

# Quest 4 – Managing the Team

## Guidance Notes

Module Outcome
Staff are trained and qualified to deliver the standard of service promised to the customer.
Staff are representative of the local community that they serve.
The Organisation has policies and processes in place to support the wellbeing of their staff and customers.
The professional development of staff allows for the progression of individuals and the achievement of the organisation's objectives.

**Managing the Team - different bandings by CIMSPA have been applied to a wide range of basic questions, your evidence and response will need to cover different elements of Plan, Do, Measure, Review, and Impact to achieve the highest score.**

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>Do the team appear to be well-managed and carry out their duties and activities in a professional manner?</b>	<p>The team have a negative approach and do not appear to follow any standards.</p> <p>The facility and team do not promote a welcoming and professional environment.</p>	<p>There is minimal evidence that standards are being followed.</p> <p>The team are overall behaving in a safe manner conducting day to day tasks such as setting up equipment and using communication systems.</p>	<p>There is a clear commitment by the team delivering activities to adhere to standards.</p> <p>However, opportunities for improvement had been identified in the consistency of delivery.</p>	<p>There is a clear commitment by the team delivering activities professionally.</p>	<p>Team members have a positive approach to delivery standards.</p> <p>The consistency of delivery has a positive impact on customer behaviour.</p>

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p><b>Was the activity that you took part in delivered by the team/staff member in a safe, effective, and enjoyable manner?</b></p>	<p>The activity did not feel safe, effective, or enjoyable to take part in?</p> <p>The standard of teaching and supervision is not to the required standard to ensure a safe environment</p>	<p>The activity adhered to national and industry guidelines.</p> <p>The activity content and delivery met the expectations outlined in the information provided by the facility.</p>	<p>There is a clear commitment by the team delivering activities to adhere to standards, however opportunities for improvement have been identified in the consistency of delivery.</p>	<p>There is a clear commitment by the team delivering activities to adhere to all standards.</p> <p>There is a consistently high standards of delivery before, during and after the activity.</p>	<p>The deliverer is proactive in explaining how the activity should be delivered by customers to adhere to guidance, whilst also making it fun and enjoyable.</p> <p>There is an ethos which gives customers confidence.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>Are all staff qualified to recognised industry standards for their role?</b>	Staff are not qualified to recognised industry standards and display poor quality when performing their role.	Some staff are qualified to industry standards and there is evidence that staff renew their qualifications upon expiry	All staff are qualified to industry standards and there is evidence that staff renew their qualifications upon expiry	All staff are qualified to industry standards and there is evidence that staff renew their qualifications upon expiry and complete annual CPD	All staff are qualified to recognised industry standards for their role and complete annual CPD. The quality of staff has a positive impact on customers
<b>Do all contracted staff take part in an annual appraisal?</b>	There is no evidence that staff take part in an annual appraisal	There is minimal evidence that all staff take part in an annual appraisal.  Appraisals are documented and stored securely.	All staff take part in an annual appraisal and there is evidence that each appraisal refers back to previous documentation for tracking of progress and development.	All staff take part in an annual appraisal with clear goals and areas for development.  The annual appraisal goals and areas for improvement is documented and progress in these areas is tracked from the previous appraisal	All staff take part in an annual appraisal and are given clear goals and areas for development with progress tracked quarterly.  There is clear development of staff evidenced during this process and this has an evidenced positive impact on customer behaviour
<b>Does the facility ensure that staff complete recognised CPD linked to their position?</b>	There is no evidence that staff complete external CPD linked to their position.	There is minimal evidence that staff complete external CPD linked to their position.	All staff complete CPD linked to their position annually which is recognised by the industry and mapped to standards.	All staff complete CPD linked to their position annually which is recognised by the industry and mapped to standards.	All staff complete CPD linked to their position annually which is recognised by the industry and mapped to standards.

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
				There is evidence that all staff complete at least 10 CPD points annually	There is evidence that all staff complete at least 10 CPD points annually and complete further CPD in other areas related to their role which has an evidenced clear impact on customer satisfaction.
<b>Do leaders promote innovation / creativity / enterprise and develop high morale?</b>	Leaders do not promote innovation / enterprise or high morale.  There may be some direction from leaders.	Performance of individuals is positively managed, and action taken where required.	Team members have clear goals, defined roles and responsibilities and personal development plans in place.	Team members are given opportunities to put forward new ideas and discuss ways of working.  Management have developed a high-performance culture.	Leaders are good role models, provide vision and create a culture of continuous improvement and development.  Leaders proactively recognise good work and acknowledge achievement and excellent work.
<b>Do you have a Wellbeing Policy on which all staff have been trained?</b>	There is no evidence of a Wellbeing policy or a related policy which has been reviewed within the past 3 years	There is minimal evidence of a wellbeing policy with staff completing a single training session on this when it was published.	There is evidence of a wellbeing policy with a 6-monthly review of the document.	There is evidence of a wellbeing policy with a 6-monthly review and regular staff training on the document.	There is evidence of a 6-monthly reviewed wellbeing policy on which staff are trained and encouraged to input to reshape the document.

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		The policy is accessible to staff upon request.		The policy is stored in an area that staff are readily encouraged to access.  The training documents are stored in an area that staff are readily encouraged to access.	The policy is accessible to all staff and there is evidence of the clear benefits on staff wellbeing and moral.
<b>Do you provide staff free use of your leisure facilities?</b>	Staff are unable to use facilities free of charge and pay standard rates charged to customers	Staff are able to access facilities at a reduced price or have reduced membership for the facility.	Staff are able to access some services for free and can gain access to other services at a reduced price or through reduced membership.	Staff have free access to all leisure services and are able to utilise these on an unlimited basis outside of work hours.	Staff have unlimited free use of all leisure services and are provided with flexible working conditions to use these services. This has an evidenced impact on the wellbeing of staff.
<b>Do you know the demographics of your local and served community?</b>	There is no evidence that the facility knows the demographics of the local community and there has been no effort to gain this information.	There is minimal evidence that the facility knows the demographics of the local community with limited data collected.	The facility shows an understanding of the local community and has used this to adapt their services to suit their requirements.	The facility has a clear understanding of the demographics of the local community and uses this information to deliver programmes and classes suited to the community.	The facility has a clear and detailed understanding of the demographics within the local community and have documented data on this from a trusted source.

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				Data is collected annually to ensure delivery is shaped on the most recent data available.	Data is regularly reviewed and is the driver behind many programmes/classes etc. that the facility delivers.  There is evidence that the data captured has had a positive impact on customer behaviour with participation in the facility reflective of the local community.
<b>Is the workforce inclusive and representative of the local and served community?</b>	<p>There is no evidence that the workforce is reflective of the local community.</p> <p>Minimal inclusive training evident in workforce plans and limited information available through staff intranet or staff handbook.</p>	<p>There is very limited evidence that the workforce is reflective of the local community.</p> <p>There has been effort to recruit staff that the community will be able to relate to and feel comfortable around.</p>	<p>There is very limited evidence that the workforce is reflective of the local community.</p> <p>Workforce development plan shows a proactive approach to embedding inclusion across the organisation, based on relevant insight.</p>	<p>The facility has evidence that recruitment is based on demographic data from the local community, and this is reflective in the workforce.</p> <p>There is evidence of a conscious effort to recruit a diverse range of staff with EDI at the forefront.</p>	<p>The facility employs ethical recruitment practices underpinned by an EDI policy. There is a diverse workforce ensuring that all customers feel welcome and comfortable.</p> <p>Recruitment is reflective of recent community data, and this has an evidenced positive impact on customer satisfaction and behaviour.</p>

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			All staff receive high quality inclusion training regardless of role through a well-planned approach.	The organisation supports specific and inclusive programmes which provide employment opportunities for people.	The organisation confidently and successfully recruits from a diverse group of people into a wide range of roles and actively encourages progression to senior positions.
<b>Do you have an Equality, Diversity and Inclusion Policy which staff have been trained on?</b>	There is no evidence of an EDI policy or a related policy which has been reviewed within the past 3 years.	There is minimal evidence of an EDI policy with staff completing a single training session on this when it was published.  The policy is accessible to staff upon request.	There is evidence of an EDI policy with 6-monthly review of the document.  Staff training is completed in line with reviews and changes made to the policy.	There is evidence of an EDI policy with a 6-monthly review and staff training on the document.  The document is stored in an area that staff are readily encouraged to access.	There is evidence of a 6-monthly reviewed EDI policy on which staff are trained and encouraged to input to reshape the document.  This is accessible to all staff and has evidenced benefits on customer behaviour and satisfaction.