

# Quest 2016 – Splus 49

## Delivering Sport for Development Projects

### Guidance Notes

Issue 1 - July 2016



#### Outcomes

- Teams are clear about how to identify those people who are most at risk of negative outcomes.
- Teams are clear about how to involve those people in developmental activities.
- Teams are clear about how to engage those participants with new peer groups.
- Teams are clear about the methods used to help those participants develop new skills.
- Teams are clear about how to provide those participants with opportunities and pathways for ongoing personal support and development.
- Teams are clear about how to collect, manage and report evidence of the difference that their work has made.
- Teams are able to reflect on their work and adapt projects in order that they improve outcomes for participants and have a wider impact.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>PLAN</b>					
<b>Clear eligibility criteria are established for all projects and recruitment strategies identified</b>	There has been little or no attempt made to justify the projects or to describe the eligibility criteria and no evidence of how participants will be recruited	There is some evidence that the projects are required and will meet need and an understanding of how participants will be recruited	There is clearly specified eligibility criteria for participants and a recruitment strategy agreed	There are clear processes or tools to check the eligibility criteria and a documented recruitment strategy in place	The need is justified, clear processes are used to check eligibility criteria and there is evidence that only eligible beneficiaries are engaged. A well-documented recruitment strategy has been produced which focuses on the intended participants
<b>DO</b>					
<b>Projects have clearly specified activities</b>	Projects do not have clearly specified activities and there	Projects comprise a set of unspecified activities that	Projects comprise well specified activities that are	All projects are clear about the frequency and structure	All projects have a set of clearly specified activities

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Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
<b>and successfully engage and retain target participants</b>	are no participation targets	are used at different times and participation targets are identified	used at different times, participation targets are identified and there is some knowledge of retention rates	of activities and participation and retention targets are identified	that are well described and communicated to all stakeholders and participation and retention rates are agreed
<b>MEASURE</b>					
<b>Projects delivery, participation and outcome data is routinely monitored</b>	There is no attempt or an unstructured attempt to monitor quality of delivery, attendance or the outcomes of participants	Measures are available to monitor quality of delivery, attendance and outcomes but not used systematically	Measures are used to monitor quality of delivery, participation and outcomes but only used occasionally	Measures are used to monitor quality of delivery, participation and retention rates and outcomes where it is mandated	Measures are used to monitor quality of delivery, participation and retention rates. Outcome measures are used consistently and evidence is used to inform the refinement of the project
<b>REVIEW</b>					
<b>Reflecting on practice and adapting project delivery to improve outcomes for participants is carried out across the organisation</b>	There is no system or culture for capturing learning about project delivery	There is a system for capturing learning about project delivery but no evidence that it is used to adapt and improve front line practice	There is a system for capturing learning about project delivery and some examples of it being used at times to adapt and improve front line practice	There is a system for capturing learning about project delivery and there are a good range of examples of it being used to improve front line practice which results in better outcomes for participants	The organisation can demonstrate there is a culture of capturing and sharing learning about project delivery which ensures all the organisations frontline work is constantly adapting and improving outcomes for participants

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Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
<b>IMPACT</b>					
<b>There is good evidence of an improvement in individual outcomes, a wider positive impact and economic cost savings</b>	There is little or no understanding of how projects have improved individual outcomes or contributed to a wider impact or any knowledge of how cost savings could be attributed	There is some anecdotal evidence of how projects have improved individual outcomes but no articulation of how this contributes to a wider impact or knowledge of how this contributes to cost savings	The organisation is able to provide some quantitative or qualitative evidence on improvements of individual outcomes and an articulation of the wider and long term impact of its work and have some understanding of social return on investment methodologies	The organisation can produce good quantitative and qualitative evidence on improvement of individual outcomes and can confidently describe and evidence the wider and longer term impact of its work	The organisation can produce very good evidence of how the project has contributed to improvements of individual outcomes and can make a compelling case that their work has contributed to longer term and wider impact and can produce an assessment of the social value of their work

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### PLAN

How do you plan to engage and recruit the target group? What are your objectives / targets?

#### EXAMPLES OF BEST PRACTICE

- Good understanding of who is at risk of experiencing negative outcomes and how to protect them from those risks.
- Good understanding of local, regional and national research on sport and activity based social interventions.
- Staff team with a range of sport, physical activity, health improvement, community development and youth work skills.
- Partnership arrangements with prevention services / referral agencies in place (e.g. Youth Offending Services, Police, Young Offender Institutions, Local Health Authorities, schools, colleges, employment providers, Troubled Families Team, Safer Neighbourhood Teams, Pupil Referral Units, Social Services etc.).
- Able to consult effectively with community groups (e.g. Tenants Associations, Housing Associations, youth groups, etc.).
- Experience of working in disadvantaged neighbourhoods.
- Experience of outreach approaches.
- Experience of delivering community sport and activity development programmes.
- Service level agreements in place.
- Data sharing protocols/agreements in place.
- Incident reporting forms in place.

#### GUIDANCE

- Help staff team understand the risk and protection factors associated with youth crime, poor health and becoming NEET.
- Help organisation develop and demonstrate a track record of delivering sport and activity based programmes in disadvantaged neighbourhoods and / or with people at risk of experiencing a range of negative social outcomes.
- Identify staff with similar backgrounds and experiences to the target group of participants.
- Help organisation articulate the need for the service in the neighbourhood where it will be delivered.
- Help organisation show experience of previous consultation with community groups.
- Help organisation show experience of setting up sport and activity based programmes in disadvantaged neighbourhoods or with individuals and groups at risk of experiencing a range of negative outcomes.
- Establish and identify knowledge and experience of working with a range of referral agencies.
- Identify or develop participant referral forms.
- Identify use of service level agreements in existing partnership arrangements.
- Identify/develop data sharing protocols with referral agencies.
- Identify/develop incident reporting forms.

### DO

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### How will you maintain engagement and build mutually respectful relationships with the participants?

#### EXAMPLES OF BEST PRACTICE

- Sport and activity programmes delivered at times likely to engage the target groups.
- Sessions held in local facilities, including neighbourhood facilities such as community halls, small local leisure centres, and hard-play areas.
- Delivery staff have knowledge of the area, issues and participants, some of whom were previously participants on related programmes.
- Activities where the atmosphere is relaxed so participants can enjoy the activity and each other's company with activities that are interesting, vibrant and competitive where appropriate.
- Staff who are able to challenge bad behaviour and issue warnings, time-outs or remove participants from sessions.
- Developmental activities are offered that build on an established set of core activities.
- Staff who are able to offer mentoring support and deliver issue based group work.
- Staff who are able to deliver or offer careers advice, accredited training and other qualifications for referred participants.
- Volunteering opportunities and part time or full time work placements offered for referred participants.

#### GUIDANCE

- Ensure organisation has experience of delivering time appropriate sessions in neighbourhood facilities.
- Employ staff with experience of delivering open access sessions in community spaces.
- Employ staff with the life skills to engage with and develop mutually respectful relationships with participants at risk of negative outcomes.
- Ensure organisation has experience of delivering multi-sport, non-traditional activities and residential trips.
- Ensure organisation has strategies in place to deal with disruptive behaviour and staff with the skills and confidence to implement them.
- Encourage organisation to offer mentoring support and deliver or organise workshops on issues relevant to the participants and neighbourhood where they live.
- Help organisation identify opportunities for participants to progress into training and work placements.
- Encourage organisation to recruit staff from participants involved in their programmes.

#### MEASURE

### How do you measure the difference you are making?

#### EXAMPLES OF BEST PRACTICE

- The organisation is able to provide evidence of the need for the programme.
- The organisation is able to report the participation and retention rates of participants.
- The organisation provides regular performance information to staff, partners, stakeholders and funders.
- The organisation is able to provide evidence that the numbers of referred and self-referred participants was achieved.
- The organisation is able to demonstrate personal outcomes were achieved by referred participants.

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- The organisation is able to provide evidence that referred participants engaged with new peer groups.
- The organisation is able to provide evidence of improved and sustainable partnerships.
- The organisation is able to provide evidence that participants were volunteering and taking up positions of responsibility in the organisation.
- The organisation is able to demonstrate wider community impact.
- The organisation is able to provide a Social Return on Investment score.

### GUIDANCE

- Ensure staff demonstrate that numbers and retention rates of participants are satisfactory.
- Ensure staff demonstrate a track record of progress, improvement and impact in line with the expectations of partners and funders.
- Help demonstrate that the programme has a wider community impact, for example helping reduce the level of anti-social behaviour.
- Encourage use of feedback from participants on the programme in reporting success and achievement.
- Help organisation ensure impacts are recognised by key partners and stakeholders.
- Establish whether the programme is recognised as contributing to local strategic objectives.
- Ensure the staff team manages programme data effectively.
- Capture user and staff satisfaction with organisation as either a good place to work or an effective provider of services.

### REVIEW

#### How do you review progress and achievements?

### EXAMPLES OF BEST PRACTICE

- The organisation reviews its engagement strategies.
- The organisation reviews the number and retention rates of formal, informal and self-referral participants.
- The organisation reviews outcome measures related to offending, re-offending, health and well-being and NEET status.
- The organisation reviews the full range of quantitative and qualitative evidence it collects.
- The organisation benchmarks its performance against other similar projects.
- The organisation commissions and reviews external evaluations.
- The organisation reviews informal feedback.

### GUIDANCE

- Help staff review and interpret the engagement strategies deployed.
- Ensure programme delivers the participant numbers and retention rates set out for referred participants and those engaged through outreach approaches.
- Ensure personal and social outcomes attributable to the programme are in line with the expectations set out in contractual arrangements.
- Help organisation attribute social cost savings to the programme.
- Encourage use of performance data and information to track progress towards outcomes and take action to address under performance.

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- Benchmark performance against other similar programmes and delivery agencies.
- Review feedback from partners, funders, commissioners, participants and residents to shape future programme delivery.
- Ensure staff regularly review what they do and listen to their partners and participants.
- Encourage regular staff meetings where the programme is discussed and changes in programme design agreed.
- Ensure regular review of training needs for front line staff.
- Encourage regular review of external research which may help in programme design.
- Ensure team share ideas as to how performance towards objectives can be improved.
- Encourage regular performance review meetings with relevant partners to enable sharing of progress and issues with the opportunity to discuss solutions, alternatives and record key actions.

### IMPACT

What difference has the programme made? Have you achieved what you set out to do?

#### EXAMPLES OF BEST PRACTICE

- The organisation proved that there was a need for the programme.
- The organisation set out realistic delivery targets and achieved these.
- Participants progressed in line with expectations and achieved the outcomes that were set for them.
- There was evidence of wider community impact.
- The organisation was able to articulate the longer term likely impact.
- The organisation worked effectively with other programme partners.
- The organisation met the community need identified and communicated this effectively to all stakeholders.
- The organisation improved its reputation for delivering effective community sport for development programmes.

#### GUIDANCE

- Help staff explain the community need they are setting out to address.
- Help staff demonstrate they engaged the people who the programme was designed for, that these people were retained and they achieved the outcome that was most appropriate for them.
- Help staff explain how their work contributes to wider community impact and how it is likely to have a longer term impact on individual participants.
- Ensure organisation effectively communicates the difference it makes to key stakeholders, including funders, partners and community groups.
- Establish whether programme partners are happy with their contribution and enthusiastic about replicating in a new geographical area.
- Establish whether the programme is being extended or re-commissioned.
- Establish whether the organisation is being actively approached by potential new partners / funders to replicate the service in new areas.
- Establish whether the programme is valued and 'in demand' from other communities because of the perceived benefits it brings.

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- Establish whether the work that the organisation has carried out has been recognised locally, regionally or nationally as best practice.
- Identify evidence that the organisation leads the market in any areas of the business or is seen as a best practice operator by peers.