

**Sport England
Policy Statement
The Delivery System
for Sport in England**



**Get fit
Get healthy
Get active**



Kampol

adidas

Hansa pank

PURE-PAK

12

ANN

What's the purpose?

The purpose of this policy statement is to explain the rationale and aim of the Delivery System for Sport in England to partners and stakeholders.

Sport England, whose role is to advise, invest in and promote community sport to create an active nation, is championing the Delivery System on behalf of all of its partners.

This statement will provide clarity on:

- The **background** and **current context** within which the Delivery System has emerged and will operate
- The Delivery System's **outcomes**
- The **key components** of the Delivery System and how they relate to one another
- Who the key **partners** are
- How the Delivery System will attract **investment**
- How its **performance** will be measured.

The intended audience for this document is key partners and stakeholders within the Delivery System. Other tailored communication tools are being developed for specific audiences.

In December 2002 the Government published: *Game Plan, a strategy for delivering Government's sport and physical activity objectives*. It laid out plans to increase and widen the base of people taking part in sport and for success on the international sporting stage. Equally important, it also called for reform to create effective delivery structures.

In direct response to *Game Plan*, Sport England published *The Framework for Sport in England* in 2004. Based on extensive consultation with sporting and non-sporting partners, it sets out a vision for England, to become “the most active and successful sporting nation in the world.” It also set a target of increasing participation in sport and active recreation in England by 1 per cent every year. The Framework identified a number of additional outcomes for sport in England. The first two are directly related to sport:

- Improving levels of performance in sport
- Widening access to sport and active recreation.

It also highlighted sport's important contribution to four outcomes that reflect the priorities of non-sporting partners:

- Improving health and well being
- Creating stronger and safer communities
- Improving education
- Benefiting the economy.

To achieve these outcomes the Framework identified the need for sport to, “Get its act together.” The connection had to be made between national leadership, priorities and planning and local delivery in communities.

Key to this was the need to create strategic partnerships at a number of levels between sport and local government, health, education, voluntary and community, and private sectors.

To begin to achieve this, the Framework initiated two important planning processes:

Regional Plans for Sport

Based on the Framework, nine Regional Plans for Sport were developed through extensive consultation in the individual regions and endorsed by the Regional Sports Boards (RSBs).

These plans are the focus for the delivery of sport in each region.

Whole Sport Plans

Plans have been produced for prioritised sports by the national governing bodies of sport (NGBs), representing their contribution to the Framework's outcomes.

The current context

The Framework, **Whole Sport Plans** and the **Regional Plans for Sport**, provide the strategic planning focus for sport in England. Two further national reports have been produced that also provide an important context for the Delivery System. **The Review of National Sport, Effort and Resources** (Lord Carter of Coles, 2005) identified that with so many parties, it is vital to develop an efficient and joined-up system. In 2006, the Audit Commission and the National Audit Office joint report, **Delivering Efficiently: Strengthening the Links in Public Service Delivery Chains**, emphasised the importance of delivery chains in achieving public service agreement targets (PSAs).



The current context continued

The Audit Commission and NAO's joint report emphasised the importance of delivery chains. A delivery chain is a complex network of organisations, including central and local government, agencies and bodies from the private and third sectors that need to work together to achieve public sector outcomes.

The report acknowledged the complexities and risks associated with this approach, but also that delivery chains can be flexible and meet the needs of a wide range of communities.

The Delivery System is sport's delivery chain.

The Government expects local authorities and other public sector agencies and their various partners to work together to ensure public services meet the needs of local communities.

There is also an increasing emphasis on involving members of the community in this process, not only in planning and decision-making, but also in measuring the performance of public sector agencies.

Public services must respond to the issues that people think are important at a local and national level.



The current context continued



The Government has further articulated its drive to increase numbers of people taking part in sport and active recreation in England through two PSAs:

- By 2008, increase the take-up of cultural and sporting opportunities by adults and young people aged 16 and above from priority groups, by: increasing the number who participate in active sports at least twelve times a year by three per cent and increasing the number who engage in at least 30 minutes of moderate intensity level sport, at least three times a week by 3 per cent
- Enhance the take-up of sporting opportunities by 5-16 year olds so that the percentage of school children in England who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum increases from 25 per cent in 2002 to 75 per cent by 2006 and to 85 per cent by 2008.

Both these PSAs are relevant to the Delivery System. However, the first PSA, commonly referred to as the community sport PSA, is particularly challenging in delivery terms.

It relies on a complex set of relationships between national and local government, and agencies and bodies from the voluntary, community and private sectors working together locally to achieve the common goal of increasing numbers taking part, particularly among hard-to-reach groups.

This entire current context represents a huge challenge for sport in this country, which is why the Delivery System is so key to sport achieving its goals, ensuring that all bodies, agencies, organisations and partnerships leading sport in England unite beneath a shared vision and outcomes.

85%
of 5-16 year olds
taking part in PE
at school by 2008

What is the Delivery System?

The Delivery System for Sport



Within this context, the Delivery System clarifies the position and role that different agencies and organisations play in delivering opportunities for sport and active recreation. This in turn provides:

- An opportunity for all sporting agencies and organisations to work together towards agreed, shared goals
- An opportunity to reduce inefficiencies and create economies of scale
- The foundations to easily identify and fill gaps in local provision of sport and active recreation
- The opportunity for non-sporting agencies to gain the benefits from working with sporting agencies to achieve their own goals
- Effective measurement of performance and improvement over time
- The ability to quality assure and benchmark.

The Delivery System for Sport

The diagram above shows the relationship between the key components of the system and how national and regional partners connect to the sub-regional and local components of the system. However, it does not represent an isolated sporting setting, but has clear links to the priorities and goals of a wide range of partners at a local level. The two key elements of the Delivery System at the local level are the County Sports Partnerships (CSPs) and the Community Sports Networks (CSNs).

The Delivery System connects participants and local deliverers to policy makers and investors in a simple and co-ordinated way. This ensures that policy development, investment and the delivery of sport are framed around the needs of communities.

Each section adds value by unlocking the resources for sport through careful planning, joined up thinking and powerful advocacy. It is one system, for any community, that is scaleable, measurable and accountable.

Delivery System outcomes

The system has two aims; to increase the number of people taking part in sport and active recreation especially amongst the hard to reach; and to build talent pathways to support young people to achieve their full potential and to sustain higher levels of participation.

The ambition of Sport England is to lead and support the development of a holistic, coherent and quality-assured Delivery System that ensures everybody, no matter where they live or their personal circumstances, is able to access high-quality sporting opportunities that truly meet their personal needs.



Delivery System outcomes

continued



The Delivery System will support the achievement of the Framework outcomes and the Government's PSA targets.

In order to do this it builds upon a number of government philosophies and objectives by:

- Recognising that most targets cannot be achieved by government departments and agencies alone, but rely on aligned delivery chains linking central government to the front line
- Recognising and building on the strength and power of networks and partnerships; including linking with the private sector
- Being customer and citizen focused
- Engaging local people and local communities in decisions that affect them
- Effectively connecting grass roots through to the Government, allowing implementation of government policy at a local level
- Building capacity in local communities
- Providing a sustainable context to ensure lifelong participation in sport and active recreation
- Having quality-assurance mechanisms and encouraging self-assessment and self-regulation
- Supporting performance indicators that feature consistently in PSAs, Comprehensive Performance Assessments (CPAs) and Local Area Agreements (LAAs) and matching national priorities for both the Government and sport with local needs
- Having clear key performance indicators (KPIs) to measure and assess performance and intervene where performance is poor.

Who is part of the Delivery System?

National Partners

- Sport England has the lead role in co-ordinating the work of the national partners, including other government agencies, specialist expert bodies, independent trusts, and membership organisations, including the NGBs
- Other non-sporting partners also make a significant contribution at this level, including a number of government departments and national agencies that recognise the social outcomes sport can bring to them
- Sport England is responsible for making sure that all of these national partners are working effectively with and through the Delivery System. Developing a partnership-driven approach is key to achieving successful outcomes.

Regional partners

- The RSBs take the lead role in interpreting policy to provide a strategic regional context for sport and active recreation. They advise and support other regional partners in the health, education, regeneration, spatial planning and economic development sectors
- The RSBs are accountable for Sport England's Lottery and Exchequer funding and have decision-making responsibility for that investment within regions. The RSBs, together with Sport England's regional teams, have a key advocacy role, as well as a role in generating additional resources for sport in their region and providing guidance and expertise to those delivering sport
- They are responsible for ensuring effective partnership working at a regional level between all the key delivery partners including the NGBs, CSPs and CSNs.

County Sports Partnerships

- CSPs are partnerships of agencies committed to providing a high-quality Delivery System in their area for people to benefit from sport and active recreation. A geographically complete nationwide network of 49 CSPs is now in place. They are committed to delivering both locally-identified priorities and those that are nationally determined. The 49 partnerships are based on either traditional shire county areas, or upon established networks of unitary or metropolitan authorities. Where unitary authorities exist within a traditional shire county, they are part of the partnership
- CSPs provide strategic co-ordination and planning for sport in their geographical area. This strategic planning is primarily focussed on delivering the community sport PSA and supporting the school sport PSA through the school sport strategy with School Sport Partnerships in their area. They also have key responsibilities for performance measurement, collecting data relating to KPIs, and marketing and communications across a county, raising the profile of sport and attracting inward investment for sustained delivery
- CSPs build the Delivery System in their respective counties through the creation of an effective platform for interpreting and implementing policy. They help to make decisions at county level, supporting the development of Community Sport Networks locally, in conjunction with the Sport England regional office. Each CSP operates through a core team of staff and reports to an Executive Board
- CSPs are working with NGBs to identify which sports clubs are best able to help young people achieve their full potential and remain active in sport.

Community Sports Networks

- A CSN is a network of local deliverers from a range of organisations and agencies all with a contribution to make to the delivery of sport and active recreation. It is responsible for identifying local priorities and appropriate initiatives to increase numbers taking part in its area. As with CSPs, the CSNs will also be united in supporting the delivery of national outcomes and PSA targets, creating joint-accountability for their achievement.
- CSNs have a core priority to raise numbers taking part in sport and active recreation in their community by 1 per cent year on year
- A second key priority for CSNs is opening up opportunities for sport and active recreation amongst hard-to-reach groups.
- They must also bring together and align the existing priorities and targets of key partners within one joined-up local action plan for sport and active recreation based upon the needs of communities with the CSN's local area.

Who makes up the Delivery System?

continued



By looking at existing working structures and practices, Sport England has identified a core set of criteria which need to be in place to maximise the chances of a CSN operating effectively:

- **Strong leadership** provided by one of the CSN partners to create a network (usually) based on local authority boundaries, so that co-ordination and planning take place locally, avoiding duplication and creating economies of scale
- **Active support and engagement from the local authority** – the local authority needs to be part of the CSN, use it to help improve opportunities and services for local people and to adopt it as a mechanism for delivery against its developing LAA targets. In some cases, but not always, the local authority may be in the CSN leadership role
- **A representative group of relevant local stakeholders**, sporting and non-sporting, community and education based, all of whom have a shared interest in the outcomes of the CSN and the use of sport and active recreation to deliver broader social policy and community objectives. The group membership must be able to articulate local needs and / or have mechanisms in place to draw in community views. The membership may change and evolve over time depending on the local priorities
- **Clear alignment and integration with the Local Strategic Partnerships** – this is a critical part of a CSN's role if it is to influence local planning and priorities
- **An action plan** in place, based on a local assessment of need that identifies the priorities and shared actions of the various delivery agents and partners within the CSN.

What is the relationship between the County Sports Partnerships and the Community Sports Networks?

CSNs are key components of a CSP. CSNs provide the critical link between the CSP and delivery at a local level. The relationship between the CSP and the CSN is vital to create a seamless, two-way flow of information and resources, and the achievement of mutually-agreed outcomes. The CSN and CSP will work together to interpret sub-regional, regional and national policy in the context of local needs and priorities, as well as ensuring the right information is in place relating to progress on key measures of performance.



Partnership working in the Delivery System



To deliver the outcomes in the Framework and achieve the national PSA targets effective partnership working is vital. Agreement and alignment over common outcomes and targets for delivery is key and there is a need to engage with all relevant partners to share the understanding as widely as possible and manage relationships with key stakeholders so that clarity on roles and responsibilities is clear.

The joint Audit Commission, NAO report referred to above identified four types of links or relationships that are relevant to the Delivery System:

- **Internal links** – where one part of the system directly manages another
- **Contractual or regulatory links** – where one part of the system defines through law and / or funding how another does its business
- **Links of common purpose** – where two bodies have parallel missions to work towards the common good
- **Links to the wider community** – where one organisation has no formal authority over the groups and individuals with whom it wishes to work.

Understanding these links in a complex delivery chain is critical to improving the effectiveness and efficiency of partnership working. Sport England will be working with the Delivery System partners to understand these links more fully to ensure that collectively, from the Government to grass roots, the desired outcomes and targets are achieved.

Based on current knowledge and best practice Sport England is seeking to ensure that at the appropriate level (national partners, regional partners, CSPs and CSNs) the sectors listed below are recognised as key players within the Delivery System. Precisely which partners and organisations will be involved will reflect local circumstances.

In most cases this will include sport organisations, local government and education.

Alongside sporting representatives, the sectors that the Delivery System needs to link to are:

- **Community and voluntary sectors**
- **Community safety**
- **Children and youth sector**
- **Economic development**
- **Education (including schools, further education and higher education) and skills**
- **Health**
- **Local and regional government**
- **Private sector**
- **Regeneration**
- **Transport**

How will the Delivery System be measured?



At a **national and regional level** the Delivery System will be performance managed, by tracking progress against the two PSAs. These PSAs are being measured through the national Taking Part survey and the school sport strategy survey (known as PE and School Sport Club Links or PESSCL).

At **sub-regional level**, CSPs will be required to devise local community-based targets against the Delivery System KPIs, including:

- Numbers taking part, particularly amongst the hard-to-reach
- Club development
- Coaching
- Volunteering

They will be required to report on their annual delivery plans on a quarterly basis. This will include reporting on the core functions of the partnership, their contribution towards developing the

Delivery System in their sub-region, the number of community sports coaches and delivering defined aspects of the school sport strategy. This reporting captures both quantitative and qualitative data to ensure that the information is used for learning and improvement.

At the **local level** CSNs will develop an action plan based on local needs and by identifying the shared outcomes and actions of the various delivery agents and stakeholders. The establishment of this plan and the subsequent measuring of its impact will be the key measurement tool of a CSN. It is expected that this plan and its measures will be connected to the targets and measures present in LAAs. The CSN action plan will be supported by data from the Active People Survey, which provides the CSN with information about numbers of people taking part in sport and active recreation, and volunteering in their local area. It will be used to set participation targets and focus resources on widening access.

As noted above, effective partnerships will be essential if the Delivery System is to tackle the complex issues that affect participation and talent pathways, maximise the benefit of available resources and concentrate on the achievement of outcomes, as well as performance outputs. Sport England will support the Delivery System to measure the success of partnership working in the future and is currently learning from other sectors in order to create an effective measurement tool.

How do we invest in the Delivery System?

The National Investment Panel and the nine RSBs across the country have made a commitment that all investment through the Community Investment Fund (CIF) will be prioritised towards projects developed and delivered through the Delivery System.

Any application will have to follow the rules and regulations, eligibility criteria and application procedures applied to any Community Investment Fund application.

National and regional partners, the CSPs and the CSNs will work together to identify gaps and priorities for investment based on quality data, local knowledge and an understanding of what works.

The key partners in the Delivery System will also work to unlock other resources outside of sport to maximise investment and build capacity to achieve the shared outcomes and targets.



To support this policy statement detailed implementation guidance notes will be developed to provide more detail on CSPs and CSNs. These will be available on our website, www.sportengland.org

This policy statement and the implementation guidance notes will be reviewed and updated as required and we would welcome your feedback and comments. Please email us at: delivery.system@sportengland.org





SPEED

Increasing the number
of people taking part
in sport and active
recreation in England.



This document can be provided in alternative languages, or alternative formats such as large print, Braille, tape and on disk upon request. Call the Sport England switchboard on 08458 508 508 for more details.

More information

To find out more about the Delivery System for Sport and to get the latest news and information about Sport England, please go to: www.sportengland.org

Sport England

3rd Floor
Victoria House
Bloomsbury Square
London
WC1B 4SE
T 08458 508 508

 Awarding funds from
The National Lottery[®]

Date of publication January 2007
Designed by Navyblue Design Group, London
Photography by Nick David and Patrick Harrison
Stock code: SE-0107-001