

AN INVESTMENT GUIDE FOR NGBs

A guide to future Sport England investment
in National Governing Bodies with a current
Whole Sport Plan

April 2017-2021



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INTRODUCTION

OUR NEW STRATEGY SIGNALS A DIFFERENT APPROACH TO FUNDING, AND WE'RE HERE TO SUPPORT YOU



This is the first of a number of investment guides that we're producing as we embark on our new five-year strategy for 2017–2021, *Towards an Active Nation*.

If you are one of the National Governing Bodies (NGBs) in which we have invested for the current 2013–2017 Whole Sport Plan cycle, then this guide is for you. Its purpose is to explain clearly how our strategy relates to the work of NGBs and how we will invest in that work from April 2017 onwards.

Towards an Active Nation explains how we will implement the policy direction set for community sport in England by the Government in *Sporting Future*. We need to create a direct relationship between the outcomes set out in *Sporting Future*, the programmes we have identified in our new strategy and how we will work with NGBs.

When you are considering an application for investment, please do read and digest *Towards an Active Nation* first. Along with this guide, it will help you to decide whether and how to apply for Sport England investment.

Our approach to NGBs is changing. The key changes that we are making are:

- A shift to an organisationally-neutral approach, prioritising our investment based on what partners can do, not who they are. We have, therefore, divided our resources between types of project and, in particular, groups of people who are at different stages of engaging with sport and physical activity, rather than between types of provider

- Placing shared objectives at the heart of our decision-making. In the past we have asked you to take responsibility for all of the people who play your sport, and held you to account for increasing that number. We are no longer going to work in that way with all NGBs. Instead we will identify areas of genuine common interest with you. We will spend time to understand your strategic priorities and capabilities, then agree the areas where Sport England investment is best directed

- We recognise that each individual NGB is different and will have a particular contribution to make. Some will want to concentrate Sport England investment to support talent development, others will aspire to make a broader contribution with different types of customer. We will agree the approach that is right for us both.

This first of our Investment Guides is addressed to National Governing Bodies for three main reasons. Firstly, we recognise that our existing award agreements come to an end in March 2017. As a responsible investor, we want to provide all of our partners with some certainty and the ability to plan ahead. Secondly, as custodians of a sport, you have an important role to play in the delivery of our new strategy, in particular for those people who already have a regular sport and physical activity habit. Finally, as we move to a new way of working, we recognise this will result in a transition for some of you and we are committed to supporting you through this period of change.

This new way of working will require greater flexibility on both sides of the partnership. We will be adopting a new approach to measurement, moving away from the one-size-fits-all weekly participation measure of success defined through the Active People survey. The new approach will be equally rigorous but more collaborative. Together we will agree the specific outcomes we will invest in and then work jointly to identify appropriate measures for these outcomes.

We will not be asking NGBs to deliver the five outcomes outlined in *Sporting Future* at this stage, before more is understood about the insight behind mental wellbeing and personal, community and economic development. We will be concentrating in our discussions on the achievement of physical wellbeing, i.e. the physical benefits of people playing sport. The measurement of this will draw on the new Active Lives survey, where applicable, and will concentrate on the market of 'regular players', whatever that might mean in your specific sport.

We will also agree with you an individual timetable for our investment, rather than working again to a standardised four-year funding cycle. For talent investments we will continue to make four-year awards aligned with the Olympic and Paralympic cycle. The length of other awards will vary according to your role.

We hope this guide will be a helpful, informative resource.

Phil Smith
Director of Sport
Sport England

¹ Any partners who have a similar financial relationship and award agreement to NGBs (for example national partners or County Sports Partnerships) will be managed on a case by case basis and will follow a comparable process and approach. We would recommend that these partners contact their relationship manager or the Sport England County Sports Partnership team for advice in the first instance.



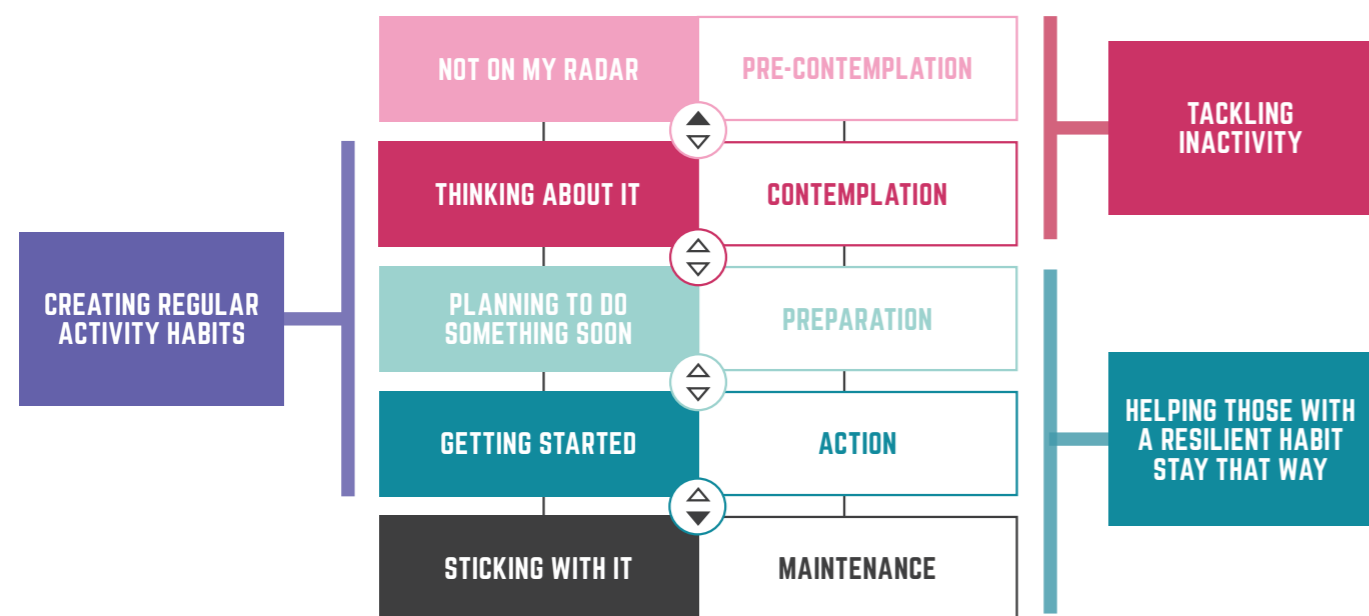
WORKING WITH SPORT ENGLAND

WORKING TOGETHER TO INCREASE ENGAGEMENT IN SPORT AND PHYSICAL ACTIVITY

Towards an Active Nation explains Sport England's seven investment programmes, which replace the 30+ programmes we have now. These programmes are based around three behavioural challenges:

- 1 Targeting persistently inactive people and supporting them into some form of activity
- 2 Making it easier for people who drop in and out of sport and physical activity to stay active and maintain a habit
- 3 Increasing the resilience of people who have a strong affinity with sport and physical activity, making sure they are treated as valued customers.

We will look to invest where your organisation's strategic priorities and capabilities align most closely with the outcomes Sport England has been asked to deliver by government. As an NGB, the audience with whom you are most closely connected are those who already have a sport and physical activity habit. These people feature in the 'preparation-action-maintenance' sections of the model below. This is what we term 'the core market'. We anticipate that the majority of our investment in NGBs will come from the investment programme that is targeting this group.



Talented athletes are an important audience within that core market, so talent investment requests (where required) should be included in any investment application.

There will be a very small number of NGBs who can demonstrate a strong track record outside the core market. For example, working with inactive audiences, or influencing hundreds of thousands of people through mass market interventions. If this is the case we will consider a partnership with you at this stage through the relevant programme. However, this will be an exception rather than the rule, considered on a case by case basis, and will require evidence of significant capability.

The two new investment programmes that will not be available for investment at this stage are Local Delivery and Volunteering, both of which require a new and different strategic approach. Both programmes are currently being devised and you will be able to apply for investment through a competitive process later in 2016, when corresponding investment guides are published. However, where you feel investment in volunteering is essential to reach the core market, please include it in your discussions and subsequent proposals.

We recommend that you avoid making more speculative bids for funding that require a high degree of experimentation or diversification at this stage. The aim of this phase of our investment is to concentrate on the core market, and to support sport's existing customers and your primary business as a priority.

WHAT IS THE CORE MARKET?

The core market refers to customers, not suppliers. We mean the roughly one-third of the population who currently have a long-standing sport or physical activity habit, including those within the talent system. It is about the people who play, not the organisations who work in this part of the market.

They are our existing customers. The focus of Sport England's investment here is to build capacity in the core market, so it can continue to grow and improve the service provided to these customers, in order that their habit becomes more resilient and that they don't drop out for long periods or stop entirely.

We know that we cannot be complacent about this group. Our insight tells us that, although they are likely to have an active lifestyle, averaging at least two different activities, maintaining a habit is challenging and even the most committed individuals drop out. They can usually cope with short-term disruptions but are vulnerable to major life disruptions (see Figure 1 on the following page).

NGBs are an important provider to the core market. Around half of the individuals who engage in sport and physical activity regularly, take part in 'traditional' sport. NGBs make a significant and important contribution to the infrastructure and culture that allows them to be active in this way.

NGBs are not the only suppliers to the core market. Many of these customers go to the gym, or attend fitness classes, or run or swim either in informal groups or on their own. Outside NGB discussions, we will be talking to those other suppliers to the core market about their ability to help us achieve our outcomes.

The core market includes individuals with talent: people who clearly have a more regular habit than most but need a specific type of environment or approach. We remain committed to investing in talent development, with the vision of creating the world's leading talent system. This is where NGBs are uniquely placed to deliver. A long-term approach is also important here, so our aim is to make four-year investments in talent development, against our talent objectives, and for it to be similar in amount to our current investment in talent.



UNDERSTANDING THE CORE MARKET

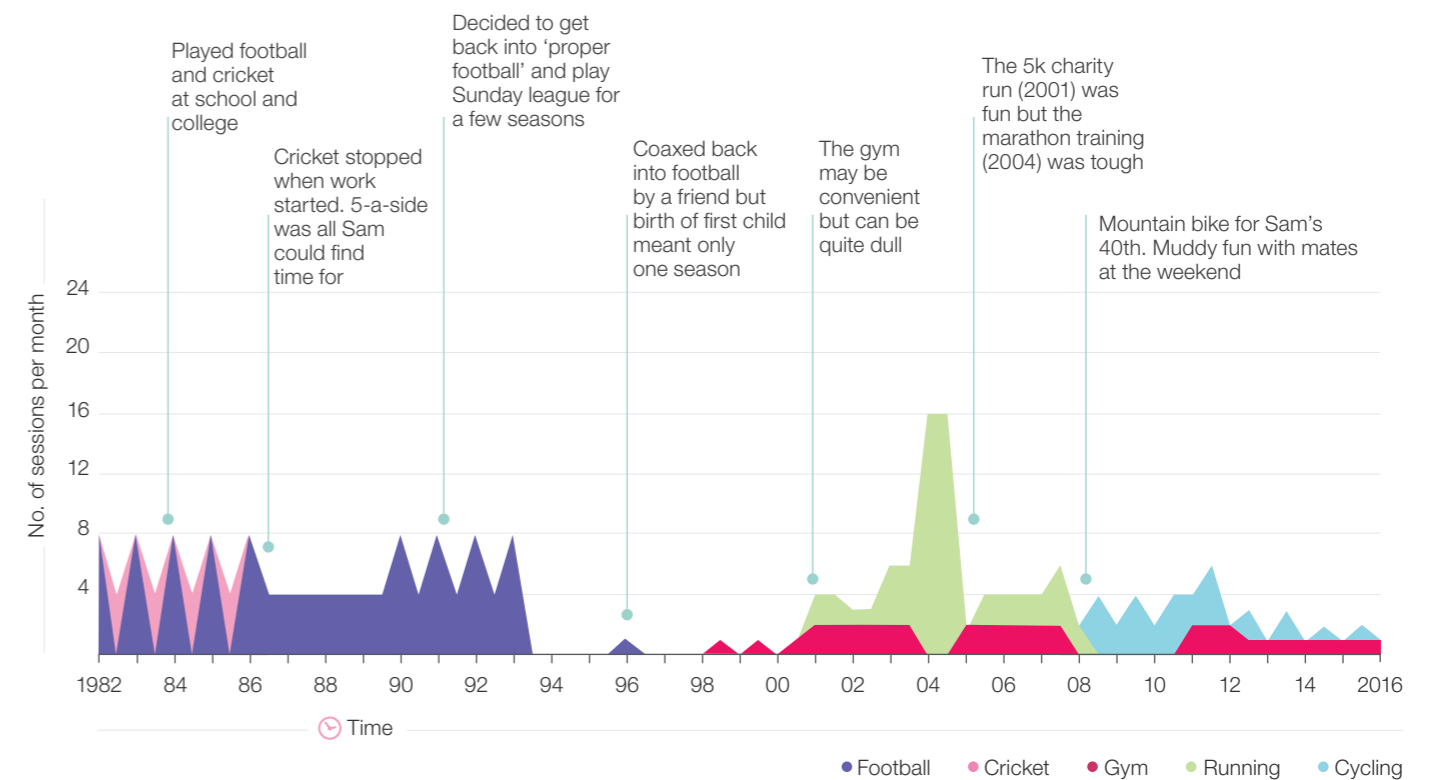
To be successful in your application for support to the core market, you need to have an excellent understanding of the customer and their patterns of participation. Your understanding should be of the overall activity patterns of these customers, rather than just viewing their behaviour through the perspective of an individual sport (see Figure 1 on opposite page). This understanding is important, because it will allow us to identify the customer segments that should be the highest priority, and focus investment on these.

INSIGHTS ABOUT YOUR CUSTOMERS MIGHT INCLUDE:

- What does 'regular' mean in your sport? Is it weekly, or less frequent? Is it seasonal?
- Who do they tend to be? Age, gender, background, geographical location?
- What's the usual setting or range of settings for their activity?
- What else do they do? Do they tend to come from or go to another sport?
- What do you know about churn and change in your sport?

SAM'S SPORTING LIFE

Figure 1 – Sam's sporting life. This is an example of how engagement can vary as life circumstances change, and illustrates the wide variety of activities, even for the most committed.



To access public investment you will need to demonstrate how you can improve the resilience of your customers and reduce the risk of them dropping out of sport. Even in the core market, where habits are regular and strong, individuals can and do lapse.

The first step is to determine how much of the core market you as an NGB can reach or influence. We will agree that proportion with you and it will be the basis of our investment. We will measure your impact on that proportion of the market, so it's important that you are realistic in this assessment. For some NGBs, this may only be your talented athletes or people already in your clubs and competition structures.

Once you have identified who in the core market audience you can reach, and who you should prioritise, you need to determine how you will impact upon their experience to ensure that they maintain this habit.

Examples of successful core market interventions include:

- Helping people better navigate periods of disruption, making entry and re-entry into your sport smoother and easier for all
- Making it easier for people to build habits in sport and physical activity, by providing high quality and stable opportunities
- Making it easier for people to switch between activities, keeping them in the system
- Addressing the needs of groups who are under-represented, as they often face more significant barriers.

These capabilities will be tested by our assessment criteria. There are already examples of NGBs working successfully in this way, which we will share with you in discussions over the coming weeks.

DELIVERING TO THIS AUDIENCE

Once you have identified your priority segments in the core market and determined how to improve their experience, the final step is to explore how you can work more efficiently to serve these customers and progressively become less dependent upon public money for this work.

We have a common interest here, in making your organisation more efficient and reducing your reliance on public investment.

Serving the core market at lower cost requires a focus on three areas:

- 1 Identifying what really makes a difference to these customers, then thinking about the way in which you design your support for them, and where appropriate reducing the cost
- 2 Diversifying income, for example by increasing membership revenue or by attracting partnership funding from other public or private funding
- 3 Reducing the cost of your back office support for front line delivery, for example through shared services or by better utilising cross-sport resources such as Club Matters.

A number of NGBs have already been tackling these issues, in particular by reviewing their role in the supply chain and working more collaboratively with local providers. Again, we can share specific examples of successful work.

We will be working closely with NGBs who are heavily reliant upon our funding for back-office costs (previously referred to as core costs). Our long term aspiration is to help you build on – but not rely on – our investment. We will achieve this over the next strategy period through actions that will help you diversify your income, drive greater efficiencies, and consider how certain shared service models could reduce cost and improve quality.

We believe that, in the medium to long term, NGBs should be able to resource their back-office costs from their own revenue (e.g. membership and commercial income). Our aim, by 2021, is to reduce our back-office spending with each NGB to no more than 10% of our overall investment in NGBs. We will be working closely with UK Sport in this area, using the definition of back-office costs provided by them in their own investment guidance^[1].

We understand that retaining our existing customers, while also reducing reliance on public funding, will be challenging. We are

committed to supporting NGBs to make such changes, and we will be realistic about how long they might take. We will need to find creative solutions that don't inadvertently make it even harder for them to engage in sport and physical activity. Our reward for success will be the more 'productive, sustainable and responsible sport sector' as desired in *Sporting Future*.

WORKING WITH CHILDREN AND VOLUNTEERS IN THE CORE MARKET

We are devising separate investment programmes for Children and Young People and Volunteering. These will outline the new approach promised in *Towards an Active Nation*. In the meantime, we recognise that both children and volunteers play an important role in the core market, so you can apply for investment for both through the core market programme.

For children, you should highlight clearly how to address the behaviour change challenge for those children in the core market.

In *Towards an Active Nation* we outlined basic competence and confidence as the main barriers for children maintaining a sporting habit. Any successful proposals should outline how to tackle these barriers.

Please remember that financial need and additionality are two rules that apply to all of our investments, so we are unable to invest in existing activity funded through other sources, or any activity that takes place during curriculum time.

For volunteers, you need to demonstrate how any activity will address the behavioural challenge for the core market audience. Our new Volunteering Strategy, to be launched later in 2016, will focus on attracting new volunteers and increasing the diversity of those who volunteer.



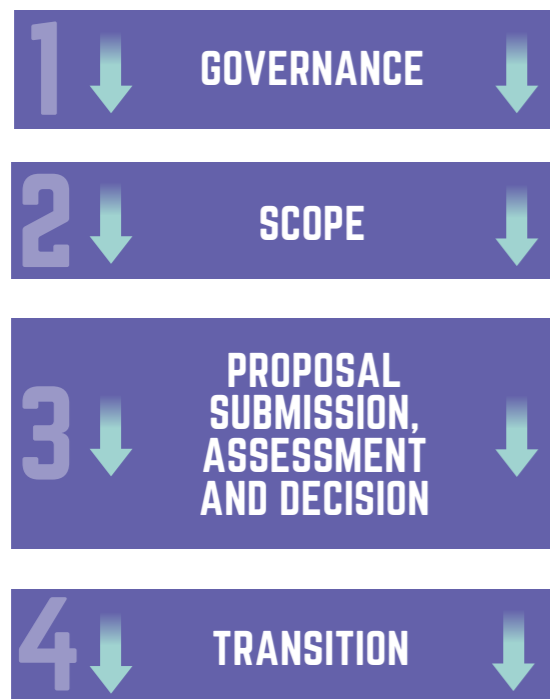
^[1] The UK Sport definition of back-office costs is referred to in their guidance as 'overheads' and comprises office rent, utilities, telecoms, central support covering the CEO, IT, Finance and HR functions, Insurance, Irrecoverable VAT and Anti-Doping.

PROCESS & TIMESCALES

OUR NEW FOUR-STAGE PROCESS AND THE KEY DATES YOU'LL NEED TO KNOW

As we will treat every NGB individually according to their contribution and needs, the investment process and timescale will be flexible. However, there will be four distinct stages for all.

The first stage will be for you to demonstrate that you are eligible for our investment through meeting existing governance requirements. Following this, we will together explore the contribution that you could make to our new strategy. This stage will culminate in an agreed position between the NGB and Sport England. The third stage will encompass the submission of your proposals, our formal assessment, and a decision by our board. The final stage will be transition, where we will support you to move from your current award to your new partnership with us.



Stage 1: Governance

We are aiming to conclude all scoping conversations by the end of August 2016. That will include the agreement of an individual timeline for your full proposal submission. We envisage making decisions regarding talent by December 2016, to align with UK Sport's timescales (where appropriate). Decisions on the non-talent elements of our core market investment will be taken by January 2017.

In some circumstances an NGB may not yet be ready to develop strong, realistic propositions. This may be the case where the establishment of large, strategic partnerships are required before a plan can be developed, or a new organisational strategy is in development, so priorities are not yet clear. We will consider this on a case by case basis, including the potential of a short-term 'holding' investment, with a view to revisiting our future partnership when appropriate.

Both *Sporting Future* and *Towards an Active Nation* are clear that high standards of governance are expected of sports bodies receiving public investment.

In March 2016 we wrote to you to with an assessment of progress against the governance standards of the current funding cycle. If you don't yet meet these existing standards you will need to demonstrate that you have a credible plan to do so by 31 March 2017. NGBs that cannot do so will not be able to progress to the second stage.

Later this year a new Governance Code for Sport in the UK will be published. Working with UK Sport, over the summer of 2016

we will consult with you on the content of the Code with the aim of building on those existing standards. We will then review your position and determine how much time may be needed to comply, but we will need evidence of a commitment to do so. In addition to creating the Code, we are committed to supporting as many NGBs as possible to meet these new standards.

Our strategy states that we will now take an organisationally-neutral approach to investment. What matters is what you can deliver and not who you are. However, any sports body seeking public investment will be expected to reach the same governance standards.

Stage 2: Scope

For NGBs with a current Whole Sport Plan, who meet the governance standards, a period of discussion will follow to agree the scope of your potential partnership with Sport England. A mutual agreement must be reached before moving on from this stage.

The first objective is to identify shared goals. We want you to be clear about your strategic priorities, realistic about your capabilities and provide us with confidence that you can deliver to customers in your target audiences.

Regular dialogue will be with your relationship manager and a Talent and Performance team member as required. A senior Sport England colleague will be available throughout to help solve any problems that arise.

We will consider requests to support athletes competing in the 2018 Commonwealth Games within talent and performance applications. We will also consider projects to align individual national competitions with Level 4 of the UK School Games.

We will start to address financial need through these scoping conversations and where possible, provide you with an investment range.

Once the scope of your contribution is completed and agreed, we will write to you with confirmation, agree a submission date and invite you to apply for investment.

Throughout these scoping conversations you will not be asked to submit any formal documentation or complete application forms. This stage has been designed to minimise the administrative burden and allow the detailed work to focus only on areas that are likely to attract our investment.

If we are unable to reach an agreement about the scope of the partnership, you will be able to make representations to the Sport England executive team, which will review the discussions. ➔

Stage 3: Proposal submission, assessment and decision

Once the scope of our potential partnership has been agreed, the next stage is for you to develop a proposal for submission. Over the summer we will make various materials available to support the development of your proposal.

Your proposal should be in the form of a standard business plan. A template will be provided.

We will assess your submission against the framework outlined in Table 1. There will be different assessment criteria to reflect talent development and the rest of the core market.

If you are considering applying for investment from outside the core market investment programme, similar criteria will be applied in relation to the objectives of those programmes (and will be published in further Investment Guides).

For the talent sections of the submission, our investment for the majority of NGBs will concentrate on Sport England’s objective of progression; i.e. the production of higher quality athletes throughout the pathway and the positive experience they have.

Targeted support to a select number of priority ‘Performance Foundation’ programmes will be agreed jointly with UK Sport. We will also work with UK Sport to agree our investment in your talent pathway, if you are jointly funded, to ensure there is clear alignment between investments.

Responding to the feedback from our talent consultation, we will address our inclusion objective primarily through additional investment in a small number of targeted partnerships. This will be with NGBs who have the ambition and capability to develop practice and insight in these areas, which might be subsequently applied more widely.

We will also tackle our inclusion objective through specific, cross-sport initiatives and projects such as Backing the Best and our Talented Athlete Sponsorship Scheme.

Our assessment of your submission will culminate in a number of recommendations to the Sport England Board:

- Size of investment to be offered
- Length and type of contract
- Support to be provided
- Approach to performance management.

Decisions made by the Sport England Board will be communicated to you swiftly and any announcement managed jointly.

Alongside our assessment of your submission against the criteria listed in Table 1, we will be examining financial need. We will investigate your dependency on the public purse and how you plan to resource your activity from other income sources and through more efficient delivery. ➔

Investment Programme	Sport England Objectives	Criteria & Weighting
Talent	Progression – develop a talent system in England that produces higher quality athletes throughout the entire pathway, including performance foundations, while delivering a positive experience that retains those athletes in the sport system	<p>Track record (25%)</p> <ul style="list-style-type: none"> • Can you provide evidence that you have produced higher quality athletes throughout the entire pathway? • How have you performed in achieving the talent outcome targets in 2013-17? <p>Quality and cost of delivery plan (50%)</p> <ul style="list-style-type: none"> • Can you explain your operational model for the talent pathway and how you plan to improve it? • How will you address improvement areas highlighted from your Pathway Health Check or Key Element Review? • Is your plan realistic and does it offer good value for money? • Can you evidence how it provides the most cost effective solution without compromising the athlete experience? • How well does the plan align with World Class Programmes or other high performance programmes that will support athletes that graduate from this pathway? <p>Scale of impact (25%)</p> <ul style="list-style-type: none"> • How many people and partners will you reach and influence, within and beyond your pathway? • Which partners do you intend to collaborate with? • What insight or practice do you plan to develop and share?
Core Market	<p>Helping people in the core market navigate periods of disruption</p> <p>Making it easier for people in the core market to build habits</p> <p>Making it easier for people in the core market to switch between activities</p> <p>Protecting people in the core market who come from under-represented groups</p> <p>Getting the right balance between value to the customer and cost of provision for people in the core market</p> <p>Finding more efficient ways of meeting existing customers’ needs and carrying out your own operations more economically</p>	<p>Scale (40%)</p> <ul style="list-style-type: none"> • How many people play your sport regularly? • How much influence do you have on that market? • What contribution does your sport make to overall activity levels? <p>Understanding of the core market (15%)</p> <ul style="list-style-type: none"> • Can you demonstrate that you really understand these customers? What is their pattern of behaviour and why? • What do these customers value? What do you provide? • What are their typical entry (and exit) points in your sport? Do you know how to make that entry or re-entry easier and smoother? <p>Track record (20%)</p> <ul style="list-style-type: none"> • How have you performed in achieving the participation outcome targets in 2013-17? • Can you provide evidence that you have influenced behaviour in the core market audience? <p>Type of audience (15%)</p> <ul style="list-style-type: none"> • What proportion of the core market that you support comes from groups that are under-represented in sport? <p>Quality and cost of delivery plan (10%)</p> <ul style="list-style-type: none"> • Is the business plan clear and concise? • Is it realistic and does it offer good value for money? • Can you evidence how it provides the most cost effective solution without compromising the customer experience?

MEASUREMENT, TARGETS & PERFORMANCE MANAGEMENT

THE WAY WE MEASURE SPORT AND ACTIVITY IS CHANGING – HERE'S WHAT TO EXPECT

Stage 4: Transition

Following a Sport England Board decision, if there is a significant difference from your previous award and role, a period of transition will be required to implement the change. We will support you to make this transition as smooth as possible.

There are a small number of potential scenarios which will result in significant change:

1 Diversification of income streams

Where your existing business model is appropriate, but primarily reliant upon public sector investment, we will support you to identify and secure additional non-grant income. Working with UK Sport where appropriate, we will set targets to reduce your reliance on any single source of public funding and increase your overall level of non-public investment. These bespoke targets will be easier for some organisations than for others. We will revise Sport England's Commercial Framework so potential income streams can be fully realised. We will also seek to provide expertise to explore newer options such as philanthropy and crowd funding.

2 A high-cost delivery model

Where delivery has been successful but is high-cost in its current form, we will work with you to develop a leaner business model. We will give you the time to make the necessary changes and, where required provide access to expertise. We will need to identify and protect the parts of the supply chain that are most effective and identify and reduce investment into parts that have minimal impact but are costly to maintain.

3 Change programme

Some NGBs are undergoing a complete transformation of their organisation, or their leadership and/or strategy is new or under construction. In this instance we will consider supporting existing delivery in some form until the change programme is complete, and a new approach can be considered fully. To do this we will need to be confident that the change programme will lead to the NGB being able to provide good value for public investment.

4 Reduced role

Where there are limited numbers involved in a sport in the core market, and an NGB is unable to demonstrate the ability and track record to deliver value to Sport England, there may be a significantly smaller investment than in the previous cycle. In this situation we will provide a support package to transition to that new level of public investment.

Our investments will be measured and managed very differently from April 2017 onwards. We will continue to publish results to show the progress of the sport and activity sector, but the emphasis will move away from reporting on NGBs as a collective group. This reflects the organisationally-neutral approach, where all investments are judged in the same way, based on their results rather than the identity of the supplier.

A balanced approach

In *Towards an Active Nation* we have highlighted how our investment programmes relate to the five outcomes and related KPIs set out in *Sporting Future*, in order to create a clear 'line of sight'. As NGBs develop a submission, we will work together to create a broader and more balanced measurement approach, moving away from the single sport and weekly focus of Active People and drawing on the new Active Lives survey where applicable.

The Active People survey will publish final results in December 2016, giving us accountability for the current investment cycle and a complete picture of progress in each sport. Active People will then be replaced by Active Lives, with the first baseline results published in January 2017.

Physical wellbeing

Initially, we will focus on the first key outcome identified in *Sporting Future* – physical wellbeing. This is the outcome that NGBs can influence most immediately and

is the best understood of the five. We will then work collaboratively to identify how we can measure contributions to the other four government outcomes.

Our targets

In the core market, the aim is to keep people who have a resilient sporting habit playing sport for as long as they want to. Active Lives will give us a richer picture of each respondent's habits and help us to set a baseline for the contribution of each sport to physical wellbeing.

Sport England's own of measure of success will be the KPI set out in *Sporting Future*, which sets a threshold of doing something at least twice a month.

Each sport or activity will have its own pattern of engagement (frequency, seasonality, intensity, demographic or geographic impact, etc), which we will discuss and agree with the NGB. The threshold of once-a-week, all year round, for all sports, will no longer apply.

Each NGB will have a differing level of influence on the people in the core market playing their sport. We will also discuss and agree with you what that level of influence truly is. Our partnership, and therefore Sport England's investment, will reflect only that portion of your sport. You will no longer be accountable for everyone playing your sport, unless you can prove you can influence them all.

DELIVERING TO THIS AUDIENCE

We aim to use a combination of Active Lives and your own data (where that data is appropriate and robust) to monitor progress. A number of NGBs have now developed ways of tracking participation in their sport which are accurate, help to manage performance, and provide useful insight.

Any other (non-NGB) providers of sport and activity to the core market audience will be subject to the same measurement and performance management approach.

For talent and performance investments, sport-specific KPIs will be agreed (as we have done previously). We will focus on our dual objectives of progression and inclusion and apply them to your sport's approach to talent and performance. We will also publish cross-sport metrics for our talent and performance work, reflecting the achievement of our two objectives.

We will also agree with you, where appropriate, measures of your contribution to a 'more productive, sustainable and responsible sport sector'. This could include targets related to financial efficiency and income diversification, or progress against your governance action plan.

We will track progress on a single dashboard of the various measures outlined above. Sport England's levels of support and scrutiny will be proportionate to the size of investment and its perceived risk.

Our investment will be managed in line with the principles set out in our new strategy:

- 1 A clear line of sight to the objectives in *Sporting Future*
- 2 Ensure investment benefits under-represented groups
- 3 Use behaviour change to make investment choices
- 4 Get maximum value from all Sport England's resources, not just our cash
- 5 Strike a balance between 'bankers' and 'innovators'
- 6 Review our investment portfolio regularly and remove funding if an investment is failing and cannot be rescued
- 7 Encouraging increased efficiency.

SUMMARY OF OUR COMMITMENTS

We will:

- At the end of the scoping period, agree a specific date for the submission of your business plan to Sport England and a final decision date by our board regarding your award
- Provide direct support throughout the scoping period via a relationship manager and, where appropriate, a member of the talent team and a senior colleague at Sport England
- Adopt a new approach to performance management, agreeing the specific outcomes and targets for our future partnership
- Measure and performance manage non-NGB investments in the same way
- Consult on the content of the new Governance Code for Sport in the UK, due to be published later this year
- Work in partnership to reduce reliance on Sport England for back-office costs, develop leaner business models, and diversify your income
- Support any transition from the previous award agreement and role, to a new award agreement and role, if there is a significant difference between the two
- Create a web portal containing information and advice for the development of your submission
- Issue further investment guides related to our other investment programmes
- Continue to communicate with you throughout the period of our discussions, to clarify points and share useful information from other sports.



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