Quest 2016 – Purpose 6
Community outcomes
Guidance Notes

Issue 2 July 2016

Outcomes

- The whole service is focused on delivering a set of agreed, clearly defined outcomes that reflect community needs and align with strategic priorities
- Teams are clear about their role/contribution to affect change and the methods used to engage with the local community
- The team can evidence how participation and volunteering is increasing, especially by those within local priority groups
- Community objectives are being measured and reviewed regularly to show progress across education, health, wellbeing, physical activity and volunteering themes
- The team are able to present evidence of how they have increased participation, volunteering and wellbeing within their local community

MV
General Observation (Not Scored)
EXAMPLES OF BEST PRACTICE • Staff inform customers about opportunities and cross sell • Sports, clubs and courses promoted • Participation opportunities detailed internally and on various media • Activities in other facilities advertised • Requests for information are dealt with professionally • Outreach and activity in the community and partnership approach
SUGGESTED GUIDANCE • Do staff inform customers about opportunities available to them other than the core activities. Are there taster sessions and promotions offered, does the organisation actively cross sell activities and courses • Are sports, clubs and courses (internal and external) advertised and promoted with times, costs and contact details • Are participation opportunities detailed within the facility, on websites and social media. Are notice boards and leaflets used to detail and advertise participation opportunities • Are activities that take place in other facilities/locations advertised or offered • Is the request for information regarding community activities dealt with professionally, i.e. recorded and/or followed up • Is there evidence of outreach and activity in the community, is there evidence of the partnership approach with community based organisations to co-design and co-deliver to meet specific needs

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Suggested Guidance

<table>
<tr><td colspan="1" style="background:#F5A623">PLAN</td></tr>
<tr><td style="background:#1B75BB;color:white">Are there plans to clearly identify the Community Outcomes the organisation is contributing towards?</td></tr>
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EXAMPLES OF BEST PRACTICE
- Community Outcomes referenced and identified in organisational plans
- Short and long term goals for Community Outcomes defined
- Community Outcomes reflect local priorities and are SMART
- Plans reflect local and national strategies
- Management contribute to local Community Outcomes
- Links exist to local Health Board & Wellbeing Board
- Links exist to local police and crime reduction
- Links exist to improve educational attainment
- Actions link to Community Cohesion and Community Development
- Use of outdoor space
- Emphasis on increasing volunteers
- Benefits of large scale events

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SUGGESTED GUIDANCE
- Are Community Outcomes clearly referenced and identified within the business /operational plan of the organisation
- Are both short and long term goals related to contributing to Community Outcomes defined within the business /operational objectives
- Do Community Outcomes targets reflect local priorities and are they SMART (specific, measurable, achievable, realistic and timely)
- Do existing plans make reference to local and national strategies that have identifiable Community Outcomes
- Do management contribute to the development of Community Outcomes at the local level
- What identifiable links exist to the local Health & Wellbeing Board
- What links exist to the local police and crime reduction activities locally
- Do links exist to improve educational attainment including those directly linked to Physical Literacy, Swimming Proficiency and Bikeability
- Are there any actions that link to Community Cohesion and Community Development
- Do any actions include the use of outdoor space for exercise/health reasons
- Do any actions place an emphasis on increasing the number of volunteers in sport and how volunteers might represent local communities from which they are recruited
- Do actions recognise the benefits generated by large scale events and how increasing attendance has the chance to improve Community Outcomes

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DO

Are you aware who the facility users are and what activities they do?

EXAMPLES OF BEST PRACTICE
- Knowledge of who uses the facilities and what programmes they attend
- Insight from instructors and coaches used to gather case studies and personal journeys
- Surveys used to get customer insight and testimonials collected

SUGGEST GUDIANCE
- Do facility managers know who is currently using their facilities and what programmes they attend; useful to know the who, why, what, when and have the ability to tell a client centred story
- Do facility managers use the insight instructors and coaches can often generate to present case studies and personal journeys
- Are surveys used to gather customer insight and do these ask for personal stories about the difference their participation has made to them, their families and their communities

How do you ensure that the agreed outcomes are a priority locally?

EXAMPLES OF BEST PRACTICE
- Priorities and Community Outcomes identified in various local and national plans
- Community Outcomes contribute to JSNA and Health and Wellbeing Board objectives
- A scrutiny process is considered for strategies/plans
- Outputs feed into local data/information capture processes

SUGGESTED GUIDANCE
- Have you sieved through the various priorities and Community Outcomes identified in the following: LA Corporate Plan, Joint Strategic Needs Assessment, Local Health Profiles, Director of Public Health Annual Reports, Public Health Outcome Frameworks, Police and Crime Commissioner Action Plan, CSP Business Plan, the local Education Plans and any Regeneration and Employment Plans
- Can you clearly articulate how the outcomes you have identified contribute to the JSNA and Health & Wellbeing Board objectives
- Have you taken any of the strategies/plans through a scrutiny process, for example internal scrutiny, external scrutiny, Health & Wellbeing Board and CSP Board
- Do you regularly feed your outputs into any local data/information capture processes, for example twice yearly JSNA update

How do you define what is to be done (for example, an action plan) and the expected outcomes actions will achieve?

EXAMPLES OF BEST PRACTICE
- Action plans are SMART
- PESTLE and an organisational SWOT analysis undertaken
- Outcome framework or triangle produced

SUGGESTED GUIDANCE

- Does your action plan follow a SMART (Specific, Measurable, Achievable, Realistic and Time-limited) approach to delivering and capturing data, information and the changes produced
- Have you undertaken a Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis and an organisational Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis. How often would such analysis take place and how do you use the insight generated to affect change
- Have you produced an outcome framework or triangle to clearly demonstrate what is done contributes to specific outcomes and drivers for change at the local level

What evidence and/or best practice has been considered to inform what is done and how it is carried out?

EVIDENCE OF BEST PRACTICE
- Best practices used to shape interventions to help produce the expected outputs and outcomes
- Local action/delivery evaluated to help shape actions
- Support from stakeholders sought to shape activity

SUGGESTED GUIDANCE
- What sources of evidence and/or best practice have you identified that have helped shaped the interventions. Building interventions on sound evidence and best practice could help increase confidence that the interventions can produce the expected outputs and outcomes. Various sources of evidence and best practice exist, for example: National Institute for Health and Care Excellence (NICE), British Heart Foundation National Centre for Physical Activity, ukactive Research Institute, SPORTA 'Make Your Move' and SPORTAPurple.
- What local action/delivery has been evaluated and how might/did this help shape what is done
- What stakeholders have you sought support from to help shape the activity; how often will stakeholders be engaged to help re-shape activity

How do you ensure that staff have the right competencies and skills in place to deliver the agreed outputs and outcomes?

EXAMPLES OF BEST PRACTICE
- Training qualifications and training records
- Specialised trained staff, for example level 3, are used to achieve engagement
- Local Health Improvement and Public Health teams are used for awareness training
- Personal development plan
- Staff training needs reviewed
- Data protection
- Staff understand how they make a difference
- Management and staff attend training and networking sessions to keep up to date

SUGGESTED GUIDANCE
- Do the staff qualifications and training records show that staff have the skills, knowledge and competencies to be able to engage with the target community groups and individuals and provide the community activities that are in place
- Does the organisation make appropriate use of level 3 staff and those with special population type qualifications; this might be crucial to achieving effective engagement with targeted groups/populations

- Does the organisation make use of Local Health Improvement and Public Health teams who may be able to offer awareness training for local health issues
- Do staff have personal development plans to develop the skills, knowledge and competencies and qualifications for community activities where required
- Are the local community needs taken into account when reviewing staff training needs
- Are staff trained in data protection and understand the principles
- Do staff have an understanding of how 'I make a difference'; if staff are aware of the impact they are having on communities it can be a great motivator
- Are staff (management & operational) encouraged to attend training and networking sessions to keep up to date; does this lead to new activities to help achieve wider Community Outcomes

MEASURE

How do you measure and what KPIs do you use?

EXAMPLES OF BEST PRACTICE

What national KPIs do you use to measure what you do?
- KPIs mirror KPIs identified in national strategies
- Measures of continuous improvement used to improve the service
- Return on Investment, Cost Benefit Analysis, Cost Efficiency Analysis and use of Sport England tools

What local KPIs do you use to measure what you do?
- Locally agreed KPIs, which are reliable, accurate and robust measure impact at individual level and the overall outcome
- Data recorded and then transformed into useful information
- Management record numbers, frequency, utilisation of space, time and intensity
- Management have knowledge of local indicators and measurements, for example JSNA, Active Lives and PHE Health Profiles
- Data is recorded and transformed into useful information
- Market penetration
- Random sampling and questionnaires are conducted with those targeted
- Independent and formalised evaluation process
- Participant and staff feedback

What unique KPIs do you use to measure what you do?
- Data is collected to show which activities generate the greatest outputs and outcomes
- Data is collected and used to inform change, progress and impact
- Structures for reporting unique data and information locally

SUGGESTED GUIDANCE

National KPIs
- Do your chosen KPIs consider and mirror the DCMS 'Sporting Future' and Sport England 'Towards and Active Nation' KPI set
- Is there evidence that measures of continuous improvement are used to define, measure, analyse, improve and control (DMAIC) the service

- Does the organisation measure Return on Investment (ROI), undertake any Cost Benefit Analysis (CBA) or Cost Efficiency Analysis (CEA). Are any tools used, for example Sport England 'Moves Tool' and is Active Lives routinely interrogated to help shape resources and investment

Local KPIs

- Does the organisation have locally agreed KPIs, which are useful to assist in recording and measurement; collecting information is a useful way of measuring impact at an individual level and then the likely outcome achievable overall. How do you ensure that any data collection and analysis that is reported is reliable, accurate and robust
- Does the organisation accurately record data and transform this into useful information to ensure progress in the right direction to achieve objectives; how do you ensure that any data collection and analysis that is reported is reliable, accurate and robust
- Do the management record numbers, frequency, utilisation of space, time and intensity; this information is useful when presenting information to stakeholders and partners
- Do the management have knowledge of the local indicators and measurements used, for example JSNA, Active Lives and PHE Health Profiles, without this information, it may be difficult to measure performance
- Does the organisation measure the market penetration, for example utilising segmentation to report who is attending and benefitting from what initiatives
- Does the organisation conduct random sampling and questionnaires amongst those targeted; this could help ensure transparency when measuring quality and consistency
- Does the organisation have independent and formalised evaluation processes providing scrutiny, transparency which lends itself to quality assurance
- Is participant and staff feedback measured and analysed

Unique KPIs

- How do you measure which activities generate the greatest outputs and outcomes, how have you ensured that any data collection and analysis that is reported is reliable, accurate and robust
- How do you articulate the value of the data collected and is it used to inform change, progress and impact; it's important to only collect what you need to prove the difference the interventions make
- Have you considered how to report unique data and information locally and what value does this brings to the wider priority agenda. What reporting structures enable you to 'tell the story' and achieve approval, ownership and sign off

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Review Group established and reviews scheduled
- The Review Group analyses data, information and insight
- Evidence and best practice informs programming and intervention design
- Evidence/best practice review process used to change and improve
- Findings are shared with a wider stakeholder group and data used to inform local data capture
- Recognition of added value data/information for local knowledge environment; independent scrutiny in place and support sought

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SUGGESTED GUIDANCE

- Are regular reviews scheduled and a review group established
- Are reviews regular and encourage interpretation of data, information and insight; is data, information and insight used to adjust/change/improve what is done
- Are regular reviews of the emerging evidence and best practice planned for, so that it can inform programming and intervention design; has capacity been identified to enable this to happen and any new evidence/ best practice considered by the review group
- Are findings from the evidence/best practice review processes used to change/improve what is done
- Are findings shared with a wider stakeholder group and data/information/insight used to inform local data capture systems/processes; are links with the local JSNA, Health Profiles and Active Lives data capture systems in place and is information shared freely and regularly so these systems are as accurate as can be
- Is there recognition of the added value data/information/insight brings to the local knowledge environment; is there some independent scrutiny of data/ information/insight produced. Is support sought from a local academic organisation or via a data management system provider

IMPACT

What measurable differences are you able to demonstrate?

EXAMPLES OF BEST PRACTICE

- Measurement processes generate information/insight which describe a customer journey
- Findings from KPIs show contribution to man priorities and local change processes
- Review process capture change and successes communicated
- Customer testimonials generated and show tangible differences and are communicated

SUGGESTED GUIDANCE

- Are measurement processes designed to generate specific data/information/insight which in turn enable a story to be told or to describe a customer journey, which can help bring to life the differences services make at an individual level
- Is there the ability to link findings to the key KPIs at the local and national level to show contribution to the main priorities and local change processes
- Is the review process used to capture change and communicate successes to internal and external stakeholders; are there mechanisms in place to help communicate the difference the services make
- Are customer stories and journeys (case studies) generated, do personal stories capture the less tangible differences and do they describe the differences in a way that resonates with others. Are these stories picked up by local press, understood by elected members and have they improved value to other community based communication methods