

Assessment Improvement Report

Plymouth Sports Development Team

Operated by

Plymouth City Council



1. Introduction

This report results from an On-site Assessment carried out on 5 and 6 September 2007 by Rob Hardy. Louise Oates, Sports Development Manager, hosted the Assessment.

The Assessments are based on the Quest Manager's Guidance Pack (Issue 2) criteria.

2. Scope of Assessment

The Assessment covers all of the activities and processes involved in the delivery of the services by the Plymouth Sports Development Team. The services include:

- 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, by sampling, the report and findings cannot be taken as unequivocal endorsement of safe and effective operation.

4. Result

The overall score for **Plymouth Sports Development Team** is **77%**.

Congratulations - Plymouth Sports Development Team will be registered under the UK Quality Scheme for Sport and Leisure within the Category

Highly Commended.

The Registration is subject to the Team subscribing to the Scheme Maintenance Requirements.

5. Executive Summary

I was grateful for the assistance and support given by Louise, her Team and partners during the course of the Assessment.

This is Plymouth's second Quest Assessment. The Team have demonstrated their continuing commitment to continuous improvement, and made progress in a number of key areas. The Team are well-respected and established within the community and with partners. The Team was described as being professional, reliable and developmental in their approach.

During the Assessment, I noted, along with others identified in this report, the following key strengths including some examples of good practice:

- The Team was extremely strong on procedures, and this was evidenced in a number of areas including Health and Safety management and the work with clubs through their Club Accreditation Scheme.
- **The support provided to clubs, not only to progress through the Club Accreditation Scheme, but also onto Clubmark, is a key feature of the work of the Team and is an example of good practice which other teams could learn from. In addition, working with Active Devon, the training provided to Coaches was also noteworthy.**
- The development of the Active Plymouth Survey based on Sport England Active People project is an innovative approach to collecting primary data on the participation by key target groups. The approach adopted, particularly undertaking the work in-house, is praiseworthy.
- The Team takes the lead in the organisation of school competitions and this has enabled it to build good working relationships with local schools and more recently with the Partnership Development Managers.
- The work with partners, particularly with the local Primary Care Trust (PCT) on child obesity and with the Police on combating anti-social behaviour, was a significant aspect of the Team's work and one which was recognised by the Head of Service and seen as an area for further expansion.

There are some areas, along with others identified in the report, where the Team could consider further improvements. These key areas include:

- The Team needs to ensure that partners are engaged and consulted upon plans and strategies. There is an opportunity with the development of the new Sport and Health Strategy to progress this approach and enable further joint working.
- Work on equalities has been highlighted by the Council as an area for development and this is recognised by the roll-out of training for Managers and Staff. The Team could play a significant role in developing projects and initiatives in this area of work, particularly through developing joint projects and initiatives with the local voluntary sector and partners.
- In common with other teams, there is recognition of the need to benchmark with others and the contact with Kirklees and Southampton was a useful initiative; however, consideration could be given to a more formalised approach, particularly within the framework of the local performance indicators that have now been developed by the Team.

6. How your Quest Management Issues are scored

Your own Self Assessment score for each Management Issue is recorded in the table below – column C.

In column D, the Assessor has also assessed each principle on a 1 – 4 rating and then calculated a total score for that Management Issue.

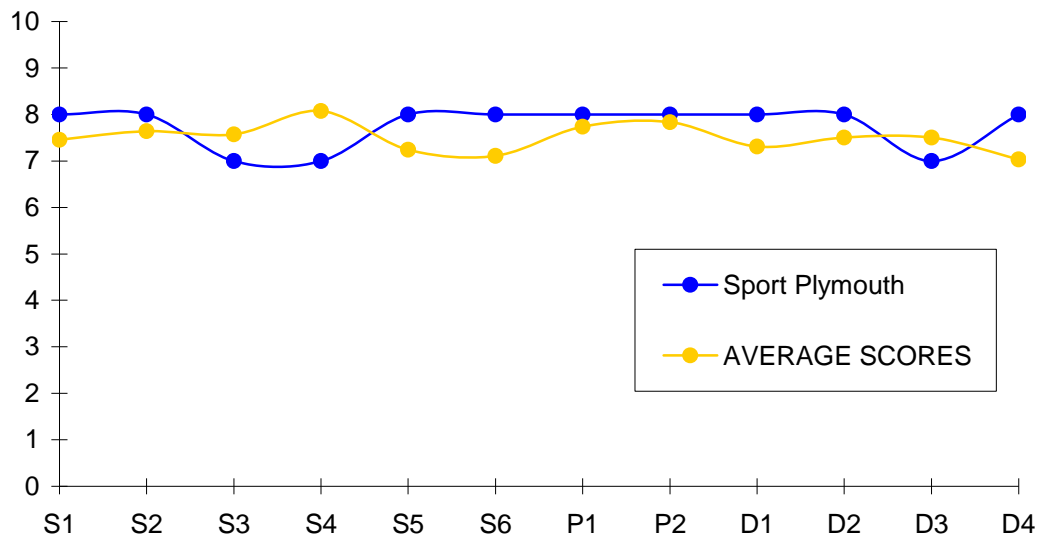
In column E, each Management Issue is scored out of 10 for direct comparison between Management Issues. To reach this score your Assessor has scored each Best Practice Principle within the Management Issues using a similar format to your Self Assessment that is 1 to 4. This total score for each Management Issue is compared against a range of scores to indicate a score out of 10. In theory it is possible to score 10/10 for a Management issue and consequently 100% total score if all Management issues score 10. Each Management Issues is weighted and an overall percentage score calculated.

As a guideline, a score of 6 represents a result that shows evidence of effectiveness; that is, action planning and implementation and an acceptable level of service outcomes. Organisations should aim to score at least 6 out of 10 for each issue, and use the assessment of each Best Practice Principle (both by the Assessor and Self Assessment) as the guide to developing further action plans. Planning for the Best Practice Principles, followed by implementation, and some form of review will allow continuous improvement. This process will leads to higher scoring.

Management Issues		Your SAQ Score	Assessors Scoring	
		Col C	Col D	Col E
		Your Score	Best Practice Principles	Assessment Score
S1	Research	8	20	8
S2	Policy and Strategy	8	48	8
S3	Sports Development Plans	7	30	7
S4	Partnerships	6	18	7
S5	Continuous Improvement	7	32	8
S6	Results	7	14	8
P1	Management Style	8	44	8
P2	People Management, Training and Development	9	43	8
D1	Process Planning and Improvement	8	33	8
D2	Health and Safety Management	8	39	8
D3	Customer Relations	7	30	7
D4	Marketing	8	30	8
Total Percentage Score				77%

7. Statistical Analysis

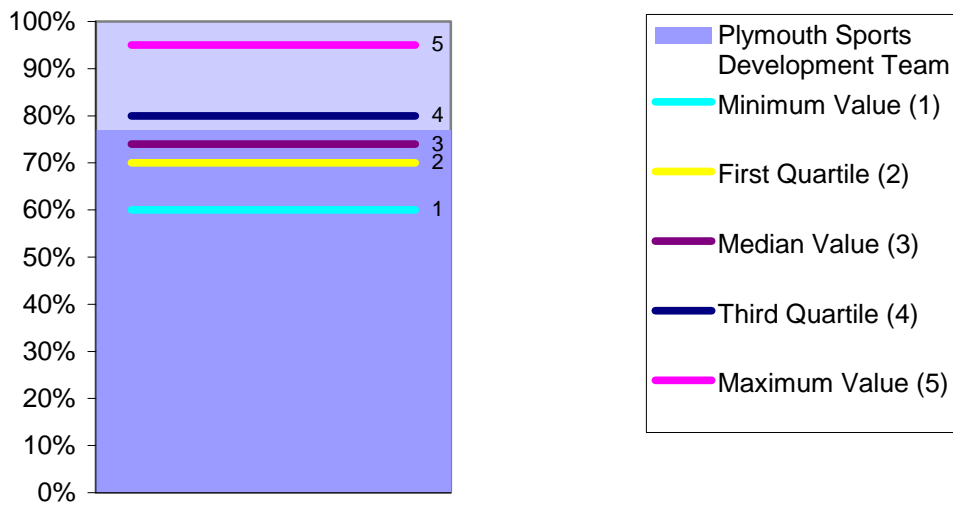
Chart One



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

8. Findings of On-site Assessment

Strategy

S1: Research

Score: 8

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 (SD) policies, initiatives and trends are developed to assist in meeting the needs of targeted customers and the community.

Quest Best Practice Principles

	1	2	3	4
1) A programme of regular, primary research is developed and Implemented to identify the needs of targeted customers as Well as the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Your Sports Development Team develops and maintains awareness and understanding of current demographic and socio-economic factors affecting the provision of its services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) Appropriate secondary research is used regularly to identify the needs of targeted customers and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) Regular dialogue takes place with targeted customers and the community, to assist in identifying their needs and expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) Awareness of national and regional Sports Development Policies, initiatives and trends is developed and maintained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6) Your research findings help shape policy, strategy and Sports Development plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

1 = No you do not do this at all

2 = Yes you do this, but you have not implemented it fully

3 = Yes you do this, but there are still some areas for improvement

4 = Yes you do this, and there is nothing or very little which would improve it

Particular Strengths and examples of Best Practice

The Team have built on previous work undertaken to obtain and utilise research to develop plans and delivery of services.

The Council has developed an area-based approach in providing services to the community and has targeted key wards in the city. The Team are involved in delivering projects in these areas, including those aimed at reducing childhood obesity and anti-social behaviour.

The Team are using results from the Active People Survey to undertake further primary research under the banner of Active Plymouth. The work has been funded through a Local Area Agreement stretch target. It has time duration of three years and a target to increase participation by at least 1% year on year. It will involve further work with key target groups and will enable the Team, together with partners, to build up further information and understanding of the sporting and leisure needs of the community, including those from the key wards. This research will also be useful as a framework for the Community Sports Network being established in Plymouth involving a number of partners who the Team work with on an ongoing basis.

The development of a range of local performance indicators which are now used as part of the Council's performance management framework enable the Team to report progress and raise its profile within the Council and with partners.

The Team has also shared research with partners, an example being the work on the Positive Futures Project working with the Police on a new project aimed at young people and alcohol abuse.

The Team have continued to undertake regular research with users of their services and more recently have also undertaken research assessing the views of partners on the range and quality of services that they provide.

Areas for Improvement

The Team should consider opportunities to undertake non-user or low user research. The work being undertaken through the Active Plymouth Project could, perhaps, provide a useful framework to identify specific areas or groups that could be the basis of further research.

The development of a new Sport and Health Strategy with the Primary Care Trust (PCT) could provide a further opportunity to undertake joint research particularly with regard to target groups and key wards in the city.

The Team should review the performance framework and the range of performance indicators that they are currently collecting to ensure that they provide the most useful information that can be provided and that they meet the needs of stakeholders including those in the Council and also within partner organisations.

S2: Policy and Strategy

Score: 8

Quest Best Practice

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

Quest Best Practice Principles

	1	2	3	4
1) There is a clear and documented policy & strategy for SD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) The policy and strategy is focused on enabling positive change through sport for its targeted customers and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) There are clear reasons for the policy and strategy and linked to the identified needs and expectations of targeted customers and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) The policy and strategy is underpinned by and promotes sports equity principles	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5) The policy and strategy is underpinned by and promotes child welfare principles	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) The policy and strategy includes philosophies and values underpinning the service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7) Continuous improvement is incorporated into the policy and strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8) The policy and strategy complements the aims of wider organisations and is linked with relevant cultural and leisure and sports strategies at local / regional level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) The policy and strategy is closely related to national and regional priorities for SD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) The policy and strategy is translated into specific, measurable outcomes, which are designed to promote development and sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11) Targets are set with full recognition of best practice and the current performance of similar SD Teams	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Appropriate resources are identified to enable objectives to be achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13) Members of your Team and relevant stakeholders actively participate in developing the SD policy, strategy and objectives and understand how they fit within the aims of the wider organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14) The Organisation, team, stakeholders, community and targeted users are made aware of what the SD team is trying to achieve through its policy and strategy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Staff and stakeholders clearly understand the targets and outcomes within the policy and strategy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team operates within a clearly defined framework and established policies and strategies based on the City Council's corporate and strategic priorities. Improvements have been made to monitoring and evaluation with the development of clearly defined performance indicators which have provided a sound basis to set goals and achieve targets. These link with the Team's Work Programme and are reviewed quarterly and are also used by members of the Team to review their contribution to the individual Work Programme.

The Team recognise that working with partners on policy and strategy can be challenging, but have been making improvements including making more effective use of joint working opportunities and focus groups including working with play providers, and the recently appointed Partnership Development Managers and School Sports Co-ordinators in schools. A member of the Team also undertakes a co-ordination role as part of her duties.

The inclusion of the Teams' performance management information in reporting processes to the Senior Management Team and references to the Team's work with members has improved its profile and highlighted the contribution it can make to the wider social agenda and the issues that the City Council wants to pursue as its main priorities.

Areas for Improvement

There will be further opportunities to share policy and strategy and work with partners for the Team. The development of a new Sport and Health Strategy provides a significant opportunity to make progress and the input from both of the Head of Service and the Team Leader will be invaluable. The Team should be included in the process as part of team meetings or separate briefings.

Consideration should be given to establishing a clear audit trail for any comments and input either made by the Team and the Head of Service or vice versa if comments on internal strategies and plans are made by partners so that these can be retained and held for further work or future reference.

During the Assessment, it was also noted that there is scope to develop stronger links between the Team and the leisure facilities. This could be achieved by further developing joint service planning and working on shared projects. It will also be important to identify opportunities for the Team and its Work Programme with the development of any new facilities in the city.

S3: Sports Development Plans

Score: 7

Quest Best Practice

The Sports Development Team develops innovative and appropriate Sports Development plans, which identify initiatives and programmes that it will implement. The plans are designed to achieve the Sports Development Team's desired outcomes. They are based on a clear rationale and linked to the needs of identified users and the community. You may decide to produce a generic Sports Development Plan or a series of sports specific plans, depending on your strategy (S2).

Quest Best Practice Principles

	1	2	3	4
1) The Sports Development Plan is directly linked to the desired outcomes and targets in the policy and strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) The Sports Development Plan is based upon the needs, expectations and current participation levels of the relevant users and the community, which have been identified through research (see Management Issue S 1)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) The Sports Development Plan includes: <ul style="list-style-type: none"> • Target sports / community groups • Identified initiatives and programmes • Key actions (priorities) and time scales • Roles and responsibilities for each action / activity • Resource implications and allocation – current and future • Performance indicators • A clear monitoring, assessment and review process 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) The Sports Development Plan takes account of and implements relevant regional and national policies and programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) All the elements of the SD continuum are considered when the Sports Development Plan is developed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Sports equity principles are central within the Sports Development Plan and appropriately resourced	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) The Sports Development Plan incorporates and/or complements the role of partner bodies both internal and external to your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8) The Sports Development Team and partners are involved in the creation of the plans	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9) A creative and innovative approach is used in the development and implementation of plans / strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10) The Sports Development Plan is communicated throughout the Team, the organisation and with partner bodies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team have been working to an approved plan which was formulated involving consultation with partners. In addition, there is a Sport and Leisure Service Plan for 2007/8 which includes the Team's activities as well as those of the leisure facilities in the city. This approach is adopted by all units in the City Council and sets a clear framework for service delivery, as well the link with corporate priorities including equalities and Health and Safety as they underpin all work undertaken by the City Council.

The Team identify areas of opportunity for joint working with colleagues. Two areas that have been highlighted are Youth Services and Children's Play – members of the Team attend Play Strategy Group meetings in order to develop closer links and identify projects and initiatives for young people, one of the key target groups for the Team.

The development of a set of performance indicators which are useful and can be readily collected has provided a significant opportunity for the Team to monitor its performance and also raise its profile by being included in reports to Senior Management Team. The performance indicators are regularly reviewed at quarterly meetings and also link with both Team and individual Work Programmes.

Areas for Improvement

Equalities is a corporate priority for the City Council and a number of Staff will be attending equalities training which will include disability equality. In addition, each section will be required to complete an Equality Impact Assessment (EIA).

The Team recognise that this will be a key area of work for them in the future and consideration should be given to developing projects and initiatives covering a range of equality issues including disability and women. Work has already been undertaken with disability sport and one of the key target groups in the Active Plymouth project is women and girls.

The new Sport and Health Strategy will provide significant opportunities for the Team to promote the work it undertakes as well as identify new areas for it and partners to explore. The new CSN will provide opportunities to develop new areas as well as raise the profile of the Team. It will be important to utilise the opportunities that this new organisation will provide for the development of sport and recreation in the city.

S4: 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.

Quest Best Practice Principles

	1	2	3	4
1) The Sports Development Team actively seeks partnerships with relevant formal and informal groups and organisations in line with policy, strategy and plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) The Sports Development Team works in partnership, with the Governing Bodies of Sport, Sports Councils and other organisations contributing to the direction of sport in the UK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) The Sports Development Team consults and maintains regular dialogue with the relevant partners, to ensure policy, strategy and Sports Development Plans are co-ordinated	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) The Sports Development Team communicates its policy and strategy and Sports Development Plans to partners	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5) The Sports Development Team actively attempts to resolve any conflicts with partner groups, whilst acknowledging diversity within the community it serves	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) The Sports Development Team regularly participates in networks to exchange information and develop increased understanding, skills and competencies (benchmarking) with partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team have been particularly successful in establishing and maintaining partnerships with both external partners and other units in the City Council.

The most notable partnerships which were noted during the Assessment were those with the following:

- PCT
- the Police
- the county sports partnership in Devon, Active Devon.

Work with clubs is a key part of the Team's work particularly through the Club Accreditation Scheme and the support given to training Coaches. Plymouth Sports Forum, the local sports council, also works closely with the Team and the Chairman recognised the key role that they play and the support they give to the voluntary sports sector.

There is also a developing working relationship with the academic sector in Plymouth, where there are now two universities who have a strong interest in sport and leisure, both in terms of teaching courses and providing facilities and activities for the growing student population.

Communication with partners is good and a number of partners commented favourably on the quality of the website and the provision of a regular newsletter which is mainly distributed electronically to a database of over 200 contacts.

Areas for Improvement

The Team recognise the need to develop closer links with other partners and internally the opportunity to link closer with facility management, particularly in terms of programming and development. There can be significant benefits to sports development activities if strong links are established with facilities as seen in a previous Assessment at Crawley District Council where the Active Crawley Team are both based in the flagship leisure centre and have a separate agreement with the Leisure Centre Contractor to provide sports development activities.

In addition, the priority being given to equalities may highlight the need to develop links and new initiatives with other providers including working on developing disability sport projects.

S5: Continuous Improvement

Score: 8

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 understands 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.

Quest Best Practice Principles

	1	2	3	4
1) A regular programme of self-assessment against the Quest for Sports Development criteria is implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) Regular reviews are implemented to identify the relevance and effectiveness of your policy, strategy and Sports Development Plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Staff, partners, customers and the community consultation are used (where appropriate) to review performance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Regular reviews are conducted to assess customer and partner satisfaction with the standards of service provided	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5) Regular reviews are conducted to assess Staff satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Relevant PI's are identified, agreed and used to measure, predict and understand the outputs and outcomes of the Sports Development service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7) Appropriate methods are used to collect performance information to meet the needs of the team, the wider organisation and partner organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8) Comparisons of the results with those of similar organisations are considered a part of the reviews, where appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9) Plans and processes are developed and improved as a result of the reviews and self-assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10) Any changes to policy, strategy and plans are communicated throughout your Sports Development Team, your organisation and to partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team have taken a proactive approach to continuous improvement by integrating Quest principles with their Work Programme and having a Quest Improvement Plan which is regularly reviewed.

They have explored external benchmarking by making visits to two other sports development teams at Kirklees and Southampton.

The development of a range of performance indicators which are meaningful and easy to collect has been a significant step forward. Progress on these is monitored quarterly and they are also reported to the Senior Management Team.

The Team have also introduced the production of an annual report which is both distributed to partners and made available on the website.

The Team participate with partners in monitoring performance on joint projects; examples include:

- the PCT
- Police
- the Youth Offending Team (YOT).

Areas for Improvement

In common with a number of sports development teams who have or are exploring opportunities for external benchmarking with other comparable teams, the Team have made some progress, but would benefit from the establishment of benchmarking clubs for comparable sports development teams .

Unlike leisure centres or other venues, where benchmarking clubs and the National Benchmarking Service (NBS) are both available, sports development benchmarking is not well established. One option which could be considered could be to link with other teams in the South West , through the County Sports Partnerships. Alternatively, the Team could review the work being undertaken in other parts of the country, namely in Scotland being led by Edinburgh Leisure and a group in South Wales under the auspices of the Sports Council for Wales – confirmed with Sports Council for Wales that a group of IAs has been established for benchmarking sports development services – also referred to Edinburgh Leisure who advised that they had established a benchmarking group at the National SD Seminar.

There is also recognition of the need to develop improvements in monitoring equity issues and value for money. Equalities is a key City Council priority in the coming months and this will highlight the issue to improve data on equalities participation, not least as a result of production of an EIA.

The Team have also recognised that lessons could be learnt from other teams engaged in similar work. One option that may be worth considering would be to undertake the Equality Standard for Sport which would undoubtedly provide an impetus in this area of work.



The Team are also interested in developing value for money (VFM) indicators to supplement the other indicators that are collected and some initial work has already been completed for the holiday coaching programme.



S6: Results

Score: 8

Quest Best Practice

The Sports Development Team can demonstrate how well it's performing against its outcomes and what contribution its 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.

Quest Best Practice Principles

	1	2	3	4
1) The Sports Development Team can demonstrate it is having a positive impact against its stated outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) The Sports Development Team can demonstrate it is achieving high levels of customer, partner and Staff satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) The Sports Development Team actively tracks its results and shows positive trends over time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4) Results are reviewed regularly to promote learning improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team have made significant progress with the development of performance indicators and are now considering other opportunities to make further improvement.

The City Council priorities provide a sound framework for the Team and attention is focussed on projects which meet key targets. Joint targets have also been established with partners and these include cross-cutting initiatives concerned with tackling health inequalities and anti-social behaviour.

Regular monitoring is being undertaken through the process of quarterly review meetings as well as regular team meetings and individual Staff appraisals.

The Team's performance is now regularly reported to the Senior Management Team and this not only highlights the good work being undertaken by the Team, but also increases their profile within the City Council.



Areas for Improvement

The Team are striving to develop performance management by the introduction of VFM indicators which could be linked with specific projects and initiatives. There is also recognition of the need to develop sustainable projects and the requirement to improve the planning stages of new projects and activities.

The current shortfall in staffing has, however, had a detrimental effect and it is recommended that where vacancies are still unfilled that they should be progressed as soon as possible in order to enable a full staffing complement to be established for the Team.

People

P1: Management Style

Score: 8

Quest Best Practice

Managers demonstrate commitment to the mission and values of the organisation. They champion the pursuit of continuous improvement and Quest and 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 and actively work with partners to design and implement an integrate Sports Development service.

Quest Best Practice Principles

	1	2	3	4
1) Managers act as champions for the Sports Development policy, strategy and plans	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Managers show commitment to developing partnerships with other organisations and individuals involved in delivering the service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) Managers communicate the Sports Development policy, strategy and plans effectively to the Team, the wider organisation, partners, customers and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) Managers are committed to the promotion and implementation of sports equity principles	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5) Managers are committed to the promotion of child welfare principles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6) Managers are committed to satisfying the needs and expectations of Staff, customers and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) Managers are results orientated, are committed to continuous improvement and allocate appropriate resources to implement improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8) Managers align the Team's structure and resources to implement improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9) Managers ensure policy and strategy is translated into plans and actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) Managers encourage and empower the Sports Development Team to identify, plan and initiate service improvements using self-assessment process and action planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11) Managers support personal improvement and lifelong learning amongst all Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12) Managers encourage innovation and creativity in the team and ensure best practice and knowledge is shared	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
13) Managers recognise and reward achievements of individuals and teams within the Sports Development Team.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team is well established and respected both within the City Council and by partners.

In the interview with the Head of Service, it is clear that the Team plays a significant role in the delivery of corporate priorities and it is seen as being able to make a contribution to other initiatives such as the development of the equalities agenda.

The Team is well-led and communication processes are in place for Staff to both be informed and make a contribution to policy and strategy issues.

Staff in the Team are given areas of responsibility and are both efficient and committed in the delivery of their specific areas of work. Examples include:

- the management of Health and Safety
- the Club Accreditation Scheme
- co-ordination with the School Sports Co-ordinators.

The performance management framework and specifically the performance indicators which have been developed provide a clear structure to monitor performance, together with the quarterly review meetings.

Areas for Improvement

The growth of the Team and the involvement of the Team Leader in managing other leisure services on an interim basis would suggest that a review of the Management structure and responsibilities of team members should be reviewed. The current situation with Staff vacancies could present an opportunity to consider a revised structure and the development of more managerial support for the Team Leader.

While reporting systems are robust, consideration is being given to developing report and review templates which can be used as part of the quarterly review meetings and other reviews.



P2: People Management, Training and Development

Score: **8**

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 and recruitment is effective and ensures the right appointment.

Quest Best Practice Principles

	1	2	3	4
1) Key roles, responsibilities and competencies for all Staff involved in the sports development service are documented and reviewed and updated (where appropriate) regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) Sufficient numbers of trained staff are in place to support and deliver the Sports Development Plan	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) All Staff involved in planning and implementing the service have the necessary skills, knowledge and experience to carry out their role to a high level of service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) A Staff development/appraisal scheme is implemented on at least an annual basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) Training needs are identified regularly and are appropriate to the individual's / team's present and future role, career progression and organisation's objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Training is programmes, conducted, reviewed and evaluated	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) An induction programme is in place for all new Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8) Targets within Sports Development Plan ensure a correct balance between Staff workloads and the ability to meet the desired outcomes of the Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Appropriate policies to support child protection are promoted and implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) Recruitment is implemented in accordance with equal opportunities policy and employment law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11) The recruitment process is thorough and designed to ensure the right appointment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12) Managers demonstrate effective communication within and outside the Sports Development Team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team have a range of systems and procedures in place which are effective and Staff are experienced and knowledgeable in undertaking their responsibilities.

The performance management framework provides the Team and its members with targets which are both achievable and measurable. Performance indicators are all in place and give feedback on progress both to the Team and to stakeholders, including the Senior Management Team.

Child protection processes and procedures are integral within the work of the Team and they are supported by Staff working in Social Services. Child protection also forms a key part of the Club Accreditation Scheme.

Communication is strong both within the Team and with colleagues at the Council. Diverse links have been established with a range of partners, mostly notably from health, the Police and the voluntary sector.

Areas for Improvement

Whilst Staff are given opportunities to undertake training when required, particularly internal courses, the training budget is held centrally and bids are made for funding.

The Team would benefit from establishing an annual training plan after completion of yearly appraisals and utilising evaluation forms when training courses are completed.

There is an ongoing need to monitor the workloads of all Team members including the Team Leader who has recently been covering another role in an interim capacity.

It is important that progress be made with filling vacancies within the Team, although this also provides an opportunity to review management arrangements within the Team. It is recommended that this be given high priority as it will also potentially resolve issues concerning workload pressures.

Delivery

D1: Process, Planning and Improvement

Score: 8

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.

Quest Best Practice Principles

	1	2	3	4
1) Responsibilities for co-ordinating, monitoring and reviewing delivery of the service are clearly defined at all levels of the Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) All master policies, key processes and procedures are documented, kept up to date and made available to appropriate Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Financial processes are designed and managed to ensure efficiency and effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) Standards of service levels are clearly defined where appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5) Adequate time is built into the Team's work programme to focus on delivery improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Process benchmarking (looking at other operations approaches to delivery) is used to assist in designing your delivery process and how you operate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) Creative approaches are used to deliver the Sports Development services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8) Appropriate Staff are trained in the relevant processes and have developed the necessary skills to implement them	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9) The effectiveness of your operations and delivery are reviewed and improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) Changes to your delivery and operating processes are communicated within your Sports Development Team and relevant partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

An example of good practice which the Team should be justifiably proud is the Club Accreditation Scheme. This is now well established and provides clubs with support and a framework in which to operate. It also provides a firm foundation for clubs to progress along to the Clubmark itself. The Scheme is managed by a member of the Team and is also linked with Coaches training, which is provided in conjunction with Active Devon.

In addition to customer evaluation of surveys, partner questionnaires have recently been undertaken and have provided useful feedback.

The review process, particularly the quarterly meetings, is now well established and provides a firm foundation for monitoring performance.

Areas for Improvement

The Team have explored scope for external benchmarking through contact and visits with other sports development teams, but recognise that more can be done including learning from good practice from other teams and organisations. One particular area that has been highlighted and is a high priority for the Council is that of equalities. Consideration should be given to making contact with Sporting Equals and identifying examples of good practice elsewhere. One possible option for the future maybe to undertake the Equality Standard for Sport which would provide impetus in this area of work as well ensure processes and procedures are in place.

Scope to further develop communication with partners has been recognised by the Team. This could be done by attending and making more effective use of partner groups and forums, as well as upgrading internal communications, in particular the website, where further links could be established with partners and pages updated.

The Team have also identified the need to develop financial performance measures though the development of VFM indicators and some progress has been made with the summer holiday programme. Further work in this area will consolidate the Team's understanding of its performance and better inform key stakeholders.



D2: Health and Safety Management

Score: **8**

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.

Quest Best Practice Principles

	1	2	3	4
1) The Team has a documented safety policy and a planned approach to Health and Safety management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) Responsibilities for Health and Safety are defined, including the Competent Person for managing the Health and Safety programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Staff are trained to carry out Health and Safety responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) A formal Risk Assessment has been carried out for all activities and is regularly reviewed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) Risk reduction actions have been planned and implemented where appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) There is provision for the Team to be updated on new requirements/developments in Health and Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) Supervision, instruction levels and work practices are based upon legislation, industry guidelines (where applicable) and facilitate a safe, consistent and high quality service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8) Child welfare principles are considered within the Health and Safety policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Accident and emergency procedures are documented, in place and tested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) Independent audits are conducted	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11) Safety performance information is reviewed and acted upon by Management.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

Health and Safety management is a strength for the Team and is given high priority.

A member of the Team has Health and Safety as part of her responsibilities and is efficient with ensuring that Risk Assessments are kept up to date and are utilised on all activities. A Monitoring Sheet has been introduced on the back of each Risk Assessment which notes any changes that have been made. This provides an audit trail for future reference and is an example of good practice.

The Team have engaged effectively with the new Health, Safety and Well-Being Team and work effectively with their dedicated Health and Safety Advisor who has provided an independent audit function for them.

Spot checks have also been introduced in order to monitor and maintain standards and Risk Assessments are checked on an ongoing basis by the Team Leader.

Health and Safety is also incorporated with the Club Accreditation Scheme and Team members support clubs in undertaking this important area of work.

Areas for Improvement

The Team are considering further improvements in conjunction with the Health, Safety and Well-Being Team including external verification by them on off-site Risk Assessments to ensure that there are no weaknesses.

The Team are looking at opportunities to improve information on best practice for clubs on Health and Safety. One of the Team is currently reviewing the opportunity to add further information onto the website which would be accessible to all clubs.

D3: 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.

Quest Best Practice Principles	1	2	3	4
1) A customer care policy exists and is implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) Up to date records of customers are kept and this information is used to build long-term customer relationships within data information legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) Priority is given to customer relation skills training for all Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) Staff representing the Team present a professional and personable image	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5) Staff have access to relevant and up to date information about Sports Development initiatives and programmes, so that customer enquiries can be dealt with effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Customers are encouraged to give immediate feedback regarding the service received	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) Appropriate systems are in place to collect customer feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8) Staff deal with customer feedback promptly in a manner that attempts to provide customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9) Customer comments (verbal, written / email) are recorded and regularly reviewed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Action is identified as a result of the customer comments, and this is implemented and reviewed.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team give priority to their customers and have established systems to obtain customer feedback. This feedback is used on an ongoing basis to monitor performance.

The Team follow the Council's procedures on customer comments and complaints, and give feedback to their colleagues who are responsible for this area.

The Team have recently introduced Partner Questionnaires and these are being used to improve working with other organisations and key stakeholders. They have built good working relationships with partners and recognise that this is important to develop and improve services.

Areas for Improvement

The Team have explored opportunities to improve feedback from customers, in particular, to improve response times to any problems that have been identified during activity sessions.

Customer feedback is recognised as a key part of monitoring performance and is being integrated within weekly team meetings and quarterly review meetings.

D4: 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 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 and accurate, relevant and up-to-date information is provided for the local community/target markets through a variety of methods.

Quest Best Practice Principles

	1	2	3	4
1) A Marketing Plan is in place that contains a mix of communication tools designed to be relevant to each target market and activity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Responsibilities in the Marketing Plan are clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Attention is given to the use of appropriate imagery in marketing materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4) Accurate, up to date, comprehensive and effective marketing material is produced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) An imaginative and effective mix of promotional marketing activities is implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Opportunities for marketing in partnership with other organisations are maximised	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) National, regional and local publicity campaigns are used in conjunction with local programmes, when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8) Pricing seeks to address issues such as social inclusion through targeted subsidy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9) The effectiveness of marketing activities and pricing are evaluated regularly and improvements made where necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Particular Strengths and examples of Best Practice

The Team are innovative in this area and are constantly looking to improve.

The Team have resolved the issue of branding the service by using their logo as a 'backdrop' and at the same time giving priority to corporate branding.

The use of financial resources is very well managed and high quality publicity is produced through effective liaison with colleagues at the Council and sharing costs with partners.

The website is very effective and easy to use, and consideration is being given to improvements, including better information for clubs and links with partners.

Areas for Improvement

The Team are exploring ways to use the leisure facilities in the city to promote their activities in particular to promote particular activities such as Coach development. Developing links with leisure centres is a key opportunity for the Team to develop its services and improve access to facilities for the community.

Conditions of Quest Registration

The following conditions are applicable to any organisation gaining registration to Quest. They are designed to ensure that the principles of the Scheme are not compromised.

1. Organisations who achieve Quest registration are entitled to use the following terminology:

“...has gained Quest (UK Quality Scheme for Sport and Leisure) registration as...”
(The appropriate category title can be used).
2. This terminology has to be used in conjunction with the official Quest Scheme logo, displayed as identified on the Logo Sheet forwarded by the Scheme Managers.
3. This terminology can be communicated verbally and displayed in the building and on advertising material of registered organisations. It cannot be used on individual products (e.g. catering products).
4. The registration status remains valid for two years from the confirmation of the result. When this period has elapsed, all advertising of the registration status shall be removed from public viewing.
5. Registered organisations must answer any customer complaints forwarded by the Quest Scheme Manager in a prompt and efficient manner.
6. The Assessment Improvement Reports of all organisations will be used by the Sports Council for generic (not facility-specific) trend analysis, which will be made available to the leisure industry.
7. Payment must be made within the time scales identified on Quest invoices.
8. Registration can be removed or the category of registration changed as a result of the maintenance assessments during the two year cycle.
9. Registered organisations may be mentioned by the Quest Scheme Manager in Quest promotions, with the permission of the organisation.
10. If any of these conditions are found to be breached, registration can be removed at the Quest Scheme Manager's discretion.

Quest Logo Sheet

The following logos can be displayed as per the Conditions of Registration. The correct Pantone colours are listed below.

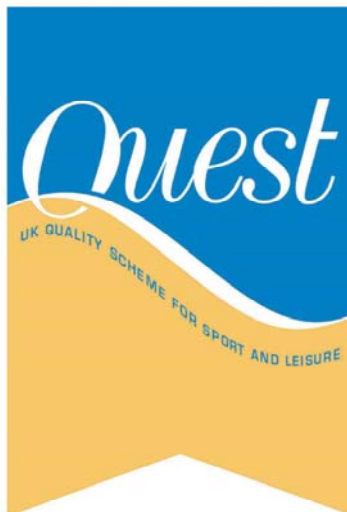
Blue: 313
Yellow: 1235



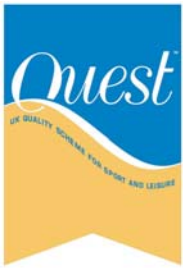
Quest Logo - Straight



Quest Logo - Curved



Quest & Sports Council Logo



Congratulations on your Quest achievement!

Now tell all your customers with our new personalised Quest plaques.

The revised Quest Best Practice Principles are accompanied by a newly designed Quest plaque. We are pleased to be able to now provide your Quest plaque, personalised to the name of your Centre or Team.

We can also offer you the opportunity to “upsize” your plaque to make it even higher profile.

The new plaque:

- Has a fresh design
- Explains briefly what your Centre/Team has gone through to achieve Quest
- Identifies what status you have achieved
- Says what type of business you manage
- Gives a validity date
- Provides information about the scheme manager – website (now changed) and freephone number
- Comes complete with “industrial quality” double sided tape
- Offers alternative sized options for additional fees.

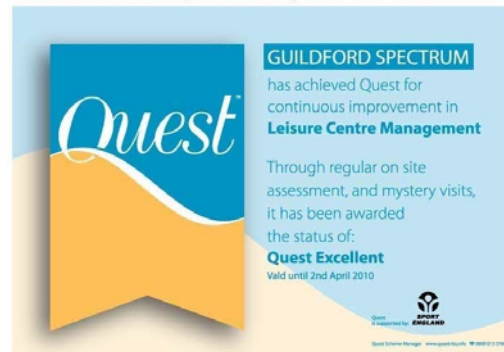
The images below show how the two frameworks (FM and SD) look and how they may appear displayed on your walls.

Wall holder



A4	210 × 297mm
A3	297 × 420mm
A2	420 × 594mm

Facility Management



Sports Development



Order form

Please complete the sections below to specify your requirements, and return to Quest.

Name of Centre/Team (in full please) to be displayed:

.....

Quest for Continuous Improvement in ... (please tick only one as applicable)

- Leisure Centre Management
- Swimming Pool Management
- Ice Rink Management
- Other (please specify below, but note we may need further clarification)
- Golf Course Management
- Hospitality Management
- Stadium Management

.....

- Sports Development
- Activity Recreation
- Other (please specify below, but note we may need further clarification)
- Community Development
- Partnership Management

.....

Which plaque? (Tick all as applicable, or enter a number if more than 1 required)

- A4 £35 + vat
- A3 in place of A4 £40.00 + vat
- A2 in place of A4 £90.00 + vat
- (See sizes on page 1)
- Additional A4 £65.00 + vat
- Additional A3 £85.00 + vat
- Additional A2 £140.00 + vat

Invoice details.

Please invoice me using Order no:

Deliver to :

.....

.....Postcode

Contact person's details: name:.....signed.....

Tel no:..... email :

Invoice to (if different to delivery address above):

.....
.....
.....

Office use only:

Valid until Month: Year:

Status: Approved Commended Highly Commended Excellent

Sports Council: England Scotland Northern Ireland Wales Other

Total invoice cost:



WOULD YOU LIKE TO BORROW **THE QUEST BANNER?**

IDEAL FOR USE IN PRESENTATIONS, AWARD CEREMONIES AND TRAINING SESSIONS!

Having gained Quest accreditation, you must be keen to promote your achievement. Have you considered celebrating by inviting a Council member to present you with your Quest Plaque? Or arranging for a press release so that the community is aware of your success? If so, **a picture tells a thousand words!** **Our banner will look fantastic as the backdrop for any photograph.**

This large, eye-catching banner is free standing and easy to construct. It will arrive at your site in a small carry case so that prior to construction it can be stored neatly.



If you would like to **borrow the Quest Banner** please fill in the attached form (see page 2) specifying if you will be arranging for a courier to collect and return it to the Quest office or if you would rather, we can use our preferred courier and invoice you for the costs upon receipt of return. The banner can be held at your site for a maximum of 2 days as demand is high!

Conditions of lending:

If the Quest Banner is damaged whilst in your possession you are liable for full repair costs.

If the banner is damaged whilst in transit, compensation will be sought from the courier company by Quest.

The Banner case will arrive at your site wrapped in bubble-wrap. It must therefore be returned in bubble wrap to avoid damage. If the Banner is damaged whilst in transit but is not bubble-wrapped the site borrowing the Banner will be liable for repair costs.

If the Banner is returned to the Quest office later than 2 days after the site has received it the site will be liable for the courier fees incurred by the next site agreed to borrow the Banner as late return will cause great inconvenience to future borrowers.

Availability of the Quest Banner is limited.

I accept the Conditions of lending. Signed.....

Quest Banner Order form

Name: _____

Organisation: _____

Address: _____

Postcode: _____

Tel no: _____

Fax no:

Please tick the appropriate box

We will arrange for a courier to collect the Quest Banner from your office on.....and have it collected from our site 2 days later to be returned to your office on.....

We would like the Quest team to arrange for a courier to collect the Quest Banner from your office on _____ and have it collected from our site on _____

Please return via fax to 01483 527370