

Towards an Excellent Service

Sport and Recreation

Self Assessment Record

January 2006 version of the TAES Framework

Theme 1: Leadership

Use this record sheet to record your assessment of the organisation for *Leadership*; use one tick on each line to record your ratings.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
1.1 Leaders in the organisation develop the mission, vision and values, demonstrate ambition and are role models for continuous improvement.	a	Policy framework					
	b	Role models for improvement					
	c	Innovation and creativity					
	d	Internal scrutiny and external challenge					
	e	Change management					
	f	Equal opportunities and diversity					
	Overall rating for 1.1						
1.2 Leaders actively engage with key stakeholders to manage and develop the reputation of the organisation.	a	Built relationships with key stakeholders					
	b	Manage relationships with key stakeholders					
	c	Utilise relationships with key stakeholders					
	d	Monitor and review relationships					
	Overall rating for 1.2						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
1.3 Leaders are actively engaged with service users and partners.	a	Listen to & understand community needs					
	b	Voluntary, community and private sectors					
	c	Collaboration					
	d	Partnerships					
	Overall rating for 1.3						
1.4 Leaders motivate, support and recognise people in the organisation to improve services.	a	Visibility and accessibility					
	b	Communicating					
	c	Value and support people					
	d	Celebrate success					
	Overall rating for 1.4						
Overall rating for Leadership							

Key Strengths for Leadership

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Key Areas for Improvement for Leadership

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Theme 2: Policy and Strategy

Use the record sheet to make your assessment of the organisation for **Policy and Strategy**; use one tick on each line to record your ratings.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
2.1 The organisation develops clear strategy for sport and recreation and delivering outcomes from it.	a	Process for strategy review & development					
	b	Policies and strategy					
	c	National Framework for Sport					
	d	Shared national priorities					
	e	Community Plan					
	f	Consultation					
	g	Under-represented groups					
	h	Response to local initiatives					
	i	Equal opportunities					
		Overall rating for 2.1					

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
2.2 The organisation has set ambitious and achievable targets and plans to achieve strategy.	a	Target setting					
	b	Service plans & work programmes					
	c	Responsibilities for target setting					
	d	Equality targets					
	e	Improvement targets					
	f	Benchmarking					
		Overall rating for 2.2					
Overall rating for Policy and Strategy							

Key Strengths for Policy and Strategy

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Key Areas for Improvement for Policy and Strategy

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Theme 3: Community Engagement

Use the record sheet to make your assessment of the organisation for **Community Engagement**; use one tick on each line to record your ratings.

Criteria		Descriptor	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
3.1 The organisation is actively developing community engagement to improve sport and recreation services.	a	Commitment					
	b	Processes and systems					
	c	Engagement strategy					
	d	Success and risk factors					
	Overall rating for 3.1						
3.2 The organisation communicates to, consults with, and involves communities in providing services.	a	Engagement skills					
	b	Best practice					
	c	Under-represented groups					
	d	Equal opportunity and diversity					
	Overall rating for 3.2						

Criteria		Descriptor	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
3.3 The organisation is able to demonstrate the value of its work with communities in providing services.	a	Impact on policy, strategy and plans					
	b	Impact on planning resources					
	c	Measuring the outcomes					
	Overall rating for 3.3						
Overall rating for Community Engagement							

Key Strengths for Community Engagement

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Key Areas for Improvement for Community Engagement

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Theme 4: Partnership Working

Use the record sheet to make your assessment of the organisation for *Partnership Working*; use one tick on each line to record your ratings.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
4.1 The organisation develops and maintains a clear understanding and awareness of partnership working.	a	Awareness and understanding					
	b	Partnership status					
	c	Role and responsibilities					
	d	Effective representation					
	Overall rating for 4.1						
4.2. The organisation proactively develops and maintains relevant partnerships in order to achieve strategy.	a	Partnerships in place					
	b	Informed by the community					
	c	Capacity building					
	d	Trust in the partnership					
	Overall rating for 4.2						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
4.3 The organisation takes into account the implications and impact on partnership arrangements when taking policy and budget decisions.	a	Policy impact					
	b	Budget impact					
4.4 The organisation continually reviews and modifies its involvement in partnerships and is able to demonstrate their value.	a	Monitoring and evaluation					
	b	Rationale and value					
	c	Consistency among partners					
	d	Taking action					
		Overall rating for 4.3					
Overall rating for Partnership Working							

Key Strengths for Partnership Working

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Key Areas for Improvement for Partnership Working

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Theme 5: Use of Resources

Use the record sheet to make your assessment of the organisation for *Use of Resources*; use one tick on each line to record your ratings.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
5.1 The organisation allocates financial resources in accordance with strategic priorities.	a	Budget setting linked to strategic priorities					
	b	Service improvement					
	c	Managing reduction and redirection					
	Overall rating for 5.1						
5.2 The organisation controls the use of its financial resources effectively.	a	Budget targets					
	b	Monitoring systems					
	c	Devolved financial decisions					
	Overall rating for 5.2						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
5.3 The organisation achieves value for money in the use of its resources and adds value by its actions and activity.	a	Value of money					
	b	Comparison					
	c	Procurement					
	d	Alternative service delivery					
	e	Innovation and creativity					
	f	Project management					
	g	Risk management					
	Overall rating for 5.3						
5.4 The organisation seeks and attracts resources from outside the organisation.	a	External resources					
	b	External investment					
	Overall rating for 5.4						
5.5 The organisation manages its physical assets (equipment vehicles and premises) efficiently.	a	Asset management plan					
	b	Effective use of assets					
	Overall rating for 5.5						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
5.6 The organisation uses alternative and new technologies to achieve strategy.	a	E-Government targets					
	b	Improving service and performance					
	Overall rating for 5.6						
Overall rating for Use of Resources							

Key Strengths for Use of Resources

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Key Areas for Improvement for Use of Resources

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Theme 6: People Management

Use the record sheet to make your assessment of the organisation for *People Management*; use one tick on each line to record your rating.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
6.1 The organisation is committed to recruiting, developing and empowering its people to improve its performance.	a	Strategy					
	b	Actions					
	c	Awareness					
	d	Confidence					
	Overall rating for 6.1						
6.2 People are encouraged to improve their own and other people's performance.	a	Self Improvement					
	b	Improvement of other people					
	Overall rating for 6.2						
6.3 People believe their contribution to the organisation is recognised and valued.	a	Recognition					
	b	Involvement					
	c	Feedback					
	d	Communication					
	Overall rating for 6.3						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
6.4 The organisation is committed to ensuring equality of opportunity in the management and development of its people.	a	Strategy for equal opportunity					
	b	Promoting equality					
	c	Specific actions					
	d	Recognition					
	e	Developing people					
	f	Accreditation					
	Overall rating for 6.4						
6.5 The development of people is in line with the organisation's aims, objectives.	a	Priorities or targets					
	b	Awareness					
	Overall rating for 6.5						
6.6 People understand how they contribute to achieving the organisation's aims and objectives.	a	Involving					
	b	Empowerment					
	c	Contribution					
	d	Decisions					
	Overall rating for 6.6						
Overall rating for People Management							

Key Strengths for People Management

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Key Areas for Improvement for People Management

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Theme 7: Standards of Service

Use the record sheet to make your assessment of the organisation for **Standards of Service**; use one tick on each line to record your ratings.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
7.1 The organisation is committed to developing comprehensive and co-ordinated service standards reflecting customer needs.	a	Service standards					
	b	Equal opportunities					
	c	External accreditation					
	Overall rating for 7.1						
7.2 The public are aware of the organisations customer service standards and complaints policy.	a	Customer care policy					
	b	Complaints procedure					
	c	Published standards					
	Overall rating for 7.2						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
7.3 The public are aware that the organisation sets service standards, and actively involves users and non-users in setting them.	a	Staff involvement					
	b	Public involvement					
	c	User monitoring					
	d	Customer satisfaction					
	Overall rating for 7.1						
Overall rating for Standards of Service							

Key Strengths for Standards of Service

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Key Areas for Improvement for Standards of Service

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Theme 8: Performance Measurement and Learning

Use the record sheet to make your assessment for *Performance Measurement and Learning*; use one tick on each line to record your ratings.

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
8.1 The organisation has developed a performance measurement culture.	a	Understanding					
	b	Training					
	c	Responsibility					
	d	Improvement					
	e	Resource utilisation					
	f	Equality & diversity					
	Overall rating for 8.1						
8.2 The organisation has developed a well-balanced range of high quality data and information.	a	Range of data					
	b	Information quality					
	c	Equality and diversity					
	d	Data collection					
	e	Analysis and dissemination					
	f	Feedback					
	Overall rating for 8.2						

Criteria		Descriptors	Level 1 Poor	Level 2 Fair	Level 3 Good	Level 4 Excellent	Your current practices (what you have in place)
8.3 The organisation monitors and takes action on performance information.	a	Priorities					
	b	Performance tracking					
	c	Communication					
	d	Quality of reporting					
	e	Information to enable action					
	f	Clarity and purpose					
	g	Action					
	h	Resource allocation					
	Overall rating for 8.3						
8.4 The organisation learns from its performance measurement and utilises it in its future planning.	a	Learning					
	b	Reflection and review					
	c	External review and challenge					
	Overall rating for 8.4						
Overall rating for Performance Measurement and Learning							

Key Strengths for Performance Measurement and Learning

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Key Areas for Improvement for Performance Measurement and Learning

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Overall Summary

Overall Profile

Theme	Poor	Fair	Good	Exc
Leadership		★		
Policy and Strategy		★		
Community Engagement		★		
Partnership Working		★		
Use of Resources		★		
People Management		★		
Standards of Service		★		
Performance Measurement & Learning		★		

Key Themes – Strengths

Key Themes and Priorities - Areas for Improvement