

MASTER SCORE SHEET

**The Sports Council Award
for Sports Centre Management**

CHECK LIST FOR ASSESSORS

Name of Centre

Name of Manager

Date and Time Visited

Name of Assessor

DO NOT USE

May 1981

INTRODUCTION

The attached list of questions has been designed as a guide to those engaged in the assessment of those sports and leisure centres who have entered for the Sports Council Management Award. It is also to attempt to achieve a degree of uniformity and provide a basis for comparison between centres.

Some of the questions can obviously be answered by observation on the site, others need to be asked of the centre manager, his staff, local authority officers and members of the general public. Each assessor should feel free to ask other questions that might assist with the assessment.

Assessors should discuss the checklist with the regional office concerned prior to visiting those centres that have entered.

Please mark all questions out of 10. Each question has a multiplying factor which will allow relative merit to be assessed. A list of multiplying factors is available from the Regional Sports Council or Sports Council representative who will normally be responsible for the grossing-up of all marks. The mark sheets should, therefore, be returned to the Regional Officer/representative responsible for the Award.

Where questions seem to provide only YES/NO answers this reflects the importance which the national assessment panel places upon these issues. If you feel that the answer is not so black or white, ask yourself "To what extent? e.g. Q1a).

(To what extent) have they been agreed by both manager and management committee etc."

and from this make your assessment out of 10.

1. OBJECTIVES

Copies of the Objectives of the centre will be provided with the entry form and these should be examined before the visit, together with all other preliminary material.

<u>Questions</u>	<u>Max Mark (10)</u>	<u>Gross Score</u>
a) Have they been agreed by both manager and management committee/sponsoring bodies and do both accept their validity?		20
b) How relevant are the objectives to local circumstances and have they been amended with experience?		20
c) How aware of these objectives are the management team and all staff?		20
d) Is there a list of policy priorities which management can work to, that have been provided by the sponsoring bodies?		25
	Total	85

2. TARGETS AND MEASURES OF PERFORMANCE

The next stage from the establishment of objectives is the establishment of targets in order to measure the extent to which objectives are met.

<u>Questions</u>	<u>Max Mark (10)</u>	<u>Gross Score</u>
a) Is each objective quantifiable?		15
b) Have targets been established and is there a system for measuring how these are met?		20
c) To what degree overall are targets met - (where no targets exist score 0).		50
d) Is there any evidence that the manager or the sponsoring bodies are planning for the medium and long term future (5-10 years ahead). Do they know where they wish to be in 5 year's time?		30
	Total	115

3. RESOURCE MANAGEMENT

The manager's ability to handle the human and physical resources and his grasp of the techniques of management should be examined under this heading.

<u>Questions</u>	<u>Max Mark (10)</u>	<u>Gross Score</u>
a) How does the manager take advantage of resources available to him - how does he cope with the opportunities and constraints offered by the design of the building?		50
b) How does he cope with the constraints or opportunities offered by his management committee/controlling body?		50
c) How receptive to new ideas and changing attitudes is he?		15
d) What has he done to encourage his staff to be open to new approaches and where necessary innovative?		10
	Total	125

4. ADMINISTRATIVE SYSTEMS.

<u>Questions</u>	<u>Max Mark (10)</u>	<u>Gross Score</u>
a) Is there an effective system for regular monitoring of use and are the results interpreted and assessed?		25
b) To what extent are the conclusions of monitoring exercises being used in the management of existing and future programmes?		30
c) How effective are the administration systems of the centre and how efficient is the link between the sponsoring bodies/the manager on administrative systems?		25
d) How effectively does the manager use the support systems of the local authority, e.g. personnel services, technical services, publicity, etc?		15
e) Does the manager give all areas of responsibility equal emphasis unless specific policies dictate otherwise?		15

<u>Questions</u> (continued)	<u>Max Mark</u> (10)	<u>Gross Score</u>
f) How effective are the methods of obtaining the user viewpoint and what account is taken of the findings?		10
g) There are many arguments for and against membership systems. Ask why the particular system of this centre was chosen and has it, and alternatives, been critically examined?		25
h) Does the manager attend meetings with his superiors and other managers within the authority, to discuss the role of the centre within the overall recreation provision for the area? (Where no other centres exist in the authority, please mark with an 'X' and an average score will be provided).		20
	Total	165

5. PUBLICITY

<u>Questions</u>	<u>Max Mark</u> (10)	<u>Gross Score</u>
a) How aware is the manager of the available outlets for publicity and how well are these covered?		25
b) How effective is the publicity and marketing approach of the centre in attracting non-users to the centre?		25
c) How strong a visual impact does the publicity material (posters, handouts, house style, etc.) make?		15
d) What attempts are made to ensure accurate market identification in the publicity of certain activities and events?		25
	Total	90

6. PROGRAMMING

These questions should be answered with due consideration taken of the physical and economic constraints existing at the centre.

<u>Questions</u>	<u>Max Mark (10)</u>	<u>Gross Score</u>
a) To what extent is an effective and appropriate balance achieved between club/coaching/casual and special events use as provided by the objectives and policies of the centre?		25
b) To what extent is an appropriate balance achieved between sports. (giving due consideration to 'minority' sports and facilities available)?		25
c) Within the limitations of the centre, to what extent do coaching programmes cover a wide range of sports and also cover different ability groups within these sports to allow for progression (these may not have had time to evolve at newer centres)?		15
d) How much account is taken of seasonal and other variations in demand and are attempts made to anticipate them?		15
e) To what extent are opportunities provided for participation by disadvantaged or minority groups, (e.g. senior citizens, the handi-capped)?		15
f) How aware is the manager of the International Year of the Disabled and have any special programmes been proposed?		10
g) To what extent is any special encouragement given to improve standards of excellence?		10
h) To what extent is special encouragement given to young people to use the centre?		10
i) To what extent is the manager able to change the programme at short notice where necessary?		10
j) Where off-peak and low weekend usage exists, what efforts have been made to broaden the programme by the introduction of alternative events?		25
k) How much innovation and originality is there in the programme of the centre as shown to you?		25
(NB Where it is physically or economically impossible for centres to achieve any of the aspects included above, assessors should mark an 'X'. In these cases, Regional Officers will award the average mark for this item from all other regional entries).		

Total 185

7. STAFFING (The views of individual members of staff must be sought)

Staffing costs represent a very high proportion of a centre's total running costs and it is, therefore, important that absolute staff numbers should not be too high or too low relative to the design and opening hours of the building and the number of users.

<u>Questions</u>	<u>Max Mark</u> (10)	<u>Gross Score</u>
a) Does the centre give the impression of being appropriately staffed in relation to the building design, opening hours, range of activities and objectives, etc?		25
b) Does the staff's appearance enhance the general impression of the centre?		10
c) What "in service training" opportunities exist and are they sufficient for the needs of the staff?		15
d) Is there a system of job appraisal or evaluation by which the progress of individual staff can be checked and does this include the manager?		25
e) Are the staff committed to the success of the centre and how has the manager encouraged their involvement and commitment and inspired their co-operation?		25
f) Are relationships with trade unions/staff associations cordial and how well are these maintained or improved?		10
g) Do the staff's job descriptions allow for flexibility between jobs in response to demand (e.g. can dryside attendants be used for poolside duties at high demand periods in the pool or vice versa)?		10
	Total	120

8. THROUGHPUT

<u>Questions</u>	<u>Max Mark</u> (10)	<u>Gross Score</u>
a) Are the levels of usage in each activity area high, and are they being maintained at the same or higher levels than last year or the year before?		40

<u>Questions</u> (continued)	<u>Max Mark</u> (10)	<u>Gross Score</u>
b) To what extent does the management succeed in filling slack periods in the programme, particularly daytimes and weekend evenings?		25
c) Is there any evidence of specialisation in response to user demand?		20
d) Can the manager introduce "special offers" to promote use or new activities?		20
	Total	105

9. SPECIAL CONSIDERATIONS

<u>Questions</u>	<u>Max Mark</u> (10)	<u>Gross Score</u>
a) Does the management committee effectively, if not actually, represent all interested parties and is the manager able to attend and speak for the centre?		25
b) Does the headmaster and/or the PE teacher consult and liaise with the manager on matters affecting the <u>daytime</u> use of the centre, (e.g. use of facilities by the public during school time)?		30
c) Are relationships with the headmaster and/or PE staff generally good and do they believe that the presence of the centre enhances the role of the school?		30
d) How effective and apparent is the support given to the centre by the local authority members and officers from responsible departments?		35
	Total	120

10. STANDARDS

Visual impression is very important as are the standards which the centre maintains in its emergency procedures.

<u>Questions</u>	<u>Max Mark</u> (10)	<u>Gross Score</u>
a) How high are the standards of:		
i) cleanliness?		10

<u>Questions</u> (continued)	<u>Max Mark</u> (10)	<u>Gross Score</u>
ii) first aid provision?		20
iii) safety for staff and public (e.g. fire drills, warning notices, etc.)?		25
iv) does the centre have its own (as distinct from the local authority's) statement under the 1974 Health and Safety at Work Act?		15
b) How high are the standards of maintenance generally?		10
c) Where delay in repairing minor damage occurs due to reliance on central services, what solutions have been tried to solve the problem?		15
d) How good a visual impression does the centre give?		10
e) Is the choice of equipment, including sporting, administrative and cleaning, adequate for the purpose for which it was chosen?		20
	Total	125

11. FINANCIAL CONTROL

<u>Questions</u>	<u>Max Mark</u> (10)	<u>Gross Score</u>
a) How far is the manager involved in the drawing up of estimates of income and expenditure?		30
b) Is the apportionment under each budget heading at the appropriate level proportionate to the total expenditure and income?		25
c) How well is control maintained within individual budget headings?		30
d) Does the manager have ready access to financial data from central sources to enable him to make necessary adjustments to maintain expenditure within budget heads or to improve income by varying the programme?		25
e) How well are adjustments effected if expenditure and/or income is found to be going out of line on individual budget heads?		30

Questions (continued)

Max Mark (10)

Gross
Score

(NB Where any of the decisions implied by the above are outside the manager's control, assessors should remember that they are assessing the whole system of management and the efficiency of operation by whoever makes the decision).

Total

140

12. GENERAL IMPRESSION

The general impression gained of the manager as an individual must be important. Does he exude optimism? Does he inspire confidence? Does he convey enthusiasm about his job?

Questions

Max Mark (10)

Gross
Score

- a) How well does he communicate and handle questions?
- b) How good is the link between the staff, the manager, the recreation officer and the responsible committee?
- c) How favourable is your overall impression of the centre? (Would you like to return as a participant?)
- d) Does the manager and his team exude professionalism?

25

60

50

50

Total

185

GRAND TOTAL

~~1500~~

1560

A S S E S S O R S ' G E N E R A L C O M M E N T S

1. Objectives

2. Targets and Measures of Performance

3. Resource Management

4. Administrative Systems

5. Publicity

6. Programming

7. Staffing

8. Throughput

9. Special Considerations

10. Standards

11. Financial Control

12. General Impression

Facilities Unit
The Sports Council
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