

# Quest 2016 – Gplus 26

## Engaging with Women and Girls

### Guidance Notes

Issue 1 – July 2016



#### Outcomes

- To provide inclusive opportunities for women and girls to participate in sport and physical activity using insight and a needs based approach.
- To promote and support an active lifestyle for women and girl using market research.
- To address inequality in a pro-active way, through effective interventions and collaborations.
- To involve women and girls in the planning and leadership of activities.
- To provide evidence of positive outcomes that will lead to long-term impact on the health of women and girls including physical and mental well-being, personal development and employment opportunities through increased participation and involvement in sport and physical activity.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>PLAN</b>					
<b>How has the organisation pro-actively used insight and engaged with women and girls in the planning and design of its services and programmes?</b>	There is little or no evidence that consideration of the needs of women and girls has taken place. No consultation with women and girls has taken place and there are organisational and physical barriers that prevent women and girls from accessing facilities and services.	Some consultation with women and girls and/or organisations working with women and girls has taken place. There is evidence that the needs of women and girls have been considered within the business plan.	There is evidence that the organisation understands the demographics of the local area and has good relationships with organisations that have specialist knowledge of the challenges facing women and girls and works closely with them. Good quality consultation with women and girls has taken place, and specific policies and programmes have been put in place to ensure access to services.	Research and insight into the needs and preferences of women and girls in the catchment area has informed the planning process, resulting in programmes that deliver 'what women and girls want', with clear targets and outcomes. Programmes include a significant social element.  There is a range of opportunities reflecting the different needs of women and girls at different life stages and with different	Women and girls are fully involved in the development and delivery of the business plan, with robust targets/KPIs which reflect local priorities.  A wide ranging offer is available for women and girls and informed by females from different life stages and with different motivations towards and ambitions in sport.  Structures/pathways/links are being actively

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				<p>motivations and levels of interest in sport and physical activity.</p> <p>The majority of venues are 'female friendly'.</p>	<p>developed to empower young girls (such as: taking the activities to local areas; skills training for girls who are NEET; healthy lifestyle education).</p> <p>An action plan is in place to make all facilities 'female friendly'.</p>
<b>DO</b>					
<p><b>How does the organisation communicate its commitment, and demonstrate its ability, to provide services for women and girls?</b></p>	<p>There is little or no evidence that the organisation is committed to delivering a quality service for women and girls.</p>	<p>Commitment is evident via equality pledge, customer charter, or similar.</p> <p>Marketing materials includes appropriate imagery of women and girls informed by the latest practice (e.g. This Girl Can).</p>	<p>Marketing materials encourage uptake by women and girls and there are specific programmes in place to meet the demand and needs of women and girls. Concessions or other appropriate incentives are used to attract women and girls, especially for those on low income.</p> <p>Staff perceive facilities to be welcoming, safe and fit for female users.</p>	<p>The organisation has a clear, and stated, focus on delivering a quality service for women and girls. Programmes are marketed through women and girls forums, networks and organisations.</p> <p>Female customers perceive facilities to be welcoming, safe and fit for female users.</p> <p>Women and girls are employed/volunteer as programme leaders, serving as role models to encourage more users.</p>	<p>There is a comprehensive offer/outreach plan in place. Women and girls of the targeted life stage group are employed within programmes to champion and/or deliver top quality services. Feedback is regularly sought and acted upon.</p> <p>Female customers perceive facilities to be very welcoming, safe and fit for female users.</p> <p>The emphasis is on ensuring all activities are fully inclusive (not just single sex programmes for women and girls).</p>

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<p><b>How do you ensure that staff are confident and knowledgeable in engaging with women and girls?</b></p>	<p>No gender equality awareness or training on providing services for women and girls is evident and limited information is available on the staff intranet or in the staff handbook.</p>	<p>Some evidence of gender equality awareness and training on providing services for women and girls as part of staff induction programme, or via staff handbook/staff intranet.</p>	<p>All staff members are trained in working with women and girls.</p> <p>Staff are confident in their ability to assess their programmes/facilities for impact on women and girls.</p>	<p>Specialist gender training is in place for front line staff.</p> <p>Staff appraisal includes objectives relating to gender awareness and women and girls service delivery.</p> <p>Recruitment practices encourage women and girls applicants, volunteers and Board members.</p>	<p>The organisation employs and actively seeks out women and girls as coaches, activators, volunteer course/ programme leaders with progression to Management, peer mentors and Board Members. Staff members consult regularly with female users to better understand how programmes and facilities should be adapted.</p> <p>All front-line staff have received/are receiving specialist gender training.</p>
<b>MEASURE</b>					
<p><b>What measurement tools are in place to enable the organisation to assess uptake and satisfaction levels of women and girls?</b></p>	<p>There is no method of disaggregating females usage, or customer satisfaction data.</p>	<p>Some disaggregation of usage data is in place, but no specific targets /KPIs are set.</p> <p>Case studies are used to identify and demonstrate customer satisfaction.</p>	<p>Targets/KPIs with robust measurements are in place that monitor year on year progress. Customer satisfaction is measured at programme level for specific life stages of women and girls.</p>	<p>Targets/KPIs are regularly reviewed and there is evidence of growth in activity levels for women and girls.</p> <p>Women and girls satisfaction levels are identified across their life stages as a sub sector within organisation level customer satisfaction measurements.</p>	<p>Measurement and target setting is fully embedded. Customer satisfaction is regularly tested and is seen to be improving.</p> <p>There is year on year growth in activity levels by women and girls.</p>
<b>REVIEW</b>					

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<p><b>How are women and girls fully involved in the shaping of services and the review of performance?</b></p>	<p>There is little of no consultation or review process that involves women and girls.</p>	<p>There is limited consultation on women and girls specific initiatives, mostly with local organisations dealing with women and girls.</p>	<p>Programmes are reviewed in partnership with local organisations dealing with challenges affecting women and girls. There is some evidence of changes to activities as a result of this review process.</p>	<p>Female users are consulted in the review process at programme level, via a women and girls users’ forum / focus groups (or similar). There is a transparent process by which feedback is addressed in programme development to drive continuous improvement.</p>	<p>Women and girls are fully integrated in to the review process, either by representation on specific programme review groups or through consultation with a women and girls advisory group. Reviews take place at whole service level, not just specific programmes for women and girls people.</p>
<b>IMPACT</b>					
<p><b>How does the organisation and stakeholders identify the positive impacts the interventions are having on the lifestyle, personal development, employment opportunities and health and well-being of women and girls?</b></p>	<p>The organisation is unable to provide evidence of the benefits that programmes have on the lives of women and girls.</p>	<p>There is limited evidence of benefit, primarily via case studies of individuals, or at single initiative level.</p>	<p>There is evidence of strong partnerships with organisations working with women and girls on programmes, and outputs/outcomes are jointly planned and shared.</p> <p>Uptake of programmes is good and users are happy to serve as advocates.</p>	<p>The organisation can provide trends data that demonstrates year on year improvement.</p> <p>Wider individual development and social/health outcomes are recognised by partners.</p> <p>Programmes are ‘in demand’ with activity registers full and high retention levels evident. Women and girl volunteers are happy to become mentors.</p>	<p>There is significant progress against strategic outcomes that have been set with local partners.</p> <p>There is an expanding infrastructure of female coaches and activators, active volunteers and peer mentors of women and girls reaching new communities and benefiting from their involvement as volunteers.</p> <p>Staff recognise the potential to scale up successful activities and are actively doing so.</p>

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					Programmes are recognised locally/regionally/nationally as good/best practice.
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### Suggested Guidance

#### Key links

- Equality in Sport: gender strand of the website of the five UK Sports Council <http://equalityinsport.org/equality-strands/sex/>
- Women in Sport: <https://www.womeninsport.org/> key messages: transforming sport for the benefit of every woman and girl in the UK; we're in are you?
- Women in Sport purpose: <https://www.womeninsport.org/our-mission/> want women to be in and inequity to be out with the focus on women: playing sport; leading and working in sport; visibility in sport
- Women in Sport: research and insight <https://www.womeninsport.org/our-mission/insight/>
- Women in Sport: resource library <https://www.womeninsport.org/resources/>
- Women in Sport: Changing the Games for Girls In Action Report (2016) <https://www.womeninsport.org/news/women-sport-uncovers-new-ways-inspire-girls-play-school-sport-close-shocking-gender-gap/>
- Women in Sport Network: <https://www.womeninsport.org/womens-sport-network/womens-sport/>
- Women's sports week 3-9 October 2016: <https://www.womeninsport.org/events/>
- Sport England: women and girls insight pack [https://www.sportengland.org/media/10083/insight\\_go-where-women-are.pdf](https://www.sportengland.org/media/10083/insight_go-where-women-are.pdf) - summary highlights:
  - Change the offer to suit the women you are targeting - don't expect women to change to fit sport and exercise
  - Don't just talk about 'sport' – for many women, sport has baggage
  - Differentiate sport and exercise from other interests by promoting (not preaching) the additional benefits – sell what your audience is asking for
  - Seeing is believing. Making sport the 'norm' for women relies on local women of all ages, sizes and faiths not only becoming active but celebrating it and encouraging others to join in
  - Use positivity and encouragement to drive action – stimulating action through fear of consequences will have little traction
  - Make it easy for women to act: right time, right place, right welcome, right company, right gear
  - People make or break the experience – ensure your audience are appropriately supported along the way.
- Sport England: insight checklist [https://www.sportengland.org/media/10083/insight\\_go-where-women-are.pdf](https://www.sportengland.org/media/10083/insight_go-where-women-are.pdf)
- This Girl Can <https://www.sportengland.org/our-work/women/this-girl-can/> nationwide campaign to get women and girls moving regardless of shape, size and ability.

#### Key Links – Generic and Related Areas

- DCMS Sporting Futures Strategy: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/486622/Sporting\\_Future\\_ACCESSIBLE.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf)
- Equality for Sport web site: <http://equalityinsport.org/> website of the five UK Sports Councils, providing a wide range of equality-related material to assist all sporting organisations become more equitable and to provide a service to all sectors of the population.
- Equality Standard for Sport: <http://equalityinsport.org/equality-standard-for-sport/>
- Equality Act 2010: government guidance <https://www.gov.uk/guidance/equality-act-2010-guidance>

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- PHE: <https://www.gov.uk/government/organisations/public-health-england> - contacts regional and local centres; national strategy
- Sport England: Strategy Towards an Active Nation <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- Sports Coach UK: list of workshops covering equity and inclusive coaching <http://www.sportscoachuk.org/workshops/workshop-search>

### PLAN

How does the organisation pro-actively use insight and engage women and girls in the planning and design of its services and programmes?

#### Key questions:

- *What proportion of females make up your user profiles for children Under 11, young people, adults, older people and target communities?*
- *What are your ambitions for the women and girls in accessing and benefitting from your service?*
- *How have you used insight and best practice to shape your services?*
- *How have you involved women and girls in the planning and design of your service offer?*
- *Does your service offer differentiate between female life stages and circumstances*
- *Do you go where women are and work with female specific organisations/community groups (e.g. children's centres; primary schools; supermarkets workplace; day centres)?*
- *Is it fully inclusive, accessible and safe for women and girls?*

#### Supplementary questions:

- Have you used demographic data and market research or tools such as Sport England's market segmentation tool to better understand the needs of older people in your area?
- How do you access women and girls in the local catchment area? Have you considered using: mumsnet; local shopping centres and super markets; GP surgeries; faith groups etc.?
- Which organisations exist within your community that have specialist knowledge of the challenges facing women and girls and access to female networks and how do you work with them?
- Do you work in partnership with your local healthcare providers' e.g. Clinical Commissioning Group (CCG).
- Does your service have objectives targeting women and girls and are these documented in a business plan, marketing plan or action plan?
- Have you estimated the potential savings in healthcare costs of you helping more women and girls to be active in your area?
- Have you estimated the potential social and economic contributions of helping more women and girls to volunteer in your area, especially those who are NEET?
- What guidelines have you used e.g.:

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- Sport England: women and girls insight pack? [https://www.sportengland.org/media/10083/insight\\_go-where-women-are.pdf](https://www.sportengland.org/media/10083/insight_go-where-women-are.pdf)
- Sport England: insight checklist? [https://www.sportengland.org/media/10083/insight\\_go-where-women-are.pdf](https://www.sportengland.org/media/10083/insight_go-where-women-are.pdf)
- Changing the Game for Girls in Action? <https://www.womeninsport.org/resources/changing-the-game-for-girls-in-action/>
- DCMS Sporting Futures Strategy?  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/486622/Sporting\\_Future\\_ACCESSIBLE.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf)
- Sport England: Strategy Towards an Active Nation? <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- Equality Standard for Sport? <http://equalityinsport.org/equality-standard-for-sport/>

### DO

#### How does the organisation communicate its commitment, and demonstrate its ability, to provide services for women and girls?

##### Key questions:

- **How do you reach and engage women and girls in your catchment area?**
- **How does your offer for women and girls differ from that of other service users and what does it include?**
- **What venues do you use for women and girls activities and how do you make sure they are accessible and fit for purpose?**

##### Supplementary questions:

- Do you make clear in your marketing materials information that is important to women and girls?
- How have you used the 'This Girl Can' campaign and what have you learnt from doing so?
- Have you used insight and guidance from the This Girl Can campaign?
- Do you use positive imagery in your marketing materials?
- Are you doing anything special for 'Women's Sports Week'?
- Have you a network of women and girl champions to act as advocates?
- Do you use different ways of communication e.g. through schools; mums net; GP surgeries; local chemists; shopping centres and super markets; faith and cultural groups; Slimmer's World etc.?
- Do you provide a range of activities suitable for females at different life stages?
- Have you attempted to engage and empower vulnerable young women especially those who are NEET or at risk of health conditions?
- Have you explored the use of family orientated programmes and intergenerational programmes that attract mothers and daughters, grandparents and grandchildren?
- Do you have concessionary schemes offering discounts to target women and girls living in deprived areas and on low income or those with a disability?



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- Have you established a Buddy Scheme for new users and/or a mentoring scheme for volunteers?

### How do you ensure that staff are confident and knowledgeable in engaging with women and girls?

#### Key questions:

- *What is the percentage of females are on: your staff, Board, coaching and volunteer database?*
- *What do you do to recruit females for: staff, coaches, volunteers and Board members?*
- *How do staff in different roles understand and respond to the needs of women and girls and what training do they specifically receive?*

#### Supplementary questions:

- Does your Customer Charter specifically reference the needs of female customers?
- Have management, development, coaching and frontline staff completed specific CPD on working with women and girls?
- Do you actively seek feedback from female service users in different life stage groups? How is this shared and acted upon?
- Does the organisation include gender equality objectives in staff's performance appraisals?

### MEASURE

### What measurement tools are in place to enable the organisation to assess uptake and satisfaction levels of women and girls?

#### Key questions:

- *How do you measure the levels of engagement and satisfaction of female participants, coaches and volunteers?*
- *How do you assess the impact of your services on women and girls?*

#### Supplementary questions:

- What data do you gather for measuring: new participants, usage, retention and income figures from women and girls?
- What systems are in place for women and girl customers to give their feedback and would they recommend your service to friends and family?
- What do the stakeholders that are involved your women and girls' services think about them and would they recommend you to their clients, members, colleagues and other organisations?
- Can you calculate cost savings for local healthcare services of females involved in your programmes?
- Can you calculate the economic value of education/skill development and volunteering of females involved in your programmes?
- Have you created a partnership research project with your local Higher Education Institute; Clinical Commissioning Group (CCG) or the County Sports Partnership?

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### REVIEW

How are women and girls fully involved in the shaping of services and the review of performance?

**Key questions:**

- *Have you achieved your service objectives?*
- *How are women and girls involved in reviewing your services?*
- *How are stakeholders involved in reviewing your services for women and girls?*
- *How are the achievements of the services for women and girls reviewed, presented to and acted upon by the Management Team and the Board?*

Supplementary questions:

- What trend data do you have and what is it telling you about your services for women and girls?
- What has worked well and has exceeded your expectations?
- What are your areas for improvement and for further development?
- How well has the targeted marketing and promotion performed? What has it cost and how much additional usage/market penetration has been achieved?
- Are new female customers attending your programmes and existing female customers staying for longer?
- What is the unit economic cost for the services and how can it be reduced without affecting the quality of provision?
- How do you find out about new external research on women and girls and apply it to your services?

### IMPACT

How do you and stakeholders clearly identify the positive impacts the programmes have on the lifestyle, personal development, health and well-being of women and girls?

**Key questions:**

- *How do you evidence the impact your services are having on women and girls?*
- *What savings are your services for women and girls are having in your area?*
- *What is the economic value that your services for women and girls are generating in your area?*

Supplementary questions:

- Are you attracting inactive females and positively changing their attitudes and behaviours towards an active lifestyle? What is the 'conversion rate' of engaging an inactive women and an inactive girl and helping them to adopt an active lifestyle (beyond 10 weeks)?
- What quantitative and qualitative evidence do you have of the positive impact your services are having on women and girls who use them?
- Are your services helping women and girls to access other education, social or health interventions that will also benefit them?

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- What is the estimated social return on investment of your services for women and girls?
- What is the estimated cost savings to the health service by people engaged in your programmes?
- Have you strengthened the infrastructure of volunteers, coaches, mentors, clubs and other voluntary groups providing services for women and girls in your area?
- Are facilities in your area more accessible, safer and made fit for purpose for women and girls as a result of your interventions?
- Are there interventions that have a proven track record of positively impacting on women and girls that could be scaled up across your area or replicated in other areas?