

Culture and Sport Improvement Toolkit

7. Scoring your assessment

Scoring the benchmark

CSIT gives you a scoring mechanism so that you can come to an overall assessment of the organisation. The scoring is not designed to enable you to pass or fail, or to compare yourself directly to others in some form of league table. However, the scoring does provide you with a benchmark against which to track and measure your improvement over time, and to provide a basis for comparing and learning from other organisations using the same assessment framework.

It is better to score the assessment as you go depending on how you have decided to carry out the assessment. If you have set out to assess the organisation as a whole, you will be coming to shared judgements against each criterion as you do the assessment. If you have chosen to assess service by service (sport, arts, libraries), you will need to come together to produce a composite score. This may be quite challenging, particularly where one service consistently performs below the others. Unfortunately this means the organisation as a whole may be only 'fair' rather than 'good', and this service may be the focus of the improvement plan and able to learn from the others.

The **360-degree** feedback can be scored separately and then either:

- used to regulate your score up or down based on the external perception (for example, if you have consistently scored yourself higher at partnership working than your partners, you may wish to review), or
- used to stimulate a discussion at the end of the process about the different perceptions and the reasons for them.

Scores are allocated against each of the key features. The scores of all the key features are then added up and averaged to provide a mean score for each criterion. Scores are allocated as follows:

- 1 for a feature that rated 'poor'
- 2 for 'fair'
- 3 for 'good'
- 4 for 'excellent'.

In the following example from Theme 1, there are four Criteria and 16 key features in all. Across the 16 key features, imagine there are eight scores of 2 ('fair'), nine scores of 3 ('good') and two scores of 4 ('excellent').

The total of these scores across the 16 key features is 45. This score is divided by the number of key features (16) to give a theme score of 2.6, which translates to an overall assessment of 'good' for Theme 1.

Theme	Criteria	Key features	Poor 1	Fair 2	Good 3	Excellent 4	Mean Score	Level
Leadership and corporate governance	4	16	0	5 x 2	9 x 3	2 x 4	2.6	Good

Scale:

- 1 to 1.4 = poor
- 1.5 to 2.4 = fair
- 2.5 to 3.4 = good
- 3.5 to 4 = excellent.

The following examples shows all eight themes scored in this way for both the main benchmark and the 360 degree feedback. .

Scoring at key feature level – Main Benchmark

Scale: 1 to 1.4 = Poor

1.5 to 2.4 = Fair

2.5 to 3.4 = Good

3.5 to 4 = Excellent

Theme	Criteria	Key features	Poor 1	Fair 2	Good 3	Excellent 4	Mean score	Level
Leadership and corporate governance	4	16	0	7 x 2	8 x 3	1 x 4	2.6	Good
Policy and strategy	2	14	0	6 x 2	8 x 3	0	2.5	Good
Community engagement	2	13	1 x 1	5 x 2	6 x 3	1 x 4	2.5	Good
Partnership working	4	19	0	7 x 2	11 x 3	1 x 4	2.7	Good
Resource management	6	23	2 x 1	10 x 2	10 x 3	1 x 4	2.4	Fair
People management	6	21	2 x 1	11 x 2	7 x 3	1 x 4	2.3	Fair
Customer service	2	10	0	5 x 2	5 x 3	0	2.5	Good
Performance, achievement and learning	6	32	4 x 1	15 x 2	12 x 3	1 x 4	2.3	Fair
OVERALL	32	148	9 x 1	66 x 2	67 x 3	6 x 4	2.5	Good

Scoring at key feature level – 360 degree feedback.

Scale: 1 to 1.4 = Poor

1.5 to 2.4 = Fair

2.5 to 3.4 = Good

3.5 to 4 = Excellent

Theme	Criteria	Key features	Poor x1	Fair x2	Good x3	Excellent x4	Mean score	Level
Leadership and Corporate Governance	3	10	0	8x2	2x3	0	2.2	Fair
Policy and Strategy	2	10	0	6x2	3x3	1x4	2.5	Good
Community Engagement	2	10	2x1	6x2	2x3	0	2.0	Fair
Partnership Working	4	19	3x1	12x2	4x3	0	2.0	Fair
Resource Management	3	12	0	8x2	4x3	0	2.3	Fair
People Management	2	4	0	3x2	1x3	0	2.2	Fair
Customer Service	2	6	0	4x2	2x3	0	2.3	Fair
Performance, Achievement and Learning	6	18	2x1	6x2	8x3	2x4	2.5	Good
OVERALL	24	89	7x1	53x2	26x3	3x4	2.3	Fair