

Quest 2018 – AC CSP 5

Understanding Place and People

Guidance Notes

Issue 1 - August 2018



Outcomes

- There is a shared deep understanding of people and place that is being used to inform policy and practice in the area.

Assessment Process

1. Self-Assessment findings
2. Presentation on high level understanding of place and people (to be agreed with the Assessor 2 weeks beforehand)
3. Discussion
4. Case study on a target audience, place or system identified by the CSP to the Assessor
5. Evidence Folder

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 is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making.	
Unsatisfactory	<p>The CSP is not able to articulate its role and objectives (i.e. what it is trying to achieve). The CSP does not understand the people and place and does not know where it fits within the local landscape or why it has chosen to work with the partners it is engaging with. It cannot demonstrate it understands who else operates in the place and for whom (audiences).</p> <p>Insight is not at the heart of decision making. There is no known individual/team responsible for insight and no budget or staff allocated for this purpose (i.e. there is not insight/research budget and no one is responsible for insight in the CSP).</p> <p>Insight is not seen as important or is not understood by staff or the board (i.e. staff do not see the need to understand its people or place) and</p>

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	<p>projects/intervention are not informed by this understanding. Senior leaders and board members do not discuss insight or have routine meetings on insight</p>
Satisfactory	<p>There is evidence that the CSP is working to articulate its role and objectives. There is a plan in place to build an understanding of the people and place and to better understand who operates in the place for specific audiences. The CSP is aware that it cannot yet articulate its role within the local landscape. Consideration is being given to the partners that the CSP will need to work with to reach key audiences.</p> <p>The CSP has made a clear commitment to put insight at the heart of decision making and has identified the individuals or teams that will be responsible for it. This plan has senior leadership and board approval and sets out a budget and staff allocation for this purpose.</p>
Good	<p>The CSP has used its understanding of people and place to set out its role and objectives. This includes identification of the audience(s) that it will prioritise at CSP level. This articulation of role has been agreed with all staff and board. There is a developing or emerging plan showing what its priorities are and why. There is an initial core group of named stakeholders that the CSP is seeking to engage to support delivery of this.</p> <p>Insight is beginning to be used to make decisions and there is a known individual/team responsible for insight, supported by an initial budget allocation. The CSP is considering the additional skills it needs to be able to develop its ability to make insight led decisions and the ways in which to put these in place.</p> <p>Insight is becoming increasingly important for the CSP. Training and development is underway to enable staff and the Board to understand the importance of insight driven decision making.</p>
Very Good	<p><i>The CSP has used its understanding of people and place to set out its role and objectives, there is a clear narrative behind this. This includes clarity around the audience it is trying to influence (with a particular focus on those who are inactive and from underrepresented groups) and an agreement with local stakeholders on where it fits/adds value in the landscape. There is a good understanding of who else operates in the place and for whom. There is a strategy or plan showing what its priorities are and why.</i></p> <p>There is evidence of increasing insight led decision making within the CSP. There is a known individual or team responsible for insight, supported by an embedded budget allocation. Ongoing training and development with staff and board in place to support this culture change.</p> <p>Insight is important for the CSP. Senior leadership, the Board and all staff, understand the importance of insight driven decision making (i.e. staff can clearly see and articulate an understanding of the people and place it is working in). The CSP can evidence that it is increasingly using insight to drive decision making around strategy, projects and implementation. This culture change is underpinned by an ongoing training and development support that is reviewed and adjusted regularly to meet the needs of the CSP staff.</p>
Excellent	<p><i>The CSP can clearly articulate a compelling narrative on its role and its objectives (what it is trying to achieve and why). The CSP has an excellent understanding of the people it is trying to influence (with a particular focus on those who are inactive and from underrepresented groups) and</i></p>

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where its role fits/adds value in the landscape. It can clearly demonstrate/articulate who else operates in the place and for whom (audiences). This is through a clear strategy or plan showing what its priorities are and why that has clear support from key stakeholders in the area.

Insight is at the heart of decision making and there is a known individual/team responsible for insight, supported by the required budget, skills and processes, seeking to embed insight driven decision-making behaviours.

Insight is vital for the CSP. Senior leadership, the Board and all staff, understand the importance of insight driven decision making (i.e. staff can clearly see and articulate an understanding of the people and place it is working in) and can evidence that it's work is driven by insight. Senior leaders, all staff and Board members have regular discussions on insight.

DO

The CSP has depth and breadth to its knowledge, developed through quality information and data that is translated into meaningful insight.

The CSP communicates insight tailored to the audience that facilitates its direct use within decision making, based on the needs of the people and the place.

Unsatisfactory

The CSP has little or no understanding of what good market insight, good audience insight and good organisational insight looks like. It is not aware of major trends that can impact the local area and has no awareness of the supply of sport and physical activity in the area. The CSP does not have the right people and systems to gather quality data and information and doesn't know what data, information and insight it currently has access to and is limited to using a single source of data. The CSP has no knowledge of different primary research methods that will help them gather data and struggles to analyse any data they might have and translate it into meaningful insight related to their priorities.

The CSP cannot tailor any insight for the decision makers so it is relevant, clear and easy to understand. Insight communication is not action orientated and difficult to understand. Insight is not used to inform strategy development and management decision such as using it to broker the most effective relationships to achieve the CSPs priorities.

Satisfactory

The CSP is aware that it needs to develop and improve its insight capabilities and has plans in place to do so. These include developing an understanding of what good market insight, good audience insight and good organisational insight looks like as well as building an awareness of major trends that can impact the local area and the supply of sport and physical activity in the area. Plans also set out how the CSP will put in place the right people and systems to gather and analyse quality data and information and to establish what data, information and insight it currently has access to.

The CSP is aware that it cannot tailor any insight for the decision makers so it is relevant, clear and easy to understand and has put in place plans to achieve this that have senior management team and board support. These plans include developing an approach to putting in place communication systems for insight to allow the CSP to share relevant information in an easy to understand way with key stakeholders.

Good

The CSP is implementing plans to develop its insight capabilities. The CSP has developed an understanding of what good market insight, good audience insight and good organisational insight looks like and the CSP has an initial awareness of major trends that can impact the local area as well as the supply of sport and physical activity in the area. The CSP has people in place to drive this work and is establishing systems to gather and analyse

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	<p>quality data and information. The CSP is aware of what data, information and insight it currently has access to.</p> <p>The CSP is beginning to tailor insight for the decision makers. Initial communication systems have been developed to allow the CSP to share this with a small number of relevant key stakeholders.</p>
Very Good	<p>The CSP has a good understanding of what good market insight, audience insight and organisation insight looks like. It has developed its awareness of major trends impacting the local area and its supply of sport and physical activity. The CSP staff are able to effectively gather and analyse quality data and information. The data, information and insight the CSP has access to has been developed to include a wider range of national and local sources as well as that held and created by the CSP itself. The CSP is beginning to engage with individuals and communities to further develop their understanding of people and place.</p> <p>The CSP tailors any insight for the decision makers so it is relevant, clear and easy to understand. This is being communicated with an increasing number of key stakeholders and is increasingly action orientated and easy to understand for different audiences. There is evidence that insight is starting to be used to inform strategy development and management decisions such as using it to broker the most effective relationships to achieve the CSPs priorities (i.e. there is emerging evidence demonstrating how it tailors its insight to different audiences and how it is used to inform decisions and the partnerships it has brokered). The CSP is starting to consider ways in which it can review its insight as new learning is created.</p>
Excellent	<p>The CSP has an excellent understanding of what good market insight, good audience insight and good organisational insight looks like. It is very aware of major trends that can impact the local area and has excellent awareness of the supply of sport and physical activity in the area. The CSP has the right people and systems to gather quality data and information. The CSP develops insight collaboratively using a range of national and local sources that includes key knowledge and data held by key local stakeholders as well as that held and created by the CSP itself. The CSP is engaging with individuals and communities and is seeking to co-design and co-produce interventions with them. There is a mix of qualitative and quantitative information used to build its insight.</p> <p>The CSP has excellent knowledge of different primary research methods that will help them gather data and is able to analyse any data and translate it into meaningful insight related to their priorities.</p> <p>The CSP tailors any insight for the decision makers so it is relevant, clear and easy to understand. Insight communication is action orientated and easy to understand for different audiences. Insight is used to inform strategy development and management decisions such as using it to broker the most effective relationships to achieve the CSPs priorities (i.e. strong evidence demonstrating how it tailors its insight to different audiences and how it is used to inform decisions and the partnerships it has brokered). Insight is regularly reviewed as new learning is created and there is a focus on evaluating what works.</p>

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MEASURE	
The CSP can measure and evaluate the impact of its work, sharing and applying the learning across its team and partners	
Unsatisfactory	<p>The CSP does not know how to appropriately measure the impact of its work. The CSP does not act in response to the success and failure of programmes or projects for example, by changing delivery, adjusting funding and/or working with partners to deliver scale.</p> <p>The CSP does not actively monitor partners and stakeholders use of insight. It does not have the processes in place to allow them to collect and share learning with partners and stakeholders and can't monitor if partners and stakeholders are using the insight appropriately.</p> <p>The CSP cannot make the case to stakeholders and evidence the impact of their investment in sport and physical activity locally.</p>
Satisfactory	<p>The CSP is aware that it does not know how to appropriately measure the impact of its work. It has plans in place to develop the capability and systems to allow them to act in response to the success and failure of programmes or projects for example, by changing delivery, adjusting funding and/or working with partners to deliver scale. These plans have the full support of senior staff and the Board.</p> <p>The CSP has agreed plans to put in place processes to allow them to collect and share learning with partners and stakeholders and monitor if partners and stakeholders are using the insight appropriately. These plans include supporting stakeholders to evidence the impact of their investment in sport and physical activity locally.</p>
Good	<p>The CSP is beginning to measure the impact of its work and can provide evidence of where it has demonstrated the impact of key interventions or projects. The CSP can evidence examples of where it has acted in response to the success and failure of programmes or projects for example, by changing delivery, adjusting funding and/or working with partners to deliver at scale.</p> <p>The CSP has a process in place to monitor partners and stakeholders use of insight.</p> <p>The CSP can provide examples of where it has made a strong case to stakeholders to influence decision making and can provide examples of where it has evidenced the impact of their investment in sport and physical activity locally.</p>
Very Good	<p>The CSP can competently measure the impact of its work. There is increasing evidence that the CSP does act in response to the success and failure of programmes or projects for example, by changing delivery, adjusting funding and/or working with partners to deliver at scale.</p> <p>The CSP has processes in place to monitor partners and stakeholders use of insight. It has processes in place to allow them to collect and share learning with partners and stakeholders.</p> <p>The CSP makes a strong case to stakeholders and evidences the impact of their investment in sport and physical activity locally.</p>

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<p>Excellent</p>	<p>The CSP can appropriately measure the impact of its work. The CSP does act in response to the success and failure of programmes or projects for example, by changing delivery, adjusting funding and/or working with partners to deliver scale which is a continual process embedded within delivery planning.</p> <p>The CSP actively monitors partners and stakeholders use of insight. It has processes in place to allow them to collect and share learning with partners and stakeholders and it can monitor if partners and stakeholders are using the insight appropriately.</p> <p>The CSP has embedded approaches to allow it to make a strong case to stakeholders and systematically evidences the impact of their investment in sport and physical activity locally.</p>
<p>REVIEW</p>	
<p>The CSP reviews its use of insight and data regularly to determine its usefulness/effectiveness. Learning and development is embedded in the whole CSP team so insight is up to date and useful.</p>	
<p>Unsatisfactory</p>	<p>The CSP does not review or have in place a systematic process to review its use of insight and data to determine its usefulness/effectiveness. Continued learning and development is not part of the way the CSP works so insight is likely to be dated or not useful.</p>
<p>Satisfactory</p>	<p>The CSP is aware that it does not have a systematic process to review its use of insight and data to determine its usefulness/effectiveness. It has a clear plan in place to achieve this that has support of senior management team and the Board.</p> <p>The CSP has plans in place to develop its approach to learning and development.</p>
<p>Good</p>	<p>The CSP has in place a process to review its use of insight and data to determine its usefulness/effectiveness.</p> <p>The CSP has a process of learning and development in place.</p>
<p>Very Good</p>	<p>The process that the CSP has in place to review insight and data is beginning to include learning from local and national level about what is working and not working.</p> <p>The CSP learning and development process engages the whole team and the Board.</p>
<p>Excellent</p>	<p>The CSP continually reviews its use of insight and data to determine its usefulness/effectiveness. Learning and development is embedded in the whole CSP team including the Board, so insight is up to date and useful (i.e. the CSP systematically captures, continuously learns from and shares at a local and national level what is working and not working). This learning is then translated and used to change delivery, adjust funding and/or work with partners to deliver at scale.</p>

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IMPACT	
<p><i>The CSP is leading or making a major contribution to evidence, data and insight across local partnerships.</i></p> <p><i>The insight provided or supported by the CSP is being used to inform and influence change in decisions, brokering of partnerships or delivery that has directly and can be evidenced to tackle inactivity and inequality in a place.</i></p>	
Unsatisfactory	<p>The CSP has no/very little evidence of where it has contributed towards learning locally leading to changes in decision making around strategic planning or delivery approaches.</p> <p>The CSP cannot evidence where they have used understanding and insight to identify new opportunities locally.</p> <p>The CSP has not shared learning with national or other CSP colleagues and any insight it does have does not have any influence on partners.</p> <p>The CSP is not using insight to identify sources of funding or to influence funding decisions.</p>
Satisfactory	<p>The CSP understands and has identified ways in which it can contribute towards evidence, data and insight across local partnerships. The CSP understands that it currently provides little insight that is being used to inform or influence change in decisions but has plans in place to change this.</p> <p>The CSP is sharing what insight, learning and evidence it has with national or other CSP colleagues but it has very little impact on influencing any change.</p>
Good	<p>The CSP is starting to make a basic contribution to evidence, data, insight across local partnerships.</p> <p>The CSP provided insight, is starting to influence and inform change in decisions, brokering of partnerships or delivery that is directly targeted at tackling inactivity and inequality.</p>
Very Good	<p>The CSP is making a good contribution to evidence, data, insight across its local partnerships.</p> <p>The CSP provided insight, clearly informs and influences change in decisions, brokering of partnerships or delivery that is directly targeted at tackling inactivity and inequality.</p> <p>The CSP has good evidence of how insight has informed opportunities locally and how it has shaped the brokering of partnerships.</p> <p>Insight on what works is shared with colleagues nationally and with other CSPs and does influence change locally, but is still not seen as best in class</p>
Excellent	<p><i>The CSP can evidence examples of where it has contributed towards learning locally that has impacted upon changes in decision making around strategic planning or delivery approaches to targeting inactive people and those from underrepresented groups.</i></p>

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The CSP can evidence where they have used their understanding and insight to identify new opportunities locally.

The CSP can evidence how insight has shaped partnerships and collaboration in the local area.

The CSP has taken learning from what has worked locally to remove barriers or blockages for inactive people or those from underrepresented groups and shared this with colleagues nationally and with other CSPs. It is seen and recognised as best in class and can clearly demonstrate how it's insight, evidence and learning is influencing change.

Guidance and References

Sport England has produced several Insight Packs, which can be accessed via

- <https://www.sportengland.org/research/resources/>