

# Quest 2018 – AC CSP 4

## Team and People Development

### Guidance Notes

Issue 1 - August 2018



#### Outcomes

- The CSP effectively develops the CSP and the wider local workforce to support delivery of local outcomes.

#### Assessment Process

1. Self-Assessment Findings
2. Evidence from Staff and partner feedback
3. Partner Focus Group
4. Staff Focus Group
5. Discussion with Director and Board Representative

#### 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 clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it.	
The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.	
<b>Unsatisfactory</b>	There is no coherent strategic vision, ambition or set of values that helps create or support the development of a cohesive team. There is no locally agreed plan for development of the wider workforce which is focused on end goals for the locality.
<b>Satisfactory</b>	Planning is focused internally on the organisation’s needs-mainly around short- term goals, core training and appraisal/performance management systems. A wider workforce plan is in place but has yet to be rolled out to engage with partners and effect change in the locality.
<b>Good</b>	Workforce objectives are an integral part of the business planning process and seen as critical to success. There is a focus on behaviours/competencies/skill sets required of the CSP team and a focus on the workforce development needs in the locality - driven by short, medium and long- term outcomes. There is emerging evidence of action planning, partner engagement and change in the locality.



<b>Very Good</b>	<p>There are high levels of understanding in the staff team about their individual and collective contribution to delivering the purpose and vision of the CSP. Front line staff are empowered and take the initiative working to well defined values and behaviours. The whole focus across all levels is on collaborative working inside and outside the organisation. Workforce development priorities are being supported by partner organisations with good/strong evidence around outputs available and some emerging evidence on outcomes around skills development.</p>
<b>Excellent</b>	<p>There is evidence of transformational and collaborative leadership within the organisation and involving partner organisations. This provides a compelling vision and sense of purpose that is evident across the team and is conveyed to partners. Skills and workforce development inside and outside the CSP is at the heart of the enterprise with staff acting as role models and leading change. Workforce development planning is being championed by partner organisations and has a clear rationale, clear priorities and clear processes for monitoring and evaluation going forward to help provide evidence of impact.</p>
<b>DO</b>	
<p><b>Staff feel they work in a positive environment that stretches their performance but supports them through supervision, guidance, training and professional development. The CSP recruits and develops people with the right skills, behaviours and competencies to work effectively together and with partners, to deliver local outcomes. The CSP has people focused leaders at all levels of the workforce.</b></p>	
<b>Unsatisfactory</b>	<p>There is no real evidence of improvement in the way staff are trained, developed or deployed or plans to change current practices/culture.</p>
<b>Satisfactory</b>	<p>Staff roles might appear to be clear but there has been limited work to date to develop skill profiles for core staff, to undertake a gap analysis or to ensure that form follows function.</p>
<b>Good</b>	<p>The CSP has completed the CSPN Training Needs Analysis (TNA) and/or conducted a skills audit and has acted upon it to drive improvement and identify gaps or requirements. There is a focus on recruiting, supporting or developing a team of people inside and outside the organisation who are reflective of the communities being targeted and who have the skills/motivation to engage inactive people or under-represented communities through sport and physical activity. This is supported by good quality HR processes and systems that underpin new ways of working and a more entrepreneurial culture.</p>
<b>Very Good</b>	<p>Coaching, mentoring and peer review feature as key aspects of individual and team professional development. Teamworking, networking and engagement with paid and volunteer workforce through partnering, collaborative work, action learning sets, leadership development initiatives and funded programmes/projects is pro-active and focused in key areas to help effect change and lend support. There are development pathways and opportunities for staff and volunteers.</p>
<b>Excellent</b>	<p><i><b>The CSP is working with the local workforce to improve their understanding and ability to embed physical activity and sport in other service areas.</b></i></p> <p>The CSP manages change well and can evidence innovation, new ways of working and skill development not simply by employing staff but by sharing, contracting, funding, seconding, organising placements or through use of Board appointments as examples. Support to the local paid/professional workforce is pro-active and clearly valued whilst there is a strong drive to increase the capacity and capability of delivery partners on the frontline in areas/communities where intervention is most needed and required. There is a constant shift in the skills of the workforce towards the <b>enabling entrepreneur</b>. The CSP has strong people focused leadership at all levels of its workforce.</p>

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MEASURE	
Staff and stakeholder feedback are an integral part of the CSP's measurement processes and feedback/findings have been used to make clear improvements	
<b>Unsatisfactory</b>	This is a team with low morale, low levels of creativity who are struggling to deliver results. Staff and stakeholders survey results do not appear to drive improvement and are regularly in the bottom quartile across the CSP Network with no sign of improvement
<b>Satisfactory</b>	Individuals in the team work hard to deliver results, are well respected but do not always feel valued or supported as much as they would like. Appraisal processes are in place and operate. The CSP might be in the bottom quartile of performance but there is evidence of improvement and change reflected in staff surveys and in the comments made on staff and on the organisation in the stakeholder surveys
<b>Good</b>	The CSP as a team work hard to deliver on objectives and to achieve results but there is more to do to improve: internal and external communication; teamworking inside and outside the organisation; alignment to local priorities and outcomes; and productivity/capacity. The CSP might be the third quartile of performance but there is significant improvement in stakeholder perspectives and in staff surveys.
<b>Very Good</b>	The team is cohesive, inclusive and outward looking and outcome focused for the most part. It is optimistic, communicates well across boundaries, links well with the wider workforce in the way it works and enjoys high levels of trust and respect internally and externally. The team has defined and measurable standards that support improvement and a high-performance culture which is recognised externally.
<b>Excellent</b>	Survey results and staff/stakeholder feedback indicate that this is top performing team with high levels of engagement, alignment and productivity. There is a dynamic culture focused on change, innovation and end outcomes. The team have a track record of achieving results and can recognise and celebrate success with stakeholders and partners. Survey results are in the top quartile of performance across the CSP Network with the CSP making a direct link between staff satisfaction and partner satisfaction levels as an improvement driver. There is a clear sense of team that goes beyond paid staff and embraces partner organisations and the volunteer base.
REVIEW	
The CSP encourages everyone to seek feedback on their own performance and be open to challenge and review from others. Conflict is seen as an opportunity for discovery, growth and creativity.	
<b>Unsatisfactory</b>	There is little or no internal review processes for the whole team or evidence of formal staff consultation or feedback systems that engage with the wider workforce.
<b>Satisfactory</b>	Individual and team training and development plans are looked at annually. There is some evidence of staff consultation and review processes that involve Board Members and external partners/the wider workforce.
<b>Good</b>	Appraisal processes work well to provide feedback around performance management and there is good evidence that staff are consulted/engaged on service development/project planning. Engagement with the wider workforce gives staff the opportunity or a forum to put forward their views and ideas for improvement and change.
<b>Very Good</b>	<i>There is a pro-active and formalised approach taken to people and workforce development issues which involves Board members and external partners on priorities that have been identified around diversity, equality, policies and procedures, survey findings and results, working practices and reward/recognition. This approach is mirrored in work around aspects of wider workforce development supported by the CSP.</i>
<b>Excellent</b>	The CSP is seen as a great place to work by staff, volunteers and partners. The team give and receive feedback well. The team values diversity, can deal with conflict and different opinions and listens well to deliver both learning, change and improvement. The CSP is recognised externally for the



quality of its workforce and its working methods as well its focus on developing skills/knowledge of the workforce to meet customer needs and requirements. Staff are actively encouraged and supported to work collaboratively with and in other organisations to facilitate their own development. The CSP clearly learns from the “best in class” inside and outside the sector in the way it develops its people and in the way it operates.

### IMPACT

The CSP is agile and flexible in addressing opportunities for change whilst remaining resilient in its pursuit of clearly stated outcomes and goals. The CSP facilitates the building of teams that can operate across organisational boundaries comprised of passionate and talented people with a commitment to a common purpose. Investment in workforce development and skills can also be seen to be making a difference

<b>Unsatisfactory</b>	Change is not happening. There is no evidence as yet that staff development or wider workforce development has been made integral to improved outputs and outcomes that have been agreed nationally and locally.
<b>Satisfactory</b>	Change is slow and communication is limited within the team and externally around roles and responsibilities inside and outside the CSP. There is relatively sparse evidence of innovation or improvement within the team and in dealings with the wider workforce and skills agenda.
<b>Good</b>	Change is happening and there is evidence that there is a new culture emerging with identified values, behaviours and competencies being put into practice. Some new ways of working inside and outside the CSP are clear to see and have been well received by staff and partners/stakeholders.
<b>Very Good</b>	Change is accelerating and is well managed within the organisation and is being embraced by staff and partners. There is evidence that the CSP is investing in talent, promoting enterprise and improving capacity/capability where it is most needed inside and outside the organisation. There is a clear sense of “what/where next” because of the leadership style and culture operating.
<b>Excellent</b>	<p><i>The sport and physical activity workforce understands, engages and contributes by building physical activity and sport into the other services and interventions.</i></p> <p>Cultural and organisational change is well embedded and underpins clear outcome- based planning and a team of highly skilled, well- motivated people who work closely in support of the wider workforce and partner organisations. The outcomes of change have been tracked and communicated. The quality of the CSP leadership at all levels is recognised and can be validated because of the clarity of purpose; the focus on priorities; the collaborative approaches adopted; the quality of support provided; the ability to provide good quality evidence; and the willingness to adapt and respond when asked to. This reflects qualities around resilience, a readiness to learn, political astuteness and the drive to deliver change that will lead positive results/outcomes.</p>

### 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 Outcomes Evidence Review, Commissioning Process** [Strategic commissioning - Sport England](#))
- Apply behaviour change theory to get inactive people moving [Sport England Tackling Inactivity insight](#)

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- Understand the customer better, to ensure services are better designed to meet their needs. Useful tools include [Sport England's Active Lives](#) (**Active Lives data and analysis**), [Sport England Market Segmentation](#) and **research** (<https://www.sportengland.org/research/about-our-research/research-guide/>)
- Develop evidence that demonstrates the impact of sport and physical activity on priority wider well-being outcomes in a place (Useful tools include **Sport England's** [Evaluation framework](#), [Moves Tool](#) and [Economic Value of Sport Tool](#))
- And re-engineer services so that systematic approach is adopted to addressing the physical inactivity challenge in a place
- Eventual link to Sport England Professional Workforce strategy
- Leading Change (book): The 8 stage process – John P Kotter
- 7 Habits of Highly Effective People (book) – Steven Covey

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](mailto: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.