

Quest 2012 – Splus 9

Sports Development



Outcomes

- To work with suitable partners to develop sports and physical activity within the community
- To achieve relevant stakeholder objectives (local, regional and national)
- To ensure the most effective use of facilities for the benefit of the whole community
- To maximise participation opportunities with appropriate representative demographic groups and partners
- To encourage customers to try new sports/ activities and to aim to have progression through the relevant sports programmes

PLAN

How do you plan (with relevant partners) to develop sports/ physical activities within your facilities/ communities?

EXAMPLES OF BEST PRACTICE

- Sport development business plan
- Site business plan
- Service level agreements
- Contracts with clubs and hirers
- Shared vision and mission statements
- Local sport partnership and NGB plans
- Sustainable community strategy
- National and regional strategies
- LAA targets
- Area partnership board priorities

GUIDANCE

- Is there a clear documented rationale within the site and sports development partner plans to evidence that community needs are programmed and reviewed, and that the plan is linked to local regional and national strategies
- Is the sports development programme responsive to market information (both locally and nationally)
- Are new sports and activities planned within facilities and the community
- Is there clear documented evidence within partner contracts and SLA's to evidence inclusion of programmed activities to meet the community needs
- Are key sports development objectives integral in the staff induction and training programmes
- Are other related council or operator strategies available via the internet as downloadable documents
- Do meeting minutes evidence ongoing discussions and planning processes with key partner agencies
- Are focus groups delivered and do the participants needs link to the sports development programme of activity
- Is there evidence of interaction with local sports partnerships in the planning of the sports development provision
- Are plans based on the strategic priorities and outcomes of the overall organisation
- Are there relevant and meaningful partnerships which link the sport development staff to key partner agencies; links with clubs may ensure users progress through sports and activity development programmes
- Do the sports development team work with local health agencies to assist in delivering national health and well being related objectives
- Do the sports development team work with organisations to assist in lifelong learning, community safety and reduction of crime and disorder
- Is there a marketing plan in place which includes shared material linked to national campaigns with key partners

DO

How do you communicate your plans and sports development programmes to partners, customers and staff?

EXAMPLES OF BEST PRACTICE

- Staff meetings
- Partner meetings
- Community
- Stakeholder meetings, forums and feedback

GUIDANCE

- Are clear pathways identified to customers, staff and stakeholders
- Is there a meeting structure in place for communication with key partner agencies such as schools, clubs and staff; are these both strategic and/or operational; is there a direct and active link between the organisations
- Are consultation processes in place, both for the site and the operator/council to engage on a periodic basis and how is this used to improve service delivery
- What feedback is provided to the customer on changes and improvements made as a result; 'what you said, what we did'
- Are there a variety of methods detailed within the marketing plan to achieve effective communication; hard copies such as leaflets, posters, editorials, as well as IT initiatives such as websites, emails, text messaging, social networking
- Is press communication regularly used to convey relevant messages

How do you ensure the Sport Development programme is promoted and accessible to the wider community?

EXAMPLES OF BEST PRACTICE

- Strategies and plans
- Workshops and planning days
- Involvement in local sports partnership events and sports development team events
- Working with partners (such as IFI)

GUIDANCE

- Do you deliver workshop to establish planning and preparation both internally and with key partner agencies
- Is the programme balanced for different ages, sex, ethnicity and specific difficulties
- What local or regional mechanisms are in place to feed into the local sports partnership priorities; bottom up/top down – is this facilitated by the sports development team and to what extent is the operational team involved
- Does the programme cater for the whole community/ are their specific sessions for specific groups
- Are there policies and procedures in place to ensure the whole community is welcome to take part in new and existing sports and activities
- Is competition encouraged the whole community
- Are facilities accessible for people with physical and learning difficulties

What training is in place to address any gaps in the sports development programme and how do you identify what training needs are required for the future?

EXAMPLES OF BEST PRACTICE

- Sports coaching qualifications and CPD
- Understanding target group needs
- Volunteering and mentoring programmes
- Club development support
- Training plan
- Understanding barriers to participation
- Benchmarking and networking

GUIDANCE

- What evidence exists to demonstrate the team are included on partner away days/service planning sessions/focus groups
- Is there evidence of staff training records

- Do all team members have a regular appraisal and performance review
- Is there a volunteering policy and work experience policy; what evidence exists to demonstrate uptake
- Is there a council/operator training plan available
- Do staff have the opportunity to discuss what training they need and have received
- What council/operator corporate training processes are in place and what centralised courses are available e.g. on topics including equality & diversity to address barriers to participation
- Has an Equality Impact Assessment been undertaken and what training has been identified as an outcome of this
- Are there any specific links from analysing Mosaic data, or market segmentation then link back to planned training programmes
- Do team members attend benchmarking events such as those run through Quest; APSE; CSP liaison sessions with neighbouring operators and councils

What resources are allocated to achieve the plans?

EXAMPLES OF BEST PRACTICE

- Training budgets
- Succession planning
- Marketing and promotion
- Partner contributions (in kind as well as financial)
- Budgets identified
- Grants and external funding sourced

GUIDANCE

- Does the budget include an allocation for training provision
- Are centralised training budgets available and used for specific and relevant training
- Is there funding to try new initiatives and sports
- Are new initiatives promoted and up-sold to existing users and advertised externally through media opportunities
- Do external funding allocations demonstrate training support within the application, and/or a resource in kind
- Are partner agency training courses available to the team, where relevant
- What other mechanisms, such as plans for 'loss leader' activity, or concessionary pricing is used to drive and promote new activity programmes
- What additional support, if any is provided to customers or partner agencies to encourage improved attendance; considerations linked to ethnicity requirements e.g. privacy of rooms
- Are other partner agencies used to facilitate attendance, such as links to 'dial a ride', local transport services, or language interpretation services

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Community feedback
- Stakeholder and partner objectives
- Performance meetings
- Uptake of new programmes
- Course utilisation

GUIDANCE

- Is feedback encouraged to establish whether there is a measured approach to the development of sport in the community
- Are stakeholder and partner agency objectives analysed and measured to ascertain whether year on year improvements in performance against targets are being achieved
- Are there regular meetings where the team responsible can analyse and measure progress

- Is the uptake of new programmes analysed and measured
- Is there a course utilisation process in place to adequately analyse and measure attendance

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Business plan
- National and local KPI's
- Community sustainability
- Partner business Plan
- Electronic point of sale data capture

GUIDANCE

- Is the sports development programme reviewed throughout the year
- Is a performance review process in place; monthly or quarterly review process with year end reporting against the business plan
- Are local and national KPI's used as a relevant measurement
- Is Active People data compared year on year
- Are there any other mechanisms in place such as trend analysis to capture data
- Is point of sale data used to capture evidence of improvements in participation rates linked to the business plan and site plan priorities or work plans
- Are community focus groups and partner agencies included in the review process

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Customer satisfaction
- New activities become sustainable
- Participation rates
- Club and partner participation rates
- LAA achievement
- Strategy outcomes and targets

GUIDANCE

- Do customer satisfaction surveys demonstrate year on year improvements
- Are participants enjoying the sports and activities on offer and progressing through the sports programmes
- Are more participants with varying abilities participating
- Are Active People results improving year on year
- Are loss leader or supported activity programmes become self financing
- Has new business been generated as a result of customer satisfaction
- Can partner agencies such as sports clubs demonstrate improvements in seasonal attendances and increased membership levels
- Does the citizens panel demonstrate satisfaction with the leisure product
- Have sites achieved an increased level of income and more effective programming of time and space
- Have new partners been engaged who will help with the long term development of community demographic profiling
- Are there an appropriate level of trained and qualified staff in place to deliver against need