

Quest 2016 – Purpose 9

Activity Community Outcomes

Guidance Notes

Issue 1 – July 2016



Outcomes

- The organisation is focused on delivering defined outputs and outcomes that reflect individual and local community needs/ priorities in collaboration with strategic partners, local commissioners and other funders.
- The organisation is effective in reaching and engaging its target population groups and communities to deliver social benefits using sport and physical activity.
- The organisation measures and reviews its community objectives and can evidence its contribution to the achievement of social good through: physical health, mental health, individual development, social trust and/to economic development outcomes.
- The organisation is able to demonstrate positive results and impact in reducing inactivity, increasing participation levels and retention rates and the achievements of personal and wider community benefits.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>Has the organisation developed a Community Outcomes Framework for its projects and programmes? Has the organisation developed clear aims and objectives to address the identified community need?</p>	<p>Community objectives are unclear or are not related to local needs or priorities.</p> <p>The organisation does not have any sort of Community Outcomes Framework.</p>	<p>The business strategy/plan makes some reference to local needs assessment and local/strategic priorities and there is alignment with local agendas for health and well-being, regeneration, community safety, crime and disorder, services for older people.</p> <p>There is a general understanding of how personal and social development is improved</p>	<p>Local needs and priorities have been clearly identified and community objectives agreed which are relevant to the catchment area, especially targeted population groups and communities.</p> <p>A Theory of Change model/Community Outcomes Framework is being designed or is in place providing a structure for evaluation and a good understanding of how</p>	<p>The business strategy/plan has been shaped with external input and involvement. Community objectives have been identified through consultation with the targeted population groups and communities, relevant local agencies inside and outside of sport and physical activity sectors.</p> <p>Measurement/target-setting and review processes are integrated and operate well with the</p>	<p>Community objectives are embedded in business planning process and relate directly to local/national priorities, commissioner priorities, engagement with health and well-being boards, clinical commissioning groups, head teachers and key local stakeholder/funder requirements and are being measured/delivered to plan.</p> <p>There is a strong Theory</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		but there is no adopted Community Outcomes Framework or structured evaluation process in place.	projects and programmes can deliver personal and social development.	active involvement of external players. There is an established Theory of Change model/Community Outcomes Framework and a good understanding across the organisation of how projects and programmes deliver personal and social development. This is underpinned by good use of customer insight which is being used to effect behaviour change.	of Change model / Community Outcomes Framework and good evidence of how projects and programmes contribute to personal and social development. There is a clear line of sight that identifies the link between local actions/interventions and intermediate and long term strategic outcomes There is a process to provide evidence of impact built into planning processes. There is commitment to move towards higher standards of evaluation
Does the organisation make use of insight, data, networks and local knowledge to reach its target audiences?	Services are not being driven by an informed assessment of local priorities or needs. There is no culture of reflective practice or use of insight.	Partnership working is in place and some use is made of available data but the organisation relies heavily on one source of data.	Staff have clear knowledge and good access to relevant data sets and are able to generate good information through well managed consultation.	There is a data collection strategy/framework in place and good use is being made of national and local insight and market research to shape services and improve	There is extensive use of data, local networks and insight and clear evidence that this has improved outputs, outcomes and impact around reducing inactivity, promoting

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			<p>There is a culture of using insight and market research data to shape services and improve performance.</p>	<p>outputs and outcomes. There is good evidence that staff are comfortable about using insight and also reflect on their own practice and use data to improve service delivery.</p>	<p>physical and mental health and well-being, strengthening other community, social, economic and environmental outcomes.</p> <p>The organisation can demonstrate that it is helping to increase participation amongst targeted population groups and communities and involves collaboration/co-production with partners to develop new markets. There is excellent evidence that all staff reflect on and improve practice through access to high quality information.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>How does the organisation develop recognised, validated and accredited measuring and review systems in support of identified outputs, proxy measures and service/intermediate and overarching strategic outcomes?</p>	<p>The organisation has no formal process for the collection, management, analysis and reporting of its services.</p>	<p>The organisation is at a stage where outcome measurement methods and tools are under development as part of its improvement plan.</p>	<p>There is evidence that some staff and projects/programmes can collect, manage, analyse and report the difference they are making.</p>	<p>There is good evidence that all staff and projects/programmes can collect, manage, analyse and report the outputs and outcomes they are delivering. In addition, the organisation is able to make the connection from these outcomes to the likely impact of its work.</p>	<p>There is good evidence of high quality impact and use of nationally recognised outcome frameworks and measurement tools. There is a culture of reporting the outcomes attributed to interventions. The benefits achieved are evidenced and not overstated.</p> <p>Staff are proactively increasing their capability in this field and there is a commitment to align measurement and reporting with national outcomes and emerging KPIs and to contribute to the creation or strengthening of shared evidence bases nationally and locally.</p>
<p>How does the organisation develop an inclusive and</p>	<p>There is no process in place to monitor, support challenge or improve</p>	<p>There is some limited review of performance driven by funders.</p>	<p>There is a reflective process in place that involves</p>	<p>The organisation has developed and established processes</p>	<p>There is a robust and effective check and challenge process that</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
localised approach to shape its delivery services and systems?	local service delivery.		managers/staff/some partners which is leading to service development and innovation.	involving board members/trustees, staff and external local partners to inform planning and review processes that are leading to service development/innovation.	involves local stakeholders/partners in both formal and informal approaches. It can clearly be seen where and how positive change has been made to effect and improve the reach and impact of its services.
There is good evidence of a wider positive impact and economic cost savings.	There is little or no understanding of how interventions have a wider impact or any knowledge of cost savings attributed to the work.	<p>The desired longer term or wider impact is articulated and there is some limited knowledge of how this contributes to cost savings.</p> <p>Evaluation of impact is undertaken on a project by project and programme by programme basis.</p>	<p>The desired longer term or wider impact is described in the Theory of Change model.</p> <p>The organisation is able to articulate the wider and long term impact of its work and has an understanding of social return on investment methodologies.</p> <p>The organisation is developing the capability of assessing its impact on a cross project/programme basis.</p>	<p>The organisation can confidently describe and evidence the wider and longer term impact of its work.</p> <p>The organisation can compare the impact and return on investment (ROI) and social investment (ROSI) across its interventions.</p> <p>Evaluation is being used to assess the potential for scaling up delivery.</p>	<p>The organisation can provide a line of sight and make a compelling case that can point out how and where it's direct and indirect work has contributed to intermediate/ longer term outcomes and is impacting on local priorities. The organisation can produce an assessment of the social value of its work.</p> <p>Evaluation is being used to scale up interventions and informing the design of 'model ready' and 'system ready' standards.</p>

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PLAN

Has the organisation developed a Community Outcomes Framework for its projects and programmes?

Has the organisation developed clear aims and objectives to address the identified community need?

GUIDANCE

- A Theory of Change (or Logic Model) is in place together with a structured approach to evaluation to create a Community Outcomes Framework for the organisation to:
 - Align its work with national and local agendas
 - Identify key data requirements
 - Plan how/where it should monitor and evaluate its work
 - Communicate what it does and why from the outset.
- Local, regional and national research is fully utilised.
- Strong links with key partners (including NHS, Public Health Clinical Commissioning Groups, Youth Offending and Drug Services, Crime and Police Commissioners, schools/academies, FE and HE) and engagement with local commissioning processes can be evidenced.
- Planning is shaped by corporate/strategic and local needs assessments and is outcome based/driven.
- There is appropriate alignment with relevant national strategies and outcomes frameworks.
- Managers understand the wider community needs and priorities of their partners and stakeholders while the organisation is able to engage and influence the development of wider community strategies and plans.
- The whole organisation commits to achieve better community outcomes and these are incorporated in the sustainable financial performance of the business linking efficiency with effectiveness.
- The service has meaningfully engaged targeted population groups and communities to devise and shape its projects, programmes and services and to determine its policies and priorities.

DO

Does the organisation makes use of insight, data, networks and local knowledge to reach its target audiences?

GUIDANCE

- Stakeholder needs analysis and proactive community engagement is in place.
- Local/national insight data and market research is used proactively to identify market audiences and promote behaviour change.
- Products and programmes are carefully designed and promoted to attract, engage and retain target population groups and communities.
- The organisation regularly and accurately captures and utilises data to ensure it is progressing in the right direction to achieve its community objectives.
- Key partner and stakeholder updates are provided to local politicians, clients, commissioners and decision makers.
- Regular communication with community agencies, targeted population groups and communities and key stakeholders takes place.
- Managers are fully aware of key statistics in the community, such as causes of disease and early death, crime statistics, age, ethnicity, gender, socio-economic factors, education attainment and lifestyle factors affecting local communities.

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- Managers are aware of the current levels of activity in the community and the behaviour change needed to drive up activity and participation levels.
- Managers are aware of local data, for example number of school children, crime figures and inactivity levels as well as data from National Childhood Measurement Programme, Active Lives, Public Health Outcome Framework priorities, Joint Strategic Needs Assessment, Public Health Annual Reports, Sport for Development Outcomes and shared Measurement Framework and evaluation data from Positive Futures and other community safety/intervention programmes.
- There is a clear drive to address inequalities and to provide tailored programmes and targeted interventions over and beyond universal offers.
- The organisation tailors its communication to the needs of the target audiences using electronic newsletters, social networks and websites to communicate new initiatives, existing opportunities and tailored programmes to the community.
- High calibre, well trained and motivated staff help to attract and retain clients, community champions and build relationships with partners/stakeholders.

MEASURE

How does the organisation develop recognised, validated and accredited measuring and review systems in support of identified outputs, proxy measures and service/ intermediate and overarching strategic outcomes?

GUIDANCE

- There is a clear theory of change and outcomes framework that underpins the performance management system linking outputs, outcomes and impact to investment and interventions, provide a clear line of sight and appropriate proxy measures.
- KPIs/measures have been agreed with partners, commissioners, co-producers and funders, which are monitored/evaluated regularly and findings are being used to inform delivery. Measures in place can demonstrate the current direction of travel to achieve intermediate and long term outcomes.
- Consideration has been given to what data are required and how it will be collected and managed with use being made of nationally recognised or locally endorsed social impact frameworks and tools.
- Financial performance/social return on investment is being monitored, with appropriate and realistic targets established.
- Management record appropriate data including numbers, frequency, utilisation of space, time, intensity and satisfaction in a way that is useful when presenting information to stakeholders and partners.
- Feedback and surveys of partners, clients, community groups and stakeholders plays its part in measurement processes.
- Participant, staff and stakeholder feedback is measured as part of reviewing performance.

REVIEW

How does the organisation develop an inclusive and localised approach to shape its delivery services and systems?

GUIDANCE

- Managers/staff have reviewed and interpreted the overall findings from the measurements taken with the intention of improving performance. High level reports are considered by the board/trustees.
- Feedback from partners, funders, commissioners, participants and residents is reviewed and the findings used to enhance the projects/programmes/services.

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- Managers regularly review what they do, changing programmes, initiatives and key documentation in light of performance and feedback which shows they are responsive to change and listening to their partners and service users.
- Management regularly review the training needs for front line staff.
- Management regularly review external research to improve, learn and adopt best practice. Both quantitative and qualitative research is fully assessed and utilised.
- Teams/providers use performance data and information to track progress towards outcomes and take action to address under performance and respond to changing circumstances.
- Benchmarking and best practice is taken seriously to help organisational and staff learning and development.

IMPACT

Do you provide good evidence of a wider positive impact and economic cost savings?

GUIDANCE

- Managers can demonstrate a track record of progress, improvement and impact in a way that demonstrates the difference they have made to the outcomes identified. Evidence of impact and benefit that is externally endorsed and recognised whilst results/KPIs agreed with commissioners and funders are achieved.
- A contribution to improved community outcomes that are related to national outcomes around physical health and well-being, mental health and well-being, community trust, personal development and skills/economic development.
- Funding streams are created, extended and projects/programmes are scaled up and are made sustainable.
- Soft outcome studies and case studies feature prominently as do partner testimonials.
- The service is delivering against the required outputs and can demonstrate that services are reaching target audiences/communities and are continuously improving.
- The service has profile, influence and is being actively approached by potential new partners/funders.
- Programmes are highly valued locally and 'in demand' from individuals and communities because of the perceived benefits they bring.
- The organisation can demonstrate that it is assisting in meeting high level outcomes – such as a reduction in youth crime or increased activity levels.
- Feedback from service users is included in reporting success and achievement as well as shaping future delivery.
- Managers regularly report performance data to key stakeholders to demonstrate that the contribution of the service is making to the delivery of their shared community outcomes.
- New partnerships have been formed with commissioners, funders, stakeholder groups and strategic agencies, for example health boards/clinical commissioning groups (CCGs), police/youth services/commissioners or funders to help deliver shared outcomes and make better use of resources/skills.
- Partnerships are in place with the voluntary and community sector to reach target audiences which add value and create an extended reach.
- Partnerships are in place with the private sector to support local delivery and stimulate the market place in localities where this can add value, for example in town centres, parks and other key locations.
- There is a commitment to build/use shared evidence bases to strengthen and make a more compelling case for investment in sport and physical activity, to benchmark interventions and identify areas for improvement.

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DEFINITIONS

Outputs - are the direct and measurable products of a programme's activities or services, often expressed in terms of units (for example, number of participants).

Outcomes - are the results or impact of these activities or services, often expressed in terms of an increase in understanding, and improvements in desired behaviours.

Theory of change - is a way to describe and analyse programmes or projects that are intended to have a positive impact on society (similar to and can be referred to as a 'Logic Model').