CSP Performance Management & Improvement Framework 2018-21
““I am delighted to introduce and endorse this new, single performance management and improvement framework for CSPs. It is the result of a comprehensive process undertaken jointly by Sport England and CSPN with the support of valued colleagues at Right Directions. It has been very much shaped by CSPs and their partners particularly local authorities. This new framework underpins Sport England’s new relationship with CSPs and I hope it will help facilitate a much better understanding of the collective challenges and opportunities we face to achieve a more active nation.”

Mike Diaper, Executive Director, Sport England
Following discussions between Sport England and CSPN, and sector consultation, a new, refreshed, customised model for CSPs has been developed as part of the (PMIF) Performance Management & Improvement Framework.

The 2-yearly assessment, starting from September 2018, will be fully independent and managed by a small, well trained and experienced team of Assessors acting as “critical friends”.

Context
How CSPs will be measured

The framework has been designed to measure the CSP performance in two key areas (as set out below), in the context of Sport England’s priorities and the Government’s five outcomes.

Organisational effectiveness will be measured across five key themes and underpinning benchmarks through Quest.

What the CSP PMIF will measure:

- CSP Organisational Effectiveness:
  - Collaborative Leadership
  - People & Skills Development
  - Understanding Place & People
  - Partnerships & Brokering
  - Continuous Improvement & Learning

CSP contribution to local priorities and outcomes (strategic outputs)

More people from every background regularly and meaningfully engaging in sport & physical activity

Contributing to

A more productive, sustainable and responsive sports sector

5 Government Outcomes
Strategic Outputs

Strategic outputs set out below are incorporated into the 5 Quest modules and will feature strongly in the Round Table meeting.

- **Insight**
  - Evidence that the CSP is leading or making a major contribution to evidence, data and insight across partnerships
  - Evidence of the insight being used to inform and influence change

- **Workforce**
  - Evidence that the sport & physical activity workforce understands, engages and contributes by building sport & physical activity into other services and interventions

- **Advocacy**
  - Evidence of non-sector partners understanding and advocating the value of sport & physical activity

- **Policy & Investment**
  - Evidence that the CSP is engaged in transformational change programmes in their area
  - Evidence of changes in policy emanating from the direct involvement of the CSP
  - Evidence in key policy documents and plans for sport & physical activity being seen as important to the delivery of local outcomes
  - Evidence of maintained or increased net investment levels in sport & physical activity
  - Evidence of co-productions going beyond shared budgets

- **Delivery**
  - Evidence of existing providers being more productive, sustainable and responsive (customer-focused)
  - Evidence of the mainstreaming of what works and the decommissioning of what doesn’t
  - Evidence of relationships with new / potential providers outside the “traditional” sport & physical activity sector, to include those who are engaged in different relationships with communities and have a particular reach or specialism

- **Community Engagement**
  - Evidence that the CSP has enabled community engagement to be central to the work with individuals and communities to support the co-design and co-production of interventions
  - Evidence that the CSP is enabling the use of behaviour change models through their work

- **Learning**
  - Evidence that evaluation has been built in from the outset and learning refines delivery and improvement across the sector
Process*

The framework has five key elements:

1. Quest self-assessment
2. Quest external assessment
3. Round Table review meeting
4. Tailored improvement support
5. Quest Directional Review

* All quotes reference Sport England’s Quest website http://www.questnbs.org/
1. Quest self-assessment

“It is important that there is a clear process for carrying out the self-assessment. It should be carried out by a cross section of people working in the team along with partners and, where relevant, Board members of the CSP. Above all it is important to avoid the most senior management team simply sitting in a closed room assessing themselves.”

We will need to “provide evidence of the organisation’s commitment to service improvement and its ability to improve and feed directly into a Service Improvement Plan that will be signed off by the Board and shared with Sport England for discussion at the Round Table meeting, once the findings of the Assessor have been considered.”

Due: from Sept 2018
2. Quest external assessment

“An external 2-day assessment will be led by an assessor covering core modules.”

It will include:
• Presentations in key areas
• Partner Focus Group and Stakeholder Calls
• Staff Focus Group
• Evidence Folders and Case studies in key areas
• A full report identifying strengths and areas for improvement for the Executive and Board to use with a direction of travel indicator.

Due: by January 2019
3. Round Table review meeting

“The primary purpose of the annual Round Table meeting is to enable both the CSP and Sport England to review the impact of the CSP’s work in the local area through the lens of the PMIF and any other relevant information.”

“The CSP Board should be actively engaged in the process from the outset and will be informed when the Round Table meeting is taking place. The Chair and/ or representatives from the board should participate in the meeting and lead on the ‘response’ to the Round Table meeting letter.”

**Due: 6-10 weeks following Quest Assessment**
4. Tailored Improvement Support

“A package of support (from Sport England and/or CSPN) based on the outcomes of the Quest assessment and Round Table meeting. This will be bespoke for each CSP and also determine the frequency with which Sport England and CSPN will meet and work with or support each CSP.”

Due: following Round Table meeting
5. Quest Directional Review

“An improvement workshop… providing the opportunity to undertake an independent review and challenge process in between external assessments… which should involve representatives from both Sport England and CSPN… and might replace Round table meetings in the future”

It will comprise:
• Presentation on Collaborative Leadership by the CSP
• Portfolio of evidence provided on Strategic Outputs.
• Review of Stakeholder Survey & Staff Survey
• A meeting with Senior Staff and Board Members to discuss the CSP’s “Improvement and Action Plan” to determine progress, priorities, milestones and measures for the next 12-24 months.

Due: usually 12 months after Quest Assessment