UNIVERSITY OF BOLTON

SCHOOL OF SPORT AND BIOLOGICAL SCIENCES

BA (HONS) SPORT DEVELOPMENT AND COACHING

SEMESTER TWO EXAMINATION 2018/19

MODULE NO. SDC6002 (BOLTON ONE CASE STUDY)

Date: Friday 24 May 2019   **Time: 2.00 pm – 4.00 pm**

Instructions to candidates:

1). There are **three mandatory parts** to this paper.

2). A**nswer one response to all questions in Part A (40 marks).** Please write the question number and answer in the mark book provided.

3). Please use **Handout 1 - Active Communities Assessment Wheel** to answer Part B and Part C questions.

4). Answer **set exercise in Part B (30 marks).** Please complete **Handout 2- PEST and SWOT analysis template.**

5). Answer **set exercise in Part C (30 marks).** Please complete **Handout 3 – Service Improvement Plan**

6). **One page of A4 references** are permitted to answer Part B and C questions.

7). This examination paper carries a **total of 100 marks**.

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Module No. SDC6002

PART A: <u>ANSWER ONE RESPONSE TO ALL QUESTIONS</u> (TOTAL 40 MARKS):

A1. Identify the main delivery option adopted by Bolton Council to managing the Jason Kenny Centre.

   A. In house management;

   B. Leisure trusts (including hybrid trusts);

   C. Private sector management contracts.

(2 marks)

A2. According to the Public Sports and Recreation Services Report (Audit Commission, 2006), until the mid-1980s, the main option by local authorities for sports and recreation facilities was?

   A. In house management;

   B. Leisure trusts (including hybrid trusts);

   C. Private sector management contracts.

(2 marks)

A3. What method has Bolton Council chosen to deliver Jason Kenny Centre services through a trust?

   A. By a new standalone trust set up by the council;

   B. By becoming part of an already established trust;

   C. By a hybrid trust, which is a 'pocket' and 'not for profit' trust set up by the council to manage a contract through a private sector management company.

(2 marks)

Please turn the page

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A4. Which government legislation provides powers to Bolton Council to establish and manage Bolton Community Leisure Trust, to be more accountable to the community, and provide greater opportunities for investment?

    A. Equality Act 2010;

    B. Local Government Act 1976;

    C. Education Act 2011.

(2 marks)

A5. What is the main benefit to Bolton Council transferring their public sport and recreation facilities to trusts?

    A. To avoid the payment of non-domestic VAT rates and release funds to reinvest in public sport and recreation provision;

    B. Trusts to take advantage of national non domestic rates (NNDR) savings and VAT benefits for stakeholders to draw dividends;

    C. Taxation savings are reinvested to in supporting schools maintenance budgets

(2 marks)

A6. What is the main disadvantage of Bolton Council establishing a hybrid community trust?

    A. Very low set up costs;

    B. Additional capacity in areas such as training, marketing and management;

    C. Serco Leisure Ltd (contractor) is focused on income generation at the expense of social objectives (if not emphasised in contract);

(2 marks)

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A7. The significant expansion of school based provision has resulted in many school sports facilities opening for community use. Why has Bolton Council chosen not to integrate the management of small school sites with Bolton One community programming?

A. There isn't the need within local communities to deliver outreach provision during twilight, evening and weekend use;

B. Managing the facilities may put a strain on schools' capacity and may lead to risks of financial problems and poorer quality outcomes;

C. Staff on school sites have stronger commercial skills and the ability to compete against Bolton One for revenue streams.

(2 marks)

A8. Identify the key characteristic of a successful Bolton One partnership and effective public sport, recreation and health provision.

A. Clear commitment to the partnership at a high level;

B. An understanding of partners' priorities and the ability to work together to achieve them;

C. Separate governance structures with individual stakeholder responsibilities and investment.

(2 marks)

A9. As Bolton Council (Client) appraise the partnership contract agreement between Bolton Community Leisure (Contractor) and Serco Leisure (Operator), what is the main advantage for the client to revert to 'In House' management option?

A. No requirement for long term planning;

B. Cross department working resulting in: – efficiencies and savings; and – joined up services for customers;

C. A commercial approach to management and income maximisation.

(2 marks)

Please turn the page

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A10. Bolton Council incorporates the National Benchmarking Service indicators and Quest Facilities Management accreditation as part of the management agreement with Serco Leisure. What is the main benefit of Quest for the Jason Kenny Centre?

A. Persuasion of staff to adopt new systems and processes;

B. Achieve a high quality service for their customers, and to demonstrate their commitment to continuously improving their operation;

C. Provide incentives for Serco Leisure to improve outcomes such as participation among target groups.

(2 marks)

A11. According to Sport England (2015), what percentage of local authorities in England adopted a trust management option for delivering sport and recreation provision?

A. 21%;

B. 35%;

C. 44%.

(2 marks)

A12. Nichols et al (2015) argue the catalyst for the 'Asset Transfer' of public sport and recreation facilities in England is 'Austerity' and reductions in local government budgets. What is the main potential benefit for community asset transfer of the Jason Kenny Centre?

A. Enable local people to protect the Jason Kenny Centre assets in their communities;

B. Involve local people in the ownership, designing and running the Jason Kenny Centre services from which they benefit;

C. Bolton Council can reduce liabilities and off load risks to volunteers, regardless of expertise and skills.

(2 marks)
Please turn the page

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A13. What is the main benefit of Bolton One co-locating health, physical activity and community services together?

    A. Financial leverage - unlock sustainable funding from sources not available to Bolton Council;

    B. Reduce Bolton Council's commitment to sport, health and wellbeing;

    C. Support social policy objectives like health and wellbeing, volunteering, and education.

(2 marks)

A14. Torkildsen (2011) defines 'Best Value' for local authorities as securing continuous improvement, efficiency and effectiveness of public sport and leisure services. Which of the following aspect underpins Bolton Council's approach to best value through the Jason Kenny Centre?

    A. Performance standards and targets;

    B. Risk management;

    C. Audit and inspection;

(2 marks)

A15. The marketing mix of the Jason Kenny Centre can be summarised by Davila et al (2016) as the STP Approach. What does this term mean?

    A. Segmentation, Targeting and Positioning;

    B. Spectators, Teams and Participants;

    C. Services, Technology and Products.

(2 marks)

Please turn the page

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A16. Which of the following services can be described as 'core' facilities at the Jason Kenny Centre?

    A. Swimming Pool;

    B. Health and fitness gym;

    C. Sports hall.

(2 marks)

A17. Which of the following services can be described as 'ancillary' facilities at the Jason Kenny Centre?

    A. Learn to swim lessons;

    B. Plant room;

    C. Gym membership.

(2 marks)

A18. Identify the most common discipline of 'sports operations management' observed at the Jason Kenny Centre from the following examples.

    A. Heating, ventilation and air conditioning;

    B. Customer service and stakeholder engagement;

    C. Marketing, programming and communication.

(2 marks)

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A19. Which of the following statements accurately represents the Serco Leisure's mission for the Jason Kenny Centre?

A. "Organise and supervise the safe and secure maintenance and operation of the facility in a financially and environmentally sound manner;"

B. "To provide active and healthy lifestyles for all in a safe, warm, clean, friendly and fun environment;"

C. "Maintain and care for public, private and non-profit facilities used for sport, recreation, and leisure to ensure safe and secure production and distribution of products and services to users."

(2 marks)

A20. Serco Leisure's 'Mosaic Analysis' Data (2015) evidences performance against membership type/ category. In total 12,118 members were actively engaged at Bolton One. What percentage of members were male compared to female?

A. 5127 male (42%) : 6891 female (58%);

B. 8,537 male (71%) : 3,581 female (29%);

C. 9,165 male (76%) : 2,953 female (24%).

(2 marks)

Please turn the page

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PART B – SET EXERCISE 1: QUEST SELF ASSESSMENT (TOTAL 30 MARKS):

You are required to <u>assume the role of a Quest Assessor</u> for Bolton Community Leisure's self - assessment process to achieve the Quest 'Active Communities' accreditation award.

Self-assess Bolton Community Leisure Trust's <u>scores achieved against the 7 core modules</u> and management of sport operations themes presented in **Handout 1 - Active Communities Assessment Wheel.**

Critically appraise Bolton Community Leisure Trust's score (0 least -10 most highly), by citing theory/ concepts (from your one page of A4 references), to logically organise your completion of **Handout 2- PEST and SWOT analysis template.**

PART C: SET EXERCISE 2: QUEST SERVICE IMPROVEMENT PLAN (TOTAL 30 MARKS):

As Quest Assessor, you are required to complement Part B, by citing theory/ concepts (from your one page of A4 references) by critically examining Handout 1 and 2, to formulate key areas for <u>improvement areas and recognise strengths for Bolton Community Leisure Trust</u>, through the Quest Active Communities assessment process.

Compose your improvement and strengths in **Handout 3 – Service Improvement Plan** to devise 'SMARTER' recommendations for Bolton Community Leisure Trust and Serco Leisure Limited to continuously improve the management of sport operations, at the Jason Kenny Centre.
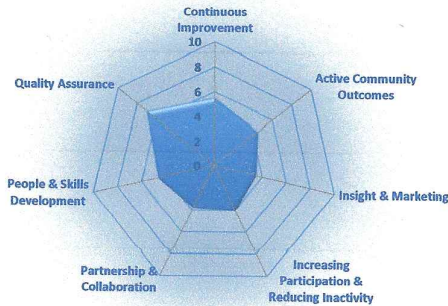

END OF QUESTIONS

PAST EXAMINATION PAPER

ACTIVE COMMUNITY ASSESSMENT

Quest 2016 - Active Communities Wheel
CORE MODULES

SUMMARY

| OVERALL SUMMARY	SCORE
Continuous Improvement	5.50
Active Community Outcomes	4.50
Insight & Marketing	3.50
Increasing Participation & Reducing Inactivity	4.00
Partnership & Collaboration	3.75
People & Skills Development	4.63
Quality Assurance	7.00

Continuous Improvement
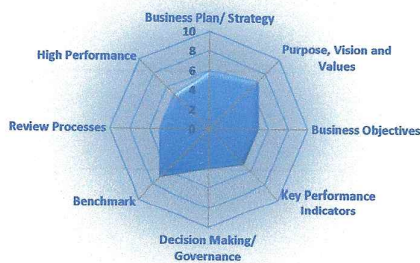
CONTINUOUS IMPROVEMENT	Score 1-10
Business Plan/ Strategy	6
Purpose, Vision and Values	7
Business Objectives	5
Key Performance Indicators	5
Decision Making/ Governance	4
Benchmark	7
Review Processes	5
High Performance	5
Total	44
Average	5.50

Active Community Outcomes
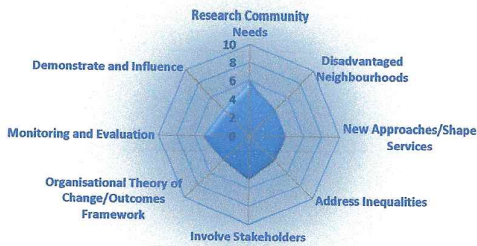
ACTIVE COMMUNITY OUTCOMES	Score 1-10
Research Community Needs	6
Disadvantaged Neighbourhoods	4
New Approaches/Shape Services	4
Address Inequalities	4
Involve Stakeholders	5
Organisational Theory of Change/Outcomes Framework	4
Monitoring and Evaluation	5
Demonstrate and Influence	4
Total	36
Average	4.50

Insight and Marketing

INSIGHT & MARKETING	Score 1-10
Long Term Marketing Strategy	2
1-3 Year Marcomms Plan	2
Insight Capability	4
Specialisms and Skills	4
Behaviour Change Theory	4
Objectives and Measures	5
Best Practice	4
Impact and Positive Behavioural Change	3
Total	28
Average	3.50

Increasing Participation and Reducing Inactivity

INCREASING PARTICIPATION & REDUCING INACTIVITY	Score 1-10
Plan of Action	4
Target Markets/Communities	5
Interventions and Products	3
Partnerships and/or Supply Chain	4
KPIs and Targets	5
Track Users	2
Data and Information	5
Clear Contribution	4
Total	32
Average	4.00

Partnership and Collaboration
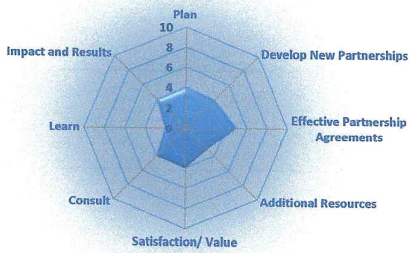
PARTNERSHIP & COLLABORATION	Score 1-10
Plan	4
Develop New Partnerships	4
Effective Partnership Agreements	5
Additional Resources	3
Satisfaction/ Value	4
Consult	4
Learn	2
Impact and Results	4
Total	30
Average	3.75

People and Skills Development
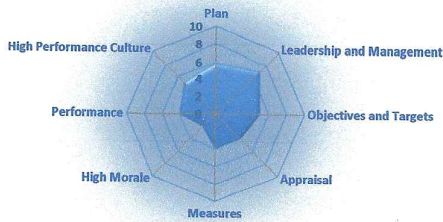
PEOPLE & SKILLS DEVELOPMENT	Score 1-10
Plan	6
Leadership and Management	7
Objectives and Targets	5
Appraisal	4
Measures	4
High Morale	2
Performance	4
High Performance Culture	5
Total	37
Average	4.63

Quality Assurance
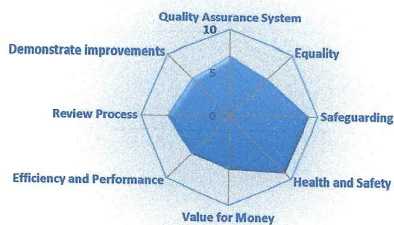
QUALITY ASSURANCE	Score 1-10
Quality Assurance System	7
Equality	6
Safeguarding	9
Health and Safety	9
Value for Money	6
Efficiency and Performance	6
Review Process	7
Demonstrate improvements	6
Total	56
Average	7.00

SDC6002 EXAM HANDOUT 2

<u>PEST AND SWOT ANALYSIS</u> OF BOLTON COMMUNITY LEISURE TRUST MANAGEMENT
OF THE JASON KENNY CENTRE OPERATIONS.

A TEMPLATE FOR CANDIDATES TO ANSWER THE SET EXERCISE IN PART B OF THE EXAM.

ADDITIONAL COPIES OF THESE TEMPLATES ARE AVAILABLE UPON REQUEST DURING THE EXAM.

**<u>PLEASE SEE EXAM SCRIPT FOR INSTRUCTIONS TO ANSWER THE SET EXERCISE
IN PART B OF THE EXAM.</u>**

Candidate/ Student Number	

Quest 2016 – Active Communities Wheel
PEST and SWOT Analysis of Bolton Community Leisure Trust self- assessment of Active Communities Wheel (Handout 1)

External Perspective – PEST Analysis (Cite theory/ concepts from your one page of A4 references)	
Political	Economic
1.	1.
2.	2.

3.	3.
4.	4.

External Perspective – PEST Analysis **(Cite theory/ concepts from your one page of A4 references)**			
Societal		**Technological**	
1.		1.	
2.		2.	

3.		3.	
4.		4.	

SWOT Analysis (Cite theory/ concepts from your one page of A4 references)	
Strengths	**Weaknesses**
1.	1.
2.	2.

3.	3.
4.	4.

SWOT Analysis (Cite theory/ concepts from your one page of A4 references)	
Opportunities	**Threats**
1.	1.
2.	2.

3.

3.

4.

4.

SDC6002 EXAM HANDOUT 3

JASON KENNY CENTRE <u>SERVICE IMPROVEMENT PLAN</u> AND SMARTER RECOMMENDATIONS

A TEMPLATE FOR CANDIDATES TO ANSWER THE SET EXERCISE IN PART C OF THE EXAM.

ADDITIONAL COPIES OF THESE TEMPLATES ARE AVAILABLE UPON REQUEST DURING THE EXAM

**<u>PLEASE SEE EXAM SCRIPT FOR INSTRUCTIONS TO ANSWER THE SET EXERCISE
IN PART C OF THE EXAM.</u>**

Candidate/ Student Number		
	Active Community Assessment	
	Quest 2016 – Service Improvement Plan for the Jason Kenny Centre Refer to Active Communities Wheel (Handout 1) and PEST and SWOT analysis (Handout 2)	

Assessment For Recommended Areas of Improvement		Rating Band (Based On Self – Assessment and PEST/ SWOT)
Active Communities Assessment Wheel Theme (Continuous Improvement, Active Community Outcomes, Insight & Marketing, Increasing Participation & Reducing Inactivity, Partnership & Collaboration, People & Skills Development, Quality Assurance)	**SMARTER Improvement Actions** **(Cite theory/ concepts from your one page of A4 references)**	[U/S] - Unsatisfactory, [S] - Satisfactory, [G] - Good, [VG] - Very Good, [E] - Excellent
1.		1.

2.			2.
3.			3.

4.		4.
5.		5.

6.		6.
7.		7.

Assessment Of Identified Strengths For Continuous Improvement/ Good Practice Sharing		Rating Band (Based On Self – Assessment and PEST/ SWOT)
Active Communities Assessment Wheel Theme (Continuous Improvement, Active Community Outcomes, Insight & Marketing, Increasing Participation & Reducing Inactivity, Partnership & Collaboration, People & Skills Development, Quality Assurance)	Identified Strengths and Examples of Good Practice (Cite theory/ concepts from your one page of A4 references)	[G] - Good, [VG] - Very Good, [E] - Excellent
1.		1.
2.		2.

3.			3.
4.			4.

5.		5.
6.		6.

7.		7.

Summary Service Improvement Feedback Comments
(Cite theory/ concepts from your one page of A4 references)

Additional Sheet – PEST Analysis (Cite theory/ concepts from your one page of A4 references)	
Political	**Economic**

Additional Sheet – PEST Analysis (Cite theory/ concepts from your one page of A4 references)

Societal	Technological

Additional Sheet - SWOT Analysis (Cite theory/ concepts from your one page of A4 references)	
Strengths	**Weaknesses**

Additional Sheet - SWOT Analysis (Cite theory/ concepts from your one page of A4 references)	
Opportunities	Threats

Candidate Number:

Additional Sheet - Assessment For Recommended Areas of Improvement		Rating Band (Based On Self – Assessment and PEST/ SWOT)
Active Communities Assessment Wheel Theme (Continuous Improvement, Active Community Outcomes, Insight & Marketing, Increasing Participation & Reducing Inactivity, Partnership & Collaboration, People & Skills Development, Quality Assurance)	SMARTER Improvement Actions (Cite theory/ concepts from your one page of A4 references)	[U/S] - Unsatisfactory, [S] - Satisfactory, [G] - Good, [VG] - Very Good, [E] - Excellent

Candidate Number:

Additional Sheet - Assessment Of Identified Strengths For Continuous Improvement/ Good Practice Sharing		Rating Band (Based On Self – Assessment and PEST/ SWOT)
Active Communities Assessment Wheel Theme (Continuous Improvement, Active Community Outcomes, Insight & Marketing, Increasing Participation & Reducing Inactivity, Partnership & Collaboration, People & Skills Development, Quality Assurance)	Identified Strengths and Examples of Good Practice (Cite theory/ concepts from your one page of A4 references)	[G] - Good, [VG] - Very Good, [E] - Excellent

Additional Sheet - Summary Service Improvement Feedback Comments
(Cite theory/ concepts from your one page of A4 references)