

# Quest 2016 – Quest Sport for Development Assessment

## Community Outcomes

### Guidance Notes

Issue 1 - February 2016



#### Outcomes

- The organisation is focused on delivering a set of agreed, clearly defined projects and programmes of work that meet individual and local community needs/priorities.
- The organisation has effective processes in place to engage with different communities and reach target populations to deliver benefits using sport and physical activity.
- The organisation measures and reviews stated community objectives to show progress across physical health, mental health, individual development, social and community development and economic development.
- The organisation is able to demonstrate individual progress and achievements, including increased participation rates, behaviour change, new knowledge and skills and wider community benefits.

PLAN					
<b>There is an Organisational Theory of Change Model which provides the framework for the projects and programmes which are delivered.</b>	There is no implicit or explicit Theory of Change model for how personal and social development is improvement.	There is a general understanding of how personal and social development is improved but no documented Theory of Change model	There is a Theory of Change model and a general understanding of how projects and programmes deliver personal and social development	There is a strong Theory of Change model and a good understanding across the organisation of how projects and programmes deliver personal and social development	There is a strong Theory of Change model and good evidence that all projects and programmes contribute to personal and social development

DO					
<b>The organisation makes use of insight, data, networks and local knowledge to reach target</b>	Work underway is not being driven by an informed assessment of local priorities or needs. There is no culture of reflective practice	Partnership working is in place and some use is made of available data. 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	There is a data collection strategy in place and good use is being made of national/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 outcomes and impact. There is excellent evidence

# S4D – Community Outcomes

## Guidance Notes



Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
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audiences			culture of using data to improve performance	outcomes. There is good evidence that staff reflect on their own practice and use data to improve service delivery	that all staff reflect on and improve practice through access to high quality information.
<b>MEASURE</b>					
<b>The organisation has recognised, validated and accredited measuring and review systems in support of identified outputs, proxy measures and service/intermediate and overarching strategic outcomes</b>	The organisation has no formal process for the collection, management, analysis and reporting of its work	The organisation is at a stage where outcome measurement methods/tools are under development as part of its improvement plan	There is evidence that some staff / projects can collect, manage, analyse and report the difference they are making	There is good evidence that all staff and projects 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.	There is good evidence of high quality impact practice and use of nationally recognised outcome measurement tools and a culture of reporting the outcomes attributed to the work

<b>REVIEW</b>					
<b>There is an inclusive and localised approach to the shaping of services</b>	There is no process in place to monitor, challenge or improve local service delivery	There is some limited review of performance driven by funders.	There is a reflective process in place that involves managers /staff/some partners which is leading to service development and	The organisation has developed and established processes involving Board Members/Trustees staff and external local partners to	There is a robust and effective check and challenge process that involves local stakeholders/partners in

# S4D – Community Outcomes

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Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
and delivery systems			innovation	inform planning and review processes that are leading to service development/innovation	both formal and informal approaches. It can clearly be seen where and how positive change has been made to effect and improve services as a result.
<b>IMPACT</b>					
<b>Outcomes of participants are routinely monitored and used to inform practice</b>	There is no attempt or an unstructured attempt to monitor the outcomes of participants	Measures are available to monitor outcomes but not used systematically	Measures are used to monitor outcomes but response rates are generally low	Measures are used to monitor outcomes to a representative group and response rates are high	Evidence on outcomes is used to inform the refinement of the intervention

# S4D – Community Outcomes

## Guidance Notes



### PLAN

#### EXAMPLES OF BEST PRACTICE

- Theory of Change Model in place
- Local, regional, national research utilised
- Links with key partners (including NHS, Public Health Clinical Commissioning Groups, Youth Offending and Drug Services, Crime and Police Commissioners, Schools/Academies) and engagement with local commissioning processes
- Community Sports and Physical Activity Development Plan is shaped by Corporate/Strategic Plans and is Outcome based

#### GUIDANCE

- Managers understand the wider community needs and priorities of their partners and stakeholders
- Managers engage and influence the development of wider community strategies and plans
- Service delivery is influenced by learning from others and through learning gained by attending conferences, reading national press and taking part of seminars?
- There are long term community outcomes built into the business plan
- The whole organisation commits to achieve better community outcomes and these are incorporated in the sustainable financial performance of the business
- The organisation has sufficient resources allocated to kick-start programmes and to promote and market effectively to the relevant target users and communities with long term sustainability in mind.
- The service has consulted with community groups and devised programmes as a result of this consultation
- The programme is designed to achieve the required access by the target users and communities in a way that will meet their needs
- The organisation has a plan in place to ensure all new activities are promoted and communicated well.

### DO

#### EXAMPLES OF BEST PRACTICE

- Stakeholder needs analysis and pro-active community engagement is in place
- Joint Strategic Needs Assessment (JSNA) is fully utilised
- Local/national insight data and market research is used
- Products and programmes are carefully designed to attract, engage and retain target groups/communities Regular promotion of services to target audiences is done in an appropriate way
- Key stakeholder updates are provided to local politicians, clients and decision makers
- Use of social and digital media is innovative and pro-active to help engage
- Regular communication with community groups, priority populations and key stakeholders takes place



### GUIDANCE

- Managers are fully aware of the community needs and how they can contribute to addressing them
- 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 equality factors affecting local communities
- Managers are aware of the current levels of activity in the community
- 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, monitoring and evaluation data from Positive Futures and other community safety/intervention programmes
- 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
- Products and programmes well designed and well delivered using high quality and well trained/motivated staff to help attract and retain clients.

### MEASURE

#### How do you measure?

### EXAMPLES OF BEST PRACTICE

- Outcome framework
- Key performance indicators (KPIs) are in place and clearly understood including those required by funders, commissioners or partners/co-producers
- There is good awareness of national evidence and performance measures
- Nationally recognised or locally endorsed External evaluation is extensively used
- Feedback & surveys of partners, clients, community groups plays its part.

### GUIDANCE

- There is a clear outcomes framework that underpins the performance management system linking outputs, outcomes and impact
- External measures been agreed with partners and these are monitored regularly and findings are being used to inform delivery
- Consideration has been given to how data will be collected and managed. Nationally recognised or locally endorsed social impact tools are being used to provide measurement
- Financial performance/ social return monitored, with appropriate and realistic targets established
- Do the 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
- Do managers conduct random sampling and questionnaires amongst the participants
- Does the organisation regularly and accurately record and measure data to ensure they are progressing in the right direction to achieve their objectives
- Is participant, staff and stakeholder feedback measured as part of reviewing performance
- Are there measures in place to demonstrate the current direction of travel to achieve long term plans

### REVIEW

# S4D – Community Outcomes

## Guidance Notes



### EXAMPLES OF BEST PRACTICE

- Key performance indicators (KPIs) are formally reviewed to help shape, improve and make changes to products and programmes involving partners, stakeholders and the community as appropriate
- External evaluations and feedback is reviewed to make positive changes and improvements
- Quantitative and qualitative research is fully assessed and utilised.
- Benchmarking and best practice is taken seriously to help organisational and staff learning and development

### GUIDANCE

- Managers/staff have reviewed and interpreted the overall findings from the measurements taken with the intention of improving performance
- Feedback from partners, funders, commissioners, participants and residents is reviewed; the findings may be used to enhance the projects and programme  
Do 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
- Do the management regularly review the training needs for front line staff
- Do the management regularly review external research to improve, learn and adopt best practice;
- Are teams/providers using performance data and information to track progress towards outcomes and take action to address under performance and respond to changing circumstances
- Has the service considered how quickly it expects to deliver improvement/ change and what the extent of change required is

### IMPACT

#### What difference have you made? Have you achieved your community outcomes?

### EXAMPLES OF BEST PRACTICE

- Achieving KPIs/results agreed with commissioners/funders
- Evidence of impact and benefit
- Improved community outcomes e.g. health, fitness, mental health and wellbeing, safety
- Funding streams - new and extended/sustainable
- Soft outcome studies and case studies feature
- Achieving partner/ stakeholder objectives
- New projects becoming sustainable

### 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.
- The service is delivering against the required outputs and can demonstrate that services are reaching target audiences/communities and are continuously improving

# S4D – Community Outcomes

## Guidance Notes



- Is the organisation 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 they are assisting in meeting high level outcomes- a reduction in youth crime or increased activity levels
- Feedback from participants on the programme(s) used 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
- The organisation is attracting external funding and/or is able to demonstrate sustainable delivery of services.
- New partnerships been formed with stakeholder groups and strategic agenciesle.g health boards/ clinical commissioning groups (CCGs); police/youth services/commissioners or funders