

Quest 2016 – Gplus 20

Sports Specific Development

Guidance Notes

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Outcomes

- To build relationships and collaborations with NGBs and relevant sports agencies/providers to provide effective local delivery
- To increase participation in sport locally working with schools, clubs, other facility providers and development agencies to increase participation and create pathways that support talent development and performance sport
- To widen access to the sport by under-represented groups including women/girls; disabled people and those from poor backgrounds where there is greatest inequality
- To provide a co-ordinated model for working with NGBs and other sports bodies
- To develop better understanding and use of local knowledge and insight to deliver plans, guide interventions, and products and make an impact

Suggested Guidance

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?

EXAMPLES OF BEST PRACTICE

- Engagement with NGBs/ local sports organisation is integral within business plan
- Management are aware of NGBs and key sporting partners plans, priorities and objectives
- Knowledge and insight on supply and demand issues in the catchment area is known and is used
- Knowledge of sporting activities that people would like to participate in is known and processes are in place for identifying opportunities people want
- Priority sports for development, investment and growth are identified
- Good relationships are in place with local providers
- Links are in place to provide pathways for young people in their chosen sport and there is flexibility to respond to latent demand
- Links are in place with County Sports Partnership to understand which NGBs have prioritised the local area
- Workforce development is planned and organised
- Coach development and support is planned and organised
- Club and volunteer development and support is planned and organised
- Planning includes the need to reach, engage and inspire under-represented groups

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SUGGESTED GUIDANCE

- Is engagement with NGBs/ local sports organisations an integral part of the business plan and is this appropriately aligned to strategic priorities
- Are management fully aware of plans, priorities and objectives of NGBs and key sporting partners in the area
- Is there good knowledge and insight on supply and demand issues impacting locally in the catchment area and is this used to support, influence and guide the actions of NGBs/ local sports organisations and to underpin collaborative working with partners/ stakeholders. Is insight used pro-actively
- Is there detailed knowledge on the sporting activities that the population in its local catchment would like to participate in, and is there good levels of engagement with the local community (both participants and non-participants) to identify the opportunities they would like to see available
- Are priority sports identified for development, investment and growth
- Is there good relationships in place with local providers, for example clubs, schools, other facility operators, community organisations and is this supported by local planning and networking across sport and physical activity
- Are there links in place across education, voluntary clubs and other facilities to provide pathways for young people in the sport of their choice? Is there some integrated and flexible planning to enable a response to expressed and latent demand
- Is there links with the local County Sports Partnership (CSP) to understand which NGBs have prioritised the local area for delivery and/or is there an understanding of the local needs of NGBs through working with them directly and/or indirectly
- Is workforce development planned and well organised
- Is coach development and support well planned and organised with partner involvement
- Is club and volunteer development and support well planned and organised with partner involvement
- Does planning address directly the need to reach, engage and inspire under-represented groups

DO

How is the co-ordinated service offer marketed and delivered to high quality through a motivated, aligned and skilled workforce?

EXAMPLES OF BEST PRACTICE

- Relationship with NGBs are well established at national, regional and local level and partners are identified at local level
- Leaders champion growth in sports participation locally
- NGB branding, products, marketing and skills resources are well used
- Regular development groups operate and key parties are involved and clear objectives are set
- Information is shared through websites, newsletter and social media
- Effective working is in place with NGBs and local sports bodies to take things forward
- There is proactive working with local clubs
- There is proactive working with schools, coaches, volunteers and other facility operators to promote specific sports
- Provision for women and girls is in place
- There is provision for people with disabilities
- Inequalities are addressed

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- Local, regional and/ or national networks are used
- NGBs award schemes are used to develop programmes and pathways
- There is support for talented athletes and performance squads
- Specialist training is provided to key sports personnel to encourage target groups into specific sports
- Staff are skilled to provide relationship management and understand the requirements of each sport
- Relevant staff/ instructors and volunteers receive refresher training
- Local and/ or national accreditation models, products and support resources are used

SUGGESTED GUIDANCE

- Are relationships with NGBs at national, regional and local level well established and well managed to achieve mutually agreed aims and objectives. Are key partners at a local level clearly identified
- Do leaders champion the growth of sports participation locally
- Is NGB branding, products, marketing and skills resources well used to demonstrate an effective collaboration to increase footfall/ throughput and develop local capacity/ capability
- Are regular development groups operating and do they involve key parties, for example education partners, local clubs, County Sport Partnerships (CSPs), facility managers and local sporting and community networks to encourage participation and progression. Are clear objectives and targets set
- Is information shared through websites, newsletters and social media to promote awareness, provide information and reach new audiences
- Is there effective working with NGBs and local sports bodies (including schools, clubs, other facilities and community organisations to take things forward) , for example to develop the workforce, support existing provision and provide new opportunities to support and develop coaches and volunteers working in and around local sport
- Is there proactive working with local clubs, for example making the most out of national resources like Club Matters and Club Mark as well as providing local support, advice and expertise
- Is there proactive working with schools, coaches, club volunteers and other facility operators to promote specific sports in their area using NGB frameworks as appropriate.
- Is there provision for women and girls, for example 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
- Has provision been made for disabled people, for example to provide new opportunities, to promote existing opportunities, to promote participation, to develop talent, to develop coaches, to promote volunteering, to supporting clubs and new sections
- Are inequalities addressed in sports, for example 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
- Are local, regional and / or national networks used, for example 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

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- Are the NGB's award scheme been used to develop programmes and pathways
- Is there pro-active support for talented athletes and performance squads/clubs in the area
- Is specialist training provided to key sports personnel to encourage target groups into specific sports, for example motivational interviewing, behaviour change, sales and marketing; use of insight and needs analysis
- Are staff fully skilled to provide effective relationship management where appropriate, and do they understand the specific requirements of each sport
- Do relevant staff/ instructors and volunteers receive regular refresher training, for example around equality, safeguarding, health and safety quality accreditation, new products, customer service, best practice and sport specific changes
- Are local and/ or national accreditation models, products and support resources used purposefully to improve the service

MEASURE

How is the return on investment in sport measured and evaluated to accurately assess costs and benefits?

EXAMPLES OF BEST PRACTICE

- There are measures and targets for each priority sport
- Measure and targets are in place for sport specific work
- Return on investment is measured on sport development activity and support
- Participation and performance levels are measured
- Workforce development targets are measured
- Club and volunteering targets are in place
- Customer and/ or partner satisfaction is measured

SUGGESTED GUIDANCE

- Is there measures and targets in place for each priority sport, which are agreed and monitored with partners
- Are there measures and targets for sport specific work, for example with NGBs, local clubs, other facility providers, schools and the wider workforce which link to wider community outcomes
- Does the organisation measures the return on investment into sport development activity and support, and does this take into account local community priorities and national priority outcomes measure
- Are participation levels and performance levels measured in each sport and across sports
- Is workforce development targets and measures in place
- Are club and volunteering measures and targets set
- Is customer and/or partner satisfaction measured in key programmes and in key relationships/partnerships

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REVIEW

How is insight, data and knowledge used to make interventions more effective and efficient and achieve greater impact?

EXAMPLES OF BEST PRACTICE

- Insight data and customer/ user information is gathered and shared
- Performance data and best practice is shared
- Regular engagement with NGBs and sports organisations is in place to assess overall delivery of their sport
- KPIs are formally and regularly reviewed to determine success
- Coaches and volunteers are regularly surveyed for their opinions and results are shared
- Workforce training and development initiatives are reviewed and results used to inform/ change the plans
- External research/ benchmarking is reviewed and is utilised
- Learning and development experience is shared within the organisation, with partners and networks

GUIDANCE

- Is insight data and customer/user information gathered and shared? Does this information help guide NGBs and local organisations, for example 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
- Is performance data/best practice shared across sports and organisations, does this help identify what works best and where resources/ skills/ information could be shared
- Is there regular engagement with NGBs and local sports organisations to assess the overall delivery of their sport in their area, for example 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
- Are KPIs regularly and formally reviewed to determine the success of relationships/collaborations and programmes/products
- Are coaches and volunteers regularly surveyed for their opinions and satisfaction and are results publicised and acted upon
- Does the organisation review its workforce training and development initiatives and does this help show benefit, increased capability/capacity and a skills/economic dividend through qualitative and quantitative evaluation
- Is external research and/ or benchmarking data reviewed and is this utilised to make changes/signpost achievement or do more of what works best
- Is the learning and development experience shared across the organisation itself? Is it also shared with partners and networks to benefit end users and new customers

IMPACT

What sustained impact has been achieved, and how has this benefitted local people and communities?

EXAMPLES OF BEST PRACTICE

- Participation is increasing and targets are being achieved

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- Participation amongst target audiences is increasing in identified areas/ programmes
- Participation in target audiences is increasing in the catchment area or locality
- There is increased market penetration and retention
- There is new market development and good levels of retention
- Added and/or shared value and benefit is captured and evidenced
- External investment is increasing
- Results are better due to relationships getting stronger
- There are improved relationships/ partnerships between clubs and schools to create better pathways/ opportunities
- There are improved links with clubs
- The health and wellbeing of community is improving
- Coaching and volunteering in the area is improving

GUIDANCE

- Is participation increasing and/ or are targets being achieved, for example in the case of maintaining market share or creating new markets
- Is participation amongst target audiences increasing in identified areas/programmes, for example specifically women/girls; disabled people and people from disadvantaged communities/areas
- Is participation in target audiences increasing in the catchment area or locality based on evidence from Active Lives or alternative sources of data, for example specifically women/girls; disabled people and people from disadvantaged communities/areas-
- Is there evidence of increased market penetration and retention, for example in target sports; clubs, facilities or communities
- Is there evidence of new market development and good levels of retention, for example in target sports; clubs, facilities; communities and/or audiences
- Is added and/or shared value and benefit captured and can this be evidenced by partners/collaborators
- Is external investment increasing as a result of good service and facility planning, effective local delivery and effective relationship building
- Are relationships stronger and are results getting better as a direct result
- Is there testimony that relationships/partnerships between clubs and local schools is improving and is this creating better pathways/opportunities for young people
- Is there evidence that there are improved links with clubs, and is this supported by higher levels of participation; better quality coaching and improved performance levels
- Is the health & wellbeing of the community improving, can this be evidenced through improved participation rates amongst key audiences/communities
- Have the numbers/quality/capability and satisfaction of coaches and volunteers in the area been improved