

Quest 2016 – Gplus 20

Sports Specific Development (AC)

Guidance Notes

Issue 2 - July 2016



Outcomes

- To build strategic relationships and local collaboration for the benefit of NGB and local sports delivery
- To understand and utilise local insight and knowledge to both widen access and increase participation in sport locally
- To achieve greater levels of participation, progression and performance through progressive and integrated school, community and club development work
- To effectively link up facility provision and operation with sports specific development programmes designed to help stimulate demand, develop talent and provide performance pathways
- To provide effective support and a co-ordinated model for the development and support of the workforce of coaches, volunteers and teachers together with effective partnership working across facilities and development agencies.
- To show evidence of practical and effective support to NGBs and local sports agencies that can demonstrate impact and a clear return on investment made

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
How do you build strategic relationships with National Governing Bodies (NGBs) and local organisations to provide a co-ordinated service offer in selected sports and for local clubs, coaches and volunteers?	<p>There is no co-ordinated structure in place to develop individual sports.</p> <p>The role of the organisation within individual sports is unclear.</p> <p>Relationships with NGBs and key players in local sport are weak.</p> <p>Planning is ad-hoc, opportunistic and reactive</p>	<p>There is a basic plan for working with some sports, which is predominantly internally focussed.</p> <p>The role of the organisation within individual sports is mainly responsive and reactive.</p> <p>There are some relationships with NGBs and key players mainly working on a transactional basis.</p>	<p>There is an aspiration to establish a co-ordinated approach with local partners selecting and working with priority sports and relationships being nurtured between NGBs, and local agencies / providers.</p> <p>Planning is pro-active and involves partners at a local, county, regional and national level as appropriate. The role of the organisation is</p>	<p>There is an established co-ordinated approach to planning and building relationships with NGBs and key local agencies in the selected sports, which is strong and working well.</p> <p>The organisation provides a facilitating role that is welcomed by partners and stakeholders, who recognise its value.</p>	<p>The co-ordinated approach is embedded in the local structure of the selected sports with clear evidence of innovation and growth within the sports and a stronger and higher quality infrastructure of clubs, coaches and volunteers within the local area.</p> <p>Planning makes particularly effective use of insight and key</p>

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	<p>with little or no use of insight.</p>	<p>Planning is mainly led by funding opportunities and is facility led.</p>	<p>clear and accepted by partners and stakeholders.</p> <p>There is a focus on local needs and opportunities driven by strategic planning which is informed by the national plans for the selected sports, other national strategies and the local landscape and sporting infrastructure. Priorities are identified through local needs assessments.</p> <p>High level sport related goals and objectives feature in local strategies and business plans.</p>	<p>The use of local data/knowledge and available insight is developing.</p> <p>There is good evidence of collaboration and a drive towards common goals/objectives within selected sports and to strengthen the local sporting infrastructure of clubs, coaches and volunteers.</p> <p>There is a strong commitment to addressing inequalities and widening access, especially to targeted low participation groups and communities.</p> <p>Planning involves the engagement of new non-traditional agencies/providers as well as existing partners and stakeholders to reach new markets.</p>	<p>partners can clearly identify where there is a strong link to specific NGB/sport delivery plans and local needs, opportunities and desired outcomes.</p> <p>There is a proactive approach to insight in developing relationships that will both benefit NGB delivery and sustain and support effective local delivery.</p> <p>There is expert understanding of the agenda of key partners and local providers/stakeholders can clearly identify where there is opportunity to link to NGB delivery plans</p> <p>There is a deep understanding of the local landscape and drivers of supply.</p> <p>There is creativity and a sense of enterprise /innovation about</p>
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					new collaborations recognising that there are different routes to markets and the benefits of working in different ways and with different partners to widen access to sport and to provide high quality market development opportunities that attract, engage and retain new participants.
DO					
How is the co-ordinated service offer marketed and delivered to high quality through a motivated, aligned and skilled workforce?	<p>There is no co-ordinated approach to working with NGBs and individual sports.</p> <p>There is a limited range of activities being delivered in isolation to other local provides.</p>	<p>There is a dialogue with other local provides to enable their services to co-exist alongside each other. Dialogue with NGBs is weak and ad hoc.</p> <p>There is a reasonable range of activities and opportunities for different sports that are not joined up.</p> <p>There are basic and ad hoc club, coach, volunteer development opportunities and support such as the</p>	<p>There is evidence of good partnership collaboration and a commitment to establish a co-ordinated service for selected sports and the sporting infrastructure.</p> <p>There is a strong generic support package for the clubs, coaches and volunteers benefiting a wide range of sports across the local area.</p> <p>There is good use made of NGB products and services in support of local providers</p>	<p>There is a well-established co-ordinated service for selected sports and the sporting infrastructure of clubs, coaches and volunteers.</p> <p>There is a strong generic support package and established systems for joining up services and making them 'customer focussed' for clubs, coaches and volunteers for all sports in the local area.</p> <p>A current and relevant data management system in</p>	<p>There is evidence of a co-ordinated approach being embedded and working across the education, sport and facility sectors for selected sports.</p> <p>There are clear improvements and developments that can be evidenced around the capacity and capability of the professional and voluntary workforce across clubs, coaching and volunteering.</p>

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		<p>occasional coach education course.</p>	<p>There is evidence of proactive work with a limited number of selected sports with clearly identified priority actions.</p> <p>There is evidence of shared resources and skill sets to break through traditional boundaries/barriers</p>	<p>place to help stakeholders understand the local professional, voluntary and community volunteer and coaching/teaching workforce and to enable them to provide appropriate and tailored support and services to frontline deliverers.</p> <p>There is evidence that the pro-active work in the selected sports is making a positive impact in terms of: widening access, improving the service offer, strengthening the infrastructure of clubs, coaches and volunteers and establishing pathways into performance.</p> <p>There is a clear focus on targeted initiatives for targeted low participation groups and communities and this is underpinned by a drive to develop the capacity and capability of the professional and voluntary workforce to engage with new user groups, work in</p>	<p>The benefits of work undertaken are evidenced by information and feedback provided by coaches, teachers, development staff volunteers and leaders working in different settings (schools, clubs; community).</p> <p>There is evidence of widening access into clubs and selected sports and profile of those involved in the sports</p> <p>The organisation can demonstrate it is co-owning/producing interventions with providers from other sectors to enhance service provision for selected sports and targeted beneficiaries.</p>
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				new areas and motivate and retain new audiences.	
MEASURE					
How is the return on investment in sport measured and evaluated to accurately assess costs and benefits?	There are no measures, outputs and outcomes in place for individual sports and work with the sporting infrastructure of clubs, coaches and volunteers.	Some action/development plans may exist. There are basic measures that capture inputs and actions with a very limited number of KPIs.	<p>A structure is in place for capturing measures for different elements of the service and work has commenced on developing a wider suite of KPIs for:</p> <ul style="list-style-type: none"> • Progress in individual sports • Strength of the club, coach and volunteer infrastructure • Progress towards widening access • Progress towards building performance pathways. <p>Measurements focus on outputs rather than outcomes</p>	<p>There is a co-ordinated measurement framework in place with a comprehensive set of KPIs including qualitative and quantitative measures.</p> <p>There is a focus on a specific range of output and outcomes measures using a theory of change/logic model to provide a golden thread between service outputs and wider participation and development outcomes (including standards of performance/workforce development and local partnership working)</p> <p>There are clear targets/measures in place for widening access to formal sports structures and facility/club programmes and membership schemes.</p>	<p>There is a shared data base of measures in place with all key partners contributing.</p> <p>Measures, targets and outcomes can be easily tracked and show clear improvement gains for participation, wider access, community engagement, club membership, volunteering levels, coach development and player progression. The organisation can track a the profile of participants, coaches and volunteers towards reflecting the local population.</p> <p>There is a cost benefit analysis of the investment in sports-specific development</p> <p>Measurement relates to sport and to wider social</p>

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				Events and marketing programmes have clear objectives to attract, engage and retain new audiences.	and economic value indicators using nationally recognised measurement tools/evaluation frameworks Measurement extends to qualitative soft outcome measures.
REVIEW					
How is insight, data and knowledge used to make interventions more effective and efficient and achieve greater impact?	There is no or a very limited review process for services relating to individual sports, clubs, coaches and volunteer. Insight is not used or shared by the organisation to guide its work or shape its relationships/services.	Reviews are mainly undertaken on an individual sport, project/programme basis. 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	There is a co-ordinated process for undertaking reviews agreed by partners and stakeholders. 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 a number of sports. There is good communication of data and insight within the organisation and externally with partners/stakeholders involved in a two- way exchange of information/knowledge.	There is a co-ordinated process for undertaking reviews agreed by partners and stakeholders and involves participants, clubs, coaches and volunteers. Specialist skills/dedicated resources are used providing the organisation with high quality easy to use information that can be used strategically and tactically to help change behaviours, design interventions and forge new approaches to develop sports in the locality. Information and data is pro-actively shared and utilised	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 a sport and across the sector as whole. Learning processes and development work in the field is clearly contributing to service improvement, adaption of working methods and development of products/services. Review structures are well established and enable the evidence of impact of work

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				<p>with and by partners/ stakeholders across sectors.</p> <p>There is a pro-active approach to benchmarking inside and across sports.</p> <p>There are robust check and challenge processes in place across sports, projects, programmes, collaborations and thematic work to make change happen and also to celebrate achievement and recognise best practice.</p>	<p>with partners on participation rates, clubs, workforce, performance pathways and system improvements to be communicated and disseminated.</p>
IMPACT					
<p>What sustained impact has been achieved on the partners involved; the selected sports; the local infrastructure of clubs, coaches and volunteers and how has this benefitted local people and communities?</p>	<p>There is no clear evidence of impact or value of the organisation’s work in this area,</p>	<p>There is a focus on action planning and relationship building.</p> <p>There are projects in place that are generating good results and outputs.</p>	<p>There is emerging evidence that the local system is improving because of collaborative work and a focus on end outcomes.</p> <p>In selected sports participation rates have improved or gone against national trends as a result of direct interventions, innovations and joined up working that has taken place in the area.</p>	<p>The effectiveness of work to date is helping to create new opportunities for inward investment and collaborative working to address specific objectives.</p> <p>In selected sports work to address participation and progression opportunities for women/girls; disabled people and low income groups is established across education, leisure and sports providers and delivering</p>	<p>There is clear knowledge of NGB plans and priorities for the area and how these can be made to work in support of wider social outcomes and in connection with local strategic priorities for health and well-being; economic/skill development; stronger local communities; and inclusive practices.</p>

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			<p>Collaborative interventions to address participation and progression opportunities in selected sports for: women/girls; disabled people; people from low income groups/areas is underway and on schedule to achieve clearly stated “proxy measures” agreed with partners/funders.</p>	<p>positive short term/ intermediate outcomes. There is emerging evidence of sustainable long term development.</p> <p>There are positive testimonials and improving survey results from partners, clubs, coaches, volunteers, participants and communities about the service offer being provided.</p> <p>There is strong anecdotal evidence of value added services and joint working</p>	<p>This connectivity is predominately shown through the ability to: link national/county delivery and products into existing local sports programmes/offers.</p> <p>Multi-sport options can be identified where they can offer benefit to the sports agencies operating locally.</p> <p>There is evidence of selected sports delivering: increased participation, reduced inactivity; wider access; improved talent development systems and pathways between school/college and clubs/facilities, supports; achievement of higher levels of sporting and organisational performance</p> <p>The added value of the organisation can be evidenced.</p>
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Suggested Guidance

PLAN

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- Engagement with NGBs/local sports organisations is an integral part of the organisation’s business plan and is appropriately aligned to strategic priorities
- The organisation is fully aware of plans, priorities and objectives of NGBs and key sporting partners in the area
- The organisation has deep knowledge and insight on supply and demand issues impacting locally in the catchment area and this is used to support, influence and guide the actions of NGBs/local sports organisations and to underpin collaborative working with partners/stakeholders. Insight is used pro-actively
- The organisation has detailed knowledge on the sporting activities that the population in its local catchment would like to participate in and has good levels of engagement with the local community (both participants and non-participants) to gain feedback on the opportunities they would like to see available.
- The organisation with local partners have selected priority sports for development, investment and growth
- The organisation has deep rooted relationships in place with local providers including clubs, schools, facility operators, community organisations supported by local planning and networking across sport and physical activity
- There are links in place across education, voluntary clubs and facilities to provide pathways for young people in the sport of their choice and integrated and flexible planning enables the organisation to respond to expressed and latent demand
- The organisation has strategic links with the local County Sports Partnership (CSP) to understand which NGBs have prioritised the local area for delivery and/or the organisation has an understanding of the local needs of NGBs through working with them directly and/or indirectly.
- Workforce development is planned and well organised with local schools, facility providers, clubs and community organisations
- Coach development and support is well planned and organised with partner involvement
- Club development and support is well planned and organised with partner involvement
- Volunteer development and support is well planned and organised with partner involvement
- Planning addresses directly the need to reach, engage and inspire under-represented groups

DO

GUIDANCE

- Relationships with NGBs at national, regional and local level are well established and well managed to achieve mutually agreed aims and objectives. Key partners at a local level are clearly identified and engaged
- Growth in sports participation is championed by the organisation’s leadership locally
- NGB branding, products, marketing and skills resources are well used to demonstrate an effective collaboration to increase footfall/throughput and develop local capacity/capability

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- Regular development groups operate involving key parties such as education partners, local clubs, the County Sport Partnerships (CSP), facility managers and local sporting and community networks to encourage participation and progression with clear objectives and targets set
- The organisations share information through websites, newsletters and social media to promote awareness, provide information and reach new audiences
- The organisation provides resources for NGB partners, key local sports organisations and hosts locally deployed staff
- The organisation is working effectively with NGBs and local sports bodies (including schools, clubs, facilities and community organisations) to develop the workforce, support existing provision and provide new opportunities to support and develop coaches and volunteers working in and around local sport.
- The organisation proactively works with local clubs making the most out of national resources like Club Matters and Club Mark as well as providing local support, advice and expertise
- The organisation pro-actively works with schools, coaches, club volunteers and facility operators to promote specific sports in their area using NGB frameworks as appropriate.
- The organisation works to bring together facility operators, local clubs and NGB development resources
- The organisation makes special provision for women and girls to provide new opportunities in new or existing sports, to promote participation, to develop talent, to develop coaches, to promote volunteering, to supporting clubs and new sections
- The organisation makes special provision for disabled people to provide new opportunities, promote existing opportunities, to promote participation, to develop talent, to develop coaches, to promote volunteering, to supporting clubs and new sections
- The organisation makes special provision to address inequalities in sports by working in target communities or with target audiences (often low income groups) to promote participation, to develop talent, to develop and deploy coaches, to promote volunteering/community champions, to creating or supporting clubs and new sections
- The organisation is working with their local, regional and / or national networks across education, leisure and the County Sports Partnerships Network to make the best use of resources, to share skills; utilise knowledge/insight and attract inward investment
- The organisation is using the NGB's award scheme to develop programmes and pathways
- There is pro-active support for talented athletes and performance squads/clubs in the area
- Specialist training is provided to key sports personnel to encourage target groups into specific sports including motivational interviewing, behaviour change, sales and marketing; use of insight and needs analysis
- Staff are fully skilled to provide effective relationship management where appropriate and to understand the specific requirements of each sport
- Relevant staff/ instructors and volunteers receive regular refresher training around equality, safeguarding, health and safety quality accreditation, new products, customer service, best practice and sport specific changes
- The organisation and local partners are purposefully using local and/or national accreditation models, products and support resources

MEASURE

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- The organisation has measures and targets in place for each selected/priority sport which are agreed and monitored with partners

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- The organisation has strategic measures and targets for its sport specific work with NGBs, local clubs, facility providers, schools and the wider workforce which link to wider community outcomes.
- The organisation measures the return on its investment into sport development activity and support taking into account local community priorities and national priority outcomes
- Participation levels are measured in each sport and across sports
- Performance levels are measured in identified in sports
- Workforce development (including leaders, activators and coaches) targets and measures are put in place
- Club and volunteering measures and targets are set
- Customer and/or partner satisfaction is measured in key programmes and in key relationships/partnerships
- External accreditation is used to improve the service
- Added value and return on investment made is measured and calculated

REVIEW

GUIDANCE

- The organisation gathers and shares insight data and customer/user information so it can guide NGBs and local organisations in terms of what is working/popular and what is less successful in terms of delivering plans, landing products, supporting clubs, making change happen; sharing best practice and doing more of what works best to achieve an impact
- The organisation shares performance data/best practice across sports and organisations to help identify what works best and where resources/skills/information could be shared
- The organisation regularly engages with NGBs and local sports organisations to assess the overall delivery of their sport in their area in terms of matching demand and supply; assessing how opportunity/provision currently meets latent demand or local priority needs to both improve market penetration and stimulate market development
- KPIs are regularly and formally reviewed to determine how successful relationships/collaborations and programmes/products are
- Coaches and volunteers are regularly surveyed and involved in other ways for their opinions and satisfaction and results are publicised and acted upon
- The organisation reviews its workforce training and development initiatives and can show benefit, increased capability/capacity and a skills/economic dividend through qualitative and quantitative evaluation
- External research or benchmarking data is reviewed and utilised to make changes/signpost achievement or do more of what works best
- Learning and development experience is shared across the organisation itself and also with partners and networks to benefit end users and new customers

IMPACT

GUIDANCE

- Participation is increasing and/or targets are being achieved in the case of maintaining market share or creating new markets

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- Participation amongst target audiences- specifically women/girls; disabled people and people from disadvantaged communities/areas- is increasing in identified areas/programmes or facilities
- Participation in target audiences- specifically women/girls; disabled people and people from disadvantaged communities/areas- is increasing in the catchment area or locality based on evidence from Active Lives or alternative sources of data
- There is evidence of increased market penetration and retention in target sports; clubs, facilities or communities
- There is evidence of new market development and good levels of retention in target sports; clubs, facilities; communities and/or audiences
- Added and/or shared value and benefit is captured and can be evidenced by partners/collaborators
- External investment is increasing as a result of good service and facility planning, effective local delivery and effective relationship building
- New partners are engaged and actively contributing to extend the reach, service offer and impact.
- Relationships amongst partners are stronger and results are getting better as a direct result
- The organisation can provide evidence where it works effectively to match the needs of local sports clubs, the needs of the community and NGB priorities
- There is an improvement in satisfaction levels of: partners, clubs, coaches, volunteers and participants
- There is testimony that relationships/partnerships between clubs and local schools is improving and creating better pathways/opportunities for young people
- There is testimony that there are improved links between clubs and facility operators/providers to support higher levels of participation; better quality coaching and improved performance levels
- The health and wellbeing of the community improving through improved participation rates amongst key audiences/communities
- The numbers/quality/capability and satisfaction of coaches in the area has been improved
- The numbers/quality/capability/satisfaction of volunteers in the area has been improved