

# Quest 2016 – Gplus 17

## Sport England National Benchmarking Service

### Guidance Notes

Issue 4 - July 2016



Please note the facility must have NBS to complete this module

#### Outcomes

- To generate information for the NBS efficiency and effective reports
- To analyse KPIs against industry benchmarks
- To utilise NBS information to set appropriate targets for the improvement of the centre's performance
- To challenge facility operators and identify good practice within similar venues

#### Suggested Guidance

PLAN
<b>How have you planned to complete the Sport England National Benchmarking Service (NBS) efficiency return and effectiveness questionnaires in timescales that fit into the annual business planning cycle?</b>
<b>EXAMPLES OF BEST PRACTICE</b> <ul style="list-style-type: none"><li>• The annual service plan has actions detailing targets and timescales for completing the NBS questionnaires and surveys</li><li>• Full financial information is included in the efficiency return</li><li>• Where the facility is managed by a trust of private contractor the Council's responsibilities are accurately identified</li><li>• Where the facility is located on a dual use site, the costs are identified that are met by the public use provider</li><li>• Information is collated in a consistent approach year on year</li><li>• Surveys are planned at a time to ensure a representative sample of users are questioned</li><li>• Different survey administration options are considered</li></ul>
<b>SUGGESTED GUIDANCE</b> <ul style="list-style-type: none"><li>• Are actions detailed in the annual service plan regarding the targets and timescales for completing the Sport England National Benchmarking Service (NBS) questionnaires and surveys</li></ul>

- Is the entire facility's financial information included in the efficiency return if the facility is managed in-house; for example does it include information from the central team for repairs and maintenance, capital development costs from property services; and reallocated support and/ or central costs that are for services that relate directly to the management of the facility
- Where the facility is managed by trust or private contractor, are the costs that are the Council's responsibility accurately identified, for example repairs and maintenance costs and other payments made to the facility within the management fee, including utility tariffs, pension contributions, head office costs, contingencies and profit
- Where the facility is located on a dual use site, are the costs identified that are met by the public use provider, such as the Council, trust or contractor, and not those met by the education department or university
- Is there a consistent year on year approach to the collation of information
- Is the effectiveness survey planned to be carried out in a time period which ensures a representative sample of users are questioned
- Are different survey administration options considered and the most appropriate option selected; for example commercial market research, in-house administration and local students

### DO

**Has the efficiency and effectiveness report been received, analysed and an action plan been completed from the results, including best practice from other benchmarked sites, which aims to improve the centre's future performance?**

#### EXAMPLES OF BEST PRACTICE

- The analysis of the efficiency report is conducted by the management team and an experienced leisure manager from another facility
- An action plan is in place to identify the KPIs that need to improve
- Actions have timescales and the person responsible is identified
- Key weaknesses in KPIs are identified for policy and management priorities
- The scale of weaknesses in KPIs is identified in relation to national benchmarks
- There is detailed analysis of all relevant NBS report data
- The main causal factors are identified
- Efficiency targets for KPIs are achievable but also challenging
- Process benchmarking partners have been identified through the NBS analysts or the NBS website
- Efficiency procedures that can be replicated and factors beneficial to efficiency performance that cannot be replicated are identified through process benchmarking
- A comparison of potential and actual catchment has been carried out to identify opportunities
- A profile of customers within the effectiveness survey is compared with the profile of the catchment area
- Comparable facilities with good performance are contacted
- Important service attributes attain high satisfaction scores
- Customer service attributes with the largest importance/ satisfaction gaps are investigated
- A resourced action plan that can affect the causes of importance/ satisfaction gaps is implemented

- Action plans include methods to manage customer expectations
- Users of the facility are mapped against the potential catchment area to assess market penetration and how to increase it
- Reasons are investigated to ascertain why some of the population do not access the facility and actions are planned to address this
- An investigated is carried out where the customer profile do not march the catchment of the facility

### SUGGESTED GUIDANCE

- Is the analysis of the efficiency report conducted by the management team; is there another experienced leisure manager (from another facility) in attendance to question the management team's consensus of how performance could be improved
- Is an action plan in place to identify what KPIs need improving and by how much; are actions detailed on how this can be achieved
- Are timescales and the person responsible for delivering the action identified in the action plan
- Are key weaknesses in KPIs identified which are important to policy and management priorities
- Is the scale of any weaknesses in efficiency KPIs identified in relation to appropriate national benchmarks
- Is there detailed analysis of all relevant NBS report data that can affect each of the KPIs
- Are the main causal factors contributing to weak efficiency performance identified
- Are efficiency targets identified for KPIs which require improvement designed to be achievable but also challenging for the facility
- Are process benchmarking partners identified through the NBS analysts or the NBS website, so that communication can be made with top quartile performers in appropriate efficiency KPIs
- Are best practice efficiency procedures that can be replicated, and the factors beneficial to efficiency performance that cannot be replicated been identified through dialogue with process benchmarking partners. Does the action plan include best practice efficiency procedures informed by process benchmarking
- Is there a comparison between the facility's potential catchment and its actual catchment undertaken to identify potential opportunities
- Is the profile of customers within the effectiveness survey compared with the profile of the catchment area population
- Are comparable facilities with good performance contacted to assess the best practice that has contributed to their higher scores
- Are customer service attributes which are important to customers attaining high satisfaction scores
- Are the customer service attributes with the largest importance/ satisfaction gaps investigated, for example either via customer focus groups or by other means to understand the causes
- Is there a resourced action plan implemented that can directly affect the causes of importance/satisfaction gaps
- Are methods to manage customer expectations and increase customer loyalty and advocacy included in the action plan
- Are the users of the facility, as indicated by the postcodes of the effectiveness survey respondents mapped against the potential catchment area that is identified in the NBS report to assess the market penetration and a plan formed to increase it
- Are the reasons why elements of the population are not accessing the facility investigated? Following the research and consultation are actions planned to encourage higher usage by these sections of the population
- Where the customer profile doesn't match the catchment of the facility, can the organisation demonstrate that further research and consultation is taken in liaison with other stakeholders to identify the reasons why the lack of representation is acceptable

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## Guidance Notes



### Has training been put in place to deliver and exploit the commitment to performance management and NBS?

#### EXAMPLES OF BEST PRACTICE

- Staff are trained to understand the NBS context and the importance of the results
- Training is completed that promotes a performance management culture
- Training is delivered in compiling performance data and the processes to do this
- Senior staff are trained in understanding and analysing the content of the NBS report
- Staff are trained on how they can influence improving performance
- Training is carried out to show staff how 'they make a difference'
- Management consult with staff at all stages

#### SUGGESTED GUIDANCE

- Are staff trained to understand NBS context and the importance of the results, for example to the facility, Council or organisation and other stakeholders
- Is training completed that promotes a performance management culture in the facility; does this advocate transparency of analysis, and does it enhance a sense of team responsibility for performance
- Is training delivered for staff in the compilation of performance data and the administrative processes required to do this
- Are senior staff trained in the understanding of the content of the NBS reports and how to analyse the results
- Are facility staff trained in how they can influence the achievement of better performance for KPIs that are directly relevant to their department areas
- Is awareness training carried out for all staff to understand how 'they make a difference'
- Are management consulting with the centre staff at each stage of the NBS process

### What resources have been committed to achieve these outcomes?

#### EXAMPLES OF BEST PRACTICE

- Management are committed to following up the action plan
- A specific budget is available to complete the reports, surveys and analyse results
- Adequate time and staff are available to complete the reports, surveys and analyse results
- Adequate budgets and staff resources are available to complete the actions
- External review of performance opportunities are available for individual staff and groups of staff

#### SUGGESTED GUIDANCE

- Is there evidence that the management team are committed to following up on the action plan developed from the reports
- Is there a specific budget available to complete the reports, surveys and analyse results
- Is there adequate time and staff resources available to complete the reports, surveys and resulting analysis
- Are there specific budgets and adequate staff resources available to complete the actions from the report
- Are external reviews of performance opportunities available for individual staff and groups of staff, for example to consult over the interpretation of NBS results and the resulting targets, action plans, responsibilities and timescales

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## Guidance Notes



### MEASURE

#### How do you measure?

##### EXAMPLES OF BEST PRACTICE

- NBS is completed every two years
- Continued dialogue is maintained with benchmarking partners
- KPIs which performed weakly are regularly monitored
- Changes in KPIs are evidenced over time
- Complimentary evidence to NBS data is assembled to provide a picture of the performance
- Effects of actions from the effectiveness survey are evaluated
- The range of the 'Net Promoter Score' is measured

##### SUGGESTED GUIDANCE

- Is a NBS completed every two years and are all staff involved
- Is continued dialogue maintained with process benchmarking partners
- Is repeated monitoring and analysis conducted of KPIs which performed weakly in NBS
- Is evidence assembled to demonstrate changes over time in KPIs
- Is evidence, that is complementary to NBS data, assembled to provide a more rounded picture of the facility's performance
- Are the effects of actions delivered as a consequence of the effectiveness survey evaluated
- Is the range of the 'Net Promoter Score' measured and known by management and staff

### REVIEW

#### How do you review what you measure?

##### EXAMPLES OF BEST PRACTICE

- The action plan is reviewed, and staff and customers are involved
- Stakeholders are involved in the review of performance
- Sufficient time is planned to carry out reviews
- The usage by high priority groups is monitored.

##### SUGGESTED GUIDANCE

- Is the action plan reviewed and monitored on a regular basis; are staff and customers involved in the review of performance
- Are other stakeholders involved in the review of performance, for example the Council, other council departments and Sport England (particularly if providing any capital or revenue funding)
- Is sufficient time planned to enable the results and action plan to be reviewed
- Is the usage by high priority user groups monitored on a regular basis

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## Guidance Notes



### IMPACT

Has what you have done made a difference

#### EXAMPLES OF BEST PRACTICE

- There are improvements in KPIs relevant to policy and management priorities
- Increased usage and improved profile of usage can be demonstrated
- There is evidence of greater cost effectiveness
- Staff are rewarded for success.

#### SUGGESTED GUIDANCE

- Are there improvements in the KPIs relevant to policy and management priorities
- Is there evidence of increased usage; and is there an improved profile of usage which closer matches the catchment area of the facility demonstrated
- Is there evidence of greater cost effectiveness in service delivery
- Are staff rewarded for success; are there various ways of rewarding staff