

# Quest 2016 – Gplus 18

## Talent Development in Sport

### Guidance Notes

Issue 4 - July 2016



#### Outcomes

- To provide opportunities and pathways for athletes\* to progress, improve and achieve their potential in selected priority sports
- To provide equality of opportunity and access in order to widen and deepen the pool of talent
- To deliver services in partnership with other organisations that support talent and high performance in order to deliver efficiently and effectively.
- To show evidence of how investment has secured improvement in performance levels and results.

\*'Athletes' is used as a generic term to include: cyclists, gymnasts, players, swimmers etc. involved in performance sport.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>PLAN</b>					
How do build co-ordinated long term plans with partners to identify and develop talent and improve performance levels?	Planning is piecemeal, responsive and limited	Planning is short term and driven by internal budget and decision making processes	<p>A plan or strategy has been developed with partners and stakeholders and is being implemented</p> <p>Priority sports/activities have been identified and detailed action plans have been produced</p> <p>Efforts have been made to baseline performance levels and identify performance measures and targets</p>	<p>A plan or strategy is well established and communicated</p> <p>There is integrated investment and development in facilities and key support services</p> <p>There is a clear commitment to widening and deepening the talent pool</p> <p>Detailed financial modelling and planning is evident to help create a sustainable model</p>	<p>There is a long term Business Model with buy in from partners is in place built on: a clear purpose, an inspiring vision; a sound financial plan; a skilled workforce and precise performance measures set out</p> <p>Collaborative planning and integrated delivery systems is embedded</p> <p>Planning is outcome and results driven and there is evidence of progress and sustained success in</p>

# Gplus 18 – Talent Development in Sport

## Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
					<p>selected priority sports</p> <p>There is a commitment to and evidence of widening access to talent and performance pathways as a result of actions planned and taken</p>
<b>DO</b>					
<p>How is the service co-ordinated and managed to build integrated pathways and make the best use of resources?</p>	<p>Delivery is piecemeal and traditional in its approach</p> <p>There is limited or no evidence of working in partnership with external agencies on a co-ordinated approach</p> <p>The no limited or evidence of pro-active measures being taken to widen access and address current inequalities.</p>	<p>There is integrated working and policies, procedures and standards are now being established and/or reviewed to deliver efficiently and effectively right across the organisation.</p> <p>There is a commitment to work collaboratively with key partners and priority sports are being identified and assessed.</p> <p>There is a commitment to widen access and an audit/ review of equality practice is being undertaken to identify actions that will make a difference.</p>	<p>There is evidence of effective collaboration with external agencies, NGBs and internally across services for selected priority areas</p> <p>There is a good focus on the athlete and club through bursaries/scholarships/support services and access to facilities. There is a customer-centric and results led approach across the whole organisation</p> <p>There is an action plan to widen access and improve equality of opportunity based on local insight, audit and analysis of needs and opportunities.</p>	<p>There is co-ordination of support services designed to help individuals, teams and development squads to improve performance in the selected priority sports</p> <p>Staff development and training is given priority to provide a high quality “one team” approach in support of the athlete/club/sport</p> <p>Specialist skills and services are used providing the athletes with high quality support.</p> <p>There good understanding amongst staff and partners of the action plan to widen access and improve equality</p>	<p>Delivery is integrated, progressive, athlete centred, collaborative and innovative.</p> <p>Workforce is highly skilled with a range of appropriate specialisations and focused on end results. Support services are of high quality</p> <p>Leaders, staff, partners and front line deliverers are all driving the action plan to widen access and improve equality of opportunity and are effectively challenging the status quo</p> <p>Facility development, design and programming supports a performance</p>

# Gplus 18 – Talent Development in Sport

## Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
				<p>of opportunity with emerging evidence of ‘what works’ being shared.</p> <p>Improvement is at the heart of the delivery process and the outcomes of change/improvement can be easily seen and tracked.</p>	<p>focus</p> <p>There is good communication around results, progress, achievements and challenges/opportunities ahead</p>
<b>MEASURE</b>					
<p>What measuring systems are in place evidence the effectiveness of entry routes, development pathways and performance systems?</p>	<p>There is no robust measurement in place for performance sport systems and interventions</p>	<p>There is limited performance data or measurement in place for performance sport systems and interventions – mainly internal to the organisation and focussed on inputs</p>	<p>Performance measures have been identified, agreed and communicated with staff and partners. Measures tend to focus on quantitative outputs.</p> <p>Milestone targets have been set for the duration of the plan / strategy</p>	<p>Performance measures and targets include KPIs that assess widening access and equality of opportunity for under-represented groups and communities</p> <p>Processes in place to determine the quality of the experience for athletes and their satisfaction with support services provided. Baselines are established, trend data is emerging and targets are set for improvement</p> <p>Partners and stakeholders are fully involved in the measurement of performance</p>	<p>Quantitative data is precise around performance results and is well communicated to all concerned- athletes, clubs, support staff, facility staff, partners and stakeholders</p> <p>There is particularly good use of qualitative data and analysis using soft outcome studies; athlete surveys and individual/team/sport case studies</p> <p>There is a clear focus on outcomes and results required at the end of the strategy/funding period</p>

# Gplus 18 – Talent Development in Sport

## Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>REVIEW</b>					
How is best practice used to inform and improve service development?	<p>There is no or a very limited review process for services relating to individual sports</p> <p>Insight is not used or shared by the organisation to guide its work or shape its relationships/services.</p>	<p>Reviews are mainly undertaken on an individual sport, project/programme basis and there is only limited evidence of effective action or change happening as a result</p> <p>Insight capability and the use of insight, data and learning from inside and outside the sector is limited but is being addressed by the organisation</p>	<p>There is a co-ordinated process for undertaking reviews agreed by partners and stakeholders and the results/findings are shared with all concerned.</p> <p>Performance results and data are analysed with partners/stakeholders to help make change and adjust services and targets as and when necessary</p> <p>There is good knowledge of the “patch” allied to good knowledge of national/local and sports-specific insight data which is being utilised by front line deliverers in the selected priority sports</p>	<p>There is a co-ordinated process for undertaking reviews agreed by partners and stakeholders and involves athletes, clubs, coaches, facility and specialist performance staff</p> <p>Partner and particularly athlete feedback is well used to help shape services and make improvements</p> <p>Benchmarking is pro-active and has led to positive change</p> <p>There are some examples of best practice being put into wider effect and shared between different sports. Change and innovation is evident in the organisation’s culture</p> <p>There are robust check and challenge processes in place to widen access and introduce positive measures for improving the equality of</p>	<p>Reviews involving athletes are regularly programmed, are thematic and strategic, working across sports and support services and used to drive improvement and best practice</p> <p>There is detailed trend data and analysis in place which is extensively used to help plan ahead and target resources/skills</p> <p>Cost and benefit analysis of investment in talent development and high performance is undertaken and is well communicated</p> <p>Research and benchmarking influences service operations</p> <p>Clear progress is evident towards implementation of the Action Plan to widen access and improve the equality of opportunity that is helping to drive up</p>

# Gplus 18 – Talent Development in Sport

## Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
				opportunity	performance results and motivating those involved to do more to reach under representative groups and communities.
<b>IMPACT</b>					
What differences have you and partner agencies made to talent development and performance sport in your area?	There is no clear evidence that the organisation is adding value to talent development and performance sport in the local area	<p>There is limited evidence that the organisation is adding value and having an impact to talent development and performance sport in the local area</p> <p>There is a focus on action planning and relationship building</p> <p>There are examples of projects in place that are generating good results and outputs and some case studies provided</p>	<p>Performance results have improved as a result of action taken and changes/interventions made</p> <p>Investment in support services and coaching can be seen to have improved athlete performance levels</p> <p>There is emerging evidence that the local system is improving because of collaborative work and a focus on end outcomes.</p> <p>There is emerging evidence that there is wider access and more equitable opportunities especially for low participation groups and communities.</p>	<p>The effectiveness of work to date is helping to create new opportunities for inward investment and collaborative working to address specific objectives/challenges.</p> <p>In selected priority sports work to address progression opportunities for women/girls; disabled people and low income groups is established across education, leisure and sports providers and delivering positive short term/intermediate outcomes.</p> <p>There is emerging evidence of sustainable long term development.</p> <p>Soft outcome studies provide valuable data and</p>	<p>There are clear improvements in results and performance levels</p> <p>There is a sustainable financial model in place which incorporates partner contributions; external funding sources and targeted subsidy and intervention to support high performance/elite sport</p> <p>The actual cost and the wider benefits of talent development/high performance sport are known and communicated</p> <p>There is robust evidence of widening access and improving equality of opportunity with a</p>

# Gplus 18 – Talent Development in Sport

## Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
				<p>insight on levels of individual progression and improvement</p> <p>Action planning/positive action taken to widen the talent pool is taking effect based on evidence provided</p> <p>NGB testimonials provide evidence of impact and added value</p>	<p>widening and deepening of the talent pool as a direct consequence of action taken by the organisation. New ways of working are being embedded and are becoming ‘the norm’</p> <p>Partners are collectively building a powerful evidence base that is generating new insight and leading to positive change/innovation and sharing of best practice within and across sports and across the sector as whole</p> <p>The organisation has a strong reputation for adding value and for being a trailblazer.</p>

# Gplus 18 – Talent Development and Performance Sport Guidance Notes



## Suggested Guidance

PLAN
<p><b>GUIDANCE</b></p> <ul style="list-style-type: none"><li>• The organisation has a long term (ideally 4+ year) strategy and funding plan which can be aligned to UK Sport and Sport England funding of elite performance and NGBs. There is a clear focus on a sustainable business model which is aligned to the organisation's core purpose</li><li>• There is a process in place that prioritises the sports to be developed and supported with adequate resources available for delivery of action plans</li><li>• Engagement with NGBs is a central part of the organisation's business plan and is clearly aligned to strategic priorities</li><li>• Planning is athlete centred and outcome/result focused. Planning is undertaken with end in mind.</li><li>• Investment and provision of athlete support structures is highlighted and underpins the planning process featuring medical services, physiotherapy, nutrition, psychology, pastoral, and sports science</li><li>• Coach development and provision is at the heart of the planning process to raise standards</li><li>• Planning provides high class facilities which meet performance standards and specifications set down by NGBs/Sport England</li><li>• Facility operation and programming provides dedicated time and support for high performance athletes, high performance clubs, training facilities, competitions and leagues</li><li>• The strategy/plan provides a pathway from participation into competitive sport into performance/elite sport</li><li>• The strategy /plan takes positive action to widen access to talent pathways (specifically for: women/girls; disabled people and low income groups) in order to create greater equality of opportunity</li><li>• Specific provision is made to support talented athletes – both able bodied and disabled</li><li>• Athletes are carefully recruited using objective performance criteria</li><li>• Financial planning is detailed and long term - the model is sustainable</li></ul>
DO
<p><b>GUIDANCE</b></p> <ul style="list-style-type: none"><li>• Plans, measures and targets are clearly communicated to athletes, clubs and stakeholders</li><li>• Action and budget plans are in place to invest in and develop high quality support services for athletes and those identified as talented</li><li>• There is a recruitment process in place for elite athletes with clear performance criteria</li><li>• There is a talent identification and development process in place for athletes with objective eligibility and performance criteria</li><li>• There is a process in place to support disabled athletes</li><li>• There is a positive action process in place to widen access to performance structures amongst under-represented groups or communities</li><li>• Priority sports are identified and links made with NGB Whole Sport Plans as appropriate</li><li>• Development sports are identified and links made with NGB Whole Spirt Plans as appropriate</li></ul>

# Gplus 18 – Performance Sport Continuum

## Guidance Notes



- There is a coach development and recruitment programme in place to provide the best coaching throughout the talent development pathways
- The different needs of athletes and coaches are recognised and the service offer is tailored to meet individual needs
- The organisation has put in place a robust safeguarding policy and set of procedures which are informed by best practice and externally audited
- The organisation works with facility providers to demonstrate their contribution to the performance of the athlete and teams so the players/performers are at the heart of provision and programmes are designed to support elite performance programmes including training provision; equipment provision, club and competition time, hosting of events
- Support to athletes is proactive through the Talented Athlete Scholarship Scheme(TASS), Backing the Best athlete bursary scheme and /or free access schemes to facilities and services provided
- Technical and human support, knowledge and skills that can be provided by NGBs is fully accessed and well used
- Houses of Sport and/or the hosting of partner organisations support effective collaboration, sharing of skills and knowledge with and across sports as well as providing good internal/external communication networks
- There are discrete plans in place to develop athletes from under-represented groups - specifically disabled people; women and girls and young people from disadvantaged communities/areas
- Success is recognised, celebrated and shared with key stakeholders and the wider community in a planned manner to enhance the reputation of the organisation and generate greater interest
- Progress and success is shared with athletes, coaches, clubs, staff and stakeholders that encourages greater ownership and alignment to the objectives
- Athletes in the programme are used as role models and advocates to promote the benefits of sport and physical activity
- There is a Hall of Fame and/or a number of case studies promoting the work undertaken

### MEASURE

### GUIDANCE

- There are clear performance measures and targets in place for recognised competitions and leagues- e.g. BUCs/AOC/Regional/National Leagues
- There are performance measures and targets in place for athletes supported through the development programmes - around medals, rankings, competitions, places in national squads and access to world class programmes and elite funding streams
- Teams and clubs perform at a higher standard of competition and can be seen to grow in size and appeal
- Measures and targets are in place around widening access and improving equality of opportunity specifically for women/girls; disabled people and people from disadvantaged communities or under-represented groups in the community
- Measures and targets are in place to improve the quality of support services
- Athlete surveys and soft outcome surveys are used proactively to ascertain satisfaction levels and help shape services
- Partners are surveyed to ascertain the quality and results of collaboration and joint ventures/co-productions
- NGBs provide evidence of improvement in results and identification and development of new talent



# Gplus 18 – Performance Sport Continuum

## Guidance Notes



### REVIEW

#### GUIDANCE

- Trend analysis and forecasting tools are used by the organisation
- Performance of the organisation is benchmarked with other organisations to help improvement and share success/best practice
- Research is undertaken to assess how other organisations develop talent and improve performance using new approaches and well managed innovation and change
- The organisation consults closely with National Governing Bodies of Sport, Sport England, English Institute of Sport, Sportscoach UK, BPA, Women in Sport Network, BUCs, local CSP to review performance, introduce best practice, collaborate effectively and make the best use of available resources
- Performance levels and results are regularly measured, communicated and reviewed with athletes, clubs, partners and stakeholders to make adjustments and change as required
- Athlete surveys are undertaken to ascertain how many remain active during their time within the organisation and how many how many leave sport during their time with the organisation and why
- Cost benefit analysis is undertaken periodically to help inform decision making, manage change and provide marketing collateral
- The organisation is aware of and acts on the findings of undertaken by UK Sport, Sport England and partner agencies such as UK Sport's Duty of Care review
- Operational practices and procedures are regularly reviewed/audited to provide quality assurance, efficiency and effectiveness

### IMPACT

#### GUIDANCE

- Athletes are more successful and achieve their personal/team goals and objectives
- Organisational results and performance levels are improving, hitting milestones and targets in the process and delivering success
- The talent pool is widening as a result of positive actions taken
- The talent pool is deepening as a result of actions taken
- Athlete satisfaction with the quality of the experience and with the services provided has improved
- The organisation is attracting more people and is growing its reputation for sporting excellence
- The organisation has a clear view on its return on investment in talent development and high performance sport
- The financial model is proven to be robust and sustainable with regular cost benefit analysis undertaken
- Case studies are provided and successful athletes that have performed in sport and in their chosen career are used as advocates to attract more people to the organisation
- The wider social benefits of elite sport and investment in talent development is measured, analysed and communicated to internal and external stakeholders