

Quest 2016 – Gplus 33

Engaging with Communities

Guidance Notes

Issue 2 – June 2016



Outcomes

- The team has the knowledge, understanding and skills to effectively engage communities
- There is a clear plan in place to progress engagement processes which will deliver improved relationships to targeted communities and reach out to under-represented groups and those who are inactive
- Community engagement is used to develop the market place and is linked to positive use of insight, effective data collection and the co-production of services and products which attract and retain new audiences
- There is evidence of increasing participation in sport and physical activity and of other social benefits in communities that have been engaged.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
What plans are in place to effectively engage communities?	<p>No strategic plan exists to proactively engage targeted communities.</p> <p>Actions are predominantly reactive.</p> <p>Staff are unable to articulate the objectives and priorities for engaging communities.</p>	<p>There is a community engagement plan in place but it has limited ownership within and outside of the organisation.</p> <p>The plan considers local community issues and priorities – largely lifted from the JSNA (Joint Strategic Needs Analysis) or Health and Wellbeing Strategy.</p> <p>The plan does not describe the key engagement approaches and issues being</p>	<p>A community engagement plan is in place and describes actions, community engagement processes and outputs and outcomes being sought. Priority groups and targeted communities and key stakeholders have been consulted.</p> <p>The plan is SMART and has considered local community issues contained in the JSNA (Joint Strategic Needs Analysis) and other local strategic documents including the Health and Wellbeing Strategy and the</p>	<p>The plan has very clear aims, objectives and outcomes which have been agreed by a wider stakeholder group including external representation / influence.</p> <p>The plan is reviewed regularly (at least annually) and has been updated – version control is evident.</p> <p>Plans make use of the latest local and national insight and research relating to priority groups and targeted communities.</p>	<p>The plan has been co-produced with local stakeholders and appears as part of the wider strategic response to the issues being addressed.</p> <p>The plan has a number of priority groups / populations identified and these match local strategic drivers for change.</p> <p>The plan involves local primary research as well as the use of the latest local and national insight,</p>

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		addressed.	Local Authority Corporate Plan. Plans have a reporting cycle in place with review and refresh action phases.	The plan has a reporting cycle that reports upwards and downwards within the organisation and o stakeholders that have been involved.	research and best practice relating to priority groups and targeted communities. The plan has a reporting cycle that reports upwards, downwards and outwards via various reporting processes.
DO					
How do you ensure that opportunities for community engagement have been effectively identified and the needs of communities recognised?	<p>Staff are unable to articulate why they do what they do.</p> <p>Limited consideration of local issues and local groups has been made.</p> <p>Staff are unable to describe 'their patch' and the issues being addressed by engagement activities.</p> <p>Staff have limited knowledge and understanding of techniques to engage local communities.</p>	<p>Some team members are able to describe 'their patch' and some of the issues being addressed.</p> <p>Some team members are able to articulate a number of processes and approaches and the reasons why they do things associated with community engagement.</p> <p>Staff have basic knowledge and understanding of techniques to engage local communities and limited experience of doing so.</p>	<p>There is real understanding of local communities, their geography, needs and priorities.</p> <p>Mapping exercises have generated a list of key community based organisations and their reasons for existing.</p> <p>Staff have sound knowledge and understanding of techniques to engage local communities and targeted population groups and good experience of doing so.</p>	<p>Team members are able to describe the local priorities and approaches adopted to improve community engagement.</p> <p>Partnerships exist and examples of co-production and co-ownership can be evidenced across a wide range of activities and interventions.</p> <p>Staff have specialist knowledge and understanding of techniques to engage local communities and extensive experience of doing so.</p>	<p>Engaging communities is a major part of the core service and embedded into the 'ways of working'.</p> <p>There is representation from various community stakeholders on working group(s).</p> <p>The organisation has a track record for building strong relationships with key players in local communities and priority population groups and offering a be-spoke package based on needs.</p> <p>The organisation has a strong reputation, is recognised locally as the</p>

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					'go to' organisation to work with and is in high demand.
MEASURE					
How do you measure the strength and effectiveness of your engagement with communities	There are no identified measurement processes in place or evidenced.	Some measurement takes place but it is not used systematically or as a means on which to build decisions / improvements.	A number of Key Performance Indicators (KPIs) have been identified and targets set to measure the success and failure of community engagement activities. Plans are in place/being developed to measure the wider social value of community engagement work using a variety of methods and tools.	KPIs are understood as are the methods of measurement. Measurement is used to shape decisions and actions taken to change what is done. Recognised measurement tools are used as intended and there is emerging trend data and evidence of impact.	The measurement approach has been informed by a stakeholder group. The organisation has sought expert advice and guidance as to the data being gathered and the tools being use. Measurement tools include output and outcome measurements including case studies and “before and after” measures. The organisation systematically uses follow up measurements with a cohort of people /organisations to measure impact at least 6 months after interventions have ended.
REVIEW					
How do you review your engagement processes and	No review process in place.	Reviews happen but they are not systematic / planned in advance.	A planned and agreed review process is in place and has a defined group of people responsible for ownership and	An internal management group meets regularly to review data and information generated and this is used to	An internal management group reports upwards and downwards (widely) about the review process and

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share best practice?			<p>implantation.</p> <p>The team demonstrate that the things measured, including any KPI's are moving in the right direction.</p> <p>The team can demonstrate the:</p> <ul style="list-style-type: none"> Quality and relevance of activities meets the needs of local communities and priority population groups Delivery of activity/sessions is improving. 	<p>advise/inform change.</p> <p>There is some evidence that key stakeholders are consulted on proposed changes.</p> <p>Changes can be referenced back to the review process.</p> <p>Meeting minutes show how and when decisions are made.</p>	<p>clarifies changes required</p> <p>Assistance is provided by wider stakeholders to help understand the findings from the review process.</p> <p>Key stakeholders are systematically consulted on proposed changes.</p> <p>Reasons for change are understood by all those required to understand them.</p>
IMPACT					
What difference have you made by engaging communities?	Impact is not understood nor measured.	Some impact statements exist and they are validated.	<p>Reliable and valid data/ information sources are used to demonstrate impact in targeted communities and priority population groups.</p> <p>Data and information suggests overall levels of participation are increasing and differences have been recognised and validated.</p> <p>There has been an increase in volunteers and apprenticeships.</p> <p>There has been an</p>	<p>Reliable, valid and current data/ information sources present a clear picture of impact.</p> <p>Systems (electronic or manual) are used to collect, collate and interrogate data and information collected.</p> <p>Case studies generated are used to tell a story.</p> <p>A management group communicates the what, how and why certain</p>	<p>Reliable, valid and current data/information sources present a clear picture of impact and change, which is used to scale up activities.</p> <p>Impact measurements are consistently utilised and a number of staff are trained in the use of the various tools and processes.</p> <p>Impact is communicated upwards, downwards and outwards. Stakeholders</p>

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			improvement in partner, stakeholder and customer feedback/satisfaction.	interventions produce impact.	understand the what, how and why interventions produce the impact recorded.
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Suggested Guidance

PLAN

GUIDANCE

- The organisation has a clear purpose and a vision that the team understand and live every day in their delivery of business/activities
- The stated values of the organisation recognise community engagement as a key objective
- The organisation can show a commitment to the need for community engagement and there is evidence of this commitment throughout the organisation
- There is a clear line of sight between the vision of the organisation and the key plans and documents available to staff/team
- The organisation have an action plan that follows a SMART (Specific, Measurable, Achievable, Realistic and Time-limited) approach
- The organisation has undertaken a Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis and an organisational Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis. These are updated regularly and clearly to help provide insight and guide action planning to affect change. SWOT and PESTLE are good tools to help generate greater understanding of issues and the possible solutions required to improve engagement
- Staff understand the organisation's strengths and weaknesses around engagement with communities and there is evidence that it is working with others to meet community needs.
- The organisation uses an Outcome Framework or Triangle to clearly demonstrate what it does contributes to specific outcomes and drivers for change at the local level
- The organisation has methodically identified community stakeholders
- The organisation has developed a core understanding of community needs, assets and priorities and is clear on the outcomes it is trying to achieve
- Research is used to generate insight and understanding which the organisation then uses to prioritise actions within plans and strategies
- Evidence exists to demonstrate that the team has 'reach' into local communities with team members sitting on external groups, stakeholder boards and are able to inform, influence and shape decision making
- Various methods of communication are used by the team to interact with the community including newsletters, social media, press and sharing common platforms of communication with other stakeholders which can be seen to help raise profile and the level of interaction
- The organisation's networks are sufficiently developed to identify new community groups and new community engagement opportunities
- The design of training and development include specific themes related to community engagement; community mapping; communication approaches; pillars of influence; relationship management; and networking; which form structured and progressive CPD pathways
- The team is fully aware of the local market, its competitors and the opportunities for collaborative working, co-production and co-ownership
- Internal systems and procedures for community engagement are well developed and teams are clear on their individual roles in the process

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DO

GUIDANCE

- The team has a comprehensive picture of the various geographic areas in which they operate and have undertaken detailed mapping to provide a reliable picture of communities, their needs, priorities, challenges and opportunities
- Local data/information sources are used to help build a picture of community priorities including: LA Corporate Plan, Joint Strategic Needs Assessment, Local Health Profiles, Physical Activity Local Data Tool, Director of Public Health Annual Reports, Public Health Outcome Frameworks, Locality/Neighbourhood Plan/s, Police and Crime Commissioner Action Plan, CSP Business Plan, the local Education Plans and any Regeneration and Employment Plans. Use of this knowledge and data has helped shape interventions, re-designed service delivery and led to positive change
- Governance structures provide assurances for decision making and there is a lead (champion) for community engagement at Director/Board of Trustees level with clear reporting processes
- Staff training includes opportunities for knowledge sharing on matters related to inclusivity, diversity and equality while recruitment and selection processes are utilised so the team best reflects the values, customs and make-up of the communities they serve
- Staff are actively encouraged to share their ideas for community engagement or to discuss new ways of working and there is evidence that ideas are captured, actioned and/or dismissed
- Staff know 'the patch' and have access to customer insight/segmentation data on the local population. Staff can access and are able to utilise available insight data from the likes of Sport England, and any local data, in lead up to locality/neighbourhood events and activities
- Staff are knowledgeable about the use of the web and other social media channels for engaging individuals and communities and there are clear guidelines for staff to follow when these forms of communication are used. Social media accounts are monitored for content and quality and learning/feedback/interaction from these accounts influence decision making
- The team have a designated lead for community engagement where team members can go for advice, guidance and support when they have questions related to community engagement
- Focus groups are used to seek opinion, test ideas and provide feedback that ultimately improves engagement methods and organisational understanding
- Surveys are used to help inform delivery of activities, generate reliable insight and the findings used to develop, review or introduce new services
- The organisation involves the community in project teams to develop services and implement ideas.
- There is evidence of the introduction and co-creation of bespoke products and services with existing community group
- Pilot projects and trailblazers are developed and tested with learning from these influencing core deliveries
- Community engagement/network events take place and are these well attended. These events can be organised by the organisation and when the organisation attends other people's events. There are records of attendance and outcomes from attendance are captured
- Links and partnerships are continually being sought with emerging agencies, such as community organisations, housing agencies, welfare groups, residents associations, charities and schools that may encourage wider approaches and bring about added value
- The organisation uses volunteering and/or community champions as tools to engage communities and is there evidence that this is proving effective
- There is evidence that the efforts of the organisation are being recognised through external awards such as Quest, Investors in People (IIP) or through other

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Business/Organisational Award systems; these awards are celebrated recognised/internally and are they promoted more widely

MEASURE

GUIDANCE

- The organisation has a wide and varied network of community stakeholders and is clear about the purpose and value of each of the relationships
- Joint working takes place either formally or informally through contracts, agreements or associations and these relationships are able to demonstrate the added value and differences collaborative working, co-production and co-ownership brings/achieves
- Key performance indicators (KPIs) are identified and targets set to measure the success and failure of community engagement activities in terms of inclusion, participation and reach of the service; the KPI's reflect and mirror the DCMS 'Sporting Future' and Sport England 'Towards and Active Nation' KPI set, especially KPI's 1, 2, 3, 4, 5, 6, 7, 8, 9 and 13 (please see the list at the end)
- The wider social value of the plan, project, activity or venture is measured and the team can demonstrate the added benefits of their efforts on the organisation, customers or on the wider community
- The team tracks performance against targets and variances are identified, analysed and intended actions reported.
- Benchmarking and comparisons are made against very similar organisations
- The level of staff and volunteer/apprentice turnover is changing and the organisation's capability is improving
- External awards and accreditations like Quest, Investors in People (IIP), Customer Excellence, WOW Awards provide an independent measure of performance

REVIEW

Guidance

- There is evidence that the team use measures of continuous improvement to define, measure, analyse, improve and control (DMAIC) the activities they deliver
- The methods used are having the desired effect on engagement through either increased participation, greater reach and improved influence over community decisions
- The team can demonstrate that KPI's are moving in the right direction
- Existing products and services are being adapted or updated to take account of feedback from communities and stakeholders reflecting their needs and changing expectations
- There is growing evidence of changed delivery based on feedback received or changing community environment
- The service can evidence the fact that the quality, impact and relevance of activities and their personal delivery of activity/sessions is improving
- Methods of customer/community feedback is keeping pace with changing technologies over the web, smart phones and through digital apps with systems in place to capture and respond to electronic feedback
- The team apply benchmarking tools such as NBS, Quest or APSE to compare and improve the effectiveness of their efforts
- The management review and share with staff and wider workforce the findings from external audits and are such actions included in a team improvement plan

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- Procedures and policies are regularly reviewed and updated so that they continue to reflect developments in the industry and the workplace

IMPACT

GUIDANCE

- Business plan objectives are being met and can this be shown to be attributable to the impact the community engagement work undertakes
- The overall level of competence of the team and individuals is improving
- Time spent on community engagement has improved the organisation's performance/results, met the needs of the local community and led to an improvement in the sustainability of the business
- Overall levels of participation have increased or where targeted projects have taken place efforts have made a measurable impact on the community and have achieved market development objectives
- New partnerships have been formed with new stakeholder groups and strategic agencies and this has increased profile, extended reach, created added value and provided more influence over decisions made
- There is evidence that change is taking place within the communities that have been engaged, which is captured, evidenced, validated and communicated
- The organisation is continuing to attract grants and funding to support its work because of its quality and reach
- Partners, stakeholders, customers and members of staff demonstrate their satisfaction by recommending the organisation as either a good place to work or an effective partner and provider of services. There is an improvement in partner, stakeholder or customer feedback/satisfaction and this has been used to advocate and promote the work of the organisation
- There has been an improvement in benchmarking key measurements/indicators against very similar organisations locally
- There is evidence that the organisation leads the market in any areas of the business or is seen as a best practice operator by industry peers
- Local or national awards have helped the organisation achieve recognition for what it does well. There is evidence that the reputation of the team and the organisation is improving and being recognised locally, regionally or nationally for its achievements
- PICO – Population, Intervention, Comparison and Outcome is a tool to help critically appraise research and help measure impact and cost benefit:
https://www.ucl.ac.uk/ich/support-services/library/training_material/critical-appraisal

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Sporting Future: A New Strategy for an Active Nation December 2015

THE FRAMEWORK

At the heart of this strategy is a simple framework which sets out how success will be judged by impact on the set of outcomes that define why government invests in sport:

- (1) Physical wellbeing
- (2) Mental wellbeing
- (3) Individual development
- (4) Social and community development
- (5) Economic development.

Through the new framework we are challenging the whole sector, from the largest NGB to the smallest charity, to link their actions clearly to the delivery of positive outputs in ways that will meaningfully contribute to positive change in the overall outcomes.

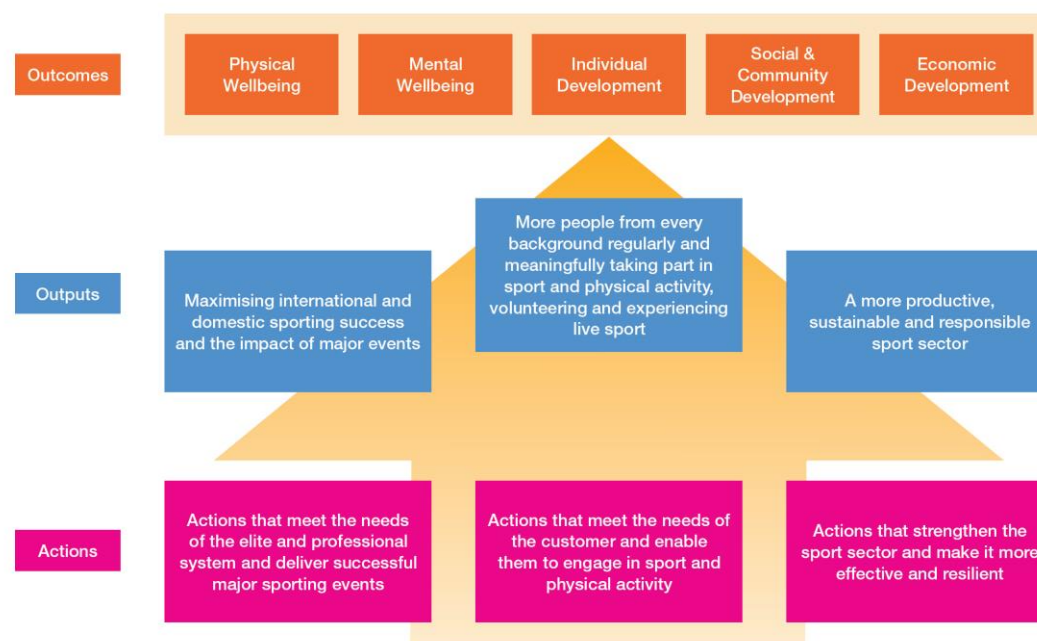
MEASURING IMPACT

Just focusing on participation numbers, for example, has led to situations where organisations have been dis-incentivised from engaging those who have most to benefit from the value of sport. One of the most important changes in this strategy is the new focus on the broader outcomes that sport can deliver. The evidence for sport's impact on physical and mental health, building social capital, educational attainment and employability and economic growth is well-established. Many of the consultation responses referenced sport's contribution to society, and it is this social impact that will be at the heart of measuring the impact of sport in the future.

Physical wellbeing

- (a) Increase in the percentage of the population in England meeting the CMO guidelines for physical activity
- (b) Decrease in the percentage of the population in England that are physically inactive

The Framework for a new Sport Strategy



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Mental wellbeing

Improved subjective wellbeing

Individual development

Increased levels of perceived self-efficacy

Social and Community Development

Increased levels of social trust

Economic Development

Economic value of sport to the UK economy

MEASURING OUTPUTS

More People Taking Part in Sport and Physical Activity

- KPI 1 – Increase in percentage of the population taking part in sport and physical activity at least twice in the last month
- KPI 2 – Decrease in percentage of people physically inactive (KPI 1 and 2 from Active Lives survey)
- KPI 3 – Increase in the percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)
- KPI 4 – Increase in the percentage of children achieving physical literacy standards
- KPI 5 – Increase in the percentage of children achieving swimming proficiency and Bikeability Levels 1-3
- KPI 6 – Increase in the percentage of young people (11-18) with a positive attitude towards sport and being active (KPI 4, 5 and 6 from Taking Part)

More People Volunteering in Sport

KPI 7 – Increase in the number of people volunteering in sport at least twice in the last year (from Active Lives survey)

KPI 8 – The demographics of volunteers in sport to become more representative of society as a whole (from Active Lives survey and ONS population data)

More People Experiencing Live Sport

KPI 9 – Number of people who have attended a live sporting event more than once in the past year (from Active Lives survey)

Maximising International Sporting Success

KPI 10 – Number of Olympic and Paralympic medals won at Summer and Winter Games

KPI 11 – Position in Olympic and Paralympic Summer and Winter medal tables

KPI 12 – UK/Home Nation performance in pinnacle World, European or Commonwealth competitions (provided by UK Sport)

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Maximising Domestic Sporting Success

KPI 13 – Average attendance levels at national-level domestic sport

Maximising the Impact of Major Events

KPI 14 – Attendance at events supported through government and UK Sport major events programmes

KPI 15 – Economic impact of events supported through government and UK Sport major events programmes (both from UK Sport figures)

A More Productive Sport Sector

KPI 16 – Employment in the sport sector (from Sport Satellite Account)

KPI 17 – Position of the UK in the Nation Brands Index, both overall and in answer to the specific question about the UK excelling at sport (from the Anholt-GfK Roper Nation Brands Index)

KPI 18 – Percentage of publicly owned facilities with under-utilised capacity (through revised National Benchmarking Service)

A More Financially and Organisationally Sustainable Sport Sector

KPI 19 – Increase in the amount of non-public investment into sport bodies which are in receipt of public investment

KPI 20 – Increase in the number of publicly funded bodies that meet the new UK Sports Governance Code (collated annually by UK Sport and the Home Nations Sports Councils)

A More Responsible Sport Sector

KPI 21 – Number of sports that meet the Sport and Recreation Alliance’s Voluntary Code to reinvest 30% of their net UK television broadcasting revenues in grassroots sport (collated by the SRA)

KPI 22 – Headline results of the new Sport Workforce People Survey (Sport England benchmarking)

KPI 23 – Relevant indicator to be developed as part of Duty of Care review