



COUNTY SPORTS PARTNERSHIPS

Bringing Sport into the Community

Improvement Toolkit

(based on the TAES Framework)

Toolkit Guidance Notes

This toolkit has been produced to support the development of strong, sub-regional partnerships to strategically plan, support and drive programmes and processes geared to generating increased levels of participation in sport (as defined in the European charter) across the English regions.

It provides Partnerships with a framework to assist them to review the current position and future role of County Sports Partnerships (CSPs), and to work through a process designed to establish CSPs as bodies that have strong strategic influence as well as an effective infrastructure for delivery.

CSPs, as with other organisations using the TAES Improvement Model, will find the toolkit is designed to help managers find information and guidance to improve those areas that they have identified as in need of improvement. They may also find the information helpful in those areas where they have scored well. The TAES self-assessment model, and workbook, is available free of charge at www.sportengland.org/taes.

Although this toolkit helps to set out a framework it is by no means prescriptive. Rather, it sets out sources and examples of good practice.

CSPs differ in the ways they will wish to approach the challenges faced in their respective localities. Evidence demonstrates that new ways of working are required to bring about real change. It is important that CSPs develop a culture where innovation and enterprise is encouraged to help maximise results.

The toolkit is designed round the eight themes of the TAES framework with an “operations” theme added for this specific version. Click the appropriate theme or scroll through the pages.

[Leadership](#)

[Policy & Strategy](#)

[Community Engagement](#)

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[Performance Measurement & Learning](#)

**Operations -
Core activities of a CSP: Pathways for young people, club development and workforce development**

Definition and Core Functions of CSPs

Sport England believes County Sports Partnerships (CSPs), both their core teams and the wider strategic partners they embrace, to be mission critical in delivering an active and successful sporting nation. A CSP is a partnership of agencies committed to providing a high quality, single system for people to benefit from sport. Each has the following characteristics:

- it maintains a primary focus on children and young people (Physical Literacy, LTAD and child welfare);
- it is underpinned by a commitment to equity;
- it seeks to ensure that sports development is driven through NGB plans;
- action is based on local need - influencing the understanding, interpretation and deployment of national, regional and local policy;
- it is focused on investing in, and valuing people;
- it is committed to achieving quality standards through continuous improvement and excellence in order to demonstrate impact; and
- it is fundamentally independent so that the core partnership team is impartial in order to broker progress

All CSPs will actively contribute to increasing participation and widening access to sport and physical activity and the achievement of sporting success.

CSPs will be pivotal in delivering the 1% per year participation target set by Government with a particular focus on:

- Developing more community sports opportunities for young people by supporting the delivery of the PESSCL strategy; and
- Helping developing more opportunities for hard to reach groups and those not already engaged in community sport

A network of 45 CSPs England-wide will be established by March 2006 with an initial group of 20 CSPs established as fit for purpose by September 2005. Sport England is committed to supporting, driving and guiding the teams across the country that are working to meet this timescale for a fit for purpose CSP network bringing sport into the community.

Leadership [\(click to go back to index\)](#)

1. Improving leadership skills and behaviour

Effective leadership is the key foundation of an excellent organisation. It needs to be evident at the managerial, supervisory and political levels of the organisation. Developing leadership skills will be critical to your improvement programme.

Theory of leadership- IDeA knowledge

This section on leadership theory is based on work written by Professor Paul Corrigan for the IDeA and first published by June 2001. This has since been re-edited and outlines in four chapters issues relevant to leadership in the local authority setting.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=75323>

Political Leadership- IDeA knowledge

This section is aimed at elected members of local councils and outlines the roles, responsibilities and courses available that will aid personal and professional development in a leadership role.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=75257>

Leadership competencies and development tools- Employers' Organisation for local government

Guidance on leadership including leadership competencies and development tools <http://www.lg-employers.gov.uk/leadership/index.html>

Transformational leadership-Leadership research and development Ltd

LRDL was created to develop further the leading-edge research into transformational leadership undertaken by [Professor Beverly Alimo-Metcalfe](#) and [Dr John Alban-Metcalfe](#). Their investigation into the nature of leadership, which included **over 3,500 managers** and professionals at different levels in organisations in the UK, is one of the largest studies of its kind in the world. It is also the very first to include women and individuals from ethnic minority groups. The output of research has been the development of two cutting-edge diagnostic leadership instruments

<http://www.lrdl.co.uk/welcome.htm>

Policy & strategy [\(click to go back to index\)](#)

1. Producing good strategies and plans

Producing strategies with clear and measurable aims, objectives and targets is the starting point of effective delivery and improvement. People need to know what they are seeking to achieve.

Producing a Sport and Active Recreation Strategy- Fit for purpose Assessment Framework (sport industry research centre/ Sport England Yorkshire)

[Link needs to be added](#)

A number of Regions have Integrated Regional Strategies that govern social, economic and spatial development and sustainable communities.

For renewal see www.renewal.net/Documents/RNET/Overview/Toolkits/Sports/Sportphysicalactivity.DOC

2. Meeting national, regional and local priorities

Sport needs to demonstrate how it is contributing to the achievement of national and local priorities in its strategies and plans. These include:-

- Game Plan the National Strategy for Sport
- The Central and Local Government shared priorities
- The National Framework For Sport
- Regional Plans for Sport
- Local Community Strategies & Cultural strategies
- Crime Reduction Strategies
- PCT Plans, Education Development Plans

The shared priorities-Local Government Association

This leaflet explains the background to the Shared Priorities. It explains how the LGA intends to work with government to help councils and their partners implement the priorities and what is needed to make them a reality in English and Welsh communities.

<http://www.lga.gov.uk/Briefing.asp?lsection=456&id=SX>

Game Plan

This is a section from a multi-page report entitled Game Plan: a strategy for delivering Government's sport and physical activity objectives, published by the Strategy Unit.

<http://www.number-10.gov.uk/su/sport/report/01.htm>

National Framework for Sport in England

Sport England has developed a range of national and regional strategies and sports plan by working closely with organisations, individuals and authorities involved in sport. They explain our national and regional priorities and are essential reading for anyone wishing to apply for funding.

http://www.sportengland.org/index/get_resources/resource_downloads/sports_plans.htm

UK Vision for Coaching

<http://www.sportscoachuk.org/corpinfo/aboutus/ukvision.htm>

Regional Strategies for Sport- Sport England

East Midlands

http://www.sportengland.org/eastmidlands_index/eastmidlands_in_your_region/east_midlands-regional_plan_for_sport.htm

West Midlands

http://www.sportengland.org/wm_regional_plan_for_sport.pdf

Yorkshire

http://www.sportengland.org/yorkshire_index/yorkshire_get_resources/iyr_yorkshire-plan.htm

North East

http://www.sportengland.org/northeast_index/northeast_get_resources/north_east_plan.htm

East

http://www.sportengland.org/east_index/east_get_resources/iyr_east-oeepfs.htm

South West

http://www.sportengland.org/sw_regional_plan_exec_summary.pdf

North West

http://www.sportengland.org/nwp_full_report.pdf

South East

http://www.sportengland.org/south_east_plan_for_sport.pdf

London

http://www.sportengland.org/london_index/london_in_your_region/london_plan.htm

3. Consulting effectively to inform your strategy

A good strategy must be informed by the views of local people and your staff. To do this you must consult effectively.

Local Community Strategies-IDEA

Community strategies are central to the modernisation of local government. Each authority and each community is different and no two community strategies will be the same. However, underpinning them are common principles and local authorities will be able to learn and gain insight from approaches in other areas

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=79113>

Connecting with communities-IDEA knowledge

This good practice resource contains lessons from the Connecting with Communities research project, professional advice, best practice case studies and hundreds of documents you can download for free, helping to spread good practice and saving you time and money

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=1001>

Consultation code of practise- Cabinet Office

The Code of Practice on Written Consultation has been reviewed, and a revised code was published on 20 January 2004.

<http://www.cabinet-office.gov.uk/regulation/consultation/code.asp>

Guidance on consultation- Cabinet Office

The guidance is intended to help you fulfil the requirements of the Code. Some sections will be more relevant to your consultation than others, and this guidance is designed so that you can flick between topics.

<http://www.cabinetoffice.gov.uk/regulation/consultation-guidance/>

An introductory guide to how to consult your users -Cabinet Office

<http://www.asylumsupport.info/publications/servicefirst/usersurveys.pdf>

4. Consulting with hard to reach groups

Some sections of the community are harder to engage with and therefore their views are easy to miss. Different approaches and techniques are required. The equality standard helps you assess the performance of your organisation on all aspects of equality.

Consulting hard to reach groups-LARIA seminar

70 people packed the Lakeside Conference Centre at the Aston Business School in November for the LARIA seminar on 'Consulting Hard to Reach Groups'. It was a timely and thought-provoking day, with a range of different speakers.

<http://www.laria.gov.uk/content/features/68/feat1.htm>

Communicating and consulting with hard to reach groups - Barking & Dagenham

Equalities and Diversity-Communicating and Consulting with Hard to Reach Groups - 19 ways to reach the hard to reach

<http://www.barking-dagenham.gov.uk/6-living/equality/equality-diversity-communicating.html>

The Equality Standard for Local government-Employers organisation for local government

We have developed an on-line toolkit called e-s@t (electronic self-assessment tool), to help councils with the implementation and self-assessment process.

<http://www.lg-employers.gov.uk/diversity/equality/index.html>

Consulting ethnic minority communities-Cabinet Office

Consulting ethnic minority communities: an introduction for public services

<http://www.cabinet-office.gov.uk/regulation/consultation-guidance/content/diverse/ethnic-min/ethnic-min.asp>

Consulting young people-Home Office

Extensive guidance on how to run a consultation programme specifically related to young people can be found on the Cabinet office website.

<http://www.homeoffice.gov.uk/docs/app1lup.pdf>

Consulting disabled people-Museums & Libraries Association

Use Guide 11 for guidance on consultation with disabled people; its benefits and uses; methods of consulting; how to plan and prepare for the process and carry it out in an accessible way.

http://www.mla.gov.uk/documents/dis_guide11.pdf

Consulting with disabled children & young people- The Children's Society

Recent legislation and guidance across education, health, leisure and social services strengthens the expectation that professionals will consult with children and young people about decisions that affect them, including disabled children and young people. The 'Ask Us' project (led by The Children's Society) used a multi-media approach to involve disabled children and young people in influencing policy development on Quality Protects.

<http://www.irf.org.uk/knowledge/findings/socialcare/741.asp>

5. Target setting and benchmarking

Setting ambitious but realistic targets and communicating these through the organisation is critical to developing understanding and ownership. Equality and diversity issues need to be addressed through the targets being set. The targets set need to take into account what other similar organisations have achieved by benchmarking against them. Benchmarking can include comparing processes as well as performance.

Setting Targets -Office of Government Commerce

This section deals with setting business targets, which are stretching and challenging but not unrealistic. Targets should also drive forward the initiative for continuous improvement.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/performance/setting.html>

Benchmarking- PSBS

The Public Sector Benchmarking Service, launched in November 2000, has been developed as a partnership between the Cabinet Office and HM Customs & Excise with the key aim of promoting effective benchmarking and sharing good practices across the public sector. Benchmarking is a fundamental part of developing modern public services. It enables organisations to share knowledge and learn from the best. Benchmarking has already led to significant improvements in cost and quality of services in many areas of the public sector. It is an effective tool for bringing about collaborative approaches to resolving common problems.

http://www.benchmarking.gov.uk/about_bench/whatisit.asp

Sport England national benchmarking service

Sport England has developed a National Benchmarking Service for sports halls and swimming pools. Through a substantial research commitment, it has created the most authoritative set of performance indicators and national benchmarks available to date for these key local authority sports facilities.

<http://www.sportengland.org/national-benchmark-final.pdf>

Benchmarking- Office of Government Commerce

Guidance on benchmarking

<http://www.ogc.gov.uk/sdtoolkit/reference/delivervlifecvcl/benchmarking.html#d55>

County Sports Partnerships

There are three core functions that every CSP will fulfil:

- 1) **Strategic co-ordination and planning** - Interpret and shape national, regional and local policy to best-fit future community needs
- 2) **Performance measurement** - Develop a single system to support effective decision-making for sport
- 3) **Marketing and communications** - Market the CSP as a single point of contact for sport, and share information and innovation to ensure effective delivery on the ground

CSP case studies –

<http://www.merseysidesport.com/Content/TEAMworks/index.htm>

Community Engagement [\(click to go back to index\)](#)

1. Systems and processes for engaging communities

Effective consultation depends on using the right processes that enable objective views to be collected and used to develop strategy, assess priorities, define service standards and influence decision-making.

(see also Policy and Strategy- consulting effectively on your strategy)

Local Community Strategies-IDEA

Community strategies are central to the modernisation of local government. Each authority and each community is different and no two community strategies will be the same. However, underpinning them are common principles and local authorities will be able to learn and gain insight from approaches in other areas

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pageld=79113>

Connecting with communities-IDEA knowledge

This good practice resource contains lessons from the Connecting with Communities research project, professional advice, best practice case studies and hundreds of documents you can download for free, helping to spread good practice and saving you time and money [http://www.idea-](http://www.idea-knowledge.gov.uk/idk/core/page.do?pageld=1001)

[knowledge.gov.uk/idk/core/page.do?pageld=1001](http://www.idea-knowledge.gov.uk/idk/core/page.do?pageld=1001)

Community Engagement How to... Guide- Scottish centre for regeneration

Community planning aims to improve the quality and delivery of public services. At its heart is the importance of involving local people in planning and managing services. The aim of this guide is to provide community planning partners, including community representatives, with help in this process.

http://www.communitiesscotland.gov.uk/Web/Site/Engagement/community_engagement.asp

Evaluation of LSPs: Community engagement action learning set report, Feb 2004- ODPM

This report reflects the work of an action learning set comprising 10 LSPs. It has been commissioned by the ODPM and DfT to provide guidance materials - specifically developed from local perspectives - to support other LSPs and local, regional and central partners and policymakers.

http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_028983-02.hcsp#P40_2456

2. Consultation techniques

There are many different consultation techniques that are better suited to particular situations. **(see also Policy and Strategy- consulting effectively on your strategy)**

Consultation Techniques- IDeA Knowledge

This consultation module has been developed with the help of a number of local authorities who have produced excellent guides of their own.

Their toolkits and individual case studies are included throughout this guide but we would like to acknowledge here the excellent guide to market research by Kirklees Metropolitan Council, Exeter City Council's best practice in consultation, North Lincolnshire Council's [consultation toolkit \(PDF, 18 pages, 174KB\)](#), the Audit Commission's [Listen Up! Effective Community Consultation](#) and MORI's [Feeling the Pulse \(Word DOC, 18 pages, 367KB\)](#) on which a good deal of this module is based.

Braintree District Council has also produced a useful [CDRom \(Word DOC, 3 pages, 115KB\)](#), priced at £40, to help people improve their consultation skills with local communities. Other useful resources are listed at the end of this module.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=81631>

An introductory guide to how to consult your users -Cabinet Office

<http://www.asylumsupport.info/publications/servicefirst/usersurveys.pdf>

3. Working with under-represented groups

Specific techniques are required to work with some excluded groups and communities. The equality standard helps you assess the performance of your organisation on all aspects of equality.

(See also policy and strategy- consulting with hard to reach groups)

The Equality Standard for Local government- Employers organisation for local government

We have developed an on-line toolkit called e-s@t (electronic self-assessment tool), to help councils with the implementation and self-assessment process.

<http://www.lg-employers.gov.uk/diversity/equality/index.html>

Sport & Recreation for people with disabilities & DDA Information note for sports clubs-Sport England

http://www.sportengland.org/disabilit_booklet.pdf
http://www.sportengland.org/ddl_information_note.pdf

Women's participation in sport-fact sheet- Sport England

http://www.sportengland.org/womens_participation_factsheet.pdf

Equity guidelines for governing bodies of Sport England

<http://www.ukssport.gov.uk/images/uploaded/sportenglandequity.pdf>

The Disability Portfolio- Museums & Libraries Association.

The Disability Portfolio is a collection of 12 guides on how best to meet the needs of disabled people as users and staff in museums, archives and libraries. It gives invaluable advice, information and guidance to help overcome barriers and follow good practice.

<http://www.mla.gov.uk/information/publications/00pubs.asp>

Sports participation and ethnicity in England- Sport England

http://www.sportengland.org/ethnic_survey.pdf

Community Development models

Active partners and ABCD model www.scdc.org.uk/abcd_summary.htm
www.yorkshire-on.net

Partnership Working [\(click to go back to index\)](#)

1 Strategic relationships between the organisation and the voluntary sector

The voluntary sector is a key partner for sport and your organisation needs to have negotiated a strategic relationship with it. The Government have promoted this relationship through their “Compact with the third sector” policy.

Partnership working- IDEa Knowledge

As councils become more sophisticated communicators, more are developing innovative schemes to work and communicate with partner organisations in all sectors.

The Connecting with Communities research was mainly concerned with communication with local residents, and only touched on some of the wider audiences. But we did discover some excellent examples of good practice. Many of these are relatively new and haven't been evaluated yet. But we feel they offer useful guidance for authorities looking at new approaches.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=81007>

Smarter partnerships- Employers Association for Local Government

At the Employers' Organisation for local government (EO), we wish to promote learning and skills development, which leads to more effective collaborative working. In response to requests, we have produced this toolkit to assist local authorities and their partners. This is a natural development of our role in advising local authorities in England, Scotland, Wales and Northern Ireland on skills matters.

<http://www.lgpartnerships.com/>

National Governments Compact-IDEA Knowledge

In a bid to foster the relationship between local government and the voluntary and community sector (VCS), an agreement was made between the VCS and the Government. This understanding is termed the Compact and it provides a framework for partnership working. The Government agreed its Compact on relations between Government and the VCS in England in November 1998.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=79993>

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=79927>

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=79279>

<http://www.crimereduction.gov.uk/activecommunities36.htm>

2 Training staff for partnership working

Specific skills and competencies are often required to work effectively with the voluntary sector if the relationship is to be effective.

Training-IDEA Knowledge

Developing the range of skills involved in partnership working takes time. To be truly effective, councils need to invest in the specific skills needed to extend their remit beyond traditional PR functions. This might include developing skills in the following areas:

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=81921>

Developing skills for partnership working- Employers association for local government

Assess your learning needs against those set out in this interactive tool.

<http://www.lqpartnerships.com/developingskills.asp>

Voluntary Sector Compacts

www.thecompact.org.uk

3. Capacity building in the voluntary sector

To be effective the voluntary sector needs to be supported to enable it to build the capacity to assist you. This is often more important in the community sector than the paid voluntary sector or grant aided sector.

Resources for partnership working - Employers Organisation for local government

We intend to maintain and develop this part of the Smarter Partnerships website to help meet your needs in developing partnership effectiveness and skills.

<http://www.lgpartnerships.com/resources.asp>

CVS Get Trained- CVS

We provide opportunities to learn basic skills and work-based skills. You could gain a national qualification or learn a new skill to boost your confidence.

<http://csv.contentandcode.co.uk/Get+Trained/>

Working with volunteers- Sport England

http://www.sportengland.org/funding_guidance_volunteers.pdf

Coach training - sports coach UK

<http://www.sportscoachuk.org/home.htm>

4. Monitoring partnership working and measuring its impact

It is important that you measure the benefits and costs of working with the voluntary sector and ensure you can assess its impact and value. It is all too easy for long standing relationships to simply continue without achieving your objectives.

Evaluating effectiveness-IDEA Knowledge

Guidance on evaluating the effectiveness of your consultation and communications

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=81655>

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=81909>

Listen up - Audit Commission

Evaluating consultation programmes

<http://www.audit-commission.gov.uk/reports/AC-REPORT.asp?CatID=&ProdID=EA01768C-AA8E-4a2f-99DB-83BB58790E34&SectionID=sect50>

Performance management framework; local strategic partnerships- Neighbourhood renewal unit

Requirements on what information you should record and report on if your Local Strategic Partnership (LSP) uses its their own Performance Management Framework (PMF)

<http://www.neighbourhood.gov.uk/formatteddoc.asp?id=559>

Evaluating partnerships- Employers organisation for local government

Use this interactive tool to analyse in more depth how your partnership is working and how to improve it.

<http://www.lgpartnerships.com/digging.asp>

Use of resources ([click to go back to index](#))

1. Budgeting by objectives

Having decided your objectives and priorities it is essential to ensure your resources are targeted at what you are seeking to achieve. Changing budgets from non-priorities is often difficult to manage particularly in a political environment and therefore often avoided.

Strategic financial planning – Audit Commission & Social services inspectorate

This section identifies a model for strategic financial planning and the criteria which need to be met to ensure effective financial planning in social services. It emphasises the reflective nature of the planning process, the need for an integrated approach over the medium term and, most importantly, that service plans and priorities should drive the strategic planning process. Although based on social services the basic principles can be extrapolated to other public services.

<http://www.joint-reviews.gov.uk/money/Financialmgt/1-contents.html>
<http://www.joint-reviews.gov.uk/money/Financialmgt/1-22.html#1-222>

Budget management- CIPFA

All organisations need to manage performance so that their financial and strategic objectives are achieved and management and financial stakeholders can be confident in the associated control processes. The proper construction and control of budgets is central to this, to safeguard the organisation's viability and the effective delivery of its objectives. This requires a comprehensive financial planning and approval framework; consistent and rigorous processes for constructing budgets, both capital and revenue; sound methodologies for assessing the financial impact of proposed expenditure; compatibility with other management and performance data, and a control system that sets clear responsibilities and produces prompt and accurate monitoring information on performance against budgets.

<http://www.cipfa.org.uk/conduct/download/budgetarySOPP.pdf>

2. Budget management & control & devolved budget management

Effective control of your budget is critical to your success. This means setting the right budget, monitoring it consistently and taking action to address problems quickly. Excellent organisations are confident to devolve this responsibility to the lowest possible level.

Managing budgets – Audit commission & Social Services Inspectorate

Councils need to ensure that the approach to managing budgets, and the scheme of delegation to support this, reflects the culture of the organisation and arrangements for making service decisions.

Key to the successful management of budgets is the requirement for the budget holders (managers) to act in partnership with the financial advisers (finance support staff).

<http://www.joint-reviews.gov.uk/money/Financialmgt/1-24.html>

Financial procedures & control manual- UK Sport

http://www.uk sport.gov.uk/images/uploaded/20_Mod_Financial_procedures_and_controls_manual.pdf

3. Finance performance data & comparators

To monitor effectively the information you receive needs to be as accurate and up to date as possible. You need to be able to model this data to compare your performance over time and to others.

Managing budgets – Audit commission & Social Services Inspectorate

<http://www.joint-reviews.gov.uk/money/Financialmgt/1-contents.html>

4. Procurement of goods and services

Finding the right organisation to deliver your service is the most important decision you will make if you are to achieve your objectives. Equally achieving value for money when you buy goods and services is a sign of an excellent organisation.

Procurement- IDeA Knowledge

Welcome to the IDeA Knowledge procurement resource, which aims to provide you with easy access to the resources, contacts and services you need for procurement management. This resource has been designed specifically to meet the needs of the local government procurement community.

It contains a range of guidance, good practice and other information on all aspects of procurement. This includes a series of briefing papers on a range of procurement topics, case studies, as well as the latest government guidance on procurement. It also highlights the valuable lessons learnt from the IDeA's procurement-based work within local authorities.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=76523>

The procurement process – Office of Government Commerce

Sets out the process for acquisition within EC procurement rules; sets foundation for subsequent contract management of delivery of services/works and relationship with supplier. The aim of this workbook is to describe the principles of government procurement broken down into it's component tasks. Particular attention is paid to the roles and responsibilities of those involved in the procurement lifecycle.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/procurement/index.html>

5. Considering alternative forms of management

In finding the right person to deliver your service for you it is important that you consider all the options. This might include the private sector, voluntary sector, partnerships or trusts. Because of the sensitivity in this area it has often been the weakest part of Best Value reviews and service inspections.

Contract management – Office of Government Commerce

Sets foundation for subsequent contract management of delivery of services/works and relationship with supplier, including governance arrangements and shared approach for managing risk. Contract management is the process which ensures that both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to meet the business and operational objectives required from the contract and in particular to provide value for money.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/contracts/index.html>

HR implications - Employers Organisation for Local Government

The improvement agenda places a pressing focus on how local government services are delivered to communities. There are many different ways of delivering services, such as working in partnership with other public, private or voluntary sector organisations, outsourcing services or implementing arms length management organisations.

As with any change process, there are people management aspects of new service delivery models that need to be addressed. These include the legal implications, but also the wider issues such as changing cultures and management styles. The EO provides advice and guidance to authorities on the people management aspects of changing local government service delivery methods.

<http://www.lg-employers.gov.uk/people/partnerships/index.html>

6. e-Government targets & using new technology

The government is encouraging all sectors to improve accessibility through e technology. An excellent organisation will be maximising opportunities for communities and customers to access services through this route. An excellent organisation will have assessed its ICT capacity and invested where it improves service and performance. For example card access schemes improve marketing and provide valuable management information.

e-Government unit- Cabinet Office

The e-Government Unit works with departments to deliver efficiency savings while improving the delivery of public services by joining up electronic government services around the needs of customers. It also provides sponsorship of Information Assurance. The e-Government Unit takes on the majority of the work previously undertaken by the Office of the e-Envoy.

<http://e-government.cabinetoffice.gov.uk/Home/Homepage/fs/en>

Research into e-Government- LSE public policy group

This site is dedicated to improving knowledge and understanding of e-government and the impact of web-based technologies on government. This site is run jointly by the LSE Public Policy Group (London School of Economics and Political Science) and the UCL School of Public Policy (University College London).

<http://www.governmentontheweb.co.uk/index.asp>

e-Government advice & guidance - IDEA Knowledge.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=73929>

Society of information technology managers

<http://www.socitm.gov.uk/public/default.htm>

7. Investing in innovation and managing risk

Doing things differently and taking risks is a sign of an ambitious organisation. However managing risk particularly where major change or investment is taking place is equally a sign of an excellent organisation.

Project management– Office of Government Commerce

Sets out roles and responsibilities for delivery (governance) of individual projects, milestones and resources; identifies stakeholders; interdependencies; manages delivery; manages project budgets. A good project management method will guide the project through a controlled, well-managed, visible set of activities to achieve the desired results. All parties must be clear about why the project is needed, what it intends to achieve and what individuals responsibilities are in that achievement.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/projects/index.html>

Risk management– Office of Government Commerce

Provides framework for identifying and managing risks. The task of risk management is to identify risks associated with a particular course of actions designed to deliver a particular outcome. Once identified those risks are managed to limit the potential of adverse results and achieve the desired outcomes. Risk management is a cyclical process.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/risk/index.html>

Benefits management– Office of Government Commerce

Provides framework for identifying and managing risks and delivering benefits.

The workbook aims to describe the principles of benefits management in a government context. The focus here is on the "why" of the business change rather than on the "how".

<http://www.ogc.gov.uk/sdtoolkit/workbooks/benefits/index.html>

8. Achieving external funding

Sport is often dependant on external funding to achieve its objectives. This process however must be effective and deliver value for money. It is also easy for funding opportunities to start to what you do preventing you from achieving your objectives.

Sources of government funding- Government funding.org.uk

This site is your online portal to grants for the voluntary and community sector from the following funders:

- [Department for Education and Skills](#)
- [Department of Health](#)
- [Home Office](#)
- [Office of the Deputy Prime Minister](#)
- [Government Offices for the Regions](#)

<http://www.governmentfunding.org.uk/Default.aspx>

Funding guidance-Sport England

http://www.sportengland.org/index/get_funding.htm

9. Asset management

Sport historically has large amounts of plant and equipment. How these assets are maintained and managed is critical. These assets are also a valuable resource in negotiating new investment.

Governance

Governance is about organisational leadership and ensuring that an organisation is effectively and properly run. It is distinct from day-to-day management and operations delegated to staff and volunteers.

Governance includes –

- Creating a clear, shared vision,
- Formulating plans and policies to bring about the organisation's objectives
- Maintaining a sense of urgency about the vision
- Recruiting and supervising the Chief Executive Officer
- Ensuring compliance with policy and the law
- Keeping within budget

Corporate Governance is the system by which companies are directed and controlled – Cadbury Report 1992

Governance is not necessarily about doing; it is about ensuring things are done.

In a small organisation, it is almost inevitable that board members will be involved not only in making decisions and monitoring work, but in doing some or all of that work. But as an organisation grows, the board becomes less involved in its day-to-day activities, delegating to staff responsibility for most tasks. Decision-making may also be delegated to staff, on condition that all decisions are within policy frameworks agreed by the board.

In many organisations, this process of delegation can cause confusion. Where are the boundaries between the responsibilities of board members and those of the chief executive and senior managers? Whose job is it to draw up the strategic plan and budgets, decide what to say to the media when someone makes public allegations against the organisation, decide whether to dismiss an employee?

In fact, because each organisation is different, each organisation must decide for itself.

The National Council for Voluntary Organisations (NCVO) has excellent guidance including an assessment of Governance Models and structures (including a partnership model) and a Governance Code . [askNCVO - View Documents](#)

Under English law, charitable status is determined by an organisation's purposes rather than its constitutional form. A number of different legal structures are acceptable provided that all the basic conditions for charitable status are met.

The appropriate legal structure for an individual charity will depend very much on its actual and proposed activities and operations.

Factors to be taken into consideration are:

- Number of staff to be employed
- Whether property is to be held
- Number and size of contracts to be taken on
- Whether the participation of a membership is desired
- Who is to exercise ultimate control.

As the choice of legal structure is of great importance, it is essential that the promoters should take advice at an early stage as to the appropriate structure.

Importance of choosing the right structure

Time taken in choosing the appropriate legal structure and drafting the governing instrument is never wasted. Failure to take care and time over this at the outset will frequently result in problems and additional legal costs at a later stage.

Organisations should look to the future: a structure which does not seem appropriate now may, in fact, be the most suitable in the long term. However, there are sound reasons why an organisation will wish to set up as say a trust, but if the operations of a charity expand or circumstances change in another way, it will usually be possible to change to become a company limited by guarantee. In many cases, though, this will be a time consuming exercise and involve an application to the Charity Commission and require the registration of a new charity.

Once the structure has been chosen a [governing document](#) should be drawn up. This must be drafted with care.

The objects must be exclusively charitable in the legal sense of the word and wide enough to cover present and future activities.

The administrative provisions must comply with charity law and be both comprehensive and flexible.

It is important that the provisions should cover all eventualities that can be foreseen but there must be an effective amendments procedure so that changed circumstances can be addressed. It is often advisable to keep much of the administrative detail off the face of the main governing instrument and in subsidiary rules so that changes can be more easily effected through issuing standing orders or bye-laws.

Types of structure

The form of a charity can be incorporated or unincorporated. The three most common legal structures for a charity are:

- Trust
- Unincorporated Association
- Company Limited by Guarantee

Recent Government proposals have identified the need for a specific charitable incorporated organisation and this structure is also

Types of structure cont.

Incorporation as a company will entail a degree of administrative burden at the time of establishing the charity and compliance with ongoing obligations. However, the major advantage of incorporating a company is that the [liability](#) of the trustees will be limited to a nominal amount.

The Friendly Society and the Industrial and Provident Society are also appropriate in some circumstances. These bodies, which are registered with the Registrar of Friendly Societies, are exempt charities and therefore not subject to registration with the Charity Commission. Other charities are established by Royal Charter or Act of Parliament. [Legal structures for voluntary organisations](#)

Governance Arrangements options

UK sport/ICSA have produced a Governance Guide for NGBs that is very useful [UK Sport - Modernisation - Resources for Governing Bodies](#)

CSP Composition

CSPs will normally operate through some form of Partnership Board with professional staff employed / linked to it. The main agencies of which a CSP will comprise will normally include:

- Local authorities (Leisure Services & Education, HE/FE sector)
- Sport England, National Governing Bodies of Sport (NGBs), county associations and other related sports groupings
- Equity sports organisations, Sports Coach UK
- Youth Sport Trust and, as appropriate, SSP groupings
- Other regional/local agencies significant to or influential in sport

People management [\(click to go back to index\)](#)

1. People (HR) strategies

People are your most important resource. A strategy is needed to attract them, recruit them, retain them, develop them and keep them motivated.

People management-Employers Organisation for Local Government

The development and implementation of an effective people management strategy will help councils to ensure that they have the right people, in the right places with the right skills, at the right time. To be effective a people management strategy needs to be integrated with a council's overall corporate strategy. The national Pay and Workforce Strategy for local government advises councils to ensure that their workforce plans are focused on achieving the council's objectives and improving services. This will require a strategic people management approach.

<http://www.lg-employers.gov.uk/people/>

Developing a people strategy-Employers Organisation for Local Government

Council staff are the key to improvement, as only they can provide the capacity to meet the increasing needs of communities. The way that employees are managed and developed, therefore, has a key impact on a council's capacity to deliver improvement and provides a pressing focus for integrating people management with the overall corporate strategy. This section shows how councils can develop a people strategy to support improvement, and ensure that people management is dealt with in a holistic and effective way.

http://www.lg-employers.gov.uk/people/hr_strategy/index.html

2. Investors in People

Investors in People is an independent accreditation process to enable you to improve you people management.

Investors in People

Investors in People is a national quality standard which sets a level of good practice for improving an organisation's performance through its people.

Since 1991 tens of thousands of UK employers, employing millions of people, have become involved with the Standard and know the benefits of being an 'Investor in People'. With the continued growth and up take of the Standard in the UK, international interest has been stimulated and continues to grow.

<http://www.iipuk.co.uk/IIP/Internet/InvestorsinPeople/TheStandard/Default.htm>

General advice on employment law (voluntary sector e.g. contracts and human resources issues e.g. redundancy can be found at:-[NCVO's work: Human resources](#)

3. Appraisal schemes and training and development

People like to know how well they are doing and the organisation needs to make sure their staffs have the skills and competencies to achieve their objectives and targets.

Advice on appraisal schemes -ACAS

This booklet is intended to assist anyone involved in the process of employee appraisal. It is one of a series of booklets and handbooks designed to give impartial advice on employment matters to employers, employees and their representatives.

<http://www.acas.org.uk/publications/B07.html>

Performance appraisals-Businessballs

Performance appraisals, performance evaluation and assessment of job skills, personality and behaviour - and tips for '360 degree feedback' and '360° appraisals'

<http://www.businessballs.com/performanceappraisals.htm>

Skills development-Employers Organisation for Local Government

The delivery of consistent and effective service improvement relies on the skills and capacity of the workforce. The changing nature of local government service delivery means that more flexible and higher performing workforces are required. Councils need to be confident that they have, or can build, a highly skilled and flexible workforce to meet existing and future requirements.

<http://www.lg-mployers.gov.uk/skills/index.html>

Training & development-Businessballs

training, coaching, mentoring - developing people

<http://www.businessballs.com/traindev.htm>

4. Equal opportunities & equality standard

Treating people fairly and valuing diversity in your workforce is not only important for your business it is a legal requirement. The equality standard helps you assess the performance of your organisation on all aspects of equality.

Equality Standard-Employers organisation for local government

We have developed an on-line toolkit called e-s@t (electronic self-assessment tool), to help councils with the implementation and self-assessment process.
<http://www.lg-employers.gov.uk/diversity/equality/index.html>

Equality- IDEA Knowledge

'Equalities' is a short-hand term for all work carried out by an organisation to promote equal opportunities and challenge discrimination. Currently, this section deals with two aspects of equality; race and gender.
<http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=75021>

Setting targets for gender equality- Equal opportunities commission

The EOC has produced a Code of Practice that gives guidance on the interpretation of the legislation and advises on good equal opportunities practice. Many employers now commit their organisations to an equal opportunities policy which sets out employment procedures and practices which comply with the requirements of the Acts and the Code; some have also set equality targets by which they can evaluate the effectiveness of their equal opportunities policy against qualitative and/or quantitative objectives.

http://www.eoc.org.uk/cseng/advice/how_to_set_targets_for_gender_equality.asp

How to put equality into practice -Employment- Equal opportunities commission

More and more organisations are describing themselves as Equal Opportunities Employers. What does this mean? This information lists those criteria by which employers and their employees can judge whether this description relates to their organisation.

<http://www.eoc.org.uk/EOCeng/dynpages/Employment.asp>

The Equality Standard

All organisations funded by Sport England are required to achieve the Standard.
www.sportengland.org/the_equality_standard.pdf

5. Communicating with staff

Effective two-way communication with your staff is critical to your organisations performance. But this is as much about how you communicate as about what you say.

Guide to communicating with staff -SOCPO (members only)

Comprehensive guide to auditing your internal communications and a mix of communications tools for consideration. Prepared for SOCPO by Tribal MPC.

<http://www.socpo.org.uk/details.cfm?id=822>

Internal communication mechanisms-Employers organisation for local government

Effective internal communication helps develop capacity for continuing improvement and is a key element of developing capacity for continuing improvement.

http://www.lg-employers.gov.uk/od/employee_communication/index.html

Standards of service ([click to go back to index](#))

1. Customer care

Good customer care is the lifeblood of the sport and recreation service. Get it right first time and every time.

2. Setting service standards and using accreditation systems

Good service depends on setting high standards based on effective consultation. You can seek accreditation such as quality assurance, Clubmark, Chartermark and Crystal Mark.

Safety in Sport- UK Sport

http://www.uk sport.gov.uk/images/uploaded/MOD_Guidance_document_H&S_Mar04.pdf

Crystal Mark

Plain English Campaign is an independent pressure group fighting for public information to be written in plain English. There are more than 6000 registered supporters in 70 countries.

<http://www.plainenglish.co.uk/index.html>

Chartermark

Chartermark is a powerful, easy to use tool to help everyone in the organisation focus on and improve customer service. Achievement of the standard is recognised by awarding the right to display the prestigious Chartermark logo.

<http://www.chartermark.gov.uk/about/index.htm>

Clubmark

Sport England Clubmark is a cross sport recognition of sports clubs that are committed to providing a safe, effective and child friendly environment.

<http://www.sportengland.org/clubmark-factsheet.pdf>

3. Complaints systems

When it goes wrong listen to the complaints and uses them to put it right and make it better.

The Complaint management process- The privacy marketing review

Many companies still regard customers' complaints as unpleasant and as a waste of time and money. They install barriers to the customer' 'decision to complain and some (frontline) employees even make their customers believe that they would not have the right to complain at all. According to Tax and Brown (1998: 76), only 5-10% of dissatisfied customers decide to complain to the company and most of them "are dissatisfied with the way companies resolve their complaints" and "have more negative feelings about an organization after they go through the service-recovery process".

In that case, dissatisfied customers will switch to competitors if alternatives are available and if the company does not apply a number of mechanisms to prevent customers from switching. In any case, customers will engage in negative word-of-mouth communication to warn friends and relatives (Blodgett et al. 1995). Companies, therefore, should try to prevent these negative consequences and the high costs of acquiring new customers by strengthening the endangered relationship with the customer by setting up an efficient complaint management system.

<http://www.reppel.co.uk/marketing-theory/the-complaint-management-process.html>

4. Customer satisfaction surveys

Measuring your success through customer satisfaction is a key indicator of your performance and if we are satisfying our communities.

Measuring customer satisfaction- Office of public service reform

We commissioned MORI to produce a report looking at the ways in which the views of customers can be measured, highlighting which methods might be most suitable for different types of organisation.

<http://www.number-10.gov.uk/files/word/MORI.methodology.word.15.08.02.doc>

4. Monitoring performance

Monitoring your performance on the standards you have set will help you improve.

County Sports Partnerships

It is anticipated that CSPs will:

- Use and promote the usage of performance assessment tools, which may lead to the achievement of quality standards/marks/accreditation for the partnerships and key stakeholders, to evidence best practice and continuous improvement.
- Achieve the NSPCC Child Protection Standards www.sportprotects.co.uk/Scripts/content/Default.asp
- Achieve the Equality standard preliminary level www.sportengland.org/the_equality_standard.pdf
- Achieve a fair rating by April 2006 against the TAES framework.

Performance measurement and learning

[\(click to go back to index\)](#)

1. Performance management systems

Excellent organisations have a culture of performance management running through everything they do.

Performance management-IDeA Knowledge

Welcome to the performance management resource of the Performance Management, Measurement and Information project (PMMI), which is part of the strategic collaboration between the [IDeA](#) and the [Audit Commission](#) and is designed to bring performance management together in a whole new, more effective and more consistent way.

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=76209>

<http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=76227>

Understanding performance management- Office of government commerce

<http://www.ogc.gov.uk/sdtoolkit/workbooks/performance/origins.html>

Building a performance framework- Office of government commerce

This section covers why performance management is important. It seeks to link measures and targets to strategic objectives and should reflect all the activities, outputs and services of the organisation.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/performance/building.html>

Wigan Council's performance project

<http://www.wiganmbc.gov.uk/pub/bestvalue/documents/pplus.pdf>

2. Data management, presentation & reporting

Good performance management has at its heart access to good quality easy to understand and use data about its performance. It regularly uses this data to change the way it operates in order to improve.

Choosing performance measures- Office of Government Commerce

This section deals with selecting the right measures with which to assess the organisation's performance.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/performance/choosing.html>

People and processes- Office of Government Commerce

This section deals with slightly less mechanistic issues than the previous four sections. The process of data collection is defined, specific roles and responsibilities are assigned. Communication and engagement are vital for speeding up the flow of information, within which, stakeholder analysis enables identification of those with whom continuous engagement and communication is essential to manage requirements, expectations and performance measurements.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/performance/people.html>

3. Equality Targets

Where parts of your community are under represented in your service you may wish to set specific targets to improve their accessibility. The equality standard helps you assess the performance of your organisation on all aspects of equality.

Equality Standard- Employers Organisation for Local Government

We have developed an on-line toolkit called e-s@t (electronic self-assessment tool), to help councils with the implementation and self-assessment process.

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Setting targets for gender equality- Equal Opportunities Commission

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http://www.eoc.org.uk/cseng/advice/how_to_set_targets_for_gender_equality.asp

4. Learning from review & evaluation

Collecting endless data is no use if you do not use it to improve. However over time things change. Your community needs change, your resources change and your priorities change. This change needs to be picked up in regular reviews. Over a longer term step back and evaluate if you have achieved what you set out to achieve in your strategy. What worked, what didn't work? What did others do differently? This is how organisations learn.

County Sports Partnerships (Performance Measurement)

CSP have a key role in the monitoring, evaluation and the generation of usable intelligence about the importance of, and the progress being made by, the sector. It is essential that CSPs work closely with Sport England to develop/expand this area of their work so as to ensure that it complements regional and national frameworks.

- CSP, like other grant aided bodies, will be required to evaluate their level of effectiveness through a suite of performance indicators that reflect regional and local priorities over all aspects of the organisations performance. How CSPs intend to measure performance is a key component of the business plan and funding agreement with Sport England. It is essential that all parties co-operate to ensure the positive sharing of data and intelligence, the avoidance of duplication and the collection of data appropriate to drive programmes and meet business need.
- CSPs will need to work collectively to establish a strong business cycle and “partnership” approach to performance management, review and forward planning (reflecting the regional business cycle of Sport England and the RSB).

CSPs will be expected to use the TAES performance framework, and achieve at least a fair rating in all categories by March 2006.

It is anticipated that a CSP will:

- Support the dissemination and effective use of all participation, or other related data, to inform strategic planning and operational priorities for sport.
- Support collection and dissemination of participation data related to young people such as school surveys and PESSCL evaluation.
- Manage data collection systems that allow consistent measurement of progress made by key delivery agencies/projects
- Support the development of relevant/useful national, regional, or local surveys for the benefit of sport and physical activity

Participation data will, almost certainly (in order to ensure that it can be appropriately utilised and overlaid on other available demographic backdrops) need to include information gathered in a valid and consistent manner on individual participants

Sport England has issued [guidance](#) on measuring physical activity levels including sport and it is likely that a national survey will provide regional data. There is also a [monitoring and evaluation toolkit](#) for projects it grant aids that has advice re performance indicators. The LPSA2 guidance issued by sport england is also useful source of suggested sport-related KPIs for a local area. The [CPA assessment framework](#) will also be useful source of comparable data.

Performance management in LSPs- ODPM

Evaluation of Local Strategic Partnerships

**Performance Management: A briefing note for
LSPs by LSPs**

http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/downloadable/odpm_locgov_028901.pdf

Performance data in Social services -Department of Health

<http://www.dh.gov.uk/assetRoot/04/07/02/82/04070282.PDF>

Using performance information-Office of Government Commerce

This section deals with the use of performance data once it has been gathered. The performance reporting and analysis, when compared with the agreed targets and benchmark indicators, helps to identify whether they are being met. Finally, actions will be taken to correct performance where necessary or to ensure ongoing improvement.

<http://www.ogc.gov.uk/sdtoolkit/workbooks/performance/usingperfinfo.html>

Getting the most from your data- DFEE

http://www.standards.dfee.gov.uk/ts/pdf/2220F_B.PDF

Operations - ([click to go back to index](#))

There are three key areas of work that CSPs will focus on: Pathways for young people, club development and workforce development

a) Pathways for young people

All CSPs will:

- Contribute to the delivery of PESSCL
- Develop the links between school, community and performance sport.
- Ensure that school and community sport is driven by, and focused on, NGB plans.

Outcome

- A single system for community sport that understood by all sporting partners and stakeholders

More information on the PESSCL strategy and associated programmes can be found at:

<http://www.teachernet.gov.uk/teachingandlearning/pe/nationalstrategy/nslearningpe>

b) Club development

All CSPs will:

- Support the development of high quality clubs
- Develop high quality school club links
- Work to increase club membership

Outcome

- Increased participation and retention —Start and Stay

c) Workforce development

All CSPs will, through Community Sports Networks, develop the people who support sport—teachers, coaches, officials, volunteers, and professional staff—by:

- Analysing sports' needs
- Matching needs of individuals with sports' needs
- Co-ordinating the strategy for recruitment and training of individuals
- Putting in place systems that will value and support the workforce

Outcome

- An effective and diverse workforce

Supporting National Governing Bodies

A key role for CSPs in ensuring effective player pathways is through support for NGBs modernisation and whole sport plans.

It is envisaged that CSPs will work to support a wide variety of sports offering various levels of 'service' according to their own priorities, local need, the extent to which whole sport plan objectives mesh with their own plans etc.

Support services may include:

- Hosting National Governing Body development staff
- Supporting strategic planning and advocacy
- Supporting, building upon and utilising Whole Sport Plan objectives and targets to enhance school-club links
- Generic partnership development (including local authority networking and cross-sport working)
- Generic club development and accreditation programmes
- The delivery of strategic 'gap analysis' identifying specific club, facility (or facility access), coach or volunteer resources and other barriers to successful achievement of Whole Sport Plan objectives.
- Workforce development (coach, volunteers, professionals)
- Marketing and communication
- Performance measurement / monitoring and evaluation processes

Complementary Partnerships with key sectors

CSPs are in a unique position to forge links with other key partnerships and embed the role sport can play in other social policy areas e.g. health, community safety, children's services, regeneration and renewal, community development, volunteering and economic development.

A key document with good information and sources of evidence relating to sport and other social policy areas particularly health, and community safety is the [LPSA round 2 guidance produced by Sport England](#),