

Assessment Improvement Report

**Plymouth City Council Sports
Development Team – Sport
Plymouth**

Operated by

Plymouth City Council



1. Introduction

This report results from an On-site Assessment carried out on 18th and 19th April 2005 by Nick Masson. Louise Oates, Sports Development Manager hosted the Assessment.

The Assessments are based on the Quest Manager's Guidance Pack criteria (issue 2– May 2003).

2. Scope of Assessment

- All Sports Development activities.

3. Sample

The Assessment cannot, in the time available, confirm every activity affecting service delivery. Every effort has been made to identify a realistic picture of the organisation through the method and format of the Assessment. However, the report and findings cannot be taken as an unequivocal endorsement of safe and effective operation.



4. How your Quest Management issues are scored

Each management issue is scored out of 10 and multiplied by a weighting of 1 to 4 – these weightings are confidential and are based on the level of importance to customer experience. The scoring system is as follows:

Quest Scoring system

Score	Criteria
10	Excellent in all areas examined
9	Excellent in most areas examined, effective in all.
8	Effective in all areas examined
7	Effective in most areas examined, minor omission(s) or satisfactory in one or two areas
6	Effective in some areas examined, minor omission(s) or satisfactory in three/four areas – even split between effective and satisfactory. A concern may be present
5	Satisfactory and basic control in most areas, minor omissions in one/two areas. Concerns possibly noted in delivery
4	Satisfactory and basic control in most areas but some key omissions or areas of concern
3	Less than satisfactory performance and control in most areas, with key omissions or areas of concern
2	Less than satisfactory performance and control in most areas, overall poor control
1	Poor control and performance in the vast majority of areas examined
0	Extremely poor or no consideration given.

5. Recommendation

The overall score for Plymouth Sport is **71%**.

The Unit will be registered under the UK Quality Scheme for Sport and Leisure within the Category **Registered**.

The Registration is subject to Plymouth City Council subscribing to the Scheme Maintenance Requirements.

6. Summary of Scores

Criteria	Assessment Score	SAQ Score
S1: Research	7	8
S2: Policy and Strategy	8	4
S3: Sports Development Plans	8	4
S4: Partnerships	7	6
S5: Continuous Improvement	6	4
S6: Results	6	4
P1: Management Style	8	6
P2: People Management, Training and Development	7	8
D1: Process Planning and Improvement	6	6
D2: Health and Safety Management	7	6
D3: Customer Relations	7	5
D4: Marketing	8	5
Total percentage score with weightings	71%	

7. Summary of Key Strengths and Areas for Improvement

Key Strengths

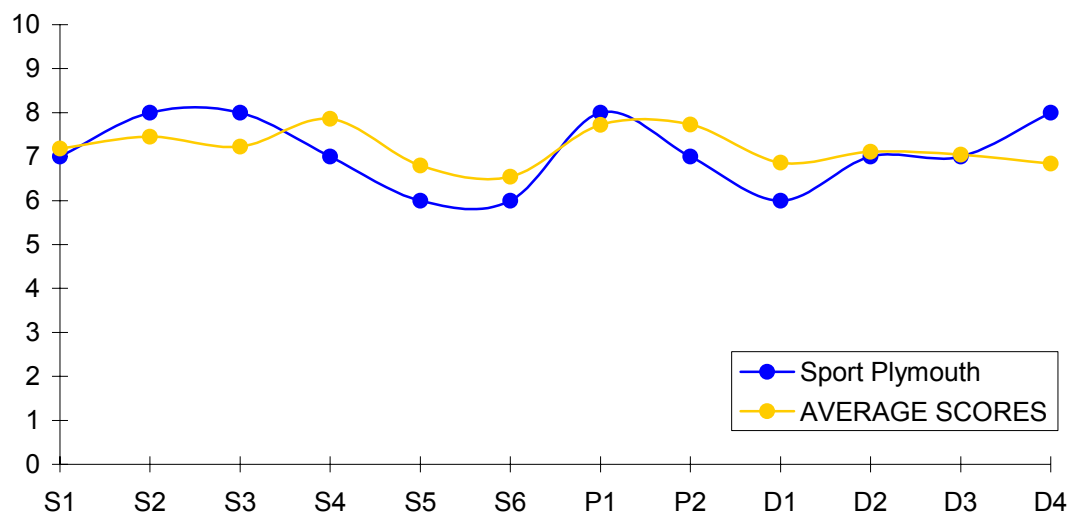
- S1: Research: the Team has wide access to a range of local and national research. It uses this to target key areas of deprivation and create innovative solutions with the grants it attracts
- S2: Policy and Strategy: the Team has formulated policies which are clearly aligned to the Plymouth City Council Corporate Plan 2004 – 07 and give strategic direction linked to national objectives on sport and health
- S3: Sports Development Plans: a new Sports Development Strategy 2005 -2007 has been formulated and addresses several levels of the sports continuum
- S4: Partnerships: partnership working across the Council with local partners is extremely strong. There is effective partnership working to ensure the development of sustainable sports projects in the community and to access external funding opportunities such as Local Exercise Action Pilot (LEAP)
- S5: Continuous Improvement: the Team has instigated a number of evaluation forms which feeds back internally to the Team members
- S6: Results: there is evidence that the Team is making an impact into the participation levels of target groups through the recording of key performance indicators (KPIs)
- P1: Management Style: Managers are dedicated to the development of the Team through regular weekly meetings and work within a relaxed and open style of management
- P2: People Management, Training and Development: there is a very clear commitment to the development of all of the Team through individual performance appraisals
- D1: Process Planning and Improvement: there are processes in place for major programmes and there is evidence in a number of areas that the Team are responding innovatively to the demands they face
- D2: Health and Safety Management: the Team has comprehensive Health and Safety procedures and Risk Assessments in place. Partners are aware of the support the Team offers in improving the Health and Safety of programmes within facilities in the community
- D3: Customer Relations: the Team is committed to providing and developing good customer relations and is aware of Plymouth City Council's policy in this area
- D4: Marketing: a Marketing Plan is in place with real potential to develop the brands further by the Team.

Key Areas for Improvement

- S1: Research: there are several sources of research both nationally and local and it is important that this continues to influence policy and strategy
- S2: Policy and Strategy: conveying policy and strategy to the Team and wider partners can empower and develop ownership
- S3: Sports Development Plans: the Team could benefit from a more formalised approach to the feedback of results into Sports Development Plans within key priorities such as health, crime and social inclusion
- S4: Partnerships: closer links with the facility management could be strengthened and could be developed further to ensure that facility operators are in line with Council priorities and benefit from the Team's experience
- S5: Continuous Improvement: the further development of shared indicators that are based on outcomes for customers could be considered including the analysis of 'value for money' projects that will support future developments
- S6: Results: extending the Team's key performance indicators within the key milestones identified within the Sports Development Strategy may offer an opportunity to demonstrate continuous improvement
- P1: Management Style: Management may wish to consider future staffing frameworks for the department that need to be in place to continue to deliver high levels of service
- P2: People Management, Training and Development: clarification of future workloads and how they will impact on individuals may help in the future along with clarification of results and outcomes
- D1: Process Planning and Improvement: the Team could also consider utilising other more formal forms of feedback from sessions and implementing clear service standards against which judgements on performance can be made
- D2: Health and Safety Management: the Team demonstrated a strong commitment to this area which could be supported with an audit framework that randomly tests performance to confirm compliance
- D3: Customer Relations: immediate feedback from evaluation forms and the appropriate response may help to direct projects without delay
- D4: Marketing: there is a good Marketing Plan in place. A greater involvement by the Team in the development and implementation of the Marketing Plan may ensure greater effectiveness in the future. Developing the strengthening brands in the future could have major benefits.

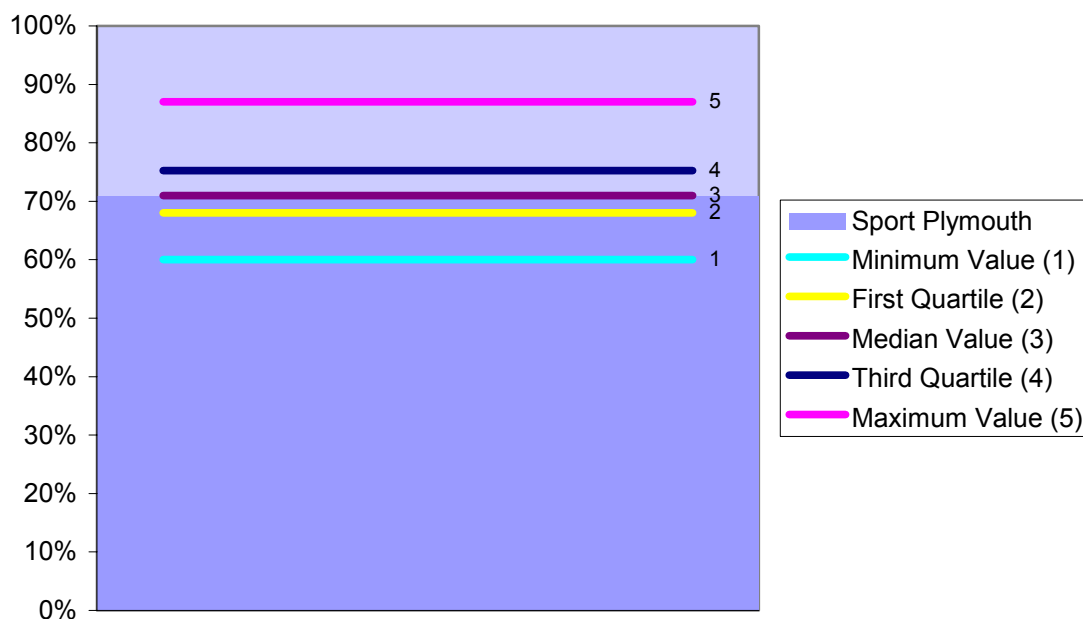
8. Statistical Analysis

Chart One



This chart depicts your Team's scores in each of the Quest management issues in relation to the average scores from all of the Quest registered Sports Development Teams for each of the issues.

Chart Two



This chart depicts your Team’s overall percentage compared to the quartile percentage scores for all other Quest registered Sports Development Teams. If you are in the upper quartile, you can demonstrate some compliance with the best value requirement to demonstrate that your performance is in the “upper quartile for similar services”.

9. Findings of On-site Assessment

Strategy

S 1: Research

Score: 7

Quest Best Practice

- *There is a clear understanding of the sporting needs and expectations of targeted customers and the community*
- *There is a clearly defined approach to formal and informal research*
- *An awareness of National and Regional Sports Development policies, initiatives and trends is developed to assist in meeting the needs of targeted customers and the community.*

Strengths

The Sports Development Team has access to a wide range of research to assess the needs of local people.

There is a developing programme of primary research through evaluation forms from customers on all sessions.

There is good evidence of the use of national and regional research and this is confirmed by partners.

The Team has used an understanding of the demographic and socio-economic make up of the area to attract substantial sums of money from national and local grants.

The Council has obtained centrally national and local statistics on deprivation and health which are used proactively to help the Team to focus on target groups and sections of the community. Projects have been well scoped to remain manageable.

Work programmes use this detailed information to address corporate priorities.

The annual Strata survey for Year 9 school pupils is a good example of the type of research being used.

Secondary research is also gained using existing projects such as 'Sports Bug' to feedback to the 'Club Accreditation Scheme'.

Areas for Improvement

There is good research available and in general it is well shared with partners. However, it is not clear how customer feedback and research influences policy and strategy and ultimately is fed into the Sports Development Strategy and work programmes.

The Team could consider an evaluation framework to ensure that a wide range of feedback is obtained and then used to inform partners, customers and the wider community of the work and performance of the Team.

Targeted research on the needs and aspirations of specific local target groups is inconsistent. Although strong when linked to a specific externally funding project this

is not applied across the whole service. Learning from research on project work could help get a clearer view of the needs of specific target groups across the city.

Some data collection is difficult as in LEAP, working with young people may require simple methods to minimise perceived intrusion and still access useful information.

S 2: Policy and Strategy

Score: 8

Quest Best Practice

- *There is a clear and documented policy and strategy for Sports Development based on identified needs*
- *The policy and strategy reflect the principles of Best Value (for local authorities /trusts) and continuous improvement*
- *The policy and strategy is communicated effectively to stakeholders and the community.*

Strengths

Plymouth City Council is committed to the development of sport and physical activity within the community.

Plymouth City Council's Corporate Plan (2004-2007) clearly identifies one of its key priorities as:

'Investing in sport and leisure'

The Team priorities (2005/06) are:

- invest in sport and leisure
- increase physical activity levels, linked to health
- deliver key objectives from Sports Plan 2020
- deliver Best Value Post Inspection Plan
- raise the profile of sport and physical activity in Plymouth.

The Team has created a clear brand image 'Sport Plymouth' and Mission Statement:

'To work with sporting partners and other key agencies to promote and encourage participation in sport and physical activity through Plymouth and by improving sustainable opportunities for people to take part; supporting structures necessary to allow people to progress and improve performance; enabling positive change in sporting behaviour, as an end in itself, or as a contribution to a wider social, economic, educational, environmental or health agenda.'

Sport Plymouth's aims are:

- to promote and encourage participation in sport and physical activity throughout Plymouth by improving opportunities for people to take part
- to support structures necessary to allow people to progress and improve their performance
- to encourage proactive, equitable and accessible programmes designed to develop positive and sustainable sporting and physical activity habits amongst young people.

The recent audit commission inspection report May 2004 Sport and Recreation Services Plymouth City Council summarised:

'the Council is committed to sports and recreation. Its priorities, which reflect those of the community strategy, include offering outstanding cultural opportunities through arts and leisure facilities.'

Policies and strategies have been translated into action plans within the Sports Development Strategy with key milestones clearly identified.

The Team has been successful in attracting external resources in pursuit of its policy and strategy in its key areas of work. Externally funded projects include:

- LEAP
- Local Public Service Agreement (LPSA) 12 Project Plan.

The Plymouth City Council Corporate Plan 2004 – 07 links clearly to the Team Plan and the Sports Development Strategy and through the action plans links to the work programmes.

Areas for Improvement

Conveying policy and strategy to the Team can be challenging. This may be supported by introducing a more formalised evaluation and feedback from activities that Team members can see influence the strategy and policy.

Sharing policy and strategy to all partners can also be a challenge. The use of partner focus groups can overcome some of the difficulties faced.

There is a need to involve partners in policy and strategy formulation including Senior Management and members.

In the light of the demographics of the area there may be a need for greater alignment between the community's needs and policy and strategy. The youth offending team have been brought in and are delighted with the support provided. Thought will need to be given to the support the Team can put to this area in the future and indeed may provide another opportunity for further development.

S 3: Sports Development Plans

Score: 8

Quest Best Practice

- *The Sports Development Team develops innovative and appropriate Sports Development plans, which identify the initiatives and programmes that it will implement*
- *The plans are designed to achieve the Sports Development Team's desired objectives / outcomes and are based on a clear rationale and linked to the needs of identified users and the community.*

Strengths

The Sports Development Strategy 2005 – 2007 is a valuable piece of work and will be a significant document going forward to help achieve the Team's objectives.

There is clear evidence that corporate aims are identified in the Sports Development Strategy and linked with work programmes linked to key milestone outcomes.

There are direct links to the Team Plan via the Team Priorities 2005 – 06 and more specifically the 'Outcomes for Sports Development'.

Projects are clearly identified in the plan via an action plan matrix, for example, LEAP, 'Club Accreditation' and 'Community Football Project'.

Innovation and creativity are clearly demonstrated in the plan and supported by many partners particularly in schools and sports clubs.

All Team members are clearly aware of the plans.

There was evidence that work programmes were monitored annually, quarterly and where necessary on a more informal basis if required. Progress is updated at weekly Team meetings and performance progress is highlighted. This ensures that projects and targets are kept on course.

There is evidence that all aspects of the sports continuum have been considered when producing plans.

Innovation is encouraged and has resulted in some creative programmes and events such as 'Club Accreditation' and 'Sports Bug'.

Areas for Improvement

Formal approval of the plan is required particularly as the consultation process should add to the support of the Team from a wider audience.

There may be an opportunity to develop closer links between play and sports clubs to heighten their profile amongst young people.

Sports Development Plans should reflect changes in performance throughout the year through evaluation and feedback from sessions and events.

Greater use of key performance indicators for short and medium term may help to keep work programmes, along with regular reviews of performance.

S 4: Partnerships

Score: 7

Quest Best Practice

- *The Sports Development Team actively seeks to work and maintain partnerships with appropriate private, public and voluntary bodies*
- *Policies and strategies complement those at local, regional and national level where appropriate*
- *The Sports Development Team plans and delivers integrated Sports Development services with partners where appropriate.*

Strengths

There is evidence, through talking with partners, of partnership work with internal, local and national partners. Examples include:

- improving and developing 'Club Accreditation' with sports clubs in the area
- working with School Sport Co-ordinators via the Partnership Development Managers
- working with the Youth Offending Team
- LEAP working with Leeds Metropolitan University, Plymouth University and the Primary Health Care Trust (PCT).

The Team takes an enabling role in the delivery of sports and recreation programmes in the community. It works effectively with partners to initiate programmes providing support and advice. This enabling and facilitating role helps ensure that partnerships and the programmes they initiate or develop are sustainable.

The Team is effectively working with partners to access external funding. Examples include:

- LEAP
- Sports Action Zone
- LPSA
- 'Football Association – Football Foundation'.

Partnership working is clearly demonstrated and partners were delighted to offer their support of the Team.

Partnerships are diverse including:

- Youth Offending Team
- Disability Sports Forum
- Plymouth Sports Forum
- Sports Clubs
- National Governing Bodies of Sport
- School Sport Coordinators
- PCT and Health.

Partners recognised the huge contribution that the Team were making to their work and their greatest concern was losing that support in the future.

Words used at the partners forum included innovation, facilitators, supporters, enablers, flexible and good listeners.

Areas for Improvement

In particular the sports clubs felt that the Team had the knowledge and skills to help promote clubs in the future. The Sports Club Directory is an important resource in the future.

The disability work carried out at present may be helped by the support of another partner specialising in this area.

Closer links with the facility management may be of use. For example, there is no mention of the Centre's 'learn to swim' programme, nor talent identification schemes linked to swimming club development. There could be potential of supporting such a development in the future.

Communication of policy and strategy to stakeholders could be improved through the Council's website although the new newsletter does help to inform partners and the public on what the Team has achieved.

S 5: Continuous Improvement

Score: 6

Quest Best Practice

- *The Sports Development Team has a clear process in place to carry out reviews of its policy and strategy and reviews its performance against its desired outcomes / objectives*
- *The Sports Development Team understand the importance of regular self-assessment*
- *Relevant performance indicators (PI's) have been identified and are being used to measure elements of the Team's performance as an improvement tool.*

Strengths

The Team have a Quest Improvement Plan in place which recognises the areas that need development, from a self assessment process, and highlights actions, responsibilities and timescales.

The Team have encouraged some external verification of its standards by visiting other Sports Development Units to critically examine its processes and have responded to the recommendations made to improve the service.

Assessment of progress on individual work programmes is undertaken on an annual basis. A number of specific projects, particularly those with external funding, have clear and regular performance monitoring processes in place. A good example is the LEAP project.

There are regular meetings with the portfolio holder to gain support for strategy and direction of the Team.



Areas for Improvement

A regular external assessment of the Team's performance by a comparable sports development team could be considered to get an objective view of performance. This might be augmented by some benchmarking activity with other Teams.

The production of the new Sports Development Strategy is vital to ensuring continuous improvement in performance and this has been recognised by the Team.

The Team could consider a more detailed formal annual review demonstrating how the service has met its priorities and targets and highlighting where continuous improvement has been made. This could then be shared with partners and may indicate where greater involvement by them could be made or where similar projects across the Council or in the community could be integrated.

The Team could consider developing shared targets with organisations such as the Police or drugs action teams and health agencies.

The measurement of the effect of equity priorities and detailed trend information is weak. For example, the numbers of participants from minority groups such as ethnic minorities and those with disabilities is not consistently measured. This could be addressed through the evaluation form giving the Team good baseline information on which to set future targets. It may be beneficial to compare the performance of other similar Sports Development Units who are delivering similar programmes (for example, Positive Futures, Community Sport Coordinator Programme) to see the targets and achievements they have made and learn from their successes and failures.

There could also be Performance Indicators (PIs) for 'value for money' to identify which areas are making the most contribution to corporate objectives as these might help future decision making by the Team, Senior Management and members.

A more formalised approach to weekly, monthly and annual reviews may support a more systematic approach to continuous improvement.

S 6: Results

Score: 6

Quest Best Practice

- *The Sports Development Team can demonstrate how well it is performing against its outcomes and what contribution it is making to the Organisation as a whole*
- *The Sports Development Team can demonstrate it provides an effective level of service appropriate to its resources and structure*
- *The Sports Development Team actively tracks its results and regularly shares the findings with the Team, stakeholders, the community and users.*

Strengths

The Team demonstrates that it owns its results.

There are clear sports development outcomes in the Team Plan.

Action plans in the Sports Development Strategy are clear, for example, LEAP wishes to involve one thousand young people between the ages of 10 – 15 years old. Five hundred were attracted in year one of the project.

There are some examples where the Team in partnership with other agencies has successfully measured the impact of initiatives such as 'Sports Bug' monitoring the 'Club Accreditation Scheme'.

The achievement and effectiveness of the Team's performance is recognised by local, regional and national organisations. Interviews with partners and Coaches show that the Team provide good quality services.

Areas for Improvement

There is a need to consider ways of updating targets and realign resources to match new targets particularly when workloads increase.

One of the Team's priorities is sustainability and this could be one of the greatest challenges as the many successful projects develop in the future.

Some projects such as LEA may be able to diversify into other strategic areas such as health – smoking cessation.

More diverse targets within the milestones may give a greater focus to weekly meetings.

All targets should integrate into supporting 'value for money' indicators.

Being able to demonstrate 'value for money' in specific areas will be important and although may be challenging to identify meaningful PIs will be a worthwhile activity.

Greater individual and team progress reports on how they are performing against targets may be useful on a more regular basis and might help the Team to respond quickly to underperforming areas.

People

P 1: Management Style

Score: 8

Quest Best Practice

- *Managers demonstrate commitment to the mission and values of the organisation*
- *Managers champion the pursuit of continuous improvement and Quest*
- *Managers create a system in which the Team and individuals are empowered to develop, plan and deliver the Sports Development service*
- *Managers enable and encourage the personal development of the Sports Development Team*
- *Managers actively work with partners to design and implement an integrated Sports Development service.*

Strengths

It was evident from interviews with Senior Management that they are committed to the work of the Team and have an understanding of its contribution to the wider aims of the Council. It was clear that Senior Management demonstrate a positive approach to the Team's development.

The Team are able to develop their own work areas to achieve individual and Team targets in conjunction with their work programmes. These are clearly linked to corporate objectives.

Management empower Team members to work on their own initiatives yet still stay in regular contact through meetings and informal communication. Team members are aware of the constraints of budgets and other resources through regular meetings with Managers.

Individual Staff development reviews are well developed with only one member of the Team having not had an appraisal.

Staff are fully aware of the training opportunities that these reviews offer in terms of personal development. All Staff indicated that they had been given regular appraisals.

All Staff are encouraged to make decisions in order to develop specific work areas such as the 'Club Accreditation Scheme'.

There is evidence that at Senior Management level there are avenues for developing policy and strategy.

Managers recognise the achievements of the Team and individuals within it. Innovation and creativity are encouraged with good examples in several sports and community issues.

There are examples where the Team have developed effective working partnerships with key stakeholders. The central coordination of schools fixtures is another good example where the Team are working well in partnership.



Areas for Improvement

Management of a potentially growing Team needs an appropriate framework that can support it as it grows.

Regular reports using a specific report format that is not onerous on the Team may help to streamline feedback but at the same time allow Managers to monitor the process effectively.

P 2: People Management, Training and Development

Score: 7

Quest Best Practice

- *Management processes are designed to support staff in the delivery of the service*
- *There is a commitment to the development of people within the organisation*
- *Recruitment is effective and ensures the right appointment.*

Strengths

The Team clearly demonstrated that they are a well motivated, professional and experienced Staff. Each member clearly recognises the role of the other members of the Team. Innovation and creativity are encouraged and demonstrated by all the members.

Session evaluation forms are being used at sessions.

Inductions are carried out for all Team members.

Areas for Improvement

There may be a need to clarify future workloads of the department and in particular how they will affect individual's work programmes.

There may be a need to identify a specific training budget which can be justified by the outcomes that the training will support.

The identification of results and outcomes more specifically over a wider range may help individuals to work toward the objectives of the unit.

Delivery

D 1: Process Planning and Improvement

Score: 6

Quest Best Practice

- *The processes involved in the delivery of the Sports Development service are planned, reviewed and improved regularly and appropriate resources are invested to achieve this*
- *Documented systems are in place to ensure that key elements of service delivery are managed and controlled.*

Strengths

There are some very good examples of process planning by identifying good practice. An example is the detailed 'Club Accreditation Scheme' which is an extremely useful support for sports clubs.

The Quest self-assessment process has been followed where the away days have been most effective.

Customer feedback is encouraged across all the activities of the Team through session evaluation forms.

Team interviews indicate that Staff are given the opportunity to plan, design and implement procedures. These are discussed and monitored through the individual Staff appraisals.

National programmes, or elements of them, have been used to improve the procedures and practices of local clubs in order to provide better quality opportunities for local people. The Team has used these programmes to create new, and develop existing, local clubs. Examples include Devonport High School Old Boys Rugby Club.

Processes are also being regularly improved through feedback from customers and partnership working across the service.

Areas for Improvement

There was limited evidence that the Team is regularly systematically learning from the processes of other organisations. The Team could benefit from learning how high performing Councils and the voluntary and private sector organisations deliver services and use and adapt relevant processes for their own work. This could include looking at different ways of getting feedback from partner organisations.

Consideration could be given to developing a formal mechanism for reviewing processes particularly those which involve partners.

The Team might be able to communicate processes to partners through a network of meetings, forums and sports specific focus groups. There are examples where such liaison is occurring. For example, through the School Sports Co-ordinator Programme.

There is a need to look long term as to how the projects and schemes will be funded and supported in the future.



Developing the very good website into a 'one stop shop' for sports development has real potential for facilitation and enabling.

A more systematic approach to collating feedback and monitoring performance may have some value.

D 2: Health and Safety Management

Score: 7

Quest Best Practice

- *The Sports Development Team has an up to date and relevant health and safety policy and management programme*
- *Staff and partners are aware of and undertake their responsibilities in health and safety proactively*
- *Customer and staff safety is a priority.*

Strengths

There is a detailed corporate Health and Safety Manual and Health and Safety Policy in place which is accessible for all members of the Team.

Partners saw this area as one of the Unit's key strengths.

Individuals were aware of the relevant procedures and responsibilities that their work covers through specific detailed guidelines which are in place for all activities.

All the Team were aware of detailed off site Health and Safety manual in operation.

The Team are aware of risk management and venues are fully risk assessed before any activity takes place.

The Team works effectively in improving the Health and Safety of activities provided by community organisations and schools. Good examples include:

- Plymouth Civil Service Netball Club – development of first class child welfare policies.

Areas for Improvement

There may be a need to externally verify off site Risk Assessments to ensure that no weaknesses are found within Risk Assessments.

Spot checks by Management covering such issues may be a useful way of monitoring and ensuring high standards, as well as confirming the presence of on site Risk Assessments.

A scheme devised to share good practice should be incorporated into the Unit possibly via the website to allow access by all clubs.



D 3: Customer Relations

Score: 7

Quest Best Practice

- *The organisation manages customer relations so that all staff are friendly, professional and informative*
- *Feedback regarding the service is encouraged and received. This is dealt with in a manner that provides customer satisfaction, and used to review and improve the Sports Development service.*

Strengths

The Team are committed to providing good customer service. This is shown through clear and appropriate evaluation forms which are used at the end of courses, holiday activities and sessions. These invite customer comments on service delivery and activities carried out by the Team.

There is a clearly written Council customer comments procedure which is followed by the Team.

A strong team culture has resulted in good informal communication between Team members and in particular the local sports clubs.

Projects such as LEAP have an inherent customer feedback which is integral to monitoring the success of the project.

Areas for Improvement

Immediate feedback from activity sessions on the same day may help to speed up responses to problems as soon as they develop.

For the Team to grow further it will be critical to use customer feedback to influence future direction.

D 4: Marketing

Score: 8

Quest Best Practice

- *There is a marketing plan, which the Team uses to identify, plan and cost all marketing activities*
- *The organisation operates to a clear pricing policy, which seeks to ensure that subsidy is targeted effectively and is reviewed regularly*
- *Opportunities for marketing in partnership with other organisations are maximised*
- *Accurate, relevant and up-to-date information is provided for the local community/target markets through a variety of methods.*

Strengths

The Team has an extremely professional image and this is portrayed by all Team members.

The website is constantly updated and improved and will act as a useful communication tool going forward.

The strong professional image is recognised by all the partners.

There are several key strong brands developing including:

- 'Sports Bug'
- 'Club Accreditation'
- LEAP
- 'Community Football'
- 'Plymouth Sports Forum'
- 'Grant Aid'
- 'Holiday Coaching Programmes'
- 'Devon Youth Games'
- 'School Fixtures'.

A broad and detailed Marketing Plan is in place.

Areas for Improvement

The Marketing Plan could be strengthened with identification of clear areas of responsibility from each of the brands.

A clearer understanding of brand and brand loyalty may help the Team decide future work activity.

Using the Council's facilities to promote sports development work may be a worthwhile activity particularly in areas such as coach development.

It may be useful to bring the Council public relations unit into the plan to support and offer a good external and internal profile for the Team.