

Deevey on Sea Sport and Recreation – TAES Self Assessment Record, April 2007

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)
	a	Policy framework				✓	Mission, Vision and Values in Service Plan Service development teams Process improvement teams planned Investors in People assessment Quest assessment Change goals in Service Plan Equality targets in Service Plan
	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				✓		

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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			✓		Programme of consultation Managers visible and accessible to customers at leisure centres Involvement in County Sports Partnership Partnership Philosophy for leisure management partnership
	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			✓		Managers visible and accessible to staff at leisure centres Mission, Vision, Values and Strategy in Service Plan Service Plan available for all staff Service Plan awareness sessions for all staff Balanced Scorecard available for all staff Staff appraisals and Personal Development Plans
	b	Communicating				✓	
	c	Value and support people				✓	
	d	Celebrate success			✓		
	Overall rating for 1.4				✓		
Overall rating for Leadership							

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Key Strengths for Leadership

1	Strong and effective senior management direction
2	Clear Vision, Mission and Values
3	Effective motivation of staff
4	Leading edge approach to leisure management partnership (between the Council and HZone Leisure Ltd)
5	Clear long-term change goals, which are part of strategy and updated on an annual basis
6	Managers understand the customers through being very visible and accessible
7	Encourage external challenge and internal scrutiny
8	All managers are role model of continuous improvement

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			✓		Performance Review and improvement System includes annual review and update of Strategy and plans Strategy for the sport and recreation service, including Outcomes and Change Objectives Links between sport and recreation strategy and national sport and active recreation goals Links between sport and recreation strategy and wider community and Council strategy Consultation has informed the Change Goals and targets
	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			✓	

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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		✓			5 year and annual targets in Service Plan linked to Strategic Outcomes Targets used to develop Change Objectives improvement and service development plans Using Sport England National Benchmarking Scheme
	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				✓			

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Key Strengths for Policy and Strategy

1	Clear Strategic Outcomes, based on national and local priorities
2	Clear Change Objectives relating to the service and the organisation
3	Strategy is implemented through changes to the service, marketing activity, improvement activity and staff goals
4	Systematic approach to review and update of strategy and plans
5	Clear commitment (shown in the Outcomes and measures) to the 'Single System for Sport' goals and to equity
6	5 year and annual performance targets linked to the Outcomes
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Key Areas for Improvement for Policy and Strategy

1	The system for review and update of strategy is in its early stages of implementation
2	Targets for many of the performance measures have not yet been developed (as we are waiting for the baseline data)
3	Many managers do not take the responsibility for achieving the Outcomes and for setting linked performance targets for their area
4	Improvement planning is at its early stages of implementation (there is currently no improvement plan at a service level)
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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				✓	liP Staffing 'Perspective' in strategy and scorecard
	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			✓		All staff have Personal Development Plans
	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			✓		Appraisal system Regular feedback on performance to all staff Service Development teams, involving a range of staff Regular staff meetings
	b	Involvement			✓		
	c	Feedback				✓	
	d	Communication				✓	
	Overall rating for 6.3				✓		

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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				✓	Staff 'Perspective' in sport and recreation strategy Council Equal Opportunities Policy
	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				✓	All staff have goals linked to change goals and improvement and service development plans
	b Awareness				✓	
	Overall rating for 6.5					
6.6 People understand how they contribute to achieving the organisation's aims and objectives.	a Involving			✓		Service Development Teams Ideas are encouraged from all staff via meetings
	b Empowerment				✓	
	c Contribution				✓	
	d Decisions				✓	
	Overall rating for 6.6			✓		
Overall rating for People Management				✓		

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Key Strengths for People Management

1	Clear commitment and strategic approach to people management (as shown in the Service Plan and through the Investors in People assessment)
2	All staff agree goals, which are linked to Service Plans and Strategy
3	Soundly based appraisal system for all staff
4	All staff agree personal development plans, based on the goals
5	Staff have the opportunity to be involved in service development through Service Development Teams, and managers encourage ideas
6	Systematic approach to communication through regular staff meetings
7	Measurement of staff satisfaction is a key part of Balanced Scorecard
8	Good staff are always rewarded through internal promotion

Key Areas for Improvement for People Management

1	Some staff are not completely motivated
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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		✓			Balanced Scorecard Communication of Balanced Scorecard approach with managers Performance Review and Improvement System
	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			✓		Performance measures linked to Strategic outcomes Balanced Scorecard
	b	Information quality			✓		
	c	Equality and diversity			✓		
	d	Data collection			✓		
	e	Analysis and dissemination			✓		
	f	Feedback			✓		
	Overall rating for 8.2				✓		

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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		✓			Performance Review and Improvement System Balanced Scorecard Improvement plans at a service and unit level following performance review programming, marketing and sport development planning following performance reviews
	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	✓				Investors in People assessment Quest assessment
	b	Reflection and review	✓				
	c	External review and challenge			✓		
	Overall rating for 8.4		✓				
Overall rating for Performance Measurement and Learning				✓			

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Key Strengths for Performance Measurement and Learning

1	Comprehensive Performance Review and Improvement System in place
2	Comprehensive range of performance measures, linked to Strategic Outcomes
3	Balanced Scorecard approach to reviewing performance data
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Key Areas for Improvement for Performance Measurement and Learning

1	Balanced scorecard approach and the Performance Review and Improvement System have just been implemented for this coming financial year, so they have not been used as planned
2	There is a varying degree of understanding and use of performance management and the Balanced Scorecard system
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