

# Quest 2018 – AC CSP 2

## Continuous Improvement and Learning

### Guidance Notes

Issue 1 - August 2018



#### Outcomes

- The CSP is effective in extracting learning which drives continuous improvement

#### Assessment Process

1. Presentation - Subject title to be agreed beforehand with the Assessor
2. Review of Self-Assessment Exercise
3. Discussion with Team and Board representatives

#### 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 has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities. The CSP is committed to and can evidence it is raising its operating standards.	
<b>Unsatisfactory</b>	There is no current Business Strategy or Delivery Plan and little/no measurement of what is most important to success. Local partners/stakeholders are unaware of the current priorities of the CSP. There is no structured improvement process or sense of commitment for raising its operating standards.
<b>Satisfactory</b>	There is an incomplete Business Strategy and Delivery Plan which are still under development. There is a limited, top down, short- term and internally focussed planning process in place which sets out business objectives and some measures of success. The plan is not aligned to the strategic priorities and plans of key partners and stakeholders. There is a recognised need to improve operating standards. Priority areas for improvement have been identified and an improvement process is being put in place.
<b>Good</b>	The Business Strategy and Delivery Plan have been informed by insight and by stakeholder consultation. There is a high level of ownership and understanding within the staff team, who can relate well to the strategy/plan. Success measures and targets are clearly set out with processes in place for measuring outputs. Improvement areas have been identified with emerging evidence of higher standards in some areas.

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<b>Very Good</b>	The Business Strategy and Delivery Plan have a clear sense of purpose, vision and business objectives, which are owned by the Board and staff and are well supported by stakeholders and partners. Planning is clearly led by local priorities/needs and has involved and engaged staff and key stakeholders. It aligns with the plans and strategies of key partners and stakeholders. Measures and targets are in place with a clear focus on market development, which are supported by robust review and improvement planning processes embedded within the team and stakeholder work programmes. There is a rolling programme of improvement areas with wide spread evidence of higher standards being achieved.
<b>Excellent</b>	<p><i>The Business Strategy and Delivery Plan have been developed with stakeholders and are well communicated/understood internally and externally. They set out a clear purpose, vision, values and business objectives with success measures and targets. There is a culture of continuous improvement/high performance embedded throughout the team that is positively influencing partners and helping to raise service standards locally. There is an unrelenting focus on the stated end goal and why the organisation does what it does with specific reference to addressing inequalities and improving life chances.</i></p> <p>There is a theory of change/logic model in place for all major interventions demonstrating their outcomes and contribution to the core business.</p> <p><i>Evaluation has been built in from the outset of all interventions.</i></p>
<b>DO</b>	
<p><b>Stakeholders help shape planning and thinking from the outset .They are involved throughout in determining priorities and standards, in service development, in the design of interventions and the allocation of resources. The CSP has plans and tactics in place based on strong insight and manages its resources effectively to achieve its strategic priorities.</b></p>	
<b>Unsatisfactory</b>	Service delivery and development is inwardly focused and driven by a top down, we know best, approach or philosophy.
<b>Satisfactory</b>	Service planning, development and delivery is informed/shaped primarily by the Board and Funders. Priorities are emerging but may not have been fully consulted upon.
<b>Good</b>	Service planning and development is clearly prioritised and increasingly influenced by a consultative approach involving the Board and a wider range of strategic and local community stakeholders who have been carefully identified and are partly involved in the planning and review processes. Priorities are being developed as part of an informed and consultative process. There is a clear line of sight between service delivery and the Business Strategy.
<b>Very Good</b>	Service planning, design and development is clearly inclusive and key stakeholders are fully involved in the planning, learning and improvement processes that underpin the way the CSP operates locally. Priorities have been agreed. The Board champion this approach with planning and review processes helping to provide new and effective routes to markets and to develop some effective and innovative ways of working.
<b>Excellent</b>	<p><i>Service planning, design and development is truly inclusive at strategic and more local levels. There are clear priorities that have been agreed and are now being implemented/embedded in the working of the CSP. It has led to significant change, innovation and success in the engagement and involvement of new partners and agencies who can reach target audiences and generate increased levels of activity and participation in physical activity and sport locally.</i></p>

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MEASURE	
<p>The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role , business objectives and priorities.                      The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.</p>	
<b>Unsatisfactory</b>	There are no/very few relevant measures in place to assess or compare performance levels. The CSP do not benchmark internally across the CSP Network or outside the sector.
<b>Satisfactory</b>	Measurement is one dimensional/largely input based or not always aligned to the core purpose, vision and business objectives. Benchmarking is limited as is use of data/information.
<b>Good</b>	Measurement is in place in key areas and across projects/programmes concentrating on the critical success factors for the organisation in the short to medium term. Work to drive improvements and set realistic targets over the longer term is progressing with some pro-active internal and external benchmarking starting to take place in some areas of the business.
<b>Very Good</b>	Key Performance Indicators are in place across all of the vital areas of the business with evidence of service outputs, effective target-setting and improvements being achieved across the organisation. Measures and target setting are focused on the medium to long term around key areas which is informed by benchmarking, best practice models and performance management systems.
<b>Excellent</b>	There is a balanced scorecard of Key Performance Indicators /measures in place across finance, quality, people and customers/stakeholders which are outcome based and clearly shows improvement and alignment with the primary purpose, vision and business objectives. The organisation can show trends and evidence performance/achievement and direction. The CSP can show how it has used benchmarking and best practice to drive improved performance.
REVIEW	
<p>The CSP has effective review processes involving both staff and stakeholders that helps shape and inform what it does and how it does it. The CSP shares its learning across the organisation, with stakeholders and other CSPs so it learns from others and actively promotes more of “what works”</p>	
<b>Unsatisfactory</b>	There is no system or culture for capturing learning about the health of the organisation and its service delivery.
<b>Satisfactory</b>	There is a system for capturing learning but limited commitment to it across the team and no/little evidence that it is used to improve the health of the organisation or its service delivery.
<b>Good</b>	There is a system and culture for capturing learning including some use of self-assessment processes with some examples of it being used to improve the health of the organisation and its service delivery.
<b>Very Good</b>	There is a system and culture for capturing learning. There are a good range of check and challenge processes including use of self- assessments, peer review and themed reviews being used to take actions that improve the organisation’s health and its service delivery. The CSP is developing is knowledge base around “what works” and how to adopt an evidence-based approach.
<b>Excellent</b>	<p><i>The results of evaluation refine delivery and improvement.</i></p> <p>The organisation can demonstrate there is a culture of capturing and sharing learning to deliver change that strengthens the organisation’s health and results in service improvement for the benefit of customers/end users and partners/stakeholders. The CSP has an embedded evidence- based approach and it knows and practices “what works” with stakeholders and partners pro-actively.</p>

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### IMPACT

The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.

<b>Unsatisfactory</b>	The organisation has no or a very patchy performance baseline or a clear strategy for engagement or improvement of its services.
<b>Satisfactory</b>	The organisation has a baseline for some of its performance measures but has no clear strategy or approach for external communication, advocacy or engagement with stakeholders. It does communicate well around projects and programmes of work. It is hard to see improvement, innovation and change from an organisational and a service delivery perspective.
<b>Good</b>	Evidence indicates that external communication and advocacy is improving. Improvement is being managed proactively and communicated internally. The organisation has a reporting process in place including an impact report but there is limited evidence of the difference it is making or the influence the service is generating with partners, stakeholders, funders or commissioners.
<b>Very Good</b>	There is good evidence that the organisation communicates with a wide range of partners/ stakeholders and that this has enhanced its reputation and influence. Services are highly regarded for their quality, precision and worth. There is evidence of improvement, innovation and change, which are communicated internally and externally.
<b>Excellent</b>	There is good evidence that the track record of the organisation, the changes and improvements that have been made as well as the communication of its value and benefit has resulted in sustained core funding and growing influence on key decision makers as well as support/direction for local providers/enablers. <i>This organisation has an excellent reputation for the quality, value and impact of its work and is helping to inform and shape local/strategic priorities and local/strategic assessments of need.</i>  <i>There is evidence that as a result of evaluation, learning has refined delivery and improvement across the sector locally and nationally.</i>

### Guidance and References

- Sport England’s strategy – Towards an Active Nation (2016 to 2021) <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- A Code for Sports Governance (UK Sport and Sport England) <http://www.uk sport.gov.uk/resources/governance-code>
- Sport England’s Sport Outcomes Evidence Review <https://www.sportengland.org/research/benefits-of-sport/sport-outcomes-evidence-review/>
- Graphic summary of Good to Great by Jim Collins <https://www.youtube.com/watch?v=Yk7bzZjOXaM>

Part of Sport England’s thinking with regards to transforming participation rates and reducing inactivity, is to look at developing ‘**Whole System Change**’ in a place which it will be looking at through its Local Delivery Pilots. Information on the approach can be found here including slides from workshops which start to outline the challenges to realising whole population increases in activity rates and what whole system thinking looks like [Local delivery | Sport England](#)