

- To ensure the centre has a programme that caters for the whole community
- To work with partners to deliver both the centre and partner's objectives
- To ensure the programme is maximised

PLAN

How do you plan to ensure the programme is efficient and balanced?

EXAMPLES OF BEST PRACTICE

- Relevant plans
- Local partner plans
- Government agendas
- National governing bodies
- Local sports development plans
- Sports club plans
- Pathways and exit routes
- Outreach plans

GUIDANCE

- Does the centre's programme link to relevant organisation objectives including corporate, business and financial plans
- Have other partner's plans, strategies and objectives been consider when developing the programme; including client plans, sustainable community strategy (SCS), Joint Strategic Needs Assessment (NHS), Local Area Agreements (LAA) and Local Strategic Partnerships (LSP)
- Have the management taken into account current government agendas when developing the programme
- Have the management taken into account national governing bodies guidance and agendas
- Is the centre working with the sports development department to assist in the delivery of the sports development plan's objectives through the centre's programme
- Does the centre work with sports clubs who use the facilities to assist each other with the development of activities, sessions and the programme
- Is the programme developed to cater for all participants from 'grass roots to excellence' with exit routes planned for further development
- Is there a outreach plan in place that determines when and where community engagement takes place

DO

How do you make customers and potential users aware of the programme you offer?

EXAMPLES OF BEST PRACTICE

- Woking with partners
- Working with clubs
- Outreach and community engagement
- Staff meetings
- Internal and external promotion
- Website and social media

GUIDANCE

- Do the management meet regularly with partners; are minutes recorded and shared with all stakeholders
- Has the centre established links with sports clubs who use the facilities to share information, address each other's needs and achieve collective goals
- Is outreach and community engagement undertaken across the whole community, such as schools, fetes, hard to reach groups and doctor surgeries
- Do regular staff meetings take place; are minutes recorded and made available for staff including relevant actions

- Is the centre's programme promoted both internally and externally, with different types of promotional activity used, such as media advertising, texting, mail shots, leaflets and posters
- Is the website and other social media, such as facebook, twitter and electronic forums used to share information and generate ideas and feedback

What external influences and best practice do you use to develop an effective programme?

EXAMPLES OF BEST PRACTICE

- Industry best practice
- Market segregation
- Local and national demographics
- Target groups
- Active people survey
- Knowledge of local competitors
- Discrimination Disability Act
- Government and local agendas

GUIDANCE

- Do the management take into consideration industry best practice, latest trends and fitness initiatives when developing the programme, as highlighted by the Institute for the Management of Sport and Physical Activity (IMSPA), Fitness Industry Association, Amateur Swimming Association (ASA) and other National Governing Bodies (NGBs)
- Do staff attend industry seminars and conferences
- Is market segregation used to clearly identify potential users who have similar needs and wants; is the marketing mix designed to match the expectations of those customers in the targeted segments
- Is the management team aware of local and national demographics and how they impact on the development of the programme
- Is the findings and data from the active people survey used when considering the centre's programme need
- Are the management team aware of who their local competitors are and what programmes they are delivering
- Has the organisation taken into consideration the 'Disability Discrimination Act' (DDA) when developing the programme
- Have government and local agendas been considered when developing the programme, such as LAA, Children's Plan, Crime and Disorder Plan, Regeneration Agendas, Game Plan and 'More People, More Active'

What training takes place to ensure that the staff can deliver programme?

EXAMPLES OF BEST PRACTICE

- Centre training plan
- Coach specific and specialised training
- Apprenticeships
- National governing body standards
- Continuous performance development (CPD)
- Train the trainer
- Advanced training development
- Procedures and policy systems

GUIDANCE

- Does the organisation's training plan align with the programme to ensure that all activities have sufficient qualified staff to deliver the sessions
- Is there flexibility within the training plan and budget to ensure specific training needs can be met for new coaching activities and special sessions, such as General Practitioner referral (GP), chair based exercise, cardiac phase V rehabilitation, healthy walks and working with young people
- Are apprenticeship schemes identified to assist in the delivery of the programme and aid additional

training and development opportunities for members of the community

- Are staff trained to national governing body standards
- Is ongoing CPD training built into the training programme that takes into account both the organisation and individual needs
- Do the management utilise experienced staff members to train and pass on their knowledge and skills to others
- Does the organisation encourage staff to develop their skills and undertake advanced and specialist training, such as National Vocational Qualifications (NVQs)
- Do the management ensure that staff are trained in any relevant procedures and policies; and any changes are actioned accordingly

What resources have been allocated to delivering the programme?

EXAMPLES OF BEST PRACTICE

- Existing space and utilisation
- Use of space
- Equipment needs and renewal budget
- Partnership working
- Sales, marketing and promotional budget
- Outreach delivery
- Staff resource
- Training budget

GUIDANCE

- Has the organisation established what vacant space currently exists and where change can be targeted
- Is new space or facilities designed to be flexible to enable the delivery of different activities at different times
- Is the organisation aware of what equipment is required to deliver the programme and has a process been developed to ensure that equipment can be replaced and renewed
- Has the organisation considered if they can tap into and utilise partner's staff that they are working with to assist and aid the delivery of the programme, such as the local authority sports development department, NHS and sport club volunteers; external bodies, such as local sports networks (LSN) may have access to equipment, volunteers, funding and databases
- Does the organisation allocate sufficient budget resources to ensure the programme is delivered effectively through the marketing and promotional plans and sales process
- Are sufficient staff resources allocated to deliver the programme; have continuity plans been established for staff absence and holidays
- Is there a specific training budget in place; is it split to enable the delivery of both internal and external training needs

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Performance management
- Business plan objectives
- Financial performance
- Customer and stake holders feedback
- Staff feedback
- Mystery visits
- Active people
- Marketing and promotions analysis
- Activity analysis
- Utilisation

- External validation
- Media coverage
- Independent research

GUIDANCE

- Have both national and local key performance indicators (KPIs) been identified with targets set to measure the programme; these should include participation numbers, membership sales, course occupancy rates, retention and conversion rates
- Do the management regular measure the business plan objectives relating to programme delivery, including the monitoring of target group participation
- Is the financial performance monitored, with appropriate targets set
- Is customer and stakeholder feedback encouraged and recorded through various means, including comment forms, testimonials, customer forums and verbally; is the feedback analysed and measured
- Is staff feedback encouraged and if so analysed and measured
- Are mystery visit reports used to measure the effectiveness and efficiency of the programme
- Has the participation in sport and active recreation increased as a result of the programme; can this be demonstrated in the active people survey
- Have the management established processes that measure the success of any marketing and promotional activity, including the allocation of resources against additional income generated
- Do the management measure the success of activities, including the cost of the venue, equipment, staff against income, usage and achievement of high level objectives
- Are activities within the programme measured against capacity
- Are external award used to measure the success of the programme delivery, such as club mark and swim 21
- Is the centre generating addition media coverage
- Is independent research used to measure the success of programme

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Business plan achievement
- Customer feedback
- Performance management
- Benchmarking
- Regular staff reviews
- Funding streams
- External reviews
- Independent research
- Procedure and policy standards

GUIDANCE

- Do the management review the business plan objectives relating to the programme and take action to adjust targets
- Is customer feedback reviewed and any identified actions relating to gaps in staff knowledge addressed
- Can the management demonstrate that KPIs are improving, such as participation, GP referral conversion and course occupancy rates
- Are benchmarking key measurements reviewed, such as NBS, Quest and ASPE against industry norms and other similar centres
- Do the management review and share with staff the findings from external audits and add any actions to an improvement plan
- Are staff included in reviewing the programme, including success against actions and targets
- Do the management review the success of programmes that have been funded from external providers



- Is research reviewed to ascertain the value and success, particularly around lifestyle change
- Do management have processes in place to regularly review and update relevant procedures and policy systems

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Customer compliments and testimonials
- Improved financial performance
- Increased participation
- Healthier and fitter communities
- Local and government agendas
- Partner objectives
- Funding streams
- Media coverage

GUIDANCE

- Can the management demonstrate how increased customer satisfaction has increased participation
- Do individual customers or groups believe the programme has contributed to their lifestyle change, is this shared with stakeholders
- Can the management demonstrate financial improvements year on year; has income increased across a range of departments within the centre
- Has centre usage increased
- Can the management demonstrate that the community is healthier and fitter; are customers telling you and others such as their GP about the difference the programme has made
- Is the programme recognised as contributing to central government agenda objectives
- Are high level agendas within partner and stakeholder plans being achieved; are new partners and stakeholders approaching the organisation to assist them to deliver their objectives
- Has the centre attracted greater levels of funding streams
- Has the centre increased its media coverage, such as local newspaper editorial, radio and television coverage and national journal coverage