

Quest 2018 – AC CSP 1

Collaborative Leadership

Guidance Notes

Issue 1 - August 2018



Outcomes

- The CSP operates across organisational boundaries to deliver shared results optimising use of resources, assets and skills to help develop a framework for sustained change locally

Assessment Process

1. Presentation
2. Discussion with Senior Staff and Board Representatives
3. Partner Forum
4. Key Stakeholder Interviews/Calls
5. Staff Focus Group

Round table discussion

- Bold italic green text criteria below, will feature as central to the round table discussions*

Equity

- Bold orange italic text criteria below, are factors that will assess the organisations approach to equity particularly the approach to increasing physical activity within priority communities and audiences*

PLAN	
The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others. The relationship between the CSP Board and its Executive is built on mutual respect and trust.	
Unsatisfactory	Leadership is focused on the ‘managing the present’ and has an internal focus. There is little or no sense of purpose, vision or strategy from the Board or the Executive that marks out the primary role of the CSP. There is no change management process evident or sense that the CSP is seeking to strengthen its leadership capabilities within its own organisation or the wider network.
Satisfactory	There is evidence of leadership ‘building the future’ as well as ‘managing the present’ (or the short term). Leadership is predominantly transactional based on good organisation and management of people and resources to achieve corporate goals. There is a focus on goal setting, monitoring performance, giving feedback and developing people internally. The Board role and remit is focused mainly on governance rather than wider leadership and championing. The CSP recognises the need to strengthen its leadership capabilities within its own organisation and the wider network and is exploring opportunities for doing so.

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<p>Good</p>	<p>The CSP has a clear idea of where the organisation wants and needs to go with change being managed well and pro-actively. Its purpose and vision is understood internally through the Board to staff and is shared externally with key stakeholders and partners including Councils and other statutory agencies. The Board has clearly defined its own responsibilities and functions and organised itself to discharge them effectively. The Board has set out the functions of its sub-committees, the Chief Executive, other staff and agents with delegated authorities, and will be monitoring their performance. There are examples of the Board and staff team strengthening their leadership capabilities.</p>
<p>Very Good</p>	<p>Leadership is a mix of the transformational and transactional. Leaders have created and communicate a shared vision and direction that is understood and supported by partners, stakeholder and funders as well as staff and Board members. The CSP has a clear idea of where the organisation wants and needs to go, maintaining its focus on the “main thing” (its core purpose) and it is developing the culture, the people and the relationships/collaborations needed to get there. The Board holds leadership to account but also champions the outcomes the CSP has set out to help deliver locally, working with Sport England and other key stakeholders. There is strong evidence of collaborative working including: secondments/placements; joint working groups on strategy and service development, commissioning and contract management approaches are operating, recognising the need for co-production. There is evidence that the Board and staff team are constantly striving to strengthen their leadership capabilities.</p>
<p>Excellent</p>	<p>Leadership qualities and commitment are widely recognised, respected and appreciated both internally and externally. The culture is clearly defined with clear examples of where values and behaviours are put into practice internally and externally. The leadership are regularly seeking feedback on their own performance and being open to challenge and review from others. The Board has collectively set a clear strategic direction for the CSP, ensures it delivers its agreed objectives and upholds the agreed values. <i>The Board and staff team are working well together to raise standards of performance, reach new partners and engage new target markets/ communities with Board members taking on champion and mentoring roles to propel the organisation forward and outward.</i></p> <p>The Board is collectively holding the organisation to account by effective internal and external scrutiny and monitoring to help ensure the organisation is performing and collaborating well to achieve its priority objectives and effect change while remaining solvent and in full compliance with all its legal and other obligations. The organisation is well regarded and a reputation for the way it works and delivers which is continually being enhanced by proactively searching for new leaders (internally and externally) and strengthening the leadership capabilities of its Board, team and partners. The existence of ‘leaders’ at all levels of the CSP, leading from behind as well as from the front, is recognised and there are clear examples of innovation, enterprise and positive change. The CSP’s unique selling points or specialisms are widely recognised and well regarded by stakeholders.</p> <p><i>There is evidence that the CSP is leading or making a major contribution to building a strong evidence, data and insight base across partnerships that is being used to inform and influence change.</i></p> <p><i>The CSP can demonstrate its direct influence on changes in policy and is engaged in transformational change programs taking place in its area. Key policy documents and plans show that sport and physical activity is seen as important to the delivery of local outcomes. The CSP can show how it has directly influenced decision makers to maintain or increase the net investment in sport and physical activity.</i></p>

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DO

The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy.
 The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way.
 The CSP leadership focuses on building authentic relationships based on mutual trust.

Unsatisfactory	Organisational values and behaviours are not explicit or evident in practice. There is little or no sense of a collective ambition and little evidence of improvement, growth or learning in the organisation or team. There is minimum or limited engagement with Board members or engagement with stakeholders. Morale and motivation across the team is relatively low. Front line staff generally follow rules and regulations and are not encouraged to take the initiative.
Satisfactory	There is commitment to improving the team. Training and skills development needs have been assessed and plans are in place to develop the leadership competencies and capabilities of the organisation. Actions are being put in place to work with other organisations around the sharing of skills and knowledge. Frontline staff may be empowered but there is limited evidence of them taking the initiative.
Good	<p>There is commitment to develop a high- performance culture and a road map/action plan is in place to raise performance. Leadership invests in staff through leadership programmes and applying use of leadership tools such as: personality profiles; 360 feedback; training needs analysis and skills audits. There is evidence of improved capability and performance levels that is recognised by both staff and stakeholders.</p> <p><i>Leaders demonstrate, by their own behaviour, a commitment to achieving equality of opportunity towards staff and users and to actively address under-representation in priority communities and audiences.</i></p> <p>The Board is clearly engaged and brings new skills, experiences and access to wider networks to enhance the influence and capability of the team. There is a strong commitment and engagement in networking at every level. The ability to share information and learning is evident internally and efforts are being made to develop this approach with a small number of key stakeholders and partners.</p> <p>Frontline staff feel empowered and there are examples of them taking the initiative.</p>
Very Good	<p>There is a strong commitment across the organisation to becoming a “high performance” culture with evidence of progressively challenging KPIs being set.</p> <p>Front line staff are empowered and there is a wide range of evidence of them taking the initiative with stakeholders to build relationships and adopt new ways of working. There is also evidence of front line staff acting as role models and leading/supporting change. There is a constant shift in the skills of the workforce towards the “enabling entrepreneur” and demonstrated in the people development plans and in how people are recruited and trained. There are examples of new ways of working in practice both inside and outside the CSP that supports coalition and collaborative practices with some examples of influence, innovation and intervention emerging.</p>
Excellent	The organisation has a well- defined “high performance” culture that is evident to its staff, Board members, partners, stakeholders and funders. This is reflected by partners who can testify to the quality of leadership, the improvement in service delivery and the quality/competence of the organisation, its Board and the staff team. There is a clear focus on community outcomes; community engagement and stakeholder satisfaction at

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all times.

Unusual suspects' take the lead based on their capability or capacity rather than relying on the same leader(s). The same senior people are not always sitting on every decision-making meeting. Guiding coalitions are formed to lead work. Credit is given and taken by the coalition as a whole and not by a senior individual or the CSP.

There is an approach to leadership development that crosses organisational boundaries. There is a high degree of trust between people within the organisation and across the partnership - enabling people to feel safe to 'let go', to learn from failure and to innovate/do more of what works as appropriate in the drive to achieve systems change, behaviour change and positive outcomes for local people. Distributed leadership is properly incentivised and rewarded.

There is evidence that the sport and physical activity workforce understands, engages and contributes by building physical activity and sport into other service interventions.

The organisation can demonstrate it is co-owning/co-producing interventions, which go beyond shared budgets with providers from other sectors to enhance service provision for target audiences and beneficiaries. Evidence can be provided of intelligence sharing, service development, joint bids, clearly identified roles and responsibilities, innovation, of doing more of what is proven to work and celebrating of success/achievement to develop the trust and respect that underpins performance.

The CSP has enabled the use of behaviour change models in work with priority communities.

There is evidence that relationships with new or potential providers outside the 'traditional' physical activity and sport sector are being engaged and supported to support priority communities because of their particular reach or specialism.

The CSP has enabled and supported community engagement with priority communities to facilitate and support the co design and co-production of interventions with and by these communities.

MEASURE

The CSP leadership assesses and understands the assets of the place and its people.

<p>Unsatisfactory</p>	<p>There is no measurement process in place to help assess the quality and impact of leadership competencies and collaborative practice within the organisation.</p> <p>The leadership have no real understanding of its local area and its people and they are not communicating an understanding to staff, partners or stakeholders.</p>
<p>Satisfactory</p>	<p>Measurement of leadership competencies and practice is internally focused. It is not easy to evidence results of actions taken from internal or</p>

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	external surveys or reviews of staff or stakeholders. There is little evidence of external influence on ways of working and organisational development and service delivery.
Good	Measures of leadership competencies and practices are regularly tested through structured reviews, staff surveys and partner/ stakeholder surveys which are transparent with the results communicated and acted upon to develop new ways of working. Working arrangements including: projects; commissions and contracts are more outcome-based with shared accountability based on an assessment of skills, resources and knowledge that can be shared and made to work to best effect. Performance management is focused on the outcome and proportional to the need to innovate and manage risk in order to achieve sustainable change.
Very Good	Systematic measures of leadership competencies and practices are embedded. Asset-based approaches are applied to employees and beneficiaries to help build understanding and the ability to adapt as a true partnership enterprise. People are now spending time with other teams, shadowing and understanding each other's worlds, especially processes and language. There is a customer-centric approach that can be evidenced in key relationships and interventions with a clear focus on 'win-win agendas' and engagement of priority audiences through community networks.
Excellent	<p>There are clear measures and evidence of success, with improvements in quality and reputation. This is underpinned by robust and transparent governance arrangements, open consultation and feedback involving stakeholders such as the use of: "challenge groups" or sounding boards; 360-degree reviews and appraisal processes. External accreditation and measurement is a feature of this organisation and this includes qualitative analysis of the effect of collaborative leadership at a strategic, influencing level around building coalitions as well as engagement at grassroots/community level through understanding network values and utilising positive capacity. Measures have been agreed with the Board partners and stakeholders to assess performance. Performance Indicators are published and there is evidence of improvement.</p> <p><i>The leadership have a deep understanding of levels of under-representation and local need across its area and they communicate this understanding to staff, partners and stakeholders.</i> The performance and approach of the CSP enjoys a high reputation and confidence inside and outside of the organisation because of the applied use of local knowledge, skills and lived experience of those in communities. It is facilitating a more participatory approach to change, drawing on the human, social and physical capital that exists.</p>
REVIEW	
<p>The CSP leadership embraces risk through resilience and promotes the case for change through continuous improvement and learning. The CSP leadership support the creation of opportunities for innovation and new ways of working. The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.</p>	
Unsatisfactory	There is no compelling case for change or process for managing organisational change and development. There is little or no evidence of internal learning or external review leading to improvement, new ways of working or organisational development.
Satisfactory	Review processes focus on projects and programmes rather than the organisation and its collaborative work as a whole. There are some, but limited, review processes in place that facilitate leadership development, team working and wider organisational development that supports a place based or systems-based approach driven by shared agendas, innovation around working practices, good use of shared data and evidence, co-production or the scaling up of interventions and practices that work or enable improvement.
Good	There are some working examples of leadership, team and organisational development that is leading to changes/ improvements in working practices and service development which pro-actively involve stakeholders, partners or communities.

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	<p>There is an element of external scrutiny/involvement in review processes which is welcomed internally, is supporting service development and providing new skills and insight.</p> <p>Conditions/contexts are being created in which people can learn and grow. Conflict is being viewed not as something to be avoided but as a potential source of breakthrough. Feedback is welcomed and sought after to help improve.</p>
Very Good	<p>Data and evidence is used well to inform/advise and shape/support services. The default answer to new ideas is set to ‘why not?’ rather than ‘why?’ and to ‘yes’ rather than ‘no’. There is evidence of learning from failure is used positively with partners alongside intelligence from the field on what works and why. While there is a focus on priorities and resilience around the “why”, there is agility/flexibility around the deployment of the skills that the CSP brings to the table to help create solutions and identify the issues/barriers inactive or disadvantaged people/communities face.</p>
Excellent	<p>The collaborative leadership approach is underpinned by robust internal and external review processes in place involving Board Members, peers, partners and or stakeholders/funders to drive systems and behaviour change in organisations and in local communities.</p> <p>There is good knowledge of what works best in the organisation/across the sector/across boundaries/into communities and why. There is a drive to identify what can be done/changed/adapted/created to achieve improvement, create new, more effective ways of working or delivery as well as involve and include others in a leadership role.</p> <p>Appreciative Inquiry, action research or alternative techniques are used to do more of what works best. There is a high degree of challenge and comfort with this challenge to harness of collective intelligence. There is clear evidence of change, innovation and improvements which have been recognised internally and externally as beneficial. Users, participants and communities are encouraged, supported and facilitated to be an integral part of the process to help define and deliver solutions.</p> <p><i>There is evidence that evaluation has been built in from the outset and learning refines delivery and improvement across the sector.</i></p> <p><i>Existing providers are being more productive, sustainable and responsive to the needs of priority individuals and communities. There is evidence of mainstreaming things that work and decommissioning things that don't.</i></p>
IMPACT	
The CSP leadership create teams and ways of working that operate across organisational boundaries with a mutual commitment to shared outcomes.	
Unsatisfactory	<p>There is little or no evidence that leaders are positively engaged with partners or stakeholders in other sectors. Leadership is predominantly top down, inward looking and focused on the immediate future. There is little or no evidence of change in the organisation’s leadership or its approach to collaborative leadership.</p>
Satisfactory	<p>There is evidence that leaders are more engaged with partners and stakeholders in other sectors and are more receptive to introducing change, supporting innovation and introducing new ways of working. Required behaviours are defined and are ‘seen’ to be different, internally and externally.</p>

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<p>Good</p>	<p>Different modes of leadership are becoming evident across the organisation and there is a clearer focus on: ‘creating the future’; delivering on the primary role; and addressing local needs/priorities. There is evidence of better engagement with key stakeholders and more use of collaborative approaches being adopted driven by the recognition that systems change will require new approaches and a focus on beneficiary impact over organisational focus.</p>
<p>Very Good</p>	<p>There is evidence that leaders are engaged with and influencing elements of the wider agenda through new ways of working at a variety of levels. Leadership is clearly changing behaviours inside and outside the organisation and is improving levels of staff engagement and productivity in the process that is reflected in higher levels of satisfaction from partner, stakeholder and customers. Safe spaces/environments have been created to try new things and ways of working while strong support networks exist between individuals, teams, across CSPs and partner organisations.</p>
<p>Excellent</p>	<p><i>There is evidence that leaders are playing an influential role in profiling the contribution of sport and physical activity and helping to shape the local place, support behaviour change and shaping relevant areas of the wider agenda in pursuit of national and local priorities around inactivity and, inequality as well as wider societal outcomes around physical/mental health and well-being, community development, personal developments and economic development.</i> Leadership has created clear roles - internally and externally - based on an effective assessment of roles, skills, assets and competencies. There is evidence that leaders have gained the respect and trust of major players within other sectors such as public health, education, community and social services, planning and environment as well as in local communities and can now begin to demonstrate the contribution and impact sport and physical activity is having in these areas.</p> <p>Coaching and mentoring practice is embedded in the organisation. There are examples of Board members and staff acting as peers and coaching and mentoring colleagues from other organisations within their areas or networks (and vice versa). Multi-agency risk assessment processes operate that are solution focused and encourage reflective practice for practitioners. The CSP is delivering results against its stated priorities in terms of outputs and proxy measures set against short term outcomes using logic plans and shared knowledge/skills as appropriate.</p> <p><i>There is evidence that non-sector partners understand and advocate the value of sport and physical activity.</i></p>

Acknowledgement

Right Directions would like to acknowledge the work of the following organisations in the development of this benchmark and recommend specifically the following documents for further reading:

- Behaving Like a System, Collaborate - this report examines the preconditions for systems change in a place: http://wordpress.collaboratei.com/wp-content/uploads/Collaborate_17_11_15_Behaving-like-a-system_Long-Version2.pdf
- Collaborative Leadership - Results across organisational boundaries, Oxford leadership: <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKEwjxNK0rrjcAhWEJ8AKHfqEBPkQFjAAegQIABAC&url=http%3A%2F%2Fwww.oxfordleadership.com%2Fwp-content%2Fuploads%2F2017%2F07%2FOL-White-Paper-Collaborative-Leadership.pdf&usg=AOvVaw1NocYNicbKgnZZs0gpl4Qa>

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Guidance and References

Sport England believes that if the nation's physical activity challenges are to be addressed, then the workforce in the sector need to be able to:

- Influence other sectors that sport and physical activity can add value to their outcomes – that represents best value (Sport England [Outcome evidence review](#) and [Commissioning Process](#))
- Apply behaviour change theory to get inactive people moving (**Sport England** - [Tackling Inactivity Insight](#))
- Understand the customer better, to ensure services are better designed to meet their needs (Sport England's - [Active Lives Survey](#), [Market Segmentation](#) and [Guide to Research](#))
- Develop evidence that demonstrates the impact of sport and physical activity on priority wider well-being outcomes in a place (Sport England's [Evaluation Framework](#), [Moves Tool](#) and [Economic Value of Sport Local Tool](#))
- And re-engineer services so that a 'whole system' approach is adopted to addressing the physical inactivity challenge in a place

Additional reading

- How to lead when you have no authority, Matt Russell. Four pillars to increase your influence: [Link](#)
- Nine leadership dimensions, Leadership Academy NHS: [Link](#)
- Blog - The Power of Place, Power to Change: [Link](#)
- Clore Social Leaders Capability Framework - https://drive.google.com/file/d/16xFDSooN4t-eCdFTM9P3g3sJ6Anw_kQr/view

Sport England in partnership with the LGA organise Leadership Essentials events to support councillors responsible for sport, physical activity and associated services. For information and dates please contact Grace Collins Adviser – Leadership and Localism, LGA by email grace.collins@local.gov.uk

A programme of events aimed at senior officers and aspiring leaders in councils, trusts and CSPs has also now been launched. For further information contact CSPN or Sport England.