Quest 2016 – Gplus 29
Insight
Guidance Notes

Issue 1 – August 2016

Outcomes

- People and communities who are the most inactive, under-represented and at risk of negative outcomes are clearly identified through the effective generation and use of insight.
- Insight is used to engage, change the behaviour of people and communities and then retain individuals and groups in physical activity and sport.
- The strengths, limitations and appropriateness of different methods and approaches to research are clearly understood.
- Insight is used to inform and shape programme delivery in order to improve outcomes for people and communities.
- There is clarity for funders and commissioners of the impact of interventions, programmes and collaborations.

Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent

PLAN					
How does the organisation generate insight to inform the development of new and existing programmes of work as well as identify what isn't working?	The organisation has no clear outcomes framework or data model. There is no strategy for gathering available insight. There are limited resources dedicated to researching participant need. There is little or no understanding of applying the principles and practical learning of behaviour	The organisation is developing a theory of change and outcomes framework/logic plan. There is a strategy for generating insight although this has not been fully developed and is understood by a limited number of senior staff. There is some understanding of the target audience's attitudes and lifestyles and how these	The organisation has a theory of change, outcomes framework and data model. There is an insight strategy, which is proportionate to the size of the organisation, for generating insight which is well understood by senior staff. Behaviour change theories and other appropriate evidence based methodologies are applied during the design of some	The organisation has a well-developed theory of change, outcomes framework and data model which is understood by staff across the organisation. There is an insight strategy, which is proportionate to the size of the organisation, for generating insight that is well understood by all staff. There is a very good understanding of the different sporting habits and	The organisation has a theory of change, outcomes framework/logic model which drives the development of local insight and the acquisition and use of data. This has been developed by/with staff from across the organisation and uses national/local insight developed by other organisations as appropriate.

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
	change models. There are limited resources and no data collection strategy being utilised on programmes of work. There is a lack of research and evaluation skills within the organisation. There is a dependency on retrospective evaluation.	may impact on their participation in sport and physical activity There is a general understanding of the needs and aspirations of different groups of target populations and the principles and practical learning of behaviour change models. There is a data collection strategy for most programmes of work, although mainly focused on outputs and anecdotal evidence. There are some resources and skills allocated to evaluating programmes of work. There is a dependency on retrospective evaluation and external consultants.	programmes of work. There is a data collection strategy for some programmes of work, including outcome reporting. There are adequate resources and skills allocated to evaluating *what works*. There is a general dependency on retrospective evaluation and some evidence of research skills among front line staff.	preferences, needs and aspirations of target populations. There is a good understanding of wider social and community issues. Behaviour change theories are applied during the design of all programmes of work. The data collection strategy is focused on outcomes and is understood across the organisation. Resources and skills are allocated to evaluating *what works* and why. Front line staff have good research skills and can embed evidence collection processes in the majority of their work.	The organisation has a well-documented strategy for generating insight which all staff have contributed and apply it. There is a sophisticated understanding of the sporting habits and preferences, needs and aspirations of different communities and the wider social issues which affect them. Behaviour change theories are developed across the organisation and applied on all programmes of work. Common data standards have been agreed across the organisation and applied on all programmes of work. Dedicated resources are allocated to evaluating *what works* and why. Front line staff have

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					excellent research skills and embed evidence collection processes in their work.
DO					
How does the organisation use evidence-based approaches to inform its work and bring about behaviour change amongst its beneficiaries?	There is little or no evidence that the organisation undertakes desk based research or consults with potential participants or the wider community prior to the commencement of project/programme delivery. There is little or no evidence that any data generated through project/programme delivery is analysed and used to inform ongoing development. No evidence that the organisation has a clear understanding of HOW their programmes/collaborations are supposed to deliver behaviour change.	The organisation carries out some limited desk based research or community consultation prior to delivering programmes of work. The organisation is able to describe the characteristics of target beneficiaries and the components of work programmes and why these are likely to change behaviour. There is some use of national insight data provided by Sport England/Public Health England and other agencies. There are inadequate resources and skills to apply good insight.	The organisation uses a small number of tried and tested evidence based approaches to inform the design of its programmes of work. The organisation can provide evidence as to why their programmes of work are likely to engage and retain their target group, change behaviour and deliver social or community outcomes. There is good use made of both national and local insight studies and data.	The organisation uses a range of evidence based approaches to inform the design of its programmes of work. Particularly good use has been made of insight to shape service delivery and develop new markets Evidence from programmes of work delivered elsewhere which shows how outcomes have been improved is provided. Evidence of how participants are likely to be engaged and retained is documented and behaviour change theories developed to fit the context of local delivery. There is good evidence that delivery has been adapted and outcomes have been improved in a range of	The organisation places research, monitoring and evaluation at the heart of everything it does. Staff from across the organisation use a range of evidence based approaches to inform project/programme design and delivery. The organisation demonstrates that it considers the whole customer journey when designing services and applies EAST (Easy, Attractive, Social and Timely) principles in doing so. Evidence from programmes of work delivered elsewhere which shows outcomes have

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				current programmes of work.	been improved is provided along with any changes to suit local contexts. There is excellent evidence that delivery has involved co-production and the use of customer insight and that as a consequence interventions have been adapted/redesigned because of the input of partners and end users and outcomes have been improved. All stages of project delivery are monitored and adaptations made according to the best available evidence.
MEASURE					
How does the organisation apply robust and consistent practices to evaluate its programmes of work and measure	The organisation has no data model and front line staff are unaware of the types of evidence they should collect. There is little or no evidence that data has been used to	The organisation has an under developed data model and there is some understanding from front line staff of the types of evidence that they need to collect to demonstrate	The organisation has a clear data model which informs front line staff about which types of evidence they need to collect to demonstrate specific outputs and outcomes.	The organisation has a clear data model which has been developed with front line staff and all practitioners understand the types of evidence they need to collect to demonstrate	The organisation has a clear data model which has been developed with front line staff and key stakeholders. All practitioners understand the types of evidence they

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
confidently how successfully, or otherwise, it has delivered intermediate and long term outcomes for its beneficiaries?	inform behaviour change strategies in previous or current projects or programmes. There is little or no evidence that data generated from current projects or programmes is being used to generate insight on project participants' needs or aspirations or the impact the work is having on them or the wider community.	specific outputs and outcomes. The organisation has a limited understanding of how to evaluate the personal, social and community outcomes of their work. Front line staff are able to collect some evidence on the difference their work is making. There is some limited evidence of intermediate outcome data relating to behaviour change in individual participants. There is no evidence of long term outcomes or wider community impact data.	The organisation has a theory of change in place, which ensured they can confidently describe the link between their programmes of work and the intermediate and long term outcomes of participants. Front line delivery staff have access to and some understanding of different outcome measures and approaches which enable them to measure the progress of participants. Front line staff have the knowledge and skills to capture and store evidence which can be attributed to the intermediate and long term outcomes being targeted. The organisation can provide outcome data showing how their programmes of work have successfully contributed to positive outcomes for participants.	specific outputs and outcomes. The organisation has a theory of change/logic model in place, which underpins the evaluation strategy of all programmes of work. Front line delivery staff have access to and a good understanding of a range of different outcome measures and approaches which enable them to consistently measure the progress of participants. Front line delivery staff are clear about the types and quality of evidence they can capture and store which can be attributed to the intermediate and long terms outcomes being targeted. Outcome data is prioritised and the organisation can provide evidence of how and why behaviour change has occurred and confidently	need to collect to demonstrate specific outputs and outcomes. The organisation has a theory of change/logic model in place, which underpins its evaluation strategy. Related systems and processes are kept under constant review to ensure they remain relevant, robust and consistent across all programmes of work. Front line delivery staff have access to and an excellent understanding of the full range of different outcome measures and approaches which enable them to consistently measure the progress of participants. The types and quality of evidence captured and stored is reviewed, discussed and agreed with external partners and

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				describe the wider social or community impacts of their work. The organisation can demonstrate the social cost savings and benefits delivered as result of interventions/collaborations.	stakeholders. Outcome and impact data collection is prioritised and learning is shared across the organisation and externally. The organisation can provide good evidence of the social cost savings delivered The organisation is able to translate its outcome framework to enable reporting against external reporting frameworks.
REVIEW					
How does the organisation use insight to adapt and improve its work and how has it shared this knowledge internally and with partners, stakeholders and the sector?	There is no process in place to use any insight generated through project delivery. There is very limited understanding of which projects or programmes have worked best or why and adaptations to delivery are not guided by evidence. Any insight generated is not	The organisation can provide some insight on their projects and programmes although this is mainly limited to output data. Adaptations and improvements to projects and programmes is limited as insight is restricted to throughput, retention and	There are processes in place to generate insight which have the potential to improve project and programme delivery. Good insight is restricted to specific projects or programmes of work rather than across the organisation's work as a	There are good processes in place to generate insight across all programmes of work. Project and programme staff reflect on the knowledge generated about what is working and why and use it to improve or adapt project and programme delivery.	There are excellent processes in place and project staff take responsibility for generating insight about their work. Project staff are able to adapt project and programme design to improve outcomes for

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	shared across the organisation or with stakeholders or the sector more generally.	anecdotal evidence from participants. Partner and stakeholder communication is limited to participant engagement and potentially unrepresentative participant experiences.	whole. The organisation shares knowledge internally and is confident that most of their programmes of work are delivering good outcomes for participants. The organisation is able to share some selected insight externally with partners and stakeholders.	Outcome, impact and social cost savings data is shared across the organisation, reflecting an organisational culture of service improvement. The organisation makes all insight available to external partners and stakeholders and facilitates discussions on project and programme development. The organisation has a clear aspiration to develop processes that support constant reflective practice.	participants. The organisation can aggregate data across all programmes of work and make value for money comparisons. Outcome, impact and social cost saving data is shared externally with partners, stakeholders and others. The organisation has clear processes that support constant reflective practice.
IMPACT					
How can the organisation show the contribution it has made to improving physical and mental well-being and personal, social and community development?	The organisation is unable to provide evidence that the people and communities they have targeted have participated in their programmes of work The organisation is unable to show how its work contributes to the achievement of personal, social or community	The organisation is able to provide some evidence that they were working with people or communities that they have targeted and where they have used available insight, data and knowledge. The organisation is able to provide some evidence that intermediate outcomes or	The organisation can provide good evidence that the participants and communities targeted have been engaged and retained in their programmes of work. The organisation is able to provide good evidence showing which participants engaged in its programmes	The organisation can provide compelling evidence that they have engaged and retained participants most at risk of negative outcomes. The organisation can provide compelling evidence about the outcomes achieved by project and programme participants and how its work has contributed to	The organisation has an excellent reputation for delivering evidenced based work by other similar organisations and local and regional partners. The organisation can provide excellent evidence of the personal journeys, behaviour change and

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	outcomes.	positive behaviour change has been achieved by project or programme participants and can be attributed to their work. The organisation can describe the connection between the personal outcomes achieved and the social and community impacts delivered.	have achieved intermediate and long term outcomes. The organisation can point to some examples of the wider impact of its work. The organisation can describe with some confidence the connection between the personal outcomes achieved and the social and community impacts claimed. The organisation is confident that they can replicate and scale up their work in new locations.	behaviour change. The organisation can provide evidence from external partners and stakeholders that their programmes of work have achieved intermediate and long term outcomes. The organisation can make a strong case and provide evidence between the personal outcomes achieved and the social and community impacts claimed. The organisation has a track record of replicating their programmes in new locations.	achievements of all of its projects and programmes. The organisation can make an excellent case and provide irrefutable evidence between the personal outcomes achieved and the social and community impacts claimed. The organisation shares its insight with sport for development organisations and are viewed as a sector leader in impact practice. The organisation has an excellent reputation for replicating interventions in new locations.

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PLAN
GUIDANCE
• Analysis and awareness of current research, national studies, local data and its implications for the sector.
• Good understanding of who is inactive, who are under-represented, who is at risk of experiencing negative outcomes, where there is latent demand and how interventions and collaborations can be informed and shaped to deliver change.
• Local, regional and national research is fully utilised and fed into the planning process.
• Primary research into customer need is sought out or commissioned.
• Good understanding of theory of change models and use of outcomes frameworks to provide direction and guide monitoring and evaluation processes.
• Good understanding of local issues and the way communities organise themselves.
• Good knowledge of the patch, identified needs and priorities to provide the intelligence needed to determine the most effective use of resources.
• Managers engage and influence the development of wider community strategies.
• Managers have strong relationships with and understand the needs and priorities of their partners and stakeholders.
• Planning is shaped through effective consultation before programme delivery.
• Good understanding of how specific programme delivery increases the protection factors for individual and communities at risk of negative outcomes.
• Planned and well understood approaches to the gathering of data by frontline staff for the generation of insight.
• Organisations have put sufficient resources/skills in place to gather data and generate insight.
• Access to and understanding of an internal Programme Management and Impact Reporting Platform.
• Organisations have the knowledge and skills to interpret data and use the findings to adapt and improve programme delivery.
• Evidence that there is a strong business case for delivering all programmes of work.
• Objectives, priorities, measures and targets are clearly set out for the organisation.
• The organisation embraces the notion of being accountable to their funders, commissioners, stakeholders and partners.
• The organisation understands the priority outcomes of commissioners and has developed relationships with commissioners that enable them to influence priorities and the best means of achieving them because of the quality of insight, data capture and evaluation provided.
• Aspiration to build a shared evidence base for generating insight for the area/network/sector.

DO
GUIDANCE
• Data collection strategies are agreed with funders and commissioners.
• Data collection strategies support the reporting requirements of partner organisations.

- The organisation has agreed data standards across the organisation and routinely collects participant and work data for all projects and programmes.
- Programmes have agreed outputs, retention rates, intermediate and long term outcomes.
- Staff can attribute evidence generated on intermediate and long term outcomes to identified participants and programmes of work.
- Manuals, implementation handbooks and training is available and provided for frontline staff and, where appropriate, for partners and local community groups involved in delivery and co-production.
- Data collection is built into and supports frontline delivery approaches from the outset so that the things that are important to the business and to commissioners/stakeholders are captured as part of project/programme management methodologies.
- National and local insight studies are accessed and applied to help shape projects and programmes and deliver interventions.
- Programmes are being delivered by motivated, qualified and appropriate staff who can relate to and motivate/inspire the people present.
- Staff are skilled and trained in motivational interviewing; behaviour change theory; use of insight; client/participant skill development.
- Outcome measurement tools are well understood and utilised.
- Analysis of outcomes data is available from other locations where the programme has been delivered.
- Eligibility criteria are defined and agreed for all programmes of work.
- Dedicated specialist internal expertise is used to analyse data, shape and design programmes. Using EAST principles ((Easy, Attractive, Social and Timely) to ensure products and services are readily accessible to the target audience.

MEASURE

GUIDANCE

- There is evidence that eligible people are being targeted and engaged in programmes.
- There is evidence that delivery targets are being met.
- There is evidence that retention targets are being met.
- There is evidence that the programme is being delivered as intended.
- There is evidence of impact on participants and improved well-being outcomes for local people and the wider community.
- There is evidence provided that the programme is cost beneficial.
- Insight generated to inform programme adaptations which improve outcomes for participants and communities.
- Insight generated on the impact of programme adaptations.
- Proxy measures are used to determine the wider and longer term impact of programmes of work.
- Programmes can measure their social return on investment and/or cost benefits.
- Data is presented in an engaging style and trends and change are understood across the organisation.
- The organisation has a reputation for distilling and sharing learning.
- Learning about what works is communicated across the organisation and across partnerships and is used to improve outcomes.

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REVIEW

GUIDANCE
- Data collection strategies are kept under constant review.
- Regular meetings take place between frontline and insight staff to discuss and review programme achievements and challenges.
- Regular Strategy/Business Plan reviews are undertaken to monitor progress and achievement.
- Programme managers and partner organisations review progress based on the best available insight.
- Staff and partner agencies are encouraged to use insight to improve efficiencies and effectiveness of programme delivery.
- Findings are used to inform strategic development of the organisation.
- Findings are used to inform the development of the business planning process.
- Adaptations and innovations are used to improve service delivery.
- The organisation can show examples of how delivery is more efficient and effective through the use of insight.
- Benchmarking of project and programme delivery is used both across the organisation and externally.
- The organisation can demonstrate value for money comparisons.
- Progress of individual programmes of work are shared with stakeholders, partners and other groups where appropriate.
- Research is commissioned to test new hypothesis or pilots as a result of insight generated.
- Benchmarking is used to inform project and programme development.

IMPACT

GUIDANCE
- The organisation can demonstrate organisational objectives are being achieved as a result of the insight generated.
- Participant engagement has increased and outcomes improved as a result of programme delivery, adaptation and improvement.
- The organisation is more efficient and effective as a result of the insight generated about the performance of projects and programmes.
- The organisation can make a compelling business case for investment.
- The organisation has increased its reputation for analysing and improving programme delivery locally, regionally and nationally.
- The organisation is contributing to the evidence base of 'what works'.
- The organisation can demonstrate that sport and physical activity is able to impact locally on well-being outcomes and provide excellent value for money.

Best Practice

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- Sport England 'Towards an Active Nation' Strategy 2016 - 2021
- DCMS 'Sporting Future: A New Strategy for an Active Nation'
- Sport England Value of Sport Monitor
- Sport England Local Sports Profile Tool
- Sport England 'Assessing Needs and Opportunities Guidance' 2014
- Sport England Active Places Survey / Power / Data Platform
- Sport England Market Segmentation Toolkit
- Moves Toolkit
- NHS Outcomes framework 2012 / 13
- Public Health Outcome Framework Data Tool
- Public Health Profiles
- Health and Wellbeing Boards Outcome Framework for Older People
- Clinical Commissioning Groups Data Sets
- Chief Medical Officers, physical activity guidelines
- Mental Health Foundation
- Mind
- NICE Behaviour Changes: Individual Approaches report
- Sport England: Inactivity and Sport Report
- British Heart Foundation: How to engage communities into physical activity
- Sportworks: Investing in Sport for Development; Creating the business case to help change the lives of disadvantaged young people in the UK.
- Sport England Youth Insight Pack
- English Federation of Disability Sport: Talk to Me, understanding how to increase physical and activity.
- English Federation of Disability Sport; Charter For Change
- Women's Sport and Fitness Foundation; Women's participation in sport and physical activity.
- Indices of Multiple Deprivation
- Local Community Surveys
- Partner organisation surveys
- National Sports Governing Body Insight Data and Reports
- UK Active; the Cost of Inactivity
- Age UK