

# Quest 2016 – Gplus 16

## Programming for All

### Guidance Notes

Issue 4 - July 2016



#### Outcomes

- The facility has a programme that caters for the whole community
- The facility has a programme that makes a clear contribution to financial and wider social objectives- delivering both improved efficiency and effectiveness
- Use of available space is maximised and footfall/attendances are increasing
- Programmes are in place that target key audiences where participation rates have been low
- Programmes attract, engage and retain to help increase market penetration and promote market development

#### Suggested Guidance

PLAN
<b>How do you plan to ensure the programme is well organised and suitably balanced to be both efficient and effective?</b>
<b>EXAMPLES OF BEST PRACTICE</b> <ul style="list-style-type: none"><li>• The facility programme is driven by the client’s priorities, requirements and there is an assessment of local need</li><li>• The development of the programme supports financial objectives and requirements</li><li>• Links with partners are made to help develop the programme design and development</li><li>• Clear priorities are established to get a balanced programme of use by different customers</li><li>• The facility works proactively with sports clubs and promotes a range of activities, events and sessions</li><li>• The programme is designed and developed to cater for all participants and exit routes and development pathways are in place</li><li>• The programme is designed and developed to provide a pathway for the inactive and referrals to participate</li><li>• The facility is fully aware of national and local information and considers best practice</li><li>• Market segmentation is used to identify potential users. Management are aware of local and national demographics and latent demand studies</li><li>• Targets and measures are set to take into account current information</li></ul>
<b>SUGGESTED GUIDANCE</b> <ul style="list-style-type: none"><li>• Is the facility programme driven by the Client’s priorities, requirements and is there an assessment of local need. For example is local insight; JSNAs, Public Health Outcomes Framework, latent demand studies, local market analysis and local sports/health profiles used</li><li>• Does the development of the programme support the achievement of the Centre’s financial objectives and requirements</li></ul>

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- Are links with key partners made to help with programme design and development, for example NGB guidance and agendas; CSP guidance and initiatives; Public Health around local priority health issues as well as with the local sports and physical activity development team/operation
- Are clear priorities established to get 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
- Does the facility work proactively with sports clubs who use the facilities and do they promote a range of activities, events and sessions. Does this help the facility improve, for example improve the programme and develop the market, see growth in attendances/ club and centre membership; and provide development/progression for athletes in their chosen sport
- Is the programme designed and developed to cater for all participants from 'grass roots to excellence'. Are there exit routes and development pathways in place to help engage and retain new business
- Is the programme designed and developed to provide the inactive and those referred through funded and other schemes with a pathway that will encourage their involvement in sport and physical activity over a sustained period of time
- Is the facility fully aware of national and local information, for example national policies; national trends and national/ local insight data? When developing the programme does the facility take into consideration industry best practice, latest trends and fitness initiatives from different industry organisations, for example:
  - Sport England
  - County Sports Partnerships
  - The Institute for the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA)
  - ukactive
  - Amateur Swimming Association (ASA)
  - Other National Governing Bodies (NGBs)
- Is market segmentation used to clearly identify potential users? Are the management team aware of local and national demographics and latent demand studies that can inform the development of the programme and are clear priorities for action planning created
- Are targets and measures set taking into account current information before being fixed precisely, for example existing levels of demand; current participation rates in the area; local sports and health profiles and local needs assessment

### DO

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

#### EXAMPLES OF BEST PRACTICE

- The 'Disability Discrimination Act' (DDA) and Equalities Act (2010) is considered when developing the programme
- Programmes are in place to increase usage by women/ girls, older people, people with disabilities and those from low income areas
- Programmes are in place aimed at the inactive and sedentary
- Programmes are in place aimed at children and young people
- The wet side and dry side programmes are evaluated and changed on a regular basis based on current information

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- Management are aware of their competitors and what they deliver
- Management meet regularly with customers, community groups and key partners to shape and develop the programme
- The facility proactively support and promote quality accredited clubs
- The programme is promoted through outreach and community engagement
- The programme is promoted both internally and externally using different types of media
- Events and promotions are planned to increase awareness

### SUGGESTED GUIDANCE

- Is the 'Disability Discrimination Act' (DDA) and Equalities Act (2010) taken into consideration when designing and developing the programme
- Are programmes in place that aim to increase usage by women/girls; older people (60 plus); disabled people and those from low income areas where there is most health inequality
- Are programmes in place aimed directly at the inactive and sedentary including the use of outdoor areas or the facility as a community hub or destination
- Are programmes in place that are aimed at children (under 11) and young people 11-19
- Are the wet side and dry side programmes evaluated and changed to meet demand, increase occupancy/footfall; widen access and provide new opportunities to non-users on a regular basis, for example every year
- Are the management team aware of who their local competitors are and what programmes they are delivering
- Are the facility management meeting regularly with customers, community groups and key partners? Does this help shape and develop the programme to extend market penetration and also develop new markets/ widen usage
- Does the facility pro-actively support and promote quality accredited clubs who are using the facilities
- Is the programme promoted through outreach and community engagement undertaken across the whole community, for example schools, fetes, hard to reach groups and doctor surgeries
- Is the facility's programme promoted both internally and externally, with different types of promotional activity used, for example media advertising, website, social media, digital advertising, texting, mail shots, leaflets and posters to appeal to different target markets
- Are events and promotions planned to increase awareness, attract new business and inform the local catchment population of the programme on offer

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

#### EXAMPLES OF BEST PRACTICE

- The workforce development and training plan aligns with the programme to ensure there are sufficient qualified staff
- Apprenticeship schemes are identified to assist in the delivery of the programme. Volunteer/buddy schemes are in place
- Regular staff meetings take place and minutes are recorded and available
- CPD is ongoing and built into the training programme
- Experienced staff members are used to train other staff
- Staff are encouraged to undertake advanced and specialist training
- Staff are trained in relevant procedures and policies

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### SUGGESTED GUIDANCE

- is the workforce development and training plan aligned with the programme to ensure that all activities have sufficient well qualified staff. Does this ensure that specific training needs are met for coaching activities, for example for core sports like swimming, gymnastics, trampoline, football as well as special sessions, for example exercise referral, chair based exercise, cardiac phase V rehabilitation, healthy walks and working with young people/older people/ disabled people
- Are apprenticeship schemes identified to assist in the delivery of the programme? Are volunteer/buddy schemes designed to increase capacity/capability as well as provide support to target groups and special populations
- Are regular staff meetings taking place and are minutes recorded and made available for staff including relevant actions
- Is ongoing CPD training built into the training programme that take 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
- Are staff encouraged to develop their skills and undertake advanced and specialist training, for example National Vocational Qualifications (NVQs)
- Are staff trained in any relevant procedures and policies; are any changes actioned accordingly

### What resources have been allocated to delivering the programme?

#### EXAMPLES OF BEST PRACTICE

- A champion for programming is identified within the management team
- Vacant space and where change can be targeted is established
- Space and facilities are managed to be flexible to meet demand and need
- The facility is aware of the equipment required to deliver the programme, which is high quality and maintained
- There is proactive working with other organisations to explore potential funding opportunities
- Sufficient budget resources are allocated to deliver the programme
- Sufficient staff resources are allocated to deliver the programme

#### SUGGESTED GUIDANCE

- Is a champion or dedicated resource/ lead for programming identified within the management team
- Is the vacant space that currently exists, and where change can be targeted established
- Are space and facilities designed and managed to be flexible to enable the delivery of different activities at different times to help meet demand and need
- Is the facility aware of what equipment is required to deliver the programme, and is there a process to ensure that equipment is of high quality and is well maintained
- Is there proactive working with partners and clubs/ NGBs and local commissioners to explore potential funding opportunities to help deliver an enhanced programme
- Is there sufficient budget resources allocated to ensure the programme is delivered effectively, for example through the marketing and promotional plans and sales process
- Are sufficient staff resources allocated to deliver the programme, and are continuity plans established for staff absence and holidays

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### MEASURE

#### How do you measure to demonstrate increased market penetration and market development?

##### EXAMPLES OF BEST PRACTICE

- Key Performance indicators are in place to help the development and promotion of the programme and KPIs cover all areas
- There is a process to measure the success of marketing and promotional activity
- The success of activities is measured
- External surveys are used to measure, monitor and develop the programme
- Customer and stakeholder surveys are undertaken to assess satisfaction levels
- Business plan objectives are measured
- Customer and stakeholder feedback is encouraged, analysed and measured
- Mystery visits reports are used to measure the programme

##### SUGGESTED GUIDANCE

- Are key performance indicators (KPIs) in place to help drive programme development and promotion, for example overall participation numbers, target audience numbers; casual swimming numbers; swim school numbers; membership sales, course/class numbers and occupancy, retention/attrition; sports development initiatives with clubs/NGBs/partners and health promotions undertaken with partners/commissioners/CCGs and the Client Authority
- Is there an established processes to measure the success of any marketing and promotional activity, for example the allocation of resources against additional income generated
- Is the success of activities measured, for example the cost of the venue, equipment, staff against income, usage, the programme measured against capacity and achievement of high level objectives
- Are external surveys (for example NBS/APSE or similar) undertaken and pro-actively used to measure, monitor and develop programmes to meet local needs and provide wider access to sport and physical activity services provided
- Are customer and stakeholder surveys undertaken to assess levels of satisfaction and does this help guide and shape programme development
- Are the business plan objectives measured, for example relating to programme delivery, including the monitoring of target group participation
- Is customer and stakeholder feedback encouraged and recorded through various means, for example comment forms, testimonials, customer forums and verbally; is the feedback analysed and measured
- Are mystery visit reports used to measure the effectiveness and efficiency of the programme

### REVIEW

#### How has the Centre programme been designed and changed to meet local demand and meet local needs?

##### EXAMPLES OF BEST PRACTICE

- Programme policies and objectives are regularly reviewed. Progress is reviewed and changes made where required
- Pricing policies are kept under close review and monitored

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- Partners are engaged in the review processes
- Customer insight data is used proactively
- Holiday periods/ programmes are reviewed and promoted
- Off peak periods are kept under close review
- Benchmarking measures are reviewed and shared
- External audits are reviewed and the findings are shared
- Research or recognised tools are used to monitor the value and success of programmes
- Referral and other health related activities are monitored and evaluated
- Learning from Sport England and SPORTA initiatives is applied

### SUGGESTED GUIDANCE

- Are programming policies and objectives reviewed each year with the Client and Senior Management? Is progress reviewed regularly, for example at least quarterly? Are changes made to the programme, for example the balance between organised sessions; courses, club programmes and casual play, particularly in key spaces such as swimming pools and sports halls.
- Are pricing policies kept under close review and monitored, in order to ensure subsidy is effectively targeted and that free use schemes have the effect of widening and increasing access
- Are partners engaged in regular review processes to help drive improvement
- Is customer insight data (both national and locally produced) used pro-actively to help shape services and develop marketing messages
- Holiday periods/programmes are reviewed and promoted to key audiences
- Is off peak (including daytime and weekend space) kept under close review
- Are benchmarking measurements reviewed against industry norms and other similar facilities, and are results shared
- Are external audits reviewed, and are the findings shared with staff, customers, clubs and partners as part of an improvement process
- Is research commissioned or recognised tools (for example VIEWS/MOVES/UPSHOTS/SROI) used to monitor and evaluate the value and success of programmes particularly around lifestyle/behaviour change
- Are referral and other health related activities monitored and evaluated using recommended and standard evaluation frameworks
- Is learning from Sport England and SPORTA initiatives applied locally to help develop programmes

### IMPACT

Does what you have done show that participation and attendance is more reflective and representative of the local community because of programme?

### EXAMPLES OF BEST PRACTICE

- There is increased attendances, footfall and overall participation
- Participation and usage is more reflective and representative of the local catchment area
- Occupancy levels for classes, courses and casual use are up
- Programming and wider marketing initiatives increase the throughput of target groups

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- Casual and first time usage is up on the same period last year
- Memberships numbers are up against last year
- Do individual customers and target groups believe their activities are contributing to their lifestyle changes
- Contribution to wider community outcomes around health and well-being is demonstrated
- There is financial improvement year on year as a result of programming
- The facility is successful in attracting external funding to make initiatives sustainable

### SUGGESTED GUIDANCE

- Are attendances, footfall and overall participation increasing as a direct consequence of programming changes and promotions
- Is participation and usage more reflective and representative of the local catchment area as a direct result of programming changes and initiatives
- Are occupancy levels up for classes, courses and casual pay as you go (particularly in casual swimming)
- Are programming and wider marketing initiatives increasing throughput in the last year, for example for:
  - 11-19 age group
  - Low income and concessionary users
  - Inactive and sedentary
  - 60 plus age group
  - People with disabilities
- Is casual and first time usage up on the same period last year as a result of programming initiatives and promotions
- Are membership numbers up on the same period last year for all membership types
- Is there evidence that individual customers and target group audiences believe the programme offer made by the facility has contributed to a significant lifestyle change
- Are the management able to show a direct link or contribution to wider community outcomes around health and well-being which is endorsed by the Client Authority and other partners in the locality
- Are there financial improvements year on year as a result of programming of space and the development of new services and products
- Is the facility successful in attracting external funding, and is this used to make funded initiatives sustainable