



National Governing Body  
2013/17 Whole Sport Plan  
Investment Guidance

# Contents

## Introduction

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### Section 1

Sport England strategy 2012-17

---

### Section 2:

Eligibility criteria for 2013-17 investment

---

### Section 3:

Investment principles

---

### Section 4:

Assessment framework and methodology

---

### Section 5:

Budget

---

### Section 6:

Timeline

---

### Section 7:

Support available for the development of submissions

---

### Section 8:

How to make your submission

---

## Introduction

Our ambition is that the Whole Sport Plans you develop this year and the investment decisions we make will ensure that, by 2017, we have transformed community sport in England.

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National governing bodies of sport remain at the core of Sport England's 2012-17 strategy and are critical to our shared goal of helping more people develop a sporting habit for life. We are both much better equipped for this Whole Sport Plan process than we were in 2008. That means the bar will be set higher for all of us and the final case you make for investment will need to be even more compelling.

Reflecting on the new strategy, our approach has evolved: there is a significantly increased focus on youth, and we are reaching down to 14-year-olds; track record in delivery will be a big consideration for us in making funding decisions; we will be looking for greater ambition in plans to get more disabled people taking part in sport including those with talent.

There will also be an even tougher performance management regime, with greater penalties for failure and larger incentives for excellence.

But the heart of what we are asking of NGBs remains consistent, namely increasing the proportion of people playing your sport once a week. Talent remains an important part of what we do and is included within the Whole Sport Plan process. Strong governance must be a given.

We remain committed to measuring sports participation independently and consistently. It's essential that we build on the Active People Survey to ensure we have an accurate and credible measurement and one which is particularly sensitive in relation to younger people's participation.

We will be investing significant amounts of public funding in NGBs in 2013-17, so this funding process will be demanding of all of us, but it will be robust and it will be fair. Together, I'm confident we will deliver a lasting community sport legacy.



**Jennie Price**

Chief Executive  
Sport England

## Section 1: Sport England Strategy 2012-17

### Below is a summary of Sport England's 2012-17 Youth and Community Strategy

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The 2012-17 Youth and Community Strategy for Sport England was launched in January 2012. It provides over £1 billion of investment, comprising lottery and exchequer awards over the five year period, over four main areas of work:

- **NGB 2013-17** funding is the centrepiece of the strategy (detailed throughout this document)
- **Facilities** underpin our work, with programmes to build on and continue the success of our Places People Play legacy programme, together with new funding streams for mid-range facilities, improvements and new facilities. In total we intend invest up to £250 million in facilities over the next five years
- **Local investment** is key to ensuring that our work reaches into the heart of our communities, helps land NGB investment and provides new opportunities for young people in disadvantaged areas. Our local investment will include a new community sport activation fund, a Door Step Clubs programme to create new sports clubs in the most deprived communities, new resources to deliver sport in further education colleges as well as funding for county sports partnerships, coaching, volunteering and disability. We will invest over £250 million in this work
- **School Games** funding is in place for the first three cycles, which will enable every school to be part of the new competition, in turn giving every child in England the chance to compete. We will also be working to improve community access to education facilities with targeted funding to make this happen

#### Key strategic outcomes

We retain an ambition to grow participation for young people and adults and reduce drop-off, although there will be no national participation indicator. NGBs will have specific once a week participation targets as the centrepiece of their performance management system. The key outcomes from our delivery include:

- Every one of the 4,000 secondary schools in England will be offered a **community sport club** on its site with a direct link to one or more NGBs, depending on the local clubs in its area
- **County sports partnerships** will be given new resources to create effective links locally between schools and sport in the community
- All **secondary schools** who wish to do so will be supported to open up, or keep open, their sports facilities for local community use and at least a third of these will receive additional funding to make this happen
- At least 150 **further education colleges** will benefit from a full-time sports professional who will act as a College Sport Maker

- Three quarters of **university students** aged 18-24 will get the chance to take up a new sport or continue playing a sport they played at school or college
- A thousand of our most **disadvantaged** local communities will get a Door Step Club
- Two thousand young people on the **margins of society** will be supported by the Dame Kelly Holmes Legacy Trust into sport and to gain new life skills
- Building on the early success of Places People Play, a further **£100m will be invested in facilities** for the most popular sports, for example new artificial pitches and upgrading swimming pools
- A minimum of 30 sports will have enhanced **England Talent Pathways** to ensure young people and others fulfil their potential

## Section 2

### Eligibility criteria for 2013-17 investment

National governing bodies are eligible to apply for 2013-17 whole sport plan investment if they fulfill at least one of the criteria below

1. They have received 2009-13 Whole Sport Plan investment. This includes all London 2012 Olympic or Paralympic sports, and will allow us to build on investments made in previous cycles where appropriate.
2. They are NGBs of sports with more than 75,000 people in England participating once a week (as measured by Active People Survey 5, (October 2010 to October 2011)). These sports have the biggest impact on our aim to increase regular and sustained participation.

We have already carried out an assessment based on these criteria and those NGBs that meet them have been formally solicited to apply for investment.

Submissions for investment will be evaluated against a detailed set of assessment criteria which is set out in Section 4 of this document.

Final decisions on investment will be made by the Sport England Main Board.

## Section 3: Investment principles

A summary of the core Investment Principles, as listed in our recently published five-year youth and community strategy, has been provided below, together with a short explanation of how each principle will be applied. Please bear these principles in mind when preparing your 2013-17 Whole Sport Plan.

### 1. Sport England investment in NGB whole sport plans for 2013-17 is a privilege, not an entitlement

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The purpose of our investment is to increase regular, sustained participation in sport and to improve England talent pathways. We will target investment at sports who can deliver these outcomes.

We will take account of both the quality of the NGB's plan for 2013-17 and its track record in delivering the contracted outcomes in 2009-13. Funding will be an 'in principle' four year award to enable NGBs to make long term plans, but formal performance reviews of all activities and return on investment will be carried out at least twice a year and awards will be amended where appropriate.

NGBs achieving their contracted outcomes will be considered for further investment whilst reduction or cessation of funding will apply if an NGB consistently fails to deliver the targets specified in its funding agreement.

### 2. Funding will be awarded on a competitive basis to those NGBs putting forward the strongest plans and which have a good track record of delivery

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There is a limited amount of funding available to invest in NGB Whole Sport Plans to deliver our participation and talent outcomes and so we will compare what is offered by different NGBs when deciding how much to invest in each sport.

Track record in delivering the contracted outcomes in the 2009-13 funding period will be the starting point for investment decisions. We will draw heavily upon the findings of the formal 6 month reviews we conducted during this period.

### **3. Whole sport plan investment must deliver one or more of Sport England's talent and participation outcomes**

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Whole sport plan investment (revenue and capital) must contribute to the delivery of one or more of the following outcomes:

1. A growth in participation in the 14-25 age range;
2. A growth in participation across the adult population;
3. An excellent sporting experience for existing participants to keep them playing sport;
4. High quality talent development which creates a strong England talent pathway to link with UK Sport World Class and English elite programmes;
5. A growth in participation by people who have disabilities, including those with talent.

### **4. Of the total investment available for participation, Sport England expects 60% to benefit young people aged 14-25 and 40% to benefit the rest of the adult population**

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Investment in participation will start at age 14 to ensure a better transition from school sport and create a sporting habit for life through increasing participation in the age range from 14 to 25. Programmes targeting people younger than 14 years of age are unlikely to be eligible for NGB 2013-17 investment.

We expect to allocate about 60% of the total funding available for participation to programmes benefiting young people aged 14-25. The ratio will not be applied uniformly to individual sports, as it will depend on the age profile and specific market challenges of each sport and the nature of their programmes.

### **5. NGBs whose sport is played in schools must deliver a robust transition programme creating links between school sport and club and community sport**

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We recognise that one of the single biggest challenges for sport is the retention of young people when sport is no longer a compulsory school subject. We intend to invest funding to ensure programmes are in place to support young people to transition from playing sport at school to playing it in the community.

### **6. NGBs will need to demonstrate how they will connect, work and have an impact on participation at a local level**

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Our experience in the 2009-13 funding period has demonstrated that robust local delivery plans are essential to the successful delivery of our participation outcomes. In this investment round, we expect NGBs to have well developed plans for local delivery at the time the submission for funding is made.

## 7. Value for money will be a key consideration

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Investment in NGBs will account for almost half of Sport England's public funding over the next four years and we have a clear obligation to deliver value for money when investing public funds.

We will therefore test the extent to which NGB 2013-17 bids (revenue and capital) comprise the best use of resources to achieve the outcomes by benchmarking comparable NGBs or delivery programmes.

## 8. A reward and incentive fund will be allocated during the four year cycle to NGBs who perform exceptionally well to enable them to do even more

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Our experience of the 2009-13 funding round indicates that some NGBs will out perform expectations, or that particular sports will become more attractive during the four year cycle for reasons that cannot be anticipated now, such as an outstanding performance by an elite athlete or a change in fashion or trends.

We want to retain sufficient flexibility within our NGB investment to reward success and take advantage of unexpected opportunities. A separate fund of up to £40m will be created within our NGB investment and we will make, at our discretion, additional awards to NGBs who perform exceptionally well to enable them to do even more.

## 9. To be eligible for whole sport plan funding, NGBs must also meet high standards of governance and financial control which will be in line with those required by UK Sport and DCMS

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We will regularly assess governance practices and the governance, finance and control frameworks of NGBs. During the 2013-17 funding period, NGBs which fail to meet our key criteria for effective governance and/ or have significant weaknesses in their governance, finance and control frameworks, which are not addressed immediately, will have their funding withheld or withdrawn.

Building on the improvements that have already been achieved in NGB governance is very important to us, so we will be setting more demanding requirements than applied during the 2009-13 investment period. To give NGBs time to adapt to some of the newer requirements, we will identify a point during the four year period by which they must be met. Full details on this will be available shortly.

## Section 4: Assessment framework and methodology

The core Investment Principles have been used to develop an assessment framework against which all submissions will be evaluated.

NGBs are able to bid for funding in relation to three separate areas: increasing participation by young people aged 14-25, increasing participation by adults over 25 and talent. A growth in participation by people who have disabilities including those with talent is also important to us. In each of the relevant areas of your plan (young people, adults over 25 and talent) we would like you to identify whether and how you will be working with people who have a disability.

Each area of your submission (young people, adults over 25 and talent) will be assessed against each of the key criteria set out below. You will need to ensure that your Whole sport plan is clearly split into these three elements and that in respect of each of them you have addressed the key criteria.

We have identified four key criteria:

1. track record
2. strength of plan
3. scale of impact
4. value for money

Each of the key criteria is described further in the assessment framework set out below and has been given a weighting based on its relative importance. These are:

Key Criteria	Weighting		
	<i>Young people 14-25</i>	<i>Adults over 25</i>	<i>Talent</i>
Track record	20%	20%	20%
Strength of plan	40%	40%	40%
Scale of impact	20%	20%	20%
Value for money	20%	20%	20%
	<i>100%</i>	<i>100%</i>	<i>100%</i>

Each of the key criteria has been divided into sub-criteria which have been given weightings to indicate their relative importance.

In the framework set out below we have listed each of the key criteria, its related sub-criteria and their respective weightings, and given guidance on the areas we will expect to be addressed within the submissions.

In addition, all NGBs will be assessed against our key criteria for effective governance and allocated a 'RAG' (Red/ Amber/ Green) rating. We will not offer funding to any NGB with a red RAG rating.

## 1. Track record (20%)

Assessment Criteria	Guidance	Weighting
<p><u>Past performance:</u> The extent to which the NGB achieved its 2009-13 contracted outcomes and evidenced its direct impact on delivery.</p>	<ul style="list-style-type: none"> <li>We will be looking at performance track record and assessing delivery of each of your 2009-13 contracted outcomes (Grow, Sustain and Excel).</li> <li>We would like to see evidence that you directly influenced or delivered the achievement of each outcome.</li> </ul>	10%
<p><u>Performance management:</u> The extent to which the NGB demonstrated a willingness and ability to modify its approach (where appropriate) mid cycle in order to improve delivery.</p>	<ul style="list-style-type: none"> <li>We will be assessing the extent to which you have identified weaknesses and sought to improve delivery throughout 2009-13.</li> <li>Where outcomes have not been delivered, we will take into account whether you have been willing to amend programmes or contract out initiatives to address performance or capability gaps.</li> </ul>	10%

## 2. Strength of plan (40%)

Assessment Criteria	Guidance	Weighting
<p><u>Vision and long term strategy:</u> The extent to which the NGB demonstrates a clear vision and understanding of its role and that of other delivery agencies in its sport. The extent to which the bid is appropriately aligned to and integrated within the NGB's long term strategy for the sport.</p>	<p>We would like to see evidence of the following:</p> <ul style="list-style-type: none"> <li>Clarity of your purpose, direction and role in the market for your sport and that this strategic approach is reflected in your organisational priorities.</li> <li>An understanding of the role of other delivery agencies at a national and local level that you will work with during the investment period, or which affect the delivery of your sport.</li> <li>Evidence that the plan you have submitted to us for funding is integrated with your long-term strategy for your sport.</li> </ul>	7.5%
<p><u>Quality of plan:</u> The extent to which the NGB has clearly identified what they are going to do and demonstrated that the programmes for current and/or potential participants are appropriate and innovative.</p>	<ul style="list-style-type: none"> <li>We will be looking for high quality proposals that further develop existing ideas and include or take account of new ideas to increase participation and/or develop talent.</li> </ul> <p>We will be expecting to see the following:</p> <ul style="list-style-type: none"> <li>A clear delivery plan including, for those NGBs whose sport is played in schools, a robust transition programme creating links between school sport and club and community sport.</li> <li>Evidence that each programme has a clear target market.</li> <li>Clearly defined and realistic timeframes for delivery.</li> </ul>	12.5%

	<ul style="list-style-type: none"> <li>• Clear evidence that any request for capital investment is necessary and supports the delivery of your plan.</li> <li>• Proposals for talent investment that clearly reference and respond to the 'Key Elements of an Effective Talent Pathway'. This document has been developed with and shared with NGB talent leads.</li> </ul>	
<p><u>Use of insight:</u> The extent to which the NGB has drawn on its market knowledge, consumer insight and experience in 09-13 to develop the plan. For NGBs targeting 14-25s, the extent to which an understanding of participation patterns, and in particular when and why young people leave their sport has underpinned the design and delivery of programmes to reverse this trend.</p>	<p>We will look for evidence that you have:</p> <ul style="list-style-type: none"> <li>• Conducted a thorough review of your participation and/or talent programmes drawing upon market insight and lessons learnt from 2009-13 to establish the contribution your sport can make to Sport England's strategic outcomes.</li> <li>• For NGBs targeting 14-25s, an understanding of participation patterns and in particular when and why young people leave the sport.</li> </ul> <p>Please ensure that your Whole Sport Plan demonstrates:</p> <ul style="list-style-type: none"> <li>• An understanding of the market for your sport.</li> <li>• Evidence that consumer insight has been developed in response to delivery and learning from 2009-13 investment.</li> <li>• How market understanding and insight has informed the selection of local geographic areas for delivery.</li> <li>• How knowledge of the market, consumer insight and lessons learnt have been used to inform planning, targets and performance management.</li> </ul>	7.5%
<p><u>Ability to deliver:</u> The extent to which appropriate capacity and capability is in place, including internal and external structures and resources, to ensure effective and efficient delivery within the defined timescales. The extent to which the NGB has demonstrated that it has the appropriate local relationships and delivery channels in place to have an impact at a local level.</p>	<ul style="list-style-type: none"> <li>• We will be looking for evidence of your ability to deliver the plan. Programmes should be realistic and achievable and build upon previous experiences.</li> </ul> <p>Please ensure you include the following:</p> <ul style="list-style-type: none"> <li>• An appropriate and realistic route to market for product delivery.</li> <li>• Evidence that the NGB workforce you propose to use to deliver your plan has been designed following evaluation of existing delivery resources available across the sector and is appropriate, sufficient and capable of delivery within the 2013-17 timeframes.</li> <li>• Evidence that you have given appropriate consideration to how you will promote the proposed consumer offer, identifying specific and appropriate communication methods.</li> <li>• A clear explanation of how you will connect, work</li> </ul>	7.5%

	<p>and have an impact on participation at a local level, including any specific delivery channels that are or will be in place.</p> <ul style="list-style-type: none"> <li>• Identification of the partners essential for successful delivery of participation and talent programmes and evidence that the appropriate local partners have been consulted and are sufficiently engaged to begin delivery in April 2013 and beyond.</li> <li>• For talent programmes, an explanation as to how you will connect with and integrate other relevant talent programmes e.g. TASS, AASE and SportsAid.</li> <li>• Identification of the delivery risks, including proposals for their mitigation and management.</li> </ul>	
<p><u>Monitoring and development:</u> The extent to which the NGB demonstrates a commitment to continually improve delivery and that appropriate feedback mechanisms and monitoring has been built into programmes to enable this to happen.</p>	<ul style="list-style-type: none"> <li>• Show us that you are committed to continuous improvement.</li> <li>• We will be expecting to see that you have in place robust monitoring measurements to understand, manage and predict performance.</li> <li>• Please explain how consumer feedback will be used to support continuous improvement of your consumer offer and services.</li> </ul>	5%

### 3. Scale of impact (20%)

Assessment Criteria	Guidance	Weighting
<p><u>Contribution:</u> The scale of the contribution the NGB has demonstrated it will be able to make to Sport England's strategic outcomes.</p>	<ul style="list-style-type: none"> <li>• You should specify which outcomes you are addressing within your Whole Sport Plan and clearly identify why these are appropriate from your market understanding.</li> <li>• Please set out exactly how much you intend to contribute to each of our participation outcomes and demonstrate to us it is both realistic and achievable.</li> </ul> <p>For talent, please set out how you intend to address the following:</p> <ul style="list-style-type: none"> <li>• Breadth and scale of the pathway e.g. actual and ideal numbers for each level.</li> <li>• Progress of athletes through the pathway.</li> <li>• Quantity and quality of athletes moving on to World Class and elite programmes.</li> </ul>	20%

## 4. Value for money (20%)

Assessment criteria	Guidance	Weighting
<p><u>Budget:</u> The NGB has provided a budget setting out realistic funding requirements for each area of work it is proposing, together with details of how it aims to achieve the maximum impact from that investment.</p> <p>The level of investment required for core costs is transparent and fully detailed in the budget.</p>	<p>Please ensure you provide the following:</p> <ul style="list-style-type: none"> <li>• A budget which clearly details project funding and costs.</li> <li>• You have demonstrated why these costs are required and that they are realistic.</li> <li>• A breakdown clearly identifying the 'core costs' contained within the submission and a demonstration of need for the proposed contribution to those core costs.</li> </ul>	5%
<p><u>Assessment of price:</u> The extent to which the NGB demonstrates it is proposing the most efficient and cost effective means of delivering its proposals as well as providing assurance value for money is being achieved.</p>	<ul style="list-style-type: none"> <li>• We will be assessing whether or not the investment represents value for money. You will need to provide evidence that the most efficient and cost effective means of successfully delivering the programmes of work have been identified and will be implemented.</li> <li>• We expect you to provide assurance that any capital investment proposals are sustainable.</li> </ul> <p>We will be looking for you to evidence the following:</p> <ul style="list-style-type: none"> <li>• That each product and service is appropriately priced for the target market to have a positive influence on local supply and demand.</li> <li>• That you have taken into account and compared the cost of delivery in 2009-13 and your proposed delivery costs in 2013-17.</li> <li>• Any economies of scale available from building on existing knowledge/programmes developed during 2009-13.</li> <li>• Where appropriate, cross-sport working to improve the consumer offer and provide economies of scale.</li> </ul>	10%
<p><u>Financial need:</u> The extent to which the NGB has demonstrated genuine financial need.</p>	<ul style="list-style-type: none"> <li>• We will be looking for you to demonstrate genuine financial need for each element of the plan.</li> <li>• In particular, we will be looking for evidence of an appropriate level of financial commitment from your resources and those of wider partners to support delivery.</li> </ul>	5%

## Governance and financial control (red/amber/green)

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Our key criteria for effective governance are set out in the table below. They draw together and build upon the minimum standards that we already set through our current self-assurance and on-site audit processes.

Any NGB rated red for governance will not receive an offer of funding for 2013-17. Our Red/Amber/Green ratings will be reached on the following basis:

- Red: The NGB does not meet, or have adequate plans in place to meet, our key criteria for effective governance and/or our existing finance and internal control requirements.
- Amber: The NGB does not meet our key criteria for effective governance but has adequate plans in place to do so by October 2014. Our existing finance and internal control requirements are either met or adequate plans are in place to meet them.
- Green: The NGB meets our key criteria for effective governance. Our existing finance and internal control requirements are met.

Our 2013-17 governance criteria include some new requirements. They are:

- The NGB's legal structure allows for open recruitment to its Board;
- The Board is well-balanced, no one individual or group has unfettered powers of decision-making or dominates the Board and at least a third of the Board's members are independent;
- Terms of office for Board members are limited, normally to a maximum of 2 x 4 years

*(Please note that a small number of additional new requirements (i.e. in addition to those set out here) are being considered by our Board in February and discussed with DCMS and UK Sport. Any additional requirements will be communicated to you by the end of February 2012).*

We recognise that some NGBs may need to alter their constitutions or go through other processes with their members in order to comply with these new criteria and so we will not require these to be met until October 2014. Where these new requirements are not yet in place we will expect you to produce a robust action plan with milestones agreed both by your Board and by us setting out how and when they will be met. This should be provided to us as part of your submission.

The assessment method for these governance and financial control requirements differs slightly to that for our other investment criteria. Much of the information required to help inform our assessment is already available to us through our existing self-assurance and on-site audit processes. We will form an initial view of whether or not you meet our requirements based on information already available to us and we will confirm our understanding with you during February/March 2012. Where we do not have the relevant information, we will ask you for it.

During the 2013-17 funding period we will regularly assess governance practices and the governance, finance and control frameworks of NGBs. NGBs which fail to meet any of our key criteria for effective governance and/or have significant weaknesses in their governance, finance and control frameworks which are not addressed immediately will have their funding withheld or withdrawn.

Assessment criteria	Guidance
<p><u>Effective governance</u></p> <p>We will consider whether:</p> <ul style="list-style-type: none"> <li>i) The NGB's governance structure reflects good practice, allows for open recruitment to Board and provides adequate protection to members.</li> <li>ii) The Board is effective. The Chair demonstrates strong leadership skills and an independent approach. The Board is well balanced so that no one individual or group has unfettered powers of decision-making or dominates the Board. At least a third of the Board members are independent and the Board has an appropriate balance of skills.</li> <li>iii) New Board members have inductions, terms are normally limited to 2 x 4 years and the Board critically evaluates its performance annually.</li> <li>iv) The Board is strategically, not operationally, focused. There is an effective committee structure.</li> <li>v) Appointments to the Board for both the independent and the membership-only posts are via an open recruitment process. All appointments are informed by skills needs which are regularly assessed. There is proper consideration of diversity.</li> <li>vi) Decision-making processes are clearly documented, approved and communicated. Decisions are made at the appropriate level.</li> <li>vii) Transparency and accountability is intrinsic to the way the Board, the CEO and the wider NGB operates.</li> </ul>	<p>We will form an initial view of whether or not you meet our requirements based on the information already available to us through the self-assurance and on-site audit process and we will confirm our understanding with you. Where we do not have the relevant information, evidence will be requested from you. It will be reviewed with the support of Moore Stephens and discussed with you to clarify if necessary.</p> <p>Assessment indicators we will consider will include:</p> <ul style="list-style-type: none"> <li>• Constitution/ Memorandum &amp; Articles of Association</li> <li>• Company/organisation structure chart</li> <li>• Terms of Reference for Board, Council and Committees</li> <li>• Board composition and size data</li> <li>• Board evaluations</li> <li>• Board induction processes</li> <li>• Board skills data</li> <li>• Board appointment processes</li> <li>• Board skills matrix</li> <li>• Delegated authorities including matters reserved for Board</li> <li>• Conflicts of interest policy and practice</li> </ul> <p>We will be looking for evidence of a robust action plan with milestones to provide us with confidence that you will meet our key criteria for effective governance by October 2014 if you do not already meet these standards. This action plan must be approved by your Board and by us. It should be provided as part of your submission.</p> <p>All NGBs not assessed as 'green' in our self-assurance and on-site audit processes should already have action plans in place to meet our existing required standards for governance, finance and internal control. Delivery of actions to agreed timescales will help inform our overall governance assessment and RAG rating.</p> <p><b>Full details of our requirements, assessment indicators and the governance help and support we offer are set out in our Governance Strategy 'On board for better governance' which will be published shortly.</b></p>

## Assessment scoring

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Each element for which you request funding (young people, adults over 25 and talent) will be evaluated against each of the stated assessment criteria. A raw score of between 1 and 10 based on the scale set out below will be awarded to each sub criteria and weighted accordingly. This will give one overall score for each element (young people, adults over 25 and talent).

Alongside this, governance and financial control will be allocated a 'RAG' rating.

Score	Description of information received
0	No information provided; meets none of Sport England's basic expectations; the applicant has not demonstrated any evidence to meet the sub criteria / assessment criteria.
1-2	Unsatisfactory - meets few of Sport England's basic expectations; the applicant has not demonstrated any evidence to meet the sub criteria / assessment criteria.
3-4	Poor with identifiable shortcomings - shows areas of weakness and/or limited information has been provided; meets Sport England's basic expectations but there is limited evidence to meet the sub criteria / assessment criteria.
5-6	Adequate/satisfactory - information submitted is acceptable; meets Sport England's basic expectations without offering any great advantages; evidence provided adequately meets the sub criteria / assessment criteria.
7-8	Good - demonstrates a sound and complete approach which has the potential to fully accord with Sport England's requirements and/or wholly meets expectations with no appreciable concerns; evidence provided fully meets the sub criteria / assessment criteria.
9-10	Excellent - demonstrates a sound and complete approach which will have the potential to surpass Sport England's requirements in all respects; evidence provided exceeds the requirements of the sub criteria / assessment criteria.

To clarify, sub criteria that meet our expectations would be awarded a score within the range 5-8. The highest marks of 9-10 are reserved for instances where the NGB has exceeded our requirements.

## Section 5: Budget

### We have in excess of £450 million available for 2013-17

Of the budget available we expect no more than 25% of the total funding available to be allocated to talent.

The remainder of the funding will be spent on participation, with at least 60% being allocated to work with 14-25 year olds and the remainder on adults over 25.

Please note that these proportions apply to the total funding pot. The proportions for individual NGBs will vary, depending on whether they have a talent programme and the extent to which their current or potential participants fall within the 14-25 age range.

As mentioned in the Investment Principles, we want to retain sufficient flexibility within our NGB investment to reward success and take advantage of unexpected opportunities. We have therefore ring-fenced £40m within our budget and will make, at our discretion, additional awards to NGBs who perform exceptionally well to enable them to do even more.

The table below provides an overview of the available investment:

## Available Investment

	£m		£m
<b>NGB Funding (up to)</b>	<b>467</b>	<b>NGB Funding (up to)</b>	<b>467</b>
NGB Awards (revenue and capital)	317	Exchequer Resource	102
Transition to clubs	20	Exchequer Capital	40
Higher Education	25	Lottery	245
Governance	5	Football Foundation	40
Reward & Incentive Fund	40	Reward and Incentive Fund	40
Local Facilities	20		
Football Foundation	40		

## Section 6: Timeline

The deadline for 2013-17 WSP submissions is 14 May 2012 with award agreements in place by January 2013

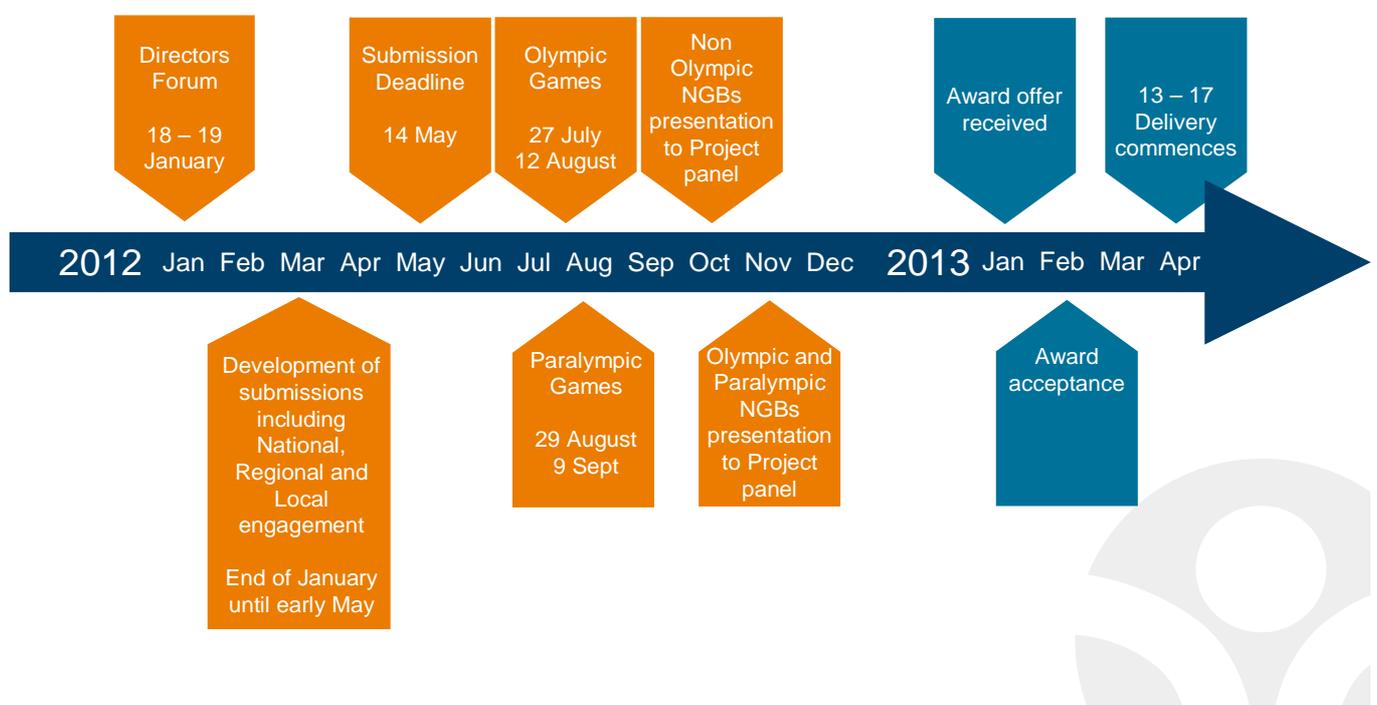
The 2013 – 17 WSP process was launched at the Chief Executive and Development Directors forum in Loughborough on 18 and 19 January 2012.

The timeline allows NGBs 16 weeks to develop submissions that clearly respond to the criteria set out in this document and engage with the partners essential for successful delivery.

Once submitted we will carry out an assessment against our published criteria and provide clear feedback to ensure that each NGB can prepare a presentation to the Project Panel during October and November. Exact dates are to be confirmed.

Our Board will make decisions and we will notify NGBs of this decision in December 2012. Final award offers will be made by January 2013.

## Timeline



## Section 7: Support available for the development of submissions

We are making available to you a range of support and expertise with the intention of helping you to develop the strongest possible plan for 2013-17.

This guidance has been created to assist you in developing your 13-17 Submission. We hope that the information provided, along with the assistance you will receive from your Relationship Manager and other Sport England staff, will be useful in helping you understand the process and our expectations.

You will appreciate that this guidance and any help given by our staff cannot be a substitute for you applying your own understanding, skills and judgement. The writing and finalisation of your 13-17 Submission must remain your responsibility.

### 1. This guidance document

Please bear the investment principles in mind when preparing your submission and respond directly to the assessment criteria and guidance set out in this document.

We have provided other essential information for you in terms of the available budget, the timeline and support, but if you are unclear about any of the information provided please do speak to your Relationship Manager in the first instance.

In addition to this guidance we have prepared, and will be regularly updating, Frequently Asked Questions which will provide the latest position on the areas that are most important for you to understand.

### 2. The insight pack

We have already provided you with a detailed Insight Pack to help you to get ready to write your 13-17 submission, bringing together key trends that we have observed and insights that we have developed over the last year. The pack covers non-sport trends, trends in community sport, trends in your sport and a self-evaluation tool to help you identify the changes you may need to make to maximise your impact in your sport's market.

We hope that you have found this information useful; however we know that it does not have all the answers. It is intended to be a reference document, one that the NGB, Sport England and others can add to or amend as market understanding is developed and applied.

If further detail in a particular area would help your planning or if you would like greater clarity on the contents of the Insight Pack, your Relationship Manager should be able to help – please ask.

### 3. Day to day support

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Your Relationship Manager will coordinate day to day support to you in the development of your submission. Initial conversations will focus on ensuring that you understand the process set out in this document and identifying the support you require to develop the strongest possible submission for your sport.

We will make available support from other internal teams where appropriate, including expertise on growing participation and developing talent (including disability) more technical areas such as facilities and planning, workforce development, working with children and young people, equality and working with and through local partners.

### 4. National partner support

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Sport England currently contracts National Partners\* to provide specialist expertise for NGBs which complements the support we can provide directly.

Many NGBs are already working well with National Partners to deliver their current plans and this targeted support will continue to be available throughout the planning process.

Your Relationship Manager will have an early discussion with you about whether you require any additional support in these specialist areas to help you develop your plan.

\* National Partners include Women's Sport and Fitness Foundation, English Federation of Disability Sport, Sporting Equals, Street Games, sports coach UK, Skills Active and Club Mark.

### 5. Engaging with local partners

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Many NGBs are already working with local partners such as County Sports Partnerships, Local Authorities, Higher and Further Education and Leisure Operators to deliver their 09-13 plans. We know that robust delivery plans and resources at the local level are essential ingredients in delivering increased participation and a stronger sporting infrastructure, and you will have seen that this features in the assessment framework.

It will be your responsibility to 'test' your aspirations and ideas with the partners in the community sport system as you develop your submission, and to demonstrate that you have the appropriate local relationships in place for successful delivery.

Your Relationship Manager will have an early conversation with you about what plans you already have to engage with local partners and what help you would like from Sport England to co-ordinate engagement beyond what you have planned.

## Section 8: The application submission

### What should my submission look like?

We want to give all NGBs the opportunity to shape their submission to best fit the needs of their organisation as well as demonstrate effectively how they will meet the Investment Principles and Assessment criteria.

We have defined below a basic framework for your submission, but encourage you to work closely with your NGB's Relationship Manager to develop your individual version.

The submission will consist of 3 parts:

Element	Timeframe
1. The whole sport plan	5pm, Monday 14 <sup>th</sup> May 2012.
2. The portfolio of evidence	5pm, Monday 14 <sup>th</sup> May 2012.
3. The presentation	October/November 2012(Specific date/time TBC)

Please see below for further information on each element of the submission:

### The whole sport plan

Our expectation for the Whole Sport Plan (WSP) is that it will be a short, sharp overarching narrative which succinctly gives us a clear understanding of what, why, when, where and how an NGB will deliver one or more of our participation and talent outcomes.

The WSP should directly address the Assessment Criteria, but where possible link to existing or new documentation or intelligence to reduce duplication and ensure complete information is provided for assessment.

We will be providing an optional template which sets out the key areas that should be covered in a WSP submission.

## The portfolio of evidence

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The Plan should be complemented by a portfolio of evidence which helps you to demonstrate to us the quality, strength and deliverability of the Plan. We will use this evidence when we apply our Assessment Criteria to determine the strength of your submission.

We have not provided a definitive list of what the portfolio should look like, as we expect it to differ from sport to sport. We anticipate that some documents which would form part of your supporting evidence will already be available to us. If so, there is no need to resubmit those documents, you just need to clearly reference them in your submission. For example, we hold evidence of your delivery during the 2009-13 funding period through the Bi-annual Performance Reports

Our minimum requirements for the portfolio of evidence are:

1. It includes a simple document list that allows us to manage the submission and ensure all information is considered as part of the assessment (template to be provided by Sport England)
2. you complete and include Sport England NGB 2013-17 Finance Template which we will provide to you.

During the development of your submission, your Relationship Manager will provide you with advice on what documentation might be helpful for you to include, but the final decision on this rests with you.

## The presentation

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Each NGB will be asked to present to a 2013-17 Project Panel and to answer questions on its submission. The presentation will take place after the assessment of your paper-based submission but before we make our final investment decision. We would like to take this opportunity to check and challenge points within your Plan and to discuss any potential issues or risks we have identified.

The session will be informed by our assessment of your submission and therefore although each session will follow a common structure the content will be bespoke to each NGB.

We will confirm dates for your presentation as soon as possible. We have incorporated measures to accommodate those NGBs with Olympic and Paralympic commitments and will schedule their presentations after the Games.

We would expect the Accountable Officer (typically the CEO) to attend the presentation, but it is your decision who else should attend, up to a maximum of four representatives in total. The Project Panel will include members of Sport England's Executive Team and its Board.

## How to submit your application

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All applications for NGB 13-17 Funding need to be submitted electronically through the following dedicated email address:

[NGB1317@sportengland.org](mailto:NGB1317@sportengland.org) (Please note, there is a maximum email size of 16MB)

When making your submission you must quote your NGB's name at the start of the subject line. Later on we will issue you with a unique reference number which must be used in all subsequent correspondence.

The deadline for final receipt of your WSP and supporting evidence is **5pm on Monday 14th May 2012** for it to be considered as part of the assessment. Any information received after this time will only be considered by exception, and at our discretion.

The Sport England submission email will be active to receive information from Monday 19th March 2012. Information should only be sent to this address if it forms part of your final submission for assessment.

Please note, we may request further information through the assessment period.