

County Sports Partnerships Core Specification for Core Funding from Sport England April 2011 – March 2012

INTERPRETATION GUIDE

The CSP Core Specification Interpretation Guide has been developed to:

- Provide a clear definition of the specification which sets out the minimum services which the NGBs and Sport England (SE) can expect from all 49 CSPs.
- Seek to avoid differing interpretations of the Final CSP Core Specification by the 9 SE Local Outreach Teams, 49 CSPs and 46 NGBs.
- Provide the basis for The CSP Performance Measurement Framework through which any issues around delivery can be addressed

It should be noted that the CSP's ability to deliver the services will depend, to some extent, on the information provided at local level by the NGBs and SE.

Business Objective 1 – Deliver cross sport services to meet NGB priorities

Deliverables – NGBs in receipt of required effective support at local level in line with CSPs Core Specification and their stated requirements

1.1 Connecting the NGBs to CSPs Area

a. CSPs will gather and analyse detailed information concerning each NGB's priorities for the area i.e. what specific interventions the NGB is seeking to deliver locally and where they wish these to be delivered (This will be achieved through headline information provided by Sport England and one to one meetings with all NGBs that wish to work in

- Using information provided by Sport England, CSPs will have a clear understanding of the specific interventions that the 46 NGBs are seeking to deliver across CSPs area, and CSPs will consider which partners will need to be involved in helping the NGBs deliver their interventions/priorities. Note that not all NGBs will be seeking to work in all CSP areas.
- The focus of CSP effort should be around those sports that identify the CSP area as a priority for local delivery.
- CSPs will not directly support the delivery of NGB interventions, but will link the NGB to

	<p>an infrastructure that can do so.</p> <ul style="list-style-type: none"> • CSPs will need to have a process in place for 1:1 communications with NGBs (this could include meetings, e-mail, phone call etc) to discuss their plans for CSPs area in greater detail if requested
<p>b. CSPs will signpost and introduce NGBs to key partners e.g. LAs within the area that will help the NGBs deliver their interventions. (CSPs will offer an effective first point of contact for NGBs approaching an area).</p>	<ul style="list-style-type: none"> • Sport England will provide CSPs with NGB contacts – this will be as and when the NGB is ready to engage with CSPs. It should be noted some NGBs will be ready to work with CSPs earlier than others, some will have a phased approach to working with CSPs and others will not prioritise all CSPs. CSPs will need to have a process in place to engage with the NGBs as and when the NGB is ready and has indicated their wish to work with CSPs. • CSPs will have a clear process which can be communicated by Sport England to all 46 NGBs showing them how to contact CSPs and who is their first point of contact within CSPs. • CSPs will have a clear process in place through which they will introduce NGBs to relevant partners in CSPs area which can be communicated to all NGBs seeking to work in CSPs area as well as to the relevant partners. • CSPs will ensure relevant partners are aware of the NGB interventions/priorities within their area and understand the process in place for engaging NGBs. • CSPs will ensure NGBs are aware of local opportunities which could support delivery of the NGB priorities. • For NEW NGB higher education (universities) interventions focused around student participation, CSPs will only be required to get involved in discussions with HEIs once relationships have been facilitated by the FE/HE team at Sport England and BUCS. This will be communicated to CSPs through the tracker system and the CSR team. For NEW NGB Further Education (colleges) interventions focused around student participation, CSPs will be contacted by the HE/FE team if and when NGBs are ready to engage with colleges in their area. • Sport England recognises that CSPs have existing relationships with HE and FE that are much wider than the focused 09-13 NGB interventions.
<p>c. CSPs will ensure that NGBs have access to groups of partners e.g. SDO networks, chief</p>	<ul style="list-style-type: none"> • CSPs will need to ensure there is an agreed process in place for engaging with relevant groups/networks of partners within CSPs area.

<p>leisure officers (The role of CSPs may vary between servicing networks and acting as a signposting agency to local opportunities).</p>	<ul style="list-style-type: none"> • CSPs will ensure that relevant groups/networks of partners are aware of NGB priorities in their area and the process in place for NGBs engagement. • CSPs will work with the NGBs to agree which groups of partners/networks are important in helping deliver the NGB priorities. • CSPs will agree a process with NGBs to engage with the groups of partners/networks, as a minimum with LA Sports Officers (titles will vary), Chief Leisure Officers (or equivalent), relevant young people sport networks and leisure operators. This will vary from CSPs representing the interests of the NGBs with relevant groups to CSPs introducing a NGB officer to a particular network to discuss joint work. • It is accepted that CSPs can influence and advocate but cannot guarantee that local partners will work with NGBs. The outcome for this service is that CSPs do all that they can to engage local partners with NGBs that wish to work locally.
<p>1.2 Club and Volunteer Development CSPs will support the following areas to ensure alignment to local NGB need:</p>	
<p>a. Work with NGBs to identify their needs in terms of training and education to support clubs and volunteers</p>	<ul style="list-style-type: none"> • Using information provided by Sport England and through 1:1 communications with NGBs (where relevant and requested) CSPs will have a clear understanding of the generic courses which need to be provided and the sports specific courses that need to be promoted for clubs and volunteers across CSPs area based on demonstrated need.
<p>b. Coordinate a programme of courses for clubs and volunteers to agreed standards. (Assess local need, administer course programme - delegates cover cost of attending)</p>	<ul style="list-style-type: none"> • CSPs will ensure that generic courses for clubs and volunteers based on NGB interventions/priorities and local need are provided across the CSPs area and these will be either delivered directly by CSPs core team or through a partner agency. • CSPs will ensure the promotion of generic and sport specific courses for clubs and volunteers based on NGB and local need is provided (e.g. website, newsletters, e-mail alerts, via partner networks). • CSPs will support the coordination of courses to avoid duplication across Local Authority boundaries and get an accurate picture of need to support NGB delivery.
<p>c. Engage and promote the resources to support club and volunteer development available on runningsports, including volunteer management, recruitment, retention and</p>	<ul style="list-style-type: none"> • CSPs will have a quality assured approach to recruiting, developing and deploying volunteers into community sport so that regardless of the intervention/ initiative they have a standardised approach to volunteer management. • CSPs will have an understanding of the relevant range of products available through the

<p>recognition</p>	<p>runningsports programme and how they can be used by NGBs to support volunteer and club development needs.</p> <ul style="list-style-type: none"> • CSPs should have comprehensive usage of a volunteer management system (VolunteerWeb) and be able to utilise reporting functions to support NGB activity.
<p>d. Provide support to NGBs and the local sports infrastructure around funding and finance, including</p> <ol style="list-style-type: none"> a. Local funding opportunities that will help clubs and volunteers to access local education opportunities at reduced cost b. Potential sources of funding and support for club and volunteer development c. Communicate knowledge of opportunities to NGBs that wish to work in CSPs area d. Support NGBs to signpost clubs to online guides, links to funding opportunities, links to runningsports guides on how to prepare funding bids. 	<ul style="list-style-type: none"> • CSPs will have a process in place to understand and keep updated on alternative funding sources relevant to club and volunteer development as identified through NGB interventions/priorities and local need across the sports which have prioritised CSPs area. • CSPs will have a clear process in place for engaging and communicating potential funding sources with NGBs who wish to work in CSPs area. • By understanding NGB interventions/priorities CSPs will consider the potential for cross sport applications where appropriate. • CSPs will either bid (where eligible) or support a bid for local resources to support delivery and promotion of generic courses for clubs and volunteers as identified with NGBs and local partners. • Potential funding sources will need to be considered and agreed with the NGBs and will be those which help deliver the NGB interventions/priorities for club development. CSPs will provide the NGB with local intelligence and the extent of this will vary depending on the funding criteria and requirements. CSPs will also identify local partners who could support and/or contribute to the bid and provide contact details
<p>e. Ensure up to date knowledge of NGB clubs is in places across CSPs area and is accessible to the local community, through coordinated work with NGBs and other partners, including the location, offer and whether they area accredited.</p>	<ul style="list-style-type: none"> • CSPs will have good local intelligence regarding clubs in their area. Their data should also include the Clubmark CSP reports that are produced to enable CSPs have a better understanding of accredited clubs in their area.
<p>f. Engage local voluntary infrastructure including volunteer centres to support NGB volunteer and club needs</p>	<ul style="list-style-type: none"> • CSPs will understand the NGB interventions/priorities for volunteers and clubs. • CSPs will have a good understanding of the voluntary and third sector support organisations within their area. • CSPs will be able to align appropriate local opportunities with the NGB

	<p>interventions/priorities. Contact details and information will be provided where relevant.</p> <ul style="list-style-type: none"> • CSPs will have links with local volunteer centres and local voluntary and community organisations to support the NGBs to deliver identified outcomes.
<p>g. Assist groups of NGB identified clubs to adopt best practice in volunteer management, engaging with the wider local volunteering infrastructure and developing a standard approach to promoting these opportunities.</p>	<ul style="list-style-type: none"> • CSPs should keep up to date local intelligence (the knowledge a CSP has of a sport and its set up and opportunities in the local area) of volunteer support and resources. • CSPs should be able to support sports volunteering involving organisation to articulate the opportunities available. • CSPs should have links with agencies who regularly promote volunteering opportunities. • CSPs will work with NGBs to identify potential clubs that need support. • CSPs will support identified groupings of clubs in accordance with NGB priorities but will look to share examples of good practice across sports.
<p>1.3 Children and Young People</p>	
<p>a. To work in partnership with other local partners to help deliver the School Games and in particular be part of the level 3 organising committee.</p>	<ul style="list-style-type: none"> • To work in partnership with other local partners to help deliver the School Games and in particular be part of the level 3 organising committee. This statement does not place CSPs as responsible for the local delivery of the games; it means to work in partnership to help ensure the event is successful. • CSPs will ensure that they have appropriate representation on the Local Organising Committee and ensure that they attend meetings as and when required
<p>1.4 Facilities</p>	
<p>a. Advocate for sport on schools sites (or at least have a mechanism for doing so) and help to identify school sites with facilities that are suitable to host NGB and community clubs</p>	<ul style="list-style-type: none"> • CSPs should advocate and promote the “Win Win” toolkit to local partners such as clubs, sports forums, schools and community sport networks, particularly where non asset owning clubs may have an interest in accessing a facility which is a suitable base for their activities. • Where appropriate CSPs can broker such arrangements by bringing clubs together that individually do not have the ability to make a robust business case on their own but collectively they can provide evidence via a business and sporting case that they can deliver an attractive income rental to the owner/operator. CSPs should advise Sport

	England where they plan to do this.
<p>b. Understand NGB facility requirements for CSPs area, (through the SE local outreach team and any facility strategy) and broker support for these through local opportunities for resources where these exist. (In relation to the role outlined in section 1.1 above</p>	<ul style="list-style-type: none"> • CSPs will understand the strategic priorities established by NGB National Facility Strategies in their CSP area through information provided by Sport England and through the NGBs. • CSPs will advocate to partners the requirement for strategic facility planning to be based on needs and evidence, eg Active People, Active Places etc). This statement does not imply that a CSP should be writing or supporting the writing of the facilities strategies, merely advocating the use of available evidence e.g. Active People • Sport England will provide training to all CSPs in March 2011 so that they will understand the products, tools and services which are available on the Sport England website and signpost partners to these tools where relevant. Sport England will ensure CSPs are updated should existing tools be modified or new ones developed. • CSPs will keep updated on proposed capital developments and opportunities through their local networks/partners and ensure NGB priorities are fed in at the earliest opportunity using their partner contacts and networks and that this local intelligence is fed back to local teams via RM Facilities & Planning at Sport England. • CSPs will have a process in place for introducing and signposting NGBs and Sport England to relevant partners where opportunities have been identified for joint work which will address NGB facility priorities.
<p>c. CSPs will have headline knowledge of Asset Transfer and CASC (Sport England will provide the training required to understand each area) and will be able to signpost partners to expertise where required</p>	<ul style="list-style-type: none"> • CSPs should promote and advocate use of the Community Sport Asset Transfer toolkit with local partners – both local authorities and community groups/sport clubs; • CSPs should host a web-link on CSP websites to the Sport England Asset Transfer toolkit web page; • CSPs should promote and organise the Running Sport Workshops for relevant local sports clubs and organisations particularly where the local authority is taking a strategic and proactive approach to asset transfer thereby creating opportunities for community groups. It is expected that these courses will need to run on a full costs recovery basis. • CSPs should explore the appetite and opportunities for community asset transfer in their geographical area with both local authorities and community sports groups and share this

	<p>intelligence with Sport England local outreach teams</p> <ul style="list-style-type: none"> • A protocol will be developed by Sport England and issued in addition to this Interpretation Guide which provides further guidance and clarification on partners respective roles and responsibilities regarding engagement with the asset transfer of land and buildings to community and voluntary sector sports clubs • CSPs should raise awareness, via positive promotion and advocacy of the benefits of being a CASC; • CSPs should encourage NGBs and Local Authorities to promote the CASC scheme; • CSPs should promote via the CASC Running Sport course being provided locally for clubs to attend; • CSPs should update material on CSP websites, develop links to Sport England, Sport & Recreation CASC info and HMRC websites <p>Sport England is currently developing a Landscape protocol for asset transfer at local level which will provide further clarity in this emerging area. We will consult with CSPN in the development of this tool.</p>
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1.5 Investment

CSPs will support the following areas to ensure the achievement of NGB and Sport England targets:

<p>a. Respond to requests from Sport England on the merits and local fit of applications to sport national Lottery funding opportunities e.g. funding rounds and small grants. (CSPs to provide a first point of contact for Sport England to use where necessary) Inform local projects about potential Sport England National Lottery and Exchequer funding opportunities where they meet with funding requirements (Sport England will provide training for CSPs to assist in their understanding of all programmes)</p>	<ul style="list-style-type: none"> • Where requested by Sport England for information relating to a funding application for a project based within CSPs area, CSPs will provide any local intelligence (the knowledge a CSP has of sport and its set up and opportunities in the local area) they have in relation to the project. The extent to which requests are made will vary depending on the type of funding (eg it is unlikely requests will be made for Small Grants however information may be sought in relation to other funding programmes). • CSPs will be expected to provide only the knowledge they hold and are not expected to liaise more broadly with partners unless specifically requested to do so. • CSPs will have a process in place and provide a CSP Core Team named contact for requests from Sport England on funding applications within CSPs area and to manage requests within the timescales required. • Sport England will offer training to all CSPs on Sport England funding programmes • CSPs will have a detailed understanding of the Sport England lottery programmes, criteria and requirements as set out on Sport England funding website.
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	<ul style="list-style-type: none"> • CSPs will ensure partners are aware of funding available through Sport England (CSP website, information bulletins, e-mail alert, updates, at network meetings etc) signposting partners to Sport England funding website for the detail. • CSP to have knowledge of potential projects and programmes in their CSP area and to inform partners of potential Sport England funding where these appear to meet Sport England funding criteria ensuring they are aware of the eligibility criteria. It is accepted that CSPs cannot be aware of all projects and programmes in their area therefore this knowledge should be based on what is reasonably practicable within the day to day working of the CSP. • As part of the application process applicants are required to consult with their CSP. CSPs should establish a process to enable this consultation to take place which is then communicated locally to partners. The applicant is required to state who they spoke to and the feedback received. • CSP to have a process in place to keep NGBs informed of potential projects and applications and provide contact details where relevant. • CSPs may be requested by Sport England to signpost/introduce partners to an application where a need to work with a broader range of partners has been identified. CSPs will need to have a process in place to respond to such requests. • CSPs will be informed of successful SE lottery applications within their area in relation to Small Grants and Sports Match and this may be extended to include the other funding programmes.
<p>b. Have knowledge of, and be able to direct partners to, appropriate alternative funding sources to generate additional inward investment into sport. (CSP to be aware of local opportunities for funding that may fit with sport requirements).</p>	<ul style="list-style-type: none"> • CSP to have a process in place to understand and keep updated information on alternative funding sources through their local networks/partners. • CSP to ensure information is accessible to partners, with a focus on NGB partners, about potential alternative funding sources eg website, links to relevant funding sites, e-mail alerts, newsletters etc
<p>1.6 Knowledge Management</p>	
<p>a. CSPs will hold relevant information for the area regarding local partner plans, priorities and aspirations in order to reflect these as</p>	<ul style="list-style-type: none"> • CSPs will have a clear understanding of partner priorities and in particular those outlined in the Sustainable Community Strategy, local priorities, Local Economic assessments, Sports Strategies, Sports Facility Strategies, Playing Pitch Strategies and forthcoming

<p>opportunities and issues to the NGBs. (Linked to the role identified in section 1.0)</p>	<p>health and wellbeing strategies/JSNA.</p> <ul style="list-style-type: none"> • CSPs will align local partner priorities to the NGB interventions/priorities identified (and vice versa) for the CSP area and understand where there are opportunities or issues.
<p>b. CSPs will act as a broker to identify links between local partner plans, priorities and aspirations and NGB priorities for the area to maximise the opportunities for joint working. (Linked to the role outlined in section 1.0).</p>	<ul style="list-style-type: none"> • CSPs should have a through understanding NGB and local partner priorities, will identify where there is the potential for greater joint work and which partners need to be involved. • CSPs will have a process in place for bringing together the NGB(s) and relevant partners and as a minimum this would be providing the relevant information showing how priorities match, getting agreement from partners to work together and providing relevant contact details.
<p>1.7 Data Management</p> <p>a. CSPs will work with NGBs to help them utilise Active People and Market segmentation data at local level to further support any nationally agreed approach between Sport England and the NGB</p>	<ul style="list-style-type: none"> • Training will be offered for CSPs by Sport England to give them a basic understanding of the Active People and Market Segmentation tools. • CSP support in this area will be specifically requested where a NGB has identified an approach nationally that they wish to replicate locally. • Sport England will agree the required approach to Active People and Market Segmentation data with NGBs at national level. Where this agreed approach has a local requirement for support to NGBs through CSPs, Sport England will cascade this information through CSPs NGB tracker for CSPs to provide support to local NGB officers as appropriate. •

Business Objective 2 – Develop and maintain the strategic alliances and local networks NGBs and SE need to drive delivery and secure resources

Deliverables – Sport England outcomes embedded within local practices, sustainable community, and other, strategies.

2.0 Strategic Networking

<p>a. CSP to act as an advocate for Sport England at a local level with stakeholders who can help</p>	<ul style="list-style-type: none"> • As highlighted in 1.1 above CSPs will have a clear understanding of the 46 NGB priorities in their area and will identify the partners locally who can help the NGBs deliver.
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<p>deliver Sport England’s Olympic and Paralympic Legacy plan ‘People, Places, Play’ and NGBs 2009-13 interventions and targets</p>	<ul style="list-style-type: none"> • CSPs will ensure the relevant partners are fully aware of the NGB priorities and will advocate the added value of working in partnership. • CSPs will have received training from Sport England and have an understanding of Sport England programmes, including those within Places People, Play. • CSPs will understand how community sport is reflected within the sustainable community strategy, in local priorities and within the local strategic partnership and various themed partnerships including for example the forthcoming health and wellbeing boards and joint strategic needs assessment (JSNA). • CSPs will have an agreed process in place ensuring that community sport (in particular Sport England/NGB outcomes and priorities) is considered within the work of the local strategic partnership or relevant partnership groups. • CSPs will have an agreed process through which community sport can be considered within the development/refresh of the sustainable community strategy and other relevant strategies such economic assessments; sports strategies. This will vary from direct involvement of CSPs to a CSP supporting a sports champion from within the broader partnership advocating the role of community sport. • Sport England acknowledges that CSPs can advocate and seek to influence local strategy and policy but cannot guarantee that sport will be included in the final result.
<p>b. Work in partnership with the relevant Sport England local outreach team to agree an approach towards local government work in the area</p>	<p>(The following was developed through a joint Sport England/CSP planning session) Partnership between CSPs and Sport England local outreach team will follow these principles:</p> <ul style="list-style-type: none"> • Adopt a flexible approach where no one size fits all, recognising Sport England will undertake focussed activity with LAs and where this takes place may change over time. • Working collaboratively, avoiding duplication. • Complement each other’s approach and use the skills each agency has to best effect locally • Have a clear understanding as to why an area is a focus for Sport England
<p>c. CSPs should be an advocate of Sport England’s core offer, the tools and resources within <i>Community Sport – in it for the Long Run</i>, and promote access and utilisation with all LAs and related stakeholders within their area. A joint approach with the local office enables consideration of more focussed activity.</p>	<p><u>For all Local Authorities</u> Sport England will:</p> <ul style="list-style-type: none"> • Make ‘In it for the long run’ tool available to all via the website • Keep in touch with LAs via email on latest developments and news • Have direct contact with LAs at CLO meetings etc

<p>d. Share with the Sport England local outreach team relevant intelligence concerning Local Authority partners in their CSP area. This should include protecting existing investment in community sport and exploit new opportunities e.g. commissioning arrangements, new models of delivery, community budgets</p>	<ul style="list-style-type: none"> • Where Sport England has the capacity consideration to be given to providing specific technical advice where a CSP has identified this is required <p>CSPs will:</p> <ul style="list-style-type: none"> • Maintain the relationship with the LA • Support the LA to understand Sport England tools and when to apply them • Gather intelligence • Provide Sport England with intelligence about the LA's in their area • Ask Sport England for specific technical advice where it is needed <p><u>Where Sport England is focussing activity in a local area</u></p> <p>Sport England will:</p> <ul style="list-style-type: none"> • Have a direct relationship with and offer specific support to a local authority • Keep CSPs Informed of action with the LA where non confidential • Provide technical support to the LA <p>CSPs will:</p> <ul style="list-style-type: none"> • Provide Sport England with intelligence before they meeting an LA • Attend the meetings where Sport England ask for support • Support Sport England to achieve their outcome when aware of this <p>Further development of the agreed roles and responsibilities will be cascaded through regional Sport England/CSP meetings.</p>
<p>e. CSP to ensure there are appropriate local network arrangements in place to support the delivery of Sport England outcomes and NGB 2009-13 targets. As a minimum the following stakeholders need to be engaged; local authorities, facility operators, related leisure providers, sports facilities, voluntary sports clubs, HE/FE, equality partners and relevant young people sport networks.</p>	<ul style="list-style-type: none"> • Whilst there is a list of stakeholders to be engaged, the ways in which a CSPs will do this will be appropriate to the local circumstances. This will range from email networks to groups which meet regularly such as Community Sport Networks or equivalent where they exist.

Business Objective 3 – Deliver cross sport coaching services to meet local need

Deliverables – Effective local workforce in place to support delivery of NGB 09-13 plans

3.0 Coaching

<p>a. Support an increase in the number of qualified coaches within your CSP, based on the workforce development needs of an NGB</p>	<ul style="list-style-type: none"> • CSPs will facilitate, signpost and where necessary introduce NGBs to key partners e.g. LAs within the area that will help the NGB deliver upon their articulated coaching workforce developments needs. • CSPs will promote NGB sport specific and generic courses (via more than one medium) based on a needs led approach. • CSPs will, when involved ensure courses are provided to a minimum operating standard
<p>b. Develop a local solution by which coaching data can be managed and coaches can be tracked to provide local intelligence reports back into NGBs/Sport England.</p>	<ul style="list-style-type: none"> • CSPs will have an agreed process in place to provide NGBs on a quarterly basis with the most up-to-date coaching information possible. This information will include as a minimum the 12 areas covered by the data fields paper produced by scUK
<p>c. Increase the number of NGB active coaches accessing needs led continuous 'professional' development opportunities.</p>	<ul style="list-style-type: none"> • CSPs will provide a local solution to ensure coaches they have recorded are fully aware of and are encouraged to attend the necessary CPD opportunities to equip them in delivering on Sport England's participation agenda.
<p>d. Facilitate the establishment of a Support Network for coaches within CSPs to provide a community of learning</p>	<ul style="list-style-type: none"> • CSPs will establish a community by which local coaches are able to communicate and connect with each another on general and specific coaching issues. • The community should be facilitated to ensure both active and non-active coaches are benefiting for the latest information, advice and ideas. • CSPs will provide quarterly communication to coaches with a minimum of the following information: <ul style="list-style-type: none"> ○ Funding opportunities present and future ○ Any significant policy/legislation changes ○ Brief profiles/biographies/case studies ○ Any relevant generic/specific NGB information ○ Up and coming courses

<p>e. Identify and promote funding schemes/grants that will aid local coaches in obtaining CPD opportunities at a reduced cost.</p>	<ul style="list-style-type: none"> • CSPs will have a process in place to maintain a database of funding streams that can be accessed by local coaches to supplement, or cover proposed course fees. • CSPs will either bid (where eligible) or support a bid for local resources to support the delivery and promotion of coaching courses as identified by NGBs • CSPs will have a clear process in place for communicating potential funding sources to NGBs and their coaches within your area. • Where appropriate, CSPs will look at the potential of cross sport funding opportunities.
<p>f. Create a pathway from the Sport Makers programme into entry level coaching opportunities</p>	<ul style="list-style-type: none"> • CSPs will utilise the data management system provided by the Sport Makers programme to track the deployment of leaders, relevant to entry level coaching. • CSPs will ensure that this information is fed back to NGBs as part of the agreed process • Utilising the information gathered, CSPs will ensure that these leaders are signposted and supported into entry level coaching opportunities and CPD
<p>g. Support local coaches seeking to increase their coaching hours by promoting (where possible) the availability of local coaching opportunities within your CSP area</p>	<ul style="list-style-type: none"> • CSPs will provide a local solution to act as a facilitator for coaches and employers, so that they are able to access any local employment opportunities available. • Using local provided information, CSPs will make available any opportunities to the coaches they are in contact with. This is not intended to suggest the need to establish a coaching agency or similar.
<p>h. Provide employment and deployment guidance to coaching providers operating within CSPs area</p>	<ul style="list-style-type: none"> • CSPs will signpost, or provide coaching providers with the latest scUK employment and deployment guidance.

Business Objective 4 – Manage and operate CSPs, ensure sound governance, audit and compliance

Deliverables – Effective CSP that operates a strong sub-regional partnership for sport delivering against the outcomes of the core funding specification

4.0 CSP Operations

<p>a. CSP to have an independent (wider than single</p>	<ul style="list-style-type: none"> • CSPs will have an appropriate MOU/Partnership agreement (or Memorandum and articles
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<p>partner control) and effective board/decision making processes and agreed governance arrangements.</p>	<p>of association for independent CSPs) that sets out governance arrangements, decision making processes for delivery and finances, line management and hosting arrangements for the core team staff.</p> <ul style="list-style-type: none"> • Board membership will involve a range of partners with a range of skills and experience and have no single partner control
<p>b. Comply with the Sport England governance requirements as negotiated and agreed with CSPN and detailed in the award letter and interpretation guide</p>	<ul style="list-style-type: none"> • CSPs will continue to operate in accordance with the governance arrangements submitted as part of the pre-condition award compliance unless alternative arrangements are agreed between CSPs and Sport England.
<p>c. Manage Sport England funding in compliance with award conditions and following the principles for managing public money (see http://www.hm-treasury.gov.uk/psr_mpm_index.htm)</p>	<ul style="list-style-type: none"> • CSPs will ensure that there are processes in place for effective financial management and ensure that all Sport England funds are used for the purposes intended and properly managed and accounted for. If the finance service is contracted from a third party CSPs must ensure it retains the ownership rights to all underlying financial records.
<p>d. Cooperate in an on site audit of governance if requested by Sport England (will apply to a small sample of CSPs only)</p>	<ul style="list-style-type: none"> • Individual CSPs will be notified in advance of any on-site audit. • Sport England will provide a list of the areas which will be covered by the on-site audits to all CSPs. • Sport England will work with CSPN to ensure that the audit process for CSPs is relevant and specific to CSP operations.
<p>e. 'Having achieved all levels of the Safeguarding Standards CSPs will be required to ensure that this work is maintained and embedded in their organisation reflecting the new safeguarding framework. This will include the completion of a self assessment, informing a safeguarding implementation plan, using the ongoing support of the Child Protection in Sport Unit</p>	<ul style="list-style-type: none"> • As detailed to the left. Further information to follow once the process is finalised.

<p>f. Equality standard – CSPs should achieve and maintain the foundation level of this standard.</p>	<ul style="list-style-type: none">• CSPs will not need to pay for accreditation – Sport England will be training staff who will be able to carry out the assessment. The requirement for the foundation level of the standard will require the following 3 areas:• Evidence that responsibility for equality sits at the highest level of the organisation i.e. at CEO/Board level. This can be demonstrated through the MoU or terms of reference for a board.• A copy of the equality policy (previously included in the self assurance process) and evidence of its circulation• Audit data for staff, Board, volunteers and members – this will be a simple audit that identifies a CSPs current position in relation to equality. Full details will be discussed and agreed with CSPN before implementation.• This process has yet to be confirmed, Sport England will contact all CSPs once details are available to allow them to commence work against this outcome.
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