FOREWORD: RAISING THE BAR

2017 marks a year in which we have begun an ambitious and challenging transformation of the role of the County Sports Partnerships (CSPs) across England.

Over recent years, our network has become known as a reliable local delivery mechanism, successfully delivering key services to partners and implementing high impact local and national programmes across a range of settings.

Whilst many of these services and programmes will continue, the new Sport England strategy has raised the bar. Providing participation opportunities is no longer enough; we need to make a number of significant changes (see page 18) if we are to address worrying levels of inactivity in our society, tackle the stubborn inequalities that still exist in sport, and maximise the social and economic impact of our work.

But we can’t do this alone; we will need to use our local presence and networks to make physical activity everyone’s business – from local politicians and leaders, funders, employers, local communities and those most closely connected to our target groups. We will need an in-depth understanding of customer need and be able to demonstrate the impact sport and physical activity can have on local priorities.

To be successful, we will need to help the sector respond to the needs of potential customers, and use our detailed understanding of the local context to influence and broker cross sector relationships.

This more strategic and demanding role will take a concerted effort, but with the backing of our key funder Sport England, the commitment of CSP Boards and Teams and the support of our partners, we are confident we can rise to the challenge.

Richard Saunders MBE (Chair) and Lee Mason (Chief Executive)
WHO WE ARE

A nationwide network of 44 local independent County Sports Partnerships (CSPs) employing 739 people.

The CSP Network is the charitable umbrella body with a small national team who represent, support and provide leadership for the CSPs to help increase their individual and collective impact.

“”

The CSPs come together as a powerful nationwide network working in close partnership with Sport England and other key partners.
VISION
An active lifestyle is the social norm for everyone

MISSION
Transforming lives through sport and physical activity
WHAT WE DO

PROGRAMME DELIVERY
Getting the nation active by delivering or commissioning high impact national and local programmes designed to meet customer needs.

WORKFORCE DEVELOPMENT
Developing a high quality, diverse workforce of clubs, coaches, volunteers and professional workforce, to provide inspiring customer led activities.

STRATEGIC LEADERSHIP
Co-ordinating the effective delivery of local sport and physical activity by brokering relationships and influencing stakeholders.

INSIGHT AND INFLUENCE
Understanding the customer needs of the local area, and influencing and guiding decisions to maximise investment into sport and physical activity.

AWARENESS AND ADVOCACY
Raising the profile of sport and physical activity through innovative local and national promotional campaigns.
OUR VALUES

COLLABORATIVE
Independent partnership builders acting with integrity and brokering productive relationships.

ENTERPRISING
A dynamic approach to sustainable growth.

HIGH PERFORMING
Committed to excellence, continuous improvement and maximising impact.

CUSTOMER FOCUS
A focus on providing great experiences based on customer need.

EQUALITY
Ensuring that everyone has an equal chance to take part.
£150 Million levered in by CSPs for the benefit of local partners since 2013.
2016-17 IMPACT AT A GLANCE

FINANCIAL SUSTAINABILITY
- 2% average improvement in Efficiency between 2013 and 2017.
- Non-Sport England funding increased from £16m in 2013 to £21m in 2017.

STAKEHOLDER VALUE
- £150m levered in by CSPs for the benefit of local partners since 2013.
- 94% of local partners either very satisfied or satisfied with the added value provided by CSPs.

QUALITY
- All CSPs have achieved sector recognised standards for Safeguarding and Equality.
- All CSPs working towards Tier 3 UK Code of Governance Standards.

PERFORMANCE & IMPACT
- **2016-17 Impact at a Glance**

**Financial Sustainability**
- 2% average improvement in Efficiency between 2013 and 2017.
- Non-Sport England funding increased from £16m in 2013 to £21m in 2017.

**Stakeholder Value**
- £150m levered in by CSPs for the benefit of local partners since 2013.
- 94% of local partners either very satisfied or satisfied with the added value provided by CSPs.

**Performance & Impact**
- **10,458** new satellite clubs have been created involving **564,059** participants since 2012.
- **779,817** young people have completed a Sportivate coaching sessions since 2011. In 2016-17 **53%** of participants were inactive.
- **63,400** people registered for the Workplace Challenge programme since 2014 including **23%** inactive people.
- **942,093** young people participated in Level 3 School Games Festivals since 2011, including **10%** disabled young people and supported by **11,943** young volunteers.

**Quality**
- All CSPs have achieved sector recognised standards for Safeguarding and Equality.
- All CSPs working towards Tier 3 UK Code of Governance Standards.
FUNCTION

Workforce Development
CSPs play a key role in developing a high quality, diverse workforce of clubs, coaches, volunteers and the professional workforce to provide inspiring customer led activities.

Strategic Leadership
At a local level, CSPs co-ordinate the effective delivery of sport and physical activity in their area by brokering relationships and influencing stakeholders.

Insight and Influence
CSPs play a key role to understand the needs of the local area and its communities and to use this intelligence to influence and guide decisions to maximise investment into sport and physical activity.

Awareness and Advocacy
CSPs help to raise the profile of sport and physical activity through innovative local and national promotional campaigns.

CASE STUDY

The Birmingham Way
A systematic approach to workforce development

Active Cheshire
Part of the MOVEment

Active Devon
Active Aging Bid

#PassOnYourPassion
12 northern CSPs raise the profile of women coaches
<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>IMPACT OVERVIEW</th>
<th>CASE STUDY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workplace Challenge</strong></td>
<td>In 2016-17, 16,800 employees participated in Workplace Challenge and logged around 3 million miles of activity!</td>
<td>Active Cumbria Carlisle Brass reduce absenteeism.</td>
</tr>
<tr>
<td><strong>School Games</strong></td>
<td>Since 2011, 942,093 young people have participated in Level 3 School Games festivals, 52% were female participants and 11% were young people with disabilities.</td>
<td>Active Essex host largest special school games.</td>
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<tr>
<td><strong>Sportivate</strong></td>
<td>3 months after Sportivate sessions have ended sampling tells us that over 75% of inactive young people are still taking part in sport and physical activity.</td>
<td>Tees Valley Sport Redcar Boxing Club.</td>
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<td><strong>Primary Premium</strong></td>
<td>Since 2013, in collaboration with national and local partners, CSPs have supported primary schools to identify need and effectively utilise the Primary PE and Sport Premium investment, which in 2017-18 doubled to £320m.</td>
<td>LRS Using External Sport Providers, Quality Matters.</td>
</tr>
<tr>
<td><strong>Satellite clubs</strong></td>
<td>Bridging the gap between school, college and community sport, influencing young people’s experience of sport at a crucial period.</td>
<td>Lancashire Sport Partnership Top Tips Video.</td>
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<tr>
<td><strong>Local Programmes</strong></td>
<td>Supporting local communities to be active.</td>
<td>All 44 CSPs create innovative local solutions to grow participation.</td>
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<td></td>
<td></td>
<td>Active Norfolk Supporting those living with dementia.</td>
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FINANCE REPORT 2016-17
ADMINISTRATION COSTS AS % OF EXPENDITURE

<table>
<thead>
<tr>
<th>Year</th>
<th>Hosted (%)</th>
<th>Independent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>7.3</td>
<td>5.6</td>
</tr>
<tr>
<td>2014-15</td>
<td>7.7</td>
<td>5.3</td>
</tr>
<tr>
<td>2015-16</td>
<td>8.3</td>
<td>5.6</td>
</tr>
<tr>
<td>2016-17</td>
<td>10.1</td>
<td>6.8</td>
</tr>
</tbody>
</table>

NON-SPORT ENGLAND INCOME GENERATED BY CSPS

<table>
<thead>
<tr>
<th>Year</th>
<th>£ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>15.9</td>
</tr>
<tr>
<td>2014-15</td>
<td>17</td>
</tr>
<tr>
<td>2015-16</td>
<td>19.2</td>
</tr>
<tr>
<td>2016-17</td>
<td>20.5</td>
</tr>
</tbody>
</table>
FUTURE PRIORITIES
SIGNIFICANT SHIFTS REQUIRED BY CSPS TO DELIVER THE NEW PRIMARY ROLE

- ALL GROUPS
- INACTIVE & UNDER REPRESENTED GROUPS
- PARTICIPANT OUTPUTS
- SOCIAL OUTCOMES
- PROGRAMME DELIVERY
- STRATEGIC INFLUENCE
- NGB / PARTNER CENTRIC
- PLACE-BASED & CUSTOMER CENTRIC
Over the forthcoming year the CSP Network will focus on:

Transitioning in line with national and local strategies (e.g. customer led, insight driven, whole system approach, focus on inactivity, planning for and measuring social outcomes and deploying behaviour change principles).

Enhancing our understanding of inactive and under-represented groups.

Enhancing our influence and impact through a wider range of relationships.

Supporting primary schools to maximise the impact of the Primary Premium.