

Quest 2016 – Quest Sport for Development Assessment

Continuous Improvement

Guidance Notes

Issue 1 - February 2016



Outcomes

Continuous Improvement:

- The organisation has a Business Strategy/Plan with a clear purpose and vision with business objectives that provide clear direction.
- The organisation has a culture of continuous improvement which has been developed through staff and stakeholder engagement
- The organisation has business objectives and improvement actions which have measurable outputs and can show tangible evidence of results and impact towards stated outcomes.
- The organisation can demonstrate improvement across a well-balanced range of financial, quality, people and partner measures that produce outputs and outcomes that can be seen to deliver against the core purpose of the organisation.

PLAN					
The organisation has a clear purpose to use sport and activity to meet needs and improve lives, communities and neighbourhoods.	There is little or no clarity on purpose, vision, business objectives and little/no measurement of what is most important to success	There is a limited, top down and short term planning process in place which sets out business objectives and some measures of success.	There is a well -informed Business Plan in place which has a high level of ownership and understanding within the staff team. Measures and targets are clearly set out	Business Plan is owned internally and well communicated to stakeholders and partners. Measures and targets are in place supported by robust review processes and improvement planning	There is a 3– 5-year Business strategy in place which has been developed with stakeholders and is well communicated/understood. This sets out objectives, measures and targets and is underpinned by a culture of continuous improvement/high performance culture. There is an unrelenting focus on the stated purpose and why the organisation does what it does.
DO					
The organisation has	There is no business plan or	There is evidence of an	There is a business plan	There is a business plan	There is good evidence

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Guidance Notes



Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
a business plan underpinned by effective financial processes and systems	sufficient financial systems in place	incomplete or out of date business plan and basic financial systems	with a clear purpose and financial management systems, policies and procedures in place but evidence that they should be improved	with a clear purpose and financial management system, policies and procedures in place supported by a positive enterprise culture	that a clear business plan is a live document and excellent financial management systems, policies and procedures in place which is driving performance, long term sustainability, and clear accountability
MEASURE					
The organisation has a balanced range of performance measures to deliver its purpose	There are no relevant measures in place to assess performance levels	Measurement is one dimensional/ input based or not always aligned to the core purpose	Measurement is in place in key areas but there is limited/no evidence of improvement or progression at this stage.	Key Performance Indicators in place across all the vital areas of the business/service with some evidence of outputs, effective target setting and improvement	There is a balanced scorecard of KPIs/measures in place across finance, quality, people and customers/ stakeholders which are outcome based and clearly show improvement and alignment with core purpose.
REVIEW					
Learning about what works and what doesn't is shared across the	There is no system or culture for capturing learning about organisational health and	There is a system for capturing learning but no evidence that it is used to improve organisational	There is a system for capturing learning and some examples of it being used at times to improve	There is a system for capturing learning and there are a good range of examples of it being used to	The organisation can demonstrate there is a culture of capturing and sharing learning which

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Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
organisation	programme delivery	health or programme delivery	organisational health and programme delivery	improve organisational health and programme delivery	ensures organisational health and programme improvement
IMPACT					
The organisation can communicate progress, achievements and impact	The organisation has no communication plan or clear strategy	The organisation has no clear strategy but does occasionally communicate the difference it is making in a non-strategic fashion	The organisation has a communication strategy but there is limited evidence of its impact	There is good evidence that the organisation communicates with a range of stakeholders and that this has enhanced their reputation	There is good evidence that the communications strategy has resulted in new work/funding and the organisation has an excellent reputation for the quality and impact of its work

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PLAN
EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• Clear Purpose and Vision produced and communicated• PESTLE/SWOT exercises undertaken alongside self-assessment process to help guide direction• 3-5 Year Business Strategy in place• Forward planning, innovation and longer term sustainability can be evidenced• A culture of continuous improvement is evident• Procedures and policies underpin efficiency and effectiveness
GUIDANCE <ul style="list-style-type: none">• An effective purpose or vision statement should be clear, concise and be able to identify what the service or organisation is trying to achieve- “the main thing”• The development of the business objectives been influenced by external strategies, such as the local authority cultural strategy, local commissioning, health improvement plans, community safety strategy, regeneration plans as well as national policy/strategy• Business objectives have target dates for their review and overall completion and work across finance, people, clients or customers, quality and impact dimensions• There is evidence of forward planning, the longer term development of the business over 1-3 years and examples of innovation that will support the growth and sustainability of the organisation and its work• There a process of self-assessment which feeds into an improvement planning.• There is a culture of continuous improvement which has staff and stakeholder involvement• Procedures and policies are clearly developed and defined to help demonstrate efficiency, value for money and effectiveness as well as documented to inform continuous improvement
DO
GUIDANCE <ul style="list-style-type: none">• Managers and staff are fully involved in the finance and business / project planning process• The business plan is broken down into monthly targets for all areas of income and expenditure and cascaded down to staff who have access to monthly financial performance information• Staff know how well the service is performing• Training for all relevant staff in the financial planning process and the development of wider commercial skills is provided to help long term

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sustainability.

- Staff involved in the development and monitoring of the finance plan are trained in financial awareness and performance management
- Management ensure that staff are trained in any relevant procedures and policies; and any changes actioned accordingly
- Business cases are used to develop services/projects and staff are trained to use this approach.
- Staff are able to understand and use SROI and other social value measurement tools.

EXAMPLES OF BEST PRACTICE

- Business Planning is underpinned by a robust annual budget setting process, effective project management, good control of costs and financial systems/reporting which feed directly into project and programme delivery plans.
- Management and staff are closely involved in setting of objectives and targets around projects and programmes.
- There is real accountability and responsibility for budgets and project results
- Staff awareness supported by effective training and development in financial management
- Strong financial reporting and information systems operate and support effective decision making and change management.
- There is evidence of strong governance and audit arrangements to help maintain control and accountability for finances and external funding.

GUIDANCE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Transparent and relevant Performance Indicators (KPIs) used to establish measures and set realistic and achievable targets
- There is a performance management process which works across finance; people, quality and clients customers/partners which is used in support of the purpose/vision of the service
- Measurable outputs are produced with clear links to longer term outcomes.
- Improved performance can be tracked and the benefits of change/improvement/innovation tracked or defined
- Task completion targets are monitored

GUIDANCE

- There is a clear performance management process in place, which enables management to determine whether the business plan objectives are measured and evaluated on an on-going basis
- A Balanced Scorecard (or equivalent) in place and operating to manage and measure performance across key result areas (both financial and non-financial)
- Measurable outputs and outcomes clearly align with business objectives and staff work programmes in order to achieve results.
- There is evidence that the improvement planning is being used pro-actively to demonstrate value for money, control costs, generate income, tangibly enhance the user service, improve service quality, improve the productivity and morale and engagement of the team.
- There is a performance management process that is used to plan and improve efficiency and effectiveness
 - Performance Measures are well communicated and improvement is clear to see

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REVIEW
EXAMPLES OF BEST PRACTICE
<ul style="list-style-type: none"> • There is a formal review process involving staff and partners that focuses on learning, development and growth of the business /service • Staff know what works best and apply best practice across the organisation • The organisation searches out best practice externally and is serious about benchmarking • Reviews are used to promote and deliver change pro-actively • Service improvement groups operate to promote innovation and provide a check and challenge process
GUIDANCE
<ul style="list-style-type: none"> • Management change and/or amend aspects of the business / project objectives to ensure that it remains ‘live’ and ‘real’ • There is a process that ensures objectives remains on course to meet the desired outcome • Trend data is published and used-helping to set improvement priorities and targets • There is evidence that the improvement plan is revised and updated as a result of the achievement to date and/or if additional resources are required in order to implement various initiatives • Results and findings from partner satisfaction surveys, user surveys and audits reviewed to ascertain year on year improvement • Good governance arrangements involve a regular programme of review and/or audits across themes or key areas of the business/service.
IMPACT
Has what you have done made a difference?
EXAMPLES OF BEST PRACTICE
<ul style="list-style-type: none"> • Goals achieved as a result of staff/stakeholder involvement • Results are being achieved and improved upon. • Further investment and external funding opportunities are secured • Improvements to sport and physical activity and /or social outcomes in target neighbourhoods • Strong links established between staff engagement and user/partner engagement/satisfaction • The influence and impact of reviews, change management, external assessments and audit findings can be evidenced in service delivery • Resources and time are spent on recognising success, communicating achievement, influencing agendas and communicating to funders/commissioners
GUIDANCE
<ul style="list-style-type: none"> • It is clear that planning processes have had a positive impact on the service, resulting in an increase in participation/activity, partnership engagement, staff satisfaction and improved retention and outcomes for its users. • Outcome led planning is in place and there is a clear link between operational results and the delivery of intermediate and longer term

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outcomes

- There is evidence that the improved performance can in part, be attributed to the implementation of the business and improvement planning processes.
- There is evidence that ‘what the service is doing’ is making a tangible difference to improvements to sport and people in the target neighbourhoods. The service has a reputation for high quality delivery
- Impact is clearly communicated and articulated within and outside the organisation