



CORNWALL SPORTS PARTNERSHIP LEADERSHIP DELIVERY PLAN



The Cornwall Sports Partnership mission is 'Making Sport and Recreation a part of everyday life'

The CSP strategy sets out 2 key outcomes and 3 support objectives

Key outcomes: **Delivering community sport**
 Encouraging active living

Support objectives: **Strategic co-ordination**
 Marketing and communications
 Performance measurement

This Delivery Plan outlines how Cornwall Sports Partnership will coordinated a positive approach to achieving the Key Outcome 'Delivering Community Sport' via one element of developing leadership and volunteering opportunities across the county.

This would actively contribute to Sport England National Target of 1% increase in community sport and physical activity.



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Step into Sport is part of the Government's PE, School Sport and Club Links strategy. It focuses on young people aged 14 – 19 years and aims to encourage them to undertake an involvement in sports leadership and volunteering that will continue into later life.

Step into Sport aims to:

- *Increase the percentage of young people aged 14 to 19 from school sport partnerships actively involved in sports leadership and volunteering to 22% in 2010.*
- *Increase the percentage of young people aged 11 to 19 from school sport partnerships actively involved in sports leadership and volunteering to 18% in 2010.*

Cornwall Sports Partnership has gone beyond providing opportunities solely for school based young people. Partnership between CSP and Sports Leaders UK has encouraged the development and roll out of a 'Community Leadership Delivery Model'.

Community Leadership Model aims to:

- *Develop Sports Leaders UK Awards*
- *Encourage more External Agencies to adopt leadership awards within existing programmes*
- *Increase the number of young people gaining Leadership qualifications*
- *Provide training opportunities to External Agencies to become Accredited Centres*
- *Work closely with Sports Leaders UK to develop in line with other areas of the Delivery Plan a 'Local Centre of Sports Leadership'*
- *Identify how Community Leadership Academies could also act as 'Local Centre of Sports Leadership'.*

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Performance Indicators

In the Step into Sport programme YST are mainly working with 3 groups of young people as follows:

1. Young people in School Sports Partnerships Leadership Academies who request a community placement.
2. Young people previously volunteering in school, in a School Sports Partnerships Leadership Academies who find their own community placement.
3. Young people already in a club or volunteering regularly (e.g. through a CSP wider programme or the NGB Community pathway) who are then referred to the SSP as volunteering and wanting to log their hours and get support from the LA if required.

As you are aware the main SIS KPI for CSP's for 08/09 is as follows:

75% of 16-19 year old young people from Leadership Academies, who state a demand for a community club and/or event – based placement, placed in a high quality SIS placement

NB. The national benchmark is 75% - some will not hit this but I hope many will surpass. So CSP's should set targets that they are capable of, and we just need to check on a Regional basis, that they are looking on average to exceed the national target of 75%.

Unlike previous KPIs you will not be able to set targets that exceed 100%

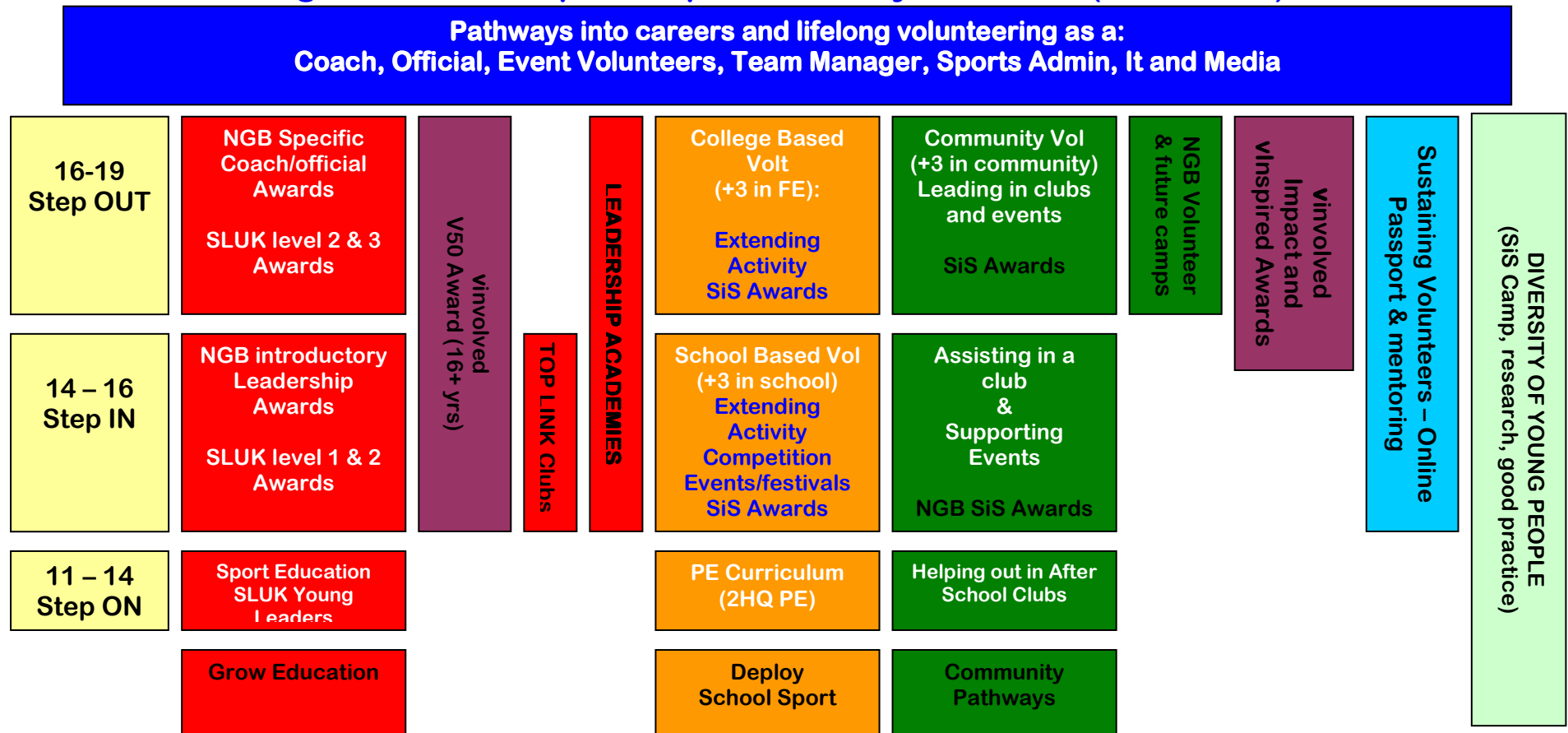
This KPI only relates to young people in category 1 above, as this is a role that the CSP alone has responsibility for. The other 2 groups of young people above will be supported to log their SIS Volunteering hours via a range of partners working together (e.g. young person, mentor, SSCo, SSP and CSP). The CSP does not have sole responsibility to place these young people, therefore they will not be held accountable for KPIs related to these young people.

However, it should be noted that the CSP should develop and agree locally a mechanism for ensuring that all community placements have met minimum requirements and have been verified (whether these have been identified by the SSP/CSP/NGB or the young person themselves).

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Insert Step into Sport Pathway Flow Diagrams to indicate how young people are able to access leadership and volunteering opportunities

Figure 1 - Step into Sport Pathway 2008 – 11 (Education)



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Figure 2 - Step into Sport Pathway 2008 – 11 (Community)



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Step into Sport

Principle Targets					
Work Area	Action	Timescale	Resources/Cost	Lead	Update / Comments
Leadership Academies	<ul style="list-style-type: none"> ▪ To support the development and provision of Leadership Academies through effective communication with SSP's, FE and Leadership Academies Coordinators <ul style="list-style-type: none"> - Establish 4 LA across the 4 School Sports Partnerships - LA within the SSP needs to stand as a lower tier in order to progress to Further Education LA (See note 2) - Additional LA could be established through FESCO coordinator at FE establishments. FE Leadership Academy leaders will be able to access any additional opportunities through SSPs, and like wise for SSP leaders. - LA's are to include Leadership Days as part of the leadership experience, and should be providing added opportunities over a period of time. 	Sept 2008 Onwards	£1500	SSP's FESCO Leadership Coordinator (LCO)Support	
	<ul style="list-style-type: none"> ▪ SSP to develop opportunities and experiences out of county for those leaders involved with the Ambassadors Scheme. ▪ This experiences should encompass 2010 rotation of residential camps at 	Ongoing	SSP budgets	LCO	

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	<p>Loughborough; 2012 Olympic related events.</p> <ul style="list-style-type: none"> - This could take the form of an exchange with sports leaders abroad. Ruth Brown at Sport Leaders UK is responsible for leadership awards abroad and has many countries delivering awards. 				
	<ul style="list-style-type: none"> ▪ To apply the same principle to developing Leadership Academies with Community Organisations <ul style="list-style-type: none"> - Provide a LA for leaders who have achieved leadership awards through external agencies. - To encourage young leaders and volunteers from demographic areas work to identify under-represented groups • Assist Sports Leaders UK in developing Leadership Academies into Centres of Sports Leadership. <ul style="list-style-type: none"> - These centres will focus on building and supporting leadership opportunities locally. - Would look to collaborate with other local agencies to work on enhancing the potential for sports leadership in terms of volunteering, employment and deployment opportunities. 	<p>June 2009</p>	<p>£808</p>		
		<p>October 2008</p>	<p>£500</p>		

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Stepping On – Sport Education and Young Leaders	<ul style="list-style-type: none"> ▪ To deliver High Leadership Experiences at KS3 (11-14yrs) and provide pupils with an introduction to leadership <ul style="list-style-type: none"> - Introduce a programme of training workshops using the Sport Education (student centred curriculum model) - Introduce the Young Leaders Award and an integral part of Top End KS2 and KS3, this would be through the SSCO programmes - Use 16+ aged leaders from within LA's to deliver Young Leadership programmes across SSP cluster primary schools 	Ongoing	SSP budgets	SSP	
Step In – Top Link and Sports Leaders Courses	<ul style="list-style-type: none"> ▪ SSP continue to provide opportunities for school based leaders to deliver primary festivals and school sport including inter-school competition. <ul style="list-style-type: none"> - Achievable through linking with Senior Competitions Manager for Cornwall. - Linking to existing competition structures. 	Ongoing	Through Competition Managers Capacity Building Budget	SSP	
Stepping Out – Community Volunteering (14-19yrs)	<ul style="list-style-type: none"> ▪ Broker placement opportunities for young people in community sports clubs, young clubs and at sport events. <ul style="list-style-type: none"> - Look to identify placements linked to Cornwall Club Achievement Scheme (formerly District Club Achievement) - Only look to place leaders into clubs that they are local to them and comfortable with. 	October 2008 Onwards	Officer Time	LCO Support from SSP's FESCO	
	<ul style="list-style-type: none"> ▪ Work in partnership with SSP's to ensure that young people who have 	October 2008	Officer Time		

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	<p>committed to Step OUT community volunteering are registered on the SIS Online Volunteer Passport.</p> <ul style="list-style-type: none"> ▪ Use the Online Volunteer Passport to track and monitor young volunteers and also to monitor the maintenance of high quality placements. ▪ Create positive working links with Cornwall Volunteer Centre (CCfV) to support placement opportunities. <ul style="list-style-type: none"> - Develop a 'hyper link' from CSP website to CCfV website 	<p>Onwards</p>			
		<p>January 2009</p>	<p>Officer Time</p>	<p>CCfV</p>	
		<p>November 2008</p>	<p>Officer Time</p>		
<p>Minimum Operating Standards</p>	<ul style="list-style-type: none"> ▪ Working towards quality placements having Cornwall Sports Partnership Minimum Operating Standards for safeguarding children and young people in sport, for those clubs that are not attached to National Governing Bodies. 	<p>October 2008 Onwards</p>	<p>Officer Time</p>	<p>SSP CSP</p>	
<p>vinvolved</p>	<ul style="list-style-type: none"> ▪ Create networks amongst agencies to provide opportunities for young people gaining sports leadership courses through external agencies to sign up to 'vinvolved' awards. ▪ Develop a 'Leadership and Volunteering Decision Tree' – showing how a young person is able to access opportunities, sign posting. <p>To work closely with vinvolved and CCfV staff to create pathways and extended opportunities in volunteering.</p>	<p>November 2008 Onwards</p>	<p>Officer Time</p>	<p>V team CSP</p>	

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SSP & FE Partnerships					
Work Area	Action	Timescale	Resources/Cost	Lead	Update/Comments
Stepping In	<ul style="list-style-type: none"> ▪ Where appropriate build on existing development of leadership skills through KS1 and KS2. <ul style="list-style-type: none"> - Young Leaders Award - Top Link 	Ongoing	SSP budgets	SSP	
KS3 – KS5 (11-19yrs)	<ul style="list-style-type: none"> ▪ To develop pathways which give All young people the opportunity to extend Leadership Skills, building upon the Level 1, Level 2 & Level 3 Sport Leaders Awards. <ul style="list-style-type: none"> - Provide extended opportunities to access National Governing Bodies qualifications - Provide school-based opportunities to build up hours 	Ongoing	SSP budgets	SSP	

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Stepping Out – Community Volunteering	<ul style="list-style-type: none"> ▪ SSP's and FE Colleges to find appropriate volunteers through the leadership programmes delivered through curriculum and out of hours learning. <ul style="list-style-type: none"> - Initially focus the On—line Passport scheme to those sports leaders who have been invited to engage within the LA. - SSP's & FE are not obliged to engage every sports leaders pupil/student - Schools should provide school based mentor to support volunteer leaders deciding what type and where they want to do a voluntary placement. - Support volunteers to access SIS Online Volunteer Passport - Ensure verification of school-based volunteer hours - Necessary to work closely with CSP to broke the identified placements. - involved 	2008 Onwards	Officer Time	SSP FESCO	.
	<ul style="list-style-type: none"> ▪ Complete annual School Sport Survey data collection <ul style="list-style-type: none"> - PDM's to collect and collate data 	June 2008	Officer Time	SSP	
	<ul style="list-style-type: none"> ▪ Provide Cornwall Sports Partnership with reports and data in respect to the information required by Youth Sport Trust and Sport England. 	September 2008 December 2008 March 2009	-	SSP	

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CSP Partnership					
Work Area	Action	Timescales	Resources/Costs	Lead	Update/Comments
Stepping Out – Community Volunteering	<ul style="list-style-type: none"> ▪ Identify placement opportunities in a wide range of roles within club / organisations and liaise with SSP's to find appropriate volunteers. <ul style="list-style-type: none"> - Work closely with SSP's to place leaders into high quality community placements 	November 08	Officer Time	CSP	
	<ul style="list-style-type: none"> ▪ involved – provide opportunities for transferable evidence from SIS to involved awards. <ul style="list-style-type: none"> 3 strands to the involved awards; i) Thank You award → One off events ii) V50 Award → 50hrs of volunteering iii) Impact award → Specific needs of the volunteer 	October 2008	Officer Time	V Team CSP	
	<ul style="list-style-type: none"> ▪ Develop volunteer support mechanisms and be responsible for supporting community volunteers onto pathways into specific roles, careers and lifelong volunteering. 	October 2008	Officer Time	CSP CCfv	
	<ul style="list-style-type: none"> ▪ Create links with volunteer centres to provide an additional level of support and information with particular reference to sustaining volunteering post 19years. 	August 08	Officer Time	CSP	

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	<ul style="list-style-type: none"> ▪ CSP will provide a generic letter and check sheet for SSPs to give to leaders. These check sheets will be completed by placement clubs to ensure that they have appropriate policies in place to provide a safe and positive experience, and that accreditation is either in place or being worked towards. ▪ The check sheet will be linked the CSP Minimum Operating Standards 	November 08 onwards	Officer Time	Lead CSP Support SSP	
	<ul style="list-style-type: none"> ▪ Make links with NGB's and Club Links to encourage the development of high quality placements. <ul style="list-style-type: none"> - Through the Cornwall NGB forum gain support for the programme 	November 08	Officer Time	NGB's CSP	
NGB Leadership, Helper, & Officiating Awards	<ul style="list-style-type: none"> ▪ In partnership with National Governing Bodies, to develop a programme of additional coaching and officiating qualifications open to leaders engaged on leadership awards. 	November 08	£1,500 (CSP Contribution) Officer Time	CSP Support from NGB's	
Leadership Bursary Scheme	<ul style="list-style-type: none"> ▪ As part of the CSP offer to the SiS programme – develop a leadership bursary scheme that rewards leaders for the community hours they achieve. 	January 2009	Awards For All Application Officer Time	CSP	

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Community Delivery Model	<ul style="list-style-type: none"> ▪ To deliver the remaining two years of the Cornwall Community Delivery Model for Leadership 2007 - 2010 <ul style="list-style-type: none"> - Work with external agencies and organisations across the county. - Provide opportunities for young people to access leadership courses through specific programmes linked to Youth Cornwall, Voluntary Agencies and Charities. 	<p>Year 2 ends December 08</p> <p>Year 3 Jan – Dec 2009</p>	<p>£10,000 (Over 2 years) Funded through Sports Leaders UK</p>	<p>CSP</p>	
Target Areas	<ul style="list-style-type: none"> ▪ Provide pathways for young people engaged in sport volunteering to access involved volunteering programme 	<p>Ongoing</p>		<p>CSP V team</p>	
Community Leadership Academies (Centre of Sports Leadership)	<ul style="list-style-type: none"> ▪ Provide a LA for leaders who have achieved leadership awards through external agencies. 	<p>June 2009</p>		<p>CSP</p>	
	<ul style="list-style-type: none"> ▪ Linking to Sports Leaders UK, develop already identified Leadership Academies into Centres for Sports Leadership 	<p>October 2008</p>	<p>£500</p>	<p>CSP</p>	
	<ul style="list-style-type: none"> ▪ To encourage young leaders and volunteers from demographic areas work to identify under-represented groups 	<p>October 2008</p>		<p>CSP</p>	

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	<ul style="list-style-type: none"> ▪ To provide training opportunities across the county for both Education related SIS and Community again linked to the LA (Centre of Sports Leadership) 	November 2008		CSP	
	<ul style="list-style-type: none"> ▪ Coordinate local training for Club Volunteers Coordinators and ensure they can use and log on to the SIS Online Volunteer Passport. 	December 08 January 09	Officer Time	CSP	
Monitoring & Evaluation	Prepare required termly reports to be sent to Youth Sport Trust, including data provided by SSP's.	SSP June 2008		CSP	
		CSP September 2008 December 2008 March 2009	-	CSP	
	<ul style="list-style-type: none"> ▪ Prepare end of Year Reports for Cornwall Community Delivery Model 	January 08 January 09 January 10			
CSP Delivery Plan	<ul style="list-style-type: none"> ▪ Ensure that the Delivery Plan formalises and focuses in all areas of sports volunteering. <ul style="list-style-type: none"> - Ensure that CSP strategy is in line with 'involved' and CCfv strategies - NGB volunteering strategies - SSP volunteering plans 	Ongoing	Officer Time	CSP	
Raising the profile of volunteering in Sport	<ul style="list-style-type: none"> ▪ Possibly develop an incentive scheme to motivate both leaders and clubs to become involved in SIS. 	June 2009	Officer Time		