

Outcomes

- The service is focused on delivering a set of agreed outcomes that reflect local sporting and wider community needs
- There is an effective means of measuring these outcomes on a regular basis that enables progress to be monitored and reported
- The information provided by the monitoring and reporting process is used to review and improve the service
- The impact the service is having on these outcomes is able to be evidenced to partners, stakeholders and funders

PLAN

Is the organisation developing a capability to plan, measure, review and improve its performance in terms of the impact it is making on local priority outcomes?

EXAMPLES OF BEST PRACTICE

- Senior managers are starting to take responsibility for the strategic management of the services and are seeking to position the services at the heart of delivering local priority outcomes for local communities
- Service is using a Balanced Scorecard to set out wider society results/measures.

GUIDANCE

- Can managers describe what the headline objectives are for the improvement of local communities; who is leading and commissioning these improvements and how is the centre aligned to assist in delivering these improvements
- Do managers have access to the priority outcome plans of their local area
- Have leaders and managers been supported and developed to understand these outcomes and how to create service based objectives to achieve them
- Are leaders working with others to develop an approach to determining the impact and contribution of their work to achieve broader outcomes

DO

Is the organisation seeking to align its service planning functions to ensure that it can demonstrate and deliver the contribution it is making to the required outcomes?

EXAMPLES OF BEST PRACTICE

- Senior managers are participating in local strategic partnerships relevant to their business and seeking to contribute to the strategic planning processes
- Senior managers understand the local strategic priorities of their partners and stakeholders and the local needs on which these are based
- Senior managers are aware of the local strategic outcomes their services can contribute to
- Senior managers map out the links between service activities and outcomes and can demonstrate and evidence the relationship between service provision and the local strategic priority outcome

GUIDANCE

- Have business and service objectives been developed that demonstrate the 'golden thread' from corporate, partner and national objectives; referencing how the service will assist to contribute to high level objectives
- Are managers influenced by attending national conferences, reading the national press and taking part in professional body seminars
- Have relationships and partnerships been formed with(in) the Local Authority, health professionals, charities, social care, community development and intervention groups
- Can the service demonstrate via meeting minutes, interviews with partners and business plan objectives, how it contributes to strategic partnerships
- Is research used to inform the planning process, nationally such as Active People and locally via census, mosaic and authority research
- Can managers demonstrate that they have read the local strategic needs assessment, the sustainable community strategy, health strategy, adult care plan and children's services plan



- Can managers describe the general population needs of the community they serve, and how it will change over the next decade
- Can managers describe the relationship between the local sporting and recreational needs of the community the organisation serves
- Can managers identify the priorities of partners and the business plan objectives that contribute most to these priorities
- Do the overarching strategic outcomes of the service resemble the local priorities set out in the local strategic plan, vision statements, partnership agreements, corporate plan and/ or other strategic/ partnership documents
- Has the service identified intermediate outcomes from the local strategic plan, vision statement, corporate plan, service plans and funding or partnership agreements
- Has the service defined objectives based on the differences it understands the service makes to individuals and communities
- Are service outcomes, for example, to increase participation levels amongst children and young people clearly defined and measurable
- Do service outcomes reflect the priorities in the sport and recreation strategies, action plans, business plans, department or service plans, and partnership/ funding agreements
- Is there evidence that the service uses local data such as research studies, evaluations, surveys and case studies to support the approach
- Has evidence from national or international sources been considered; examples of which are provided on the outcomes framework website

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Senior managers have identified a set of performance indicators to measure progress towards service, intermediate and strategic outcomes
- Where it is difficult to measure the contribution to particular outcomes, are senior managers seeking to identify “proxy measures” to show the direction of travel or steps towards achieving outcomes
- Senior managers are considering the most cost effective way of collecting data and evidence in the design of their performance management arrangements
- Senior managers are setting clearly defined targets for each performance indicator set out in a balanced scorecard or equivalent.
- Leaders have explored the methodology around the Social Return on Investment (SROI) or alternative ways of assessing wider society benefits of direct work in the community

GUIDANCE

- Does the service deliver the outcomes they say they will deliver and demonstrate that services are providing value for money and are continuously improving
- Has the service chosen a small basket of relevant and meaningful indicators
- Are performance indicators for the service outcomes; outputs and inputs measures specific to sport and recreation
- Does the basket of performance indicators provide a mix of outcome-focused quantitative and qualitative data
- Together with existing management information, do these measures enable the service to demonstrate efficiency productivity and value for money
- Is survey based consultation used to identify performance in difficult to measure contributions
- Have proxy measures been created to demonstrate the current direction of travel for the long term plan
- Has the planning of these proxy measure, in conjunction with objective setting, informed the method of collecting performance data

- Have simple changes been made to existing data collection methodologies to improve the data collected, for example by adding questions to an existing survey
- Are resources in place to commission new data collection methodologies
- When setting measurement targets has the service considered how easy it will be to collect the data
- If a new system is being set up, has enough time been allocated to collect baseline data and then demonstrate improvement being built into the planning process
- Has the service considered how quickly it expects to deliver improvement and what the extent of change required is
- Are targets realistic; how likely will the centre be able to demonstrate significant improvement in just one year or has a more realistic target been set
- Have external measures been agreed with partners
- Have targets considered measures set nationally by central government
- Have the requirements of the organisation's corporate performance management framework being considered

REVIEW

How do review what you measure?

EXAMPLES OF BEST PRACTICE

- Senior managers are using the performance data and information to track progress towards outcomes, take action to address under performance and respond to changing circumstances

GUIDANCE

- Does the service draw on other sources of information and knowledge to confirm the findings from its measurements
- Has the service interpreted the overall findings from the measurements taken
- Does the team use its judgment to reach appropriate conclusions
- Are performance and measurement outcomes converted into understandable information and shared with the team
- Are the team asked to share ideas as to how performance can be improved

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Senior managers report performance data to key stakeholders to demonstrate that the contribution of the service is assisting in the delivery of local outcomes
- Senior managers can mark out their contribution to wider participation, physical activity, educational or community safety goals for example

GUIDANCE

- Can the service demonstrate the contribution that sport and recreation makes to better outcomes in areas of policy which matter most locally
- Has the service communicated to opinion formers and decision makers the value of sport and recreation to individuals, communities and places
- Can the team explain why public money should be invested in the service and make the case for continued or new investment into sport and recreation
- Does the service strengthen collaborative working and partnerships by demonstrating to other organisations the benefits of working with you
- Is the management team engaged with the commissioning process; for example by influencing commissioners or supporting sport and recreation organisations in bidding for commissions
- Is there a focus on business and service planning that contributes to the priorities of the area
- Does the service promote improvement by identifying what needs to change and how the organisation can work with others to improve services



- When the service is performing well and delivering its intended outcomes, are good news stories that are worth telling, been told
- When the service decided how, where and when to report on performance, did the team consider the audience that they are reporting to, what is important to them and how frequently they want performance information
- Was there a consideration as to how much detail is appropriate, the best communication methods to reach the audience, the key messages that the centre wants to give and the timing of reporting

References

Social Value of Sport- Kent County Council

Impact of Sport in 3D- Tungatt- Sport England

Social Return on Investment Methodology

Changing the Physical Activity Landscape – Durham County Sports Partnership

Sport and Recreation Alliance

Laureous