief (maximum one page of A4) summary of marcomms activity to show that marcomms activity has <ul style="list-style-type: none"> a) been considered as a tool to achieve objectives, b) provide an overview of marcomms activity undertaken to achieve this and c) provide an indication of how successful this was. |

Governance

To be successful all CSPs need to have strong governance. This section of the guide explains, and is consistent with, award conditions for CSP Core Funding and the CSP Self-Assessment, Performance Measurement and Improvement Arrangements.

CSPs should be able to demonstrate the characteristics set out below:

1. They have an independent and effective board where no one stakeholder or partner has overall control.
2. They have in place:
 - Appropriate Memorandum and Articles of Association for independent CSPs, or for hosted CSPs a current signed, Agency Agreement with their host
 - Terms of reference for their Board
 - An up to date risk policy and register.

These documents, together with any further supplementary documents, should set out the:

- Legal structure of the CSP
 - Decision making processes
 - The board's involvement in performance management, risk management, budget management and line management (it should be clear that these processes are used to inform decisions regarding how funding from Sport England is deployed to deliver the funding agreements the partnership has with Sport England)¹
 - The hosting or other employment arrangements for core team staff.
3. In order to demonstrate that the board, decision making and governance arrangements are being implemented effectively provide Sport England with copies of board papers and minutes.

¹ In many circumstances, a CSP Board's line and performance management roles relates to their oversight of the partnership Director (or equivalent role).

4. Have an annual performance appraisal process in place to monitor the CSP Director's performance and ensure there is a suitable process for all other members of the staff.
5. Ensure that performance measurement reports are reviewed by their board at quarters 2 and 4 and are signed off by the CSP Director and Chair.
6. Manage public funds efficiently and effectively, following the principles for managing public money (see http://www.hm-treasury.gov.uk/psr_mpm_index.htm) to ensure grants and Lottery awards are used only for the purposes intended, represent value for money and comply with Sport England award conditions.
7. Have a medium to long term financial plan in place which is shared and agreed with their Board.
8. Have a clearly defined strategy.
9. Make use of improvement tools, leading to a business/improvement plan.
10. Cooperate in an on-site audit of governance if requested by Sport England.
11. Having achieved all levels of the Safeguarding Standards ensure that this work is maintained and embedded in their organisation reflecting the new safeguarding framework.
12. Achieve and maintain the foundation level of the Equality Standard.

General information can be found in our Governance Strategy: On board for better governance which can be found at http://www.sportengland.org/support_advice/governance_strategy.aspx

CSP Youth Guidance 2015-16

The purpose of this section of the guidance is to outline how youth sport should be addressed under the CSP Core Services to enable a level of consistency for youth sport partners. CSPs should also have reference to the guidance, issued by Sport England, relating to individual youth programmes or investments. This is a supplementary guidance and is not meant to duplicate or supersede the advice issued on individual investments or programmes.

A Youth Connection document has been developed for partners, including CSPs, which will further support this section of the CSP Core Services Guidance. It will provide additional advice on how Sport England funded youth programmes and investments can join up and complement one another to provide a coherent youth sports offer. This will be updated to reflect changes in programmes and investments as required.

Sport England's 2012-17 Youth and Community Strategy, which will build a sporting habit for life, has a particular focus on young people aged 14-25. CSPs have a critical role to play in helping deliver the strategy both through the CSP Core Services and dedicated youth programmes and investments. Activity should be focused on young people aged 14 plus apart from Sport England's investment into:

- Primary Sport Premium Support which supports youngsters aged 5 - 11
- the Sainsbury's School Games which supports youngsters aged 5-19
- Sportivate and Satellite Clubs which as well as supporting activity across the 14-25 age range will where appropriate also support activity for 11-13 year olds.

1 NGB Delivery

Sport will of course be working with further and higher education institutions and sector partners (for example AoC/BCS and BUCS). By working together insight and delivery effort can be combined to maximise the opportunities for students. The dialogue between Sport England, the sport and the sector partners is also defining the most appropriate places for NGBs to focus delivery for students. This includes product development and marketing to ensure that the product is right for the further and higher education sectors.

We don't want CSPs to work on an ad hoc basis with colleges and universities. A strategic process with BUCS and AoC is in place to develop a student friendly offer with selected NGBs as well as to identify priority institutions CSPs will be asked to focus on for particular sports. Sport England will agree these products/offers with sports and communicate these to CSPs and or Colleges/Universities either directly or through BUCS and AoC.

As part of the two key service areas (NGB Delivery and Strategic Networking) within the CSP Core Services Guidance, CSPs should:

- Ensure all youth funded programmes are connected with NGB delivery and products where relevant and NGBs are engaged
- Understand the role of BUCS and AoC/BCS in assisting NGBs to develop national delivery plans with appropriate products and offers to improve sport opportunities within Further and Higher education establishments
- Broker relationships for NGBs with an agreed student offer (if Further and Higher education is a priority area for the sport) as communicated to CSP via Sport England
- Keep Sport England informed of which colleges and universities are being linked into local networks or NGB products.

There may be instances where no action is required by the CSP in NGB further and higher education engagement, but CSPs will be informed of where they are working so that they are aware of what is happening on their patch.

Where there is a student specific element within an NGBs whole sport plan, delivery should not begin at a local level until this has been signed off nationally between the relevant sector partners, NGB and Sport England.

2 Local Insight

CSPs should be able to demonstrate a high level of understanding of the 14-25 area landscape (the market, audiences and organisations) and provision for youth sport. This understanding should also include landscape and provision in age groups for the youth investment outside of 14 plus age group (i.e. Primary PE and Sport Premium support, School Games, Sportivate and Satellite Clubs). CSPs should effectively capture this insight and apply to youth programme delivery and working with educational settings.

3 Strategic Networking

CSPs should broker relationships between youth sport deliverers (including NGBs and education partners) to assist with the development and delivery of existing and new youth programmes. The CSP should have a clear rationale for its strategic relationships with youth providers and education partners. This should be in line with NGB strategic and local delivery plans, as well as to the benefit of delivering programmes funded by Sport England including School Sport, Sportivate, Active Universities, University Sport Activation Fund, Active Colleges and Satellite Clubs.

A CSP should:

- Link to and facilitate, where appropriate, purposeful networks or time limited groups to develop and deliver a joined up youth sport offer for young people (this includes FE Colleges/College Sport Makers Networks, Youth Forums and local non sport youth networks)
- Include colleges and universities which are not directly benefiting from investment from Active Colleges or Active Universities within these networks (for example, networks of College Sport Makers should be opened to all FE Colleges)
- Signpost and advise education partners on local opportunities to improve the delivery of sport to young people (for example, advice on workforce development or facility access).

CSPs should have an understanding of the different Sport England youth programmes, as well as local programmes, and be able to inform and advise youth partners how they all fit together to maximise delivery and funding. For example:

- The use of Sportivate and/or Satellite Clubs in universities and colleges not just those benefiting from Active Colleges or Active Universities/University Sport Activation Fund
- Assisting the College Sport Makers in the development of their delivery plans and link FE Activation Fund applicants to relevant local partners or programmes
- Assist universities to develop and deliver Sport England invested HE projects to ensure that they are based on student demand
- Inform partners (including Sport England) of relevant insight or local intelligence that will assist with the transition of young people, especially between education settings, and enable a greater understanding of local sport trends to assist with programme and NGB delivery.