

Quest Recovery 5 – Programming

Guidance Notes



Module Outcome

- The facility has a programme that caters for the whole community.
- The facility has a programme that makes a clear contribution to meeting wider social objectives, making best use of space to cater for non-sporting / sporting activities.
- Programmes are in place that target key audiences where participation rates have been low.
- Programmes attract and re-engage the community.

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Were the activities and program varied and accessible to meet the needs of the community?	The program of activities is not varied in content or suitable for a wide range of users.	<p>The program of activities was varied and would be suitable for most mainstream customers.</p> <p>The program lacks specific consideration of "hard to reach" groups or those with additional needs.</p> <p>Multiple areas for improvement have been identified.</p>	<p>Balanced programme, of activities is available that has considered a wide range customers from the community.</p> <p>Specific programming and activities are in place for specialist groups and customers.</p> <p>Some consideration has been given to equipment provision to improve accessibility (e.g., Pool hoist).</p>	<p>There is a range of disability-specific and inclusive opportunities reflecting the needs of the community.</p> <p>The program is varied in content, and provision is balanced throughout the different days and times of the week.</p>	<p>The facility demonstrates innovative approaches to cater for the needs of the community.</p> <p>Staff are trained to be able to adapt their activities to suit the needs of a wide-ranging audience.</p> <p>There is evidence of high-level consideration to equipment provision to improve accessibility (e.g., IFI kit, wheelchair access, mobility supports).</p>

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Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you plan to deliver a programme that meets the community and financial needs of the facility?	There is limited evidence as to how the facility plans for programming improvements.	Basic plans are in place to improve the programming.	Formal plans are in place that have a focus on improving the programming of a broad range of facilities on site	Formal plans are in place that have a focus on a comprehensive range of facilities on site.	The plans have been co-produced with or approved by local stakeholders.
	Changes to the programme are reactive.	There is an agreed budget set for the delivery of programming.	National governing bodies player pathways are used to design programmes where relevant.	Plans make use of some of the latest local and national insight and research and/ or uses primary research to identify priority groups and latent demand.	The plan makes extensive use of both primary and secondary research to inform its priorities across all its activity areas and programmes. Where an opportunity exists, the facility has taken advantage of it.
		Basic throughput attendance is monitored.	Basic KPI's are set to monitor programme performance.	Basic KPI's are set to monitor programme performance with triggers for corrective action.	There is evidence of SMART objectives within plans and agreed targets.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How is the programme delivered to meet the needs of the community?	Equalities Act (2010) or the Disability Discrimination Act (DDA) in Northern Ireland has not been considered when developing the programme. There is a possibility the design of the programme might be discriminating.	The facility offers a basic programme to the community and there are many opportunities for improvement.	There appears to be a balanced programme, for example between membership/ pay as you play operation; courses/ classes and club hire and directly organised sessions/ initiatives for target audiences or groups such as children and young people and the inactive.	The programme is clearly designed to drive up participation of target groups such as women/ girls, older people, people with disabilities and those from low-income areas.	The programme is diverse with examples of good practice throughout the facility and with elements of best practice.
	There is no evidence of a clear plan or approach to the programming.	The programme has been designed to offer activities across a range of days and times.	The facility can evidence multiple methods to book the mainstream activities (Gym, Studio, Pool, Sports Hall).	There are a varied set of KPI's used to review programming performance linked to clear targets. (Attendance, cost per head, % capacity, NPS scores, mystery visit scores).	The programme has been designed to encourage those with protected characteristics/ high risk groups to attend.

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	Activities do not have set targets of performance KPI's.	The program activity types limit engagement with members from all the community. Basic attendance figures are monitored.	Activity descriptions are available but there is room for improvement. There is evidence of proactive quality monitoring linked to programming.	The facility can demonstrate good use of videos, imagery, testimonials to promote activity types. There is a budget set for the recruitment, training, development and monitoring of program delivery staff to ensure that customer satisfaction levels are exceeded.	There are a strong set of KPI's used to review programming performance linked to clear targets that evidences users' data per activity (Age, sex, ethnicity, Individual users not just total throughput)
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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are suitable and sufficient resources available to achieve an excellent customer experience?	The lack of resources is having a negative impact on programming, resulting in a limited programme, and regularly cancelled activities.	There are sufficient qualified staff resources allocated to deliver the current programme. Team resources have been assigned.	Contingency plans are in place for annual leave and sickness for those involved in the programming.	The workforce development and training plan aligns with the programme. CPD is evidenced as taking place.	Succession planning is in place to ensure adequate team resources for the future. The facility uses initiatives such as apprenticeship schemes and the voluntary sector to support its own activities

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	<p>Staff delivering activities are not qualified.</p>	<p>Checks and inspections take place to ensure equipment is in working order.</p> <p>Vacant spaces and latent demand currently exist; however limited resources prevent improvements being made.</p>	<p>There are sufficient budget resources allocated to ensure the programme is delivered effectively</p> <p>There is positive relationship with clubs and the voluntary sector. They are promoted within the facility.</p> <p>Space and facilities are designed and managed to be flexible to enable the delivery of different activities at various times to help meet demand and need.</p>	<p>Forward planning takes place to ensure equipment continues to be a high quality.</p> <p>The facility is proactively working with partners and clubs/ NGBs and local commissioners to explore potential funding opportunities to help deliver an enhanced programme.</p> <p>The facility proactively supports and promotes and encourages more quality accredited clubs.</p>	<p>Resources are available to ensure the best quality equipment is available and the programme can be expanded.</p> <p>Where there is a need or an opportunity to work with partners the resources available have enabled improvements to the programme that are sustainable for those hiring and for in-house activities.</p> <p>There is a budget set for the recruitment, training, development and monitoring of program delivery staff to ensure that customer satisfaction levels are exceeded.</p>
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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation measure, monitor and review the effectiveness of the programme?	The facility provides limited evidence as to how the programme is monitored/ measured or reviewed.	There is some evidence that the programme is monitored.	There is evidence of timely planned formal reviews.	Programme changes are measured by tracking resources (cost of the venue, equipment, staff) against additional income generated.	A comprehensive monitor, measure and review process is in place.
			The facility has developed good practice SMART methods to measure and review programmes and initiatives.	The facility is using an effective blend of qualitative and quantitative information to measure and review performance.	Where possible milestones/ KPIs are used to track progress, towards a longer-term outcome.
			The team are using a range of KPIs to measure performance.	Measurement includes key areas including those on delivery, timeliness, information, access, and the quality of the programme.	Best practice is used to proactively measure and review the programme. For example, Moving Communities insight/ APSE or similar.

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			A capacity management system is in place which helps monitor percentage usage of key activity areas. The facility is tracking use over time.	Benchmarking takes place to ensure good practice is used to improve the programme. Reviews of the capacity management system influences pricing and promotion policies to help fill gaps in the programme.	There is clear evidence of how reviews are influencing the programme. Proactive approach to staff recruitment, training and development is reflected in satisfaction scores.
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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the facility demonstrate the impact programming is having on their objectives and community outcomes?	The facility provides limited evidence as to how programming is improving or the positive impact it is having on the wider community.	The facility is able to provide ad hoc evidence of positive customer care feedback.	The facility is able to evidence improvements that have been made to the programme.	The facility can evidence the success of individual programme reviews, such as courses, classes, and casual pay as you go (particularly in casual swimming).	The facility can evidence how programming improvements has positively impacted on football and/ or income and achieving higher level objectives and outcomes.

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		Some impact statements exist and are validated.	<p>The site can articulate the origins of the improvements.</p> <p>Overall, the facility is well used and has a balanced programme, particularly during peak hours. The management are aware where there are gaps that can be exploited.</p>	<p>Case studies are used to demonstrate the success of programme improvements.</p> <p>Participation and usage are more reflective and representative of the local catchment area as a direct result of programming changes and initiatives.</p>	<p>Success has enabled activities to be scaled up either at the facility or with best practice used elsewhere.</p> <p>The positive impact of programming can be evidenced consistently over time using qualitative and quantitative data.</p> <p>The management can show how programme improvements have a direct link or contribution to the wider community outcomes around health and well-being.</p>
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