

# Assessment Improvement Report

## Worcester Swimming Pool & Fitness Centre

Operated by

Leisure Connection



## 1. Introduction

This report results from a Mystery Visit carried out on 6 and 12 March 2011 and an On-site Assessment carried out on 18 and 19 April 2011 by Scott Rolfe. David Pugh, Contract Manager, hosted the Assessment.

The Assessments are based on the Quest Manager's Guidance Pack (Issue 4) best practice principles.

## 2. Scope of Assessment

The Assessment covers all of the facilities and processes involved in the delivery of the services at the Worcester Swimming Pool & Fitness Centre. The facilities include:

- Main Pool
- Diving Pool
- Learner Pool
- Health Suite
- Fitness Suite
- Meeting Room
- Studio

## 3. Sample

The Assessment cannot, in the time available, confirm every activity affecting service delivery. Every effort has been made to identify a realistic picture of the organisation through the method and format of the Assessment. However, by sampling, the report and findings cannot be taken as unequivocal endorsement of safe and effective operation.

## 4. Result

The overall score for **Worcester Swimming Pool & Fitness Centre** is **74%**.

**Congratulations – Worcester Swimming Pool & Fitness Centre** will be approved under the UK Quality Scheme for Sport & Leisure within the Category

### **Commended**

The Approval is subject to the Centre subscribing to the Scheme Maintenance Requirements.



## 5. Executive Summary

The Assessor would like to thank the team for the assistance provided during the On-site Assessment and has summarised the results of the Assessment below.

As part of a national contractor the team based at the swimming pool benefit from access to many well-structured corporate systems as well as a support network of specialists. This support structure helps to assist the team is ensuring that they deliver best practice services wherever possible and the Assessor noted numerous examples of this in place during the assessment process. However, the condition of the building infrastructure does now look very dated in many areas and as a result this has the potential to undermine the customer experience, which was noted at the time of the MV.

**During the assessment process the Assessor and MV identified the following key strengths and examples of good practice:**

- The structure and the implementation of the Leisure Connection Quality Management System (LCQMS) as the main operational guidance tool seems to add value to many aspects of the operation and the team should be congratulated for their understanding of the systems in place.
- The recent decision to review the Condition Survey for the Centre and then develop a three year rolling investment programme for the asset is a positive step forward which will hopefully address some of the concerns around asset management.
- The formal approach to membership sales, which in turn is supported by a robust approach to marketing, is commendable and clearly adds value to the business processes in place.
- The use of the Service Improvement Strategy (SIS) as a tool is well implemented and well understood by the management team and there is clear evidence that this enhances service development at the Centre.

Despite the positive result, there are some areas where the Centre could consider further improvements. These areas include:

- The condition of some of the plant and main equipment is not as good as it could be and this issue directly affected the service quality at the time of the MV.
- The implementation of the customer feedback systems in place may not be as effective as they could be as the three comments made during the MV were not managed as per the procedure.
- The implementation of the appraisal process over the last 12 months has not been as good as it could have been.
- The team's approach to partnership development does not seem to be as enhanced as it could be and neither the client nor the team at the Centre were able to provide substantial evidence to suggest where any collaborative working was in place for the benefit of the local communities.

The Assessor appreciates the co-operation of the Staff during the assessment and congratulates them all on a very good result.



## 6. How your Quest Management Issues are scored

Management Issues		Your SAQ Score	Assessor's Scoring	
		Col C	Col D	Col E
			Best practice principles	Assessment score (out of 10)
FOP 1	Standards, Systems, and Monitoring		23	8.2
FOP 2	Cleanliness		22	6.9
FOP 3	Housekeeping and presentation		25	6.9
FOP 4	Maintenance		26	8.1
FOP 5	Equipment		20	7.1
FOP 6	Environmental Management		28	7.8
FOP 7	Changing Rooms and Toilets		23	7.2
FOP 8	Health and Safety Management		47	8.4
CR 1	Customer Care		25	7.8
CR 2	Customer Feedback		16	6.7
CR 3	Research		18	6.4
CR 4	Marketing		18	7.5
CR 5	Bookings and Reception		28	7.8
STAF 1	Staff Supervision and Planning		22	7.9
STAF 2	People Management		29	8.1
STAF 3	Management Style		23	7.2
SDR 1	Business Management		21	7.5
SDR 2	Programme Development		21	7.5
SDR 3	Partnerships		10	5.0
SDR 4	Performance Management		32	8.0
SDR 5	Information and Communication Technology		19	6.8
SDR 6	Continuous Improvement		17	7.1
<b>Total Percentage score</b>				<b>74%</b>

The table compares your own Self Assessment score for each Management Issue (column C) with the Assessor's assessment of each Management Issue (column D). The raw score is derived from each best practice principle being scored on a 1 to 4 basis (1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent). In column E, the raw score has been converted to a score out of 10 for easy benchmarking.

Column E is totalled to provide an overall percentage score. A minimum score of 60% is required to become/remain Quest registered.

The scores should be used as a guide for developing further action plans. Planning for the Best Practice Principles, followed by implementation, and some form of review will allow continuous improvement.



## FOP1 Standards, Systems and Monitoring

Score: **8.2**

### Quest Best Practice

- Services are planned to deliver a safe and enjoyable experience for all customers.
- Documented systems are in place to ensure that the key elements of service are under control and promote quality.
- Systems are up-to-date, available to and known by all relevant Staff.
- There is a sensible and adequate level of monitoring of quality standards and inspection to meet statutory requirements.

### Particular Strengths and examples of best practice

The standards of service for all areas within the Centre are very well defined and these are then supported via the use of the corporate Management Systems called the Leisure Connection Quality Management Systems but referred to by all Staff as the LCQMS. These policies and procedures provide structure for all areas of the operation and each specific element is supported by either a corporate or in some cases a regional specialist.

The way in which internal inspections are reviewed seems innovative and utilises a consolidated spreadsheet to assess and monitor the individual performance of each and every Duty Manager.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Service standards are clearly developed, defined and documented for employees, and, where appropriate, customers.	<i>Some issues around the operational standards for the use of the Sauna arose at the time of the MV and it is not clear if these issues were dealt with as per the procedures in place.</i>  <i>Service standards in areas such as car park provision do not seem to be as effective as they could be.</i>  <i>The signage for customers in and around Reception may not be as effective and clear as it could be as items such as admissions policies are somewhat hidden and out of the way.</i>
<b>2</b> <b>Score 4</b>	Responsibilities and systems are clearly defined for developing, implementing, monitoring and reviewing the key service delivery elements.	



<b>3</b> <b>Score 3</b>	Processes are documented for key issues affecting quality and safety.	<i>Quite a few of the procedures and policies reviewed date back to 2006 and when asked, the Staff at the Centre were not clear how often they should be reviewed.</i>
<b>4</b> <b>Score 4</b>	Processes are part of a controlled and coordinated integrated management or quality system.	<i>Although not a significant issue the Team may want to consider how they can utilise the ICT systems in place more effectively to reduce the amount of paper files in circulation around the Centre.</i>
<b>5</b> <b>Score 3</b>	Staff are trained in the use of systems and how to carry out procedures.	<i>A review of the induction process identified some gaps where there were no training records.</i>  <i>In addition to the main health and safety induction the team utilise a role specific induction for Lifeguards. However, this practice is not replicated for other posts within the Centre.</i>  <i>Although operational training is covered via the National Pool Lifeguard Qualification (NPLQ) sessions it would seem that the provision of training for those Staff that do not work on the pool may not be as robust as in the main this is only revisited once per year.</i>
<b>6</b> <b>Score 3</b>	Internal Inspections are consistent, appropriate to the activity and carried out by trained Staff.	<i>The consistency of the way in which inspections are undertaken may not be as effective as they could be. An option to consider to address this could be to develop a series of standards that sit behind the process and then ensure that all relevant Staff are suitably trained.</i>  <i>A review of the inspections on file did highlight some omissions.</i>
<b>7</b> <b>Score 3</b>	The internal inspection process is reviewed for trends and findings are actioned.	<i>Although the review process in place is innovative it really only measures the quantity of inspections completed and not necessarily the quality. So, for example, it will measure if pool water tests are being completed but it does not measure what the readings are or whether they are within the set parameters. Developing systems to address the quality of inspections may be beneficial at some point in the future.</i>



## FOP2 Cleanliness

Score: **6.9**

### Quest Best Practice

- The level of cleanliness is visibly acceptable, taking due account of customer expectations.
- There are high standards of hygiene in critical areas.
- Customers are not put at risk or inconvenienced as cleaning takes place.

#### Particular Strengths and examples of best practice

Responsibilities for cleaning are well defined and in order to deploy the various Cleaning Plans in place the tasks are split between the various Staff based at the Centre. In addition the team utilise the services of a contract cleaner who actually attends the Centre during the evening shutdown so as to avoid any disruption to customers.

All cleaning tasks are planned in a structured way and to try to achieve consistency all tasks are supported by guidance documentation in the form of a System of Work (SoW). These SoW provide guidance as to how to undertake each and every cleaning task.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 2</b>	Cleanliness standards are defined.	<i>The team rely on the definition within the 'Facility Expectation' posters to define standards, however, a review of the posters confirms that the information is very generic and not as specific as it could be for each area. An example being that the standards for the fitness suite are identical to those of the village change.</i>
<b>2</b> <b>Score 3</b>	Responsibilities are defined for planning cleaning, undertaking cleaning tasks and monitoring of standards.	<i>Although the team use a cleaning contractor there is not specification laid out for what is expected from this service.</i>
<b>3</b> <b>Score 3</b>	There is a planned documented cleaning schedule, with supporting method statements.	<i>The team were unable to produce a copy of their annual cleaning plan at the time of the assessment so it was not possible to assess the way in which areas such as high level and deep cleaning are approached throughout the Centre.</i>



<b>4</b> <b>Score 3</b>	The standard of cleanliness of the facilities is visibly acceptable.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>5</b> <b>Score 4</b>	Sufficient Staff, materials and equipment are allocated to meet the cleaning standards.	
<b>6</b> <b>Score 3</b>	Cleaning is carried out taking due consideration of Staff and customer safety.	<i>When interviewed the team were unclear as to how the overnight cleaning was managed and they had yet to define standards or health and safety guidelines for this aspect of the cleaning programme.</i>
<b>7</b> <b>Score 2</b>	Cleaning is inspected and records are maintained to denote completed/omitted tasks.	<i>As per the facility inspection process it was noted that there were quite a few omissions within the completed cleaning records. In addition it would seem that the team do not require the contract cleaning to document anything so no records were available for review.</i>  <i>The team do not have records of any deep or high level cleans that have taken place.</i>
<b>8</b> <b>Score 2</b>	Cleaning programmes and systems are routinely reviewed by Management and include analysis of customer satisfaction.	<i>The cleaning programmes in place require the Duty Manager to sign to confirm that they have been reviewed but it would seem that this does not happen very often.</i>  <i>There is no structured review in place for the overnight cleaning programme.</i>





## FOP3 Housekeeping and presentation

Score: **6.9**

### Quest Best Practice

- The facilities are presented in a fit and tidy state, reflecting general pride in the provision by the organisation and the Staff.
- Signage, accessibility and security are all effective.

#### Particular Strengths and examples of best practice

The location of the Centre is very accessible and as well as being close to the main town it is close to numerous public transport links.

Presentation standards throughout the assessment and MV were very good and all customer areas were well presented at all times, which in turn are supported by the 'Facility Expectation' posters that are deployed in most areas throughout the building.

Internal signage is clear, consistent and follows the brand guidelines laid out by the contractor.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Standards of, and responsibilities for, presentation are set and understood by Staff.	<i>As already outlined within the report, the 'Facility Expectation' posters are very generic and may warrant a review to ensure that they are specific to each and every area within the Centre.</i>
<b>2</b> <b>Score 3</b>	Staff demonstrate responsibility for maintaining standards of presentation.	<i>During the MV litter was noted near the vending machines and in the Health Suite and neither areas were addressed throughout the duration of the visit.</i>
<b>3</b> <b>Score 3</b>	Regular and effective monitoring of building presentation takes place.	<i>As already outlined within the report several omissions were noted within the cleaning and facility inspecting programmes.</i>
<b>4</b> <b>Score 3</b>	All customer accessible areas are clean, tidy and safe for use.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>



<b>5</b> <b>Score 3</b>	All Staff only areas are clean, tidy and safe for use.	<i>The MV noted the proximity of the table to the hot drinks machine which made access difficult. This issue was still present at the time of the Assessment.</i>  <i>The housekeeping standards in areas of the plant room were not good.</i>
<b>6</b> <b>Score 1</b>	External signage is clear and effective.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>7</b> <b>Score 3</b>	Accessibility to the Centre and transport arrangements meets customers' needs.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>8</b> <b>Score 3</b>	Internal signage is clear and effective and meets legal requirements.	<i>Future considerations for the team could be to use Braille signage for specific disabled toilets and changing rooms.</i>
<b>9</b> <b>Score 3</b>	Effective security systems are in place.	<i>During the MV it was noted that several Staff only areas were left unlocked and could therefore be accessed.</i>  <i>The current CCTV is not fully operational.</i>



## FOP4 Maintenance

Score: **8.1**

### Quest Best Practice

- Maintenance is based on an effective preventive approach to ensure customer enjoyment and safety.
- Repair requests are actioned promptly within an effective system.
- The facilities are well maintained within the constraints of its age and structure.

#### Particular Strengths and examples of best practice

As a contract requirement the Council has recently commissioned a full and up to date Building Condition Survey which has then been used by the team to develop a three year Asset Management Plan to coincide with the renewal of the management contract. A review of the Survey and Plan would suggest that has been well structured and will have a positive impact on the Centre and key service areas.

The current defect reporting system, called the Corrective Action Log, is simple but well implemented and well managed by the team based at the Centre.

Only those contractors who have been approved by the team can be utilised and in the main the allocation of tasks, particularly defect reporting, falls to a select list of local contractors.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	A comprehensive condition survey of Building, Plant and Equipment has been regularly completed	
<b>2</b> <b>Score 4</b>	An Asset Management Plan has been developed to determine the long term upkeep requirements of the Centre.	

<b>3</b> <b>Score 3</b>	A programme of planned preventative maintenance is implemented to assure the service sustainability and stakeholder satisfaction.	<p><i>The team used a variety of contractors to deliver the planned preventative maintenance (PPM) programme at the Centre but it would seem that some areas are better managed than others with clear dates of services set for some but not all. Ensuring consistency across all elements of the PPM could be worthwhile.</i></p> <p><i>Undertaking quality audits of the individual contractors could be a worthwhile consideration as could cross referencing the work undertaken against the set service schedule to assess whether tasks are being completed as and when intended.</i></p>
<b>4</b> <b>Score 3</b>	An effective defect reporting system is used to minimise service interruption.	<p><i>The Corrective Action Log has limited functionality in some areas as it cannot report on trends or any specific key performance indicators such as average repair times. In addition it would seem that the system is still relatively new and as a result it is still bedding in.</i></p>
<b>5</b> <b>Score 4</b>	Responsibilities for maintenance of all buildings, plant and equipment are clearly allocated.	
<b>6</b> <b>Score 4</b>	Maintenance work is carried out by qualified, trained and competent personnel.	
<b>7</b> <b>Score 2</b>	Plant and Equipment operates efficiently and effectively.	<p><i>Areas of plant and equipment noted out of action or faulty at the time of the Assessment and MV included:</i></p> <ul style="list-style-type: none"> <li><i>diving boards have been decommissioned for some time</i></li> <li><i>Jacuzzi now out of action for around 18 months</i></li> <li><i>sauna faulty at time of MV</i></li> <li><i>learner pool circulation pump out of action for about 4 months</i></li> <li><i>customer lift currently out of service</i></li> <li><i>spectator seating in poor condition with many missing seats.</i></li> </ul>
<b>8</b> <b>Score 2</b>	The facilities are visibly well maintained.	<p><i>The MV scored this best practice principle. For comment, please refer to their report.</i></p>



## FOP5 Equipment

Score: **7.1**

### Quest Best Practice

- Suitable, sufficient and well maintained equipment is available for use.
- A range of equipment is provided to allow and meet programming variety.
- Safety in use is achieved.

### Particular Strengths and examples of best practice

The way in which retail is managed is very strong from the way it is displayed right through to the controls in place around stock management and control. The team clearly put a very strong emphasis in this area which should be commended.

New customers using the fitness suite are offered a well structured and in depth induction via the 'Ready, Steady, Go' process which leads customers through a three phase introduction to using the area. In addition the Centre offers a comprehensive personal training service which seems to be very well promoted and utilised.

The comprehensive range of SoW helps provide important guidance for Staff in setting up and handling all equipment.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 2</b>	Provision of equipment meets programming needs.	<p><i>As already outlined within the report, the amount of equipment out of order at the time of the MV and the Assessment seemed quite high.</i></p> <p><i>The problems encountered during the MV would suggest that the systems in place for dealing and utilising the sauna may not be as effective as they could be.</i></p> <p><i>Some of the equipment in the fitness suite is now starting to look a little dated in areas.</i></p>
<b>2</b> <b>Score 4</b>	An appropriate range of goods are available for purchase or loan/ hire.	
<b>3</b> <b>Score 1</b>	Set up plans for activity equipment are documented.	<i>The team do not currently have any documented set up plans for any activities, although discussions with the Staff suggests that this is something they plan to introduce in the very near future.</i>



<b>4</b> <b>Score 3</b>	Equipment is stored, setup/down and used safely.	<i>Although the team has an extensive range of SoW it would seem that the training sessions that cover these areas are not always documented.</i>  <i>Introducing a rolling training plan to revisit each key SoW at set frequencies could be a consideration.</i>
<b>5</b> <b>Score 3</b>	Equipment is maintained in a satisfactory condition and replaced as necessary.	<i>Although there is a support contract in place to repair faulty items, discussions with the team confirmed that the equipment in the fitness suite is not routinely serviced each year. As this equipment is now quite old this could be a consideration to help minimise future down time.</i>  <i>At the time of the Assessment a piece of equipment was noted out of order but the customer sign utilised did not state when the expected repair date was.</i>
<b>6</b> <b>Score 4</b>	Customers are instructed in the use of relevant equipment, with records retained.	
<b>7</b> <b>Score 3</b>	Coin operated equipment is available and working effectively.	<i>At the time of the MV it was noted that the hot drinks machine was partially blocked by a table and there were no cups. Both of these issues were again noted at the time of the assessment.</i>



## FOP6 Environmental Management

Score: **7.8**

### Quest Best Practice

- Planning ensures that environmental factors in customer /Staff-sensitive areas are managed and controlled.
- Reasonable temperatures, lighting and ventilation for sporting, social and Staff areas is achieved.
- Use of utilities is managed and reduced where possible as part of an overall environmental management approach.
- Sensible initiatives contribute to lessening the impact of the facilities on the environment.

### Particular Strengths and examples of best practice

The contractor's commitment to environmental management is clearly laid out via the corporate Environmental Policy which is also supported by the Energy Manual which outlines their approach towards all issues relating to efficient environmental management systems. The information outlined within the manual is very informative and sets out best practice expectations across a wide variety of related issues.

One of the key themes set by the contractor as part of its strategic objectives is the desire to reduce utility consumption. To address this the team has installed a series of smart meters that measure utility consumption at thirty minute intervals throughout each day and the team has used this information to reduce overall usage. As a way of keeping this process high profile the Centre also benchmarks its performance with every other Centre within the company. The overall approach in this area is excellent and should be commended.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	There is a comprehensive Environmental Policy which links with the business objectives.	
<b>2</b> <b>Score 3</b>	There is a clear Energy Management Plan for the effective and efficient use of utilities.	<i>Outside of the focus on utility consumption the way in which all other energy management areas are managed is not as effective as it could be and may benefit from the creation of a structured plan that helps identify potential improvements.</i>
<b>3</b> <b>Score 3</b>	Standards for environmental operating conditions are defined.	<i>The MV noted issues with temperature controls during his visit and the way the Duty Manager addressed this may suggest that this area needs a review in order to define acceptable operating standards.</i>

<b>4</b> <b>Score 4</b>	Processes, procedures and instructions are in place for the monitoring, adjustment and management of environmental conditions.	
<b>5</b> <b>Score 3</b>	Environmental conditions are good throughout the Centre.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>6</b> <b>Score 3</b>	Examples of environmental and energy management have been implemented and monitored for effectiveness and efficiency.	<p><i>A future consideration for the team could be to put up a single environmental information board for customers to view in order to engage with them and raise the importance and recognition of this issue.</i></p> <p><i>Future suggestions for the team to consider could include the installation of:</i></p> <ul style="list-style-type: none"> <li><i>passive infrared sensors on lights, showers and taps</i></li> <li><i>variable speed drives for pool circulation pumps</i></li> <li><i>pool covers.</i></li> </ul>
<b>7</b> <b>Score 3</b>	Water is managed in accordance with industry best practice.	<i>The way in which the legionella prevention checks were implemented seemed unstructured and not all of the relevant Staff seemed to be up to speed with the requirements in this area.</i>
<b>8</b> <b>Score 2</b>	There is an implemented process for the effective recycling of waste.	<i>Other than some very basic recycling for Staff the team are not currently active in this area. Developing the approach in this area to engage with customers more, as well as setting targets for recycling, could be a consideration.</i>
<b>9</b> <b>Score 3</b>	The Centre demonstrates how it meets local and national agenda for environmental management.	<i>Developing the policies and plans in place to take into consideration the needs of the client could be a consideration at some point in the future.</i>





## FOP7 Changing Rooms and Toilets

Score: **7.2**

### Quest Best Practice

- Changing Rooms and toilets are comfortable, appropriate and clean.
- Changing Rooms and toilets are regularly inspected, cleaned and stocked.
- Changing Rooms and toilets are equitable, accessible and family friendly.

### Particular Strengths and examples of best practice

The Centre has one main village changing area as well as a separate changing area for the health suite which combined provide all of the changing accommodation for all activities taking place. The overall design of the village changing area is modern and very large and with mixed size cubicles and annexe rooms would easily provide sufficient capacity for all activities taking place.

The standards of cleanliness experienced at the time of the MV were very good and this seems to be supported by customers when interviewed at the time of the assessment.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Hygiene and cleanliness are maintained throughout all levels of use.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>2</b> <b>Score 3</b>	Hygiene inspection arrangements are implemented and displayed to customers.	<i>Although there is a commitment to standards poster in most toilet and changing areas this does not state the times and frequency of inspections for customers to view.</i>  <i>As already outlined within the report the way in which standards are communicated are a little generic and may benefit from a review.</i>
<b>3</b> <b>Score 3</b>	Showering, washing and toilet facilities are sufficient adequate, and maintained.	<i>The decor of the changing facilities within the health suite are poor and detract from the services on offer.</i>
<b>4</b> <b>Score 4</b>	The Changing Rooms provide adequate privacy and capacity.	

<b>5</b> <b>Score 2</b>	<p>Sufficient and adequate clothes and valuable storage systems are provided.</p>	<p><i>The lockers provided for fitness suite users were all unavailable as the keys were missing. Discussions with the team suggest that this is because customers like to retain the keys to have the lockers for their personal use.</i></p> <p><i>The lockers in the health suite were in a poor condition and were not safely secured to the wall.</i></p> <p><i>Future consideration for the team could be to provide small security lockers for fitness suite customers.</i></p>
<b>6</b> <b>Score 3</b>	<p>Appropriate changing, toilet and washing facilities are provided and controlled for young people.</p>	<p><i>During the MV it was noted that the sinks in the changing room are quite high and not suitable for small children.</i></p>
<b>7</b> <b>Score 2</b>	<p>Appropriate changing, toilet and washing facilities are provided and controlled for people with a disability.</p>	<p><i>During the MV it was noted that an emergency alarms cord in one of the disabled toilets was broken.</i></p> <p><i>At the time of the assessment most of the disabled toilet and changing rooms were out of order due to an electrical fault with the emergency assistance alarm system.</i></p>
<b>8</b> <b>Score 3</b>	<p>Ancillary facilities are provided and in good working order.</p>	<p><i>The ancillaries provided were relatively basic.</i></p>



## FOP8 Health and Safety Management

Score: **8.4**

### Quest Best Practice

- The Centre has an up to date and specific Health and Safety policy and management programme.
- Management and the workforce are aware of and undertake their responsibilities in Health and Safety proactively.
- Customer and Staff safety is a priority in all facilities.

#### Particular Strengths and examples of best practice

The approach to health and safety within the Centre is very good which is supported by excellent systems and standards which are all communicated via LCQMS. These in turn are influenced by the main Health and Safety Policy that lays out the contractor's corporate responsibilities in this area.

The team are supported by a very good corporate structure which incorporates quarterly regional meetings as well as annual site audits and reviews. The assessor was particularly impressed within the quarterly health and safety consultation process which, although simple, seemed to be very effective.

Many of the core systems such as risk assessments and COSHH assessments all adopt the corporate approach which has been developed over time to ensure that the team not only understand what is required but that the systems are fit for purpose. In addition it was noted that the implementation of these systems was very effective.

The use of the SIS as the main document for managing and tracking risk reduction is commendable.

All statutory inspections noted at the time of the assessment were up to date.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	The Centre has a documented safety policy and a planned approach to Health and Safety management.	
<b>2</b> <b>Score 4</b>	Responsibilities for Health and Safety are defined, including the competent person(s) for managing the Health and Safety programme.	

<p><b>3</b> <b>Score 3</b></p>	<p>Staff are trained to carry out Health and Safety responsibilities and safe working practices.</p>	<p><i>The omissions noted within the induction process could compromise the effectiveness of training in relation to health and safety.</i></p> <p><i>Although the team have a series of SoW there are no documented training records to confirm that they have been implemented effectively across all Staff groups.</i></p> <p><i>Staff outside of the Lifeguard team do not receive regular training on basic operational procedures.</i></p> <p><i>The overall way in which training records are recoded may not be as effective as they could be as some of the personnel files viewed were quite unorganised.</i></p>
<p><b>4</b> <b>Score 3</b></p>	<p>Formal risk assessments have been carried out and are regularly reviewed.</p>	<p><i>A review of the risk assessment for the health suite highlighted the fact that the team had not yet considered the risk for lone use, an area which may be worth considering the next time the assessment is reviewed.</i></p>
<p><b>5</b> <b>Score 4</b></p>	<p>A risk reduction plan is implemented.</p>	
<p><b>6</b> <b>Score 3</b></p>	<p>Formal COSHH assessments have been carried out and are regularly reviewed.</p>	<p><i>The COSHH assessments viewed in the plant room were all dated 2008 and were now out of date.</i></p> <p><i>Various aerosols were noted lying around in the plant room and discussions with the team suggested that they had not been assessed.</i></p>
<p><b>7</b> <b>Score 3</b></p>	<p>Systems are in place for the safe handling and storage of chemicals including provision and use of PPE.</p>	<p><i>Although there is a PPE inspection process in place it would seem that this is only for the equipment provided for the Duty Managers.</i></p> <p><i>Enhancing the checks by stating the quantities for each item could be a consideration.</i></p>

<b>8</b> <b>Score 3</b>	Staff follow documented safe working practices and work safely.	<p><i>Some of the SoW viewed in position around the Centre were dated 2008 and may now perhaps benefit from a review.</i></p> <p><i>As already outlined within the report the team do not have any documented training records to confirm which Staff have received training in each SoW.</i></p>
<b>9</b> <b>Score 3</b>	Accident and emergency procedures are documented, in place and tested.	<p><i>Discussions with the team suggest that the current EAP does not outline what specific action to take when evacuating disabled customers.</i></p> <p><i>Although the team document emergency evacuations it would seem that there is not yet a planned approach for these sessions so as to ensure that all members of the team attend at least one per year.</i></p> <p><i>Developing the accident reporting process further through the use of some performance indicators could be a consideration with examples being accidents as a percentage of thousand visitors or RIDDOR reportable as a percentage of total accidents.</i></p>
<b>10</b> <b>Score 3</b>	Sub-contractors working on site are controlled.	<p><i>Future considerations could include issuing contractors with abbreviated EAP's which they sign off upon arrival.</i></p>
<b>11</b> <b>Score 3</b>	Independent audits are conducted.	<p><i>Although the Centre is subject to annual audits it would seem that this done by someone who works for the organisation. Future suggestions could be to undergo audits from external and impartial organisations.</i></p>
<b>12</b> <b>Score 4</b>	Management are regularly updated on new requirements / developments in Health and Safety.	
<b>13</b> <b>Score 3</b>	Safety performance information is reviewed and acted upon by Management.	<p><i>Enhancements to the safety performance reviews could include undertaking more trend analysis on customer and Staff accidents, setting clear targets for health and safety improvements either in the Business Plan or SIS as well as undertaking Staff consultation on health and safety via Staff surveys.</i></p>



<b>14</b> <b>Score 4</b>	Statutory/ACOP/Industry Guideline certifications, examinations and inspections are followed and up to date.	<i>The way in which the files reviewed were organised seemed a little disorganised and may benefit from a review.</i>
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## CR1: Customer Care

Score: **7.8**

### Quest Best Practice

- Quality standards of customer service are defined and delivered consistently by all Staff.
- Staff are trained to provide customers with information, assistance and sell services proactively.
- All Staff are empowered to make on-the-spot decisions about customer service.
- Customers have equal access and opportunity to services and facilities.

#### Particular Strengths and examples of best practice

The way in which the team outline their approach to customer care is commendable and includes a clear policy and charter which are underpinned by access to NVQ funded training to support and develop the team.

The sales systems in place are excellent and well-resourced in order to ensure that the Centre achieves its specific targets that underpin the financial element of the Business Plan. The dedicated sales Staff are all well trained and understand exactly what is required of them and the way in which monthly Sales Plans are developed and then monitored via daily performance schedules is commendable.

Discussions with the team based in the fitness suite confirm that they are focused on the retention of members and to this end the recent changes to the induction process have all been designed to engage and retain customers.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	A positive approach to customer care is clearly planned and effective.	
<b>2</b> <b>Score 2</b>	A clear set of relevant and measurable standards of customer care are displayed in key areas.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>3</b> <b>Score 4</b>	An effective sales and retention system is employed to improve customer usage.	

<b>4</b> <b>Score 3</b>	Staff are trained in customer care and sales skills.	<p><i>During the MV there were a few missed sales opportunities which may suggest that additional training in this area would be beneficial.</i></p> <p><i>The team are starting to roll out additional training for Staff in the area of customer care but at the time of the assessment this process was still in its infancy.</i></p>
<b>5</b> <b>Score 2</b>	All groups of customers have equal access and opportunities to enjoy use of the facilities.	<p><i>Issues noted at the time of the Assessment and MV included:</i></p> <ul style="list-style-type: none"> <li><i>disabled car parks spaces are a long way from the main entrance</i></li> <li><i>customer lift out of order</i></li> <li><i>disabled toilets and changing rooms out of order</i></li> <li><i>emergency assistance alarm cord broken</i></li> <li><i>internal doors are quite heavy and may be difficult for people with disabilities to open.</i></li> </ul>
<b>6</b> <b>Score 4</b>	Staff are professionally dressed, clearly identifiable and accessible to customers.	<p><i>The MV scored this best practice principle. For comment, please refer to their report.</i></p>
<b>7</b> <b>Score 3</b>	Staff are generally helpful and pleasant, and respond positively to enquiries and sales opportunities.	<p><i>The MV scored this best practice principle. For comment, please refer to their report.</i></p>
<b>8</b> <b>Score 3</b>	Policies, procedures and systems empower Staff to make decisions to address customer concerns and enquiries.	<p><i>During the MV the customer experienced a problem with the sauna and the way this was handled with the promise of discounted access at the time of the next visit did not seem to be very effective and may not be part of the agreed policy in place.</i></p>





## CR2: Customer Feedback

Score: **6.7**

### Quest Best Practice

- Customer comments and feedback are actively encouraged by all Staff and acted upon. They are seen as an opportunity to improve and help drive improvements for customers.

#### Particular Strengths and examples of best practice

The Centre has adopted the corporate procedure for recording written customer comments and a review of the process would suggest that it has been well designed in order to be user friendly and easy to use. The way in which systems are displayed within the Centre is good and to their credit the team do display a basic analysis of the feedback they receive each month.

As comments are made the team feed any key suggestions into the SIS as well as review comments as part of the weekly operational review process which should be commended.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Effective methods of written customer feedback are in operation.	<i>Although the process in place is well designed it would seem that it may not be as well implemented as it could be. The comment made during the MV had been put on file but it had not been acknowledged and addressed for almost two weeks.</i>  <i>The amount of comments received each month seems low given the size of the Centre and the team may want to challenge themselves to see how they can increase the overall response rate in this area.</i>
<b>2</b> <b>Score 2</b>	An effective verbal customer comment system is in operation.	<i>Although the team have a system in place neither of the two verbal comments made during MV were documented, which may suggest that additional training is required in this area.</i>

<p><b>3</b> <b>Score 2</b></p>	<p>Feedback is encouraged through direct contact with stakeholders and customer groups.</p>	<p><i>Other than some basic consultation with the swimming club the team confirmed that they did not have any structured system in place but they were discussing the possibility of starting some form of customer forum. If this proceeds areas to consider could include:</i></p> <ul style="list-style-type: none"> <li><i>• promote forum within Centre and on customer feedback form</i></li> <li><i>• consider incentivising forum membership – perhaps with discounted membership fees</i></li> <li><i>• advertise upcoming agenda and previous minutes in the Centre</i></li> <li><i>• promote and provide information relating to the forum on the website.</i></li> </ul>
<p><b>4</b> <b>Score 3</b></p>	<p>Customers and stakeholders are provided regular feedback on comments made and action taken.</p>	<p><i>The sheet used to display information back to customers is quite basic and could be enhanced. If this is reviewed, displays could include:</i></p> <ul style="list-style-type: none"> <li><i>• total comments received per month</i></li> <li><i>• highlight specific trends</i></li> <li><i>• report on average response times</i></li> <li><i>• chart the comments to show year on year or month and month trends.</i></li> </ul>
<p><b>5</b> <b>Score 3</b></p>	<p>Customers are made aware of the methods of feedback available.</p>	<p><i>The overall response rates would suggest that customer awareness is not as good as it could be. As well as trying to raise awareness the team may want to give some consideration to making feedback easier to do. Cost effective solutions that allow text and telephone feedback could be options to consider as could enhancing the feedback process within the website.</i></p> <p><i>Reproducing the customer feedback board in more than one location within the Centre could also be a consideration</i></p>



<b>6</b> <b>Score 3</b>	Clear actions are taken, and recorded, of improvements made from customer feedback.	<i>The analysis of the comments received is relatively basic and could be enhanced. As well as considering the suggestions already made within the report the team may also want to monitor trends over time as well as undertake year on year analysis. In addition the team could consider benchmarking feedback performance against other Centres within the company.</i>
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### CR3: Research

Score:

6.4

#### Quest Best Practice

- Pro-active research is conducted to identify potential customer and current customer requirements.
- There is an understanding amongst the Team of the target market, the facility users, competition and local and national trends.

#### Particular Strengths and examples of best practice

Discussions with the team confirm that they have a very good understanding of their competitors which has been derived from a research data produced by The Leisure Database company. In addition to this information the team has undertaken some desk based research to identify the prices and product offering from their competitors.

As part of the marketing process the team have collated a lot of information relating to local demographics which has been drawn from the Mosaic profiles of the local catchment. When interviewed the key Staff from the Centre were able to talk confidently about these profiles as well as their target market.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
1 Score 2	Research is clearly planned to incorporate both users and non-users.	<p><i>Although the team has a new Research Plan it is very basic and does not include any specific targets. It would seem that there is no corporate guidance in this area and the team recognise that they may lack some experience in putting together such plans.</i></p> <p><i>Future suggestions for the team to consider to enhance their Research Plan could be to develop and identify a balance between primary and secondary research data.</i></p>
2 Score 2	Research is undertaken and evaluated as planned.	<p><i>As the process in place are still relatively new the team do not have access to very much data and the only evidence produced relate to a customer satisfaction survey conducted last year. In addition, it was not clear how the information was actually being evaluated to influence the service or contribute to either the Business or Marketing Plans.</i></p>



<b>3</b> <b>Score 2</b>	Action is taken as a result of research conducted.	<i>Other than some basic operational areas the team were unable to evidence any key actions or developments they had taken as a result of the main research programmes in place.</i>
<b>4</b> <b>Score 3</b>	Competitor analysis is undertaken regularly, and used to inform the Business Plan and programming decisions.	<i>Formulising the competitor analysis further by actually undertaking mystery visits could be a worthwhile consideration for the future.</i>
<b>5</b> <b>Score 3</b>	Customer satisfaction surveys are completed regularly, and information is acted on.	<i>The team do undertake an annual satisfaction survey but the overall response rates are very low, only 34 last year, and it is therefore not clear how beneficial this process is.</i>  <i>Suggestions for the team could be to set targets for minimum responses across a variety of user types. Once analysed it may also be useful to consider displaying the results for customers to view.</i>
<b>6</b> <b>Score 4</b>	Management demonstrate current knowledge and awareness of local and national trends of usage and demographics.	
<b>7</b> <b>Score 2</b>	Management demonstrate current knowledge and awareness of target groups.	<i>Discussions with the team suggests that neither they nor the client have formally identified and specified specific target groups for any of their activity or research programmes in place.</i>



## CR4: Marketing

Score: **7.5**

### Quest Best Practice

- Strategic and planned marketing activity is documented, which the Centre uses to identify, plan and cost all marketing activities.
- Accurate, attractive and up-to-date information is provided for the local community/target markets through a variety of methods.
- A variety of promotional methods are used within the budgetary constraints of the facility to increase income and usage.
- The organisation operates to a clear pricing policy which seeks to ensure that subsidy is targeted effectively and is reviewed regularly.

#### Particular Strengths and examples of best practice

The way in which all marketing activities are planned is comprehensive and is managed by a corporate Marketing Manager who takes a strategic lead on all aspects. This information in turn is cascaded down to the team at the Centre who then oversee the practical implementation of each and every promotion. Responsibilities for all areas within the process are very clearly defined and understood by all Staff.

The quality of the information available to customers is very good and this is supported by well branded posters and information points in and around the Centre. It would seem that the organisation puts quite a strong emphasis on how it brands itself and the way in which this is managed seems very effective.

As a key guide the contractor has produced a Marketing Hub Manual, which outlines its approach in all areas of marketing from promotions, branding and even presentational standards. The quality of this manual is excellent and should be commended.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Marketing is clearly planned and demonstrates the links to the business objectives.	<i>The majority of the promotional activity throughout the year is very membership and fitness biased which means there may be other areas of the operation which are overlooked.</i>  <i>In addition to the corporate plan the team have produced their own Marketing Plan, however, this is a very basic document and does not include any specific targets.</i>
<b>2</b> <b>Score 4</b>	Responsibilities are defined and understood for all levels of marketing activity.	



<b>3</b> <b>Score 3</b>	Accurate, comprehensive and effective publicity material is produced and distributed in appropriate formats.	<i>Although the team claim they can get information in alternative formats it would seem that these are not kept on site and it was not clear how long it would take to acquire these documents.</i>
<b>4</b> <b>Score 3</b>	Flexible pricing options are in place to deliver commercial and social objectives.	<i>Although there is a concessionary scheme in place the way in which this is promoted seems a little low key and there may be an opportunity to develop this. There is also no provision for this area within either the corporate or site specific Marketing Plans.</i>  <i>Future considerations could be to offer Direct Debit payment options for children attending swimming lessons.</i>
<b>5</b> <b>Score 3</b>	An effective corporate image is portrayed throughout the facilities.	<i>Although there are presentational standards outlined within the Marketing Hub Manual it would seem that the team have strayed from this a little as during the Assessment numerous 'home made' A4 posters were noted in and around the Centre, which only detracted from the professional image.</i>
<b>6</b> <b>Score 2</b>	Promotional activity is measured and evaluated.	<i>Other than sales the team are not evaluating any of their marketing activity and they were not able to produce any evidence for review at the time of the assessment.</i>



## CR5: Bookings and Reception

Score: **7.8**

### Quest Best Practice

- The administration system for bookings is customer-friendly and provides a range of opportunities for one-off (non-casual) bookings, and effective regular bookings.
- Customers' needs are fully clarified and actioned through to completion of booking.
- The Reception service operates in a smooth manner with skilled, knowledgeable Staff providing prompt attention to customers and first time visitors.

### Particular Strengths and examples of best practice

The booking systems in place are simple yet effective and utilise a corporate electronic point of sale (EPOS) system that all Staff confirmed was easy to use. The guidelines for advance bookings are very well defined and would seem to be user friendly and simple to control.

The way in which one off events are managed seems very effective and all Staff interviewed talked positively about the implementation and integration of such activities into the mainstream programme.

In the main the lost and found property systems are well designed and the way in which the MV enquiry was managed should be commended.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	The administration system for all bookings (regular and one-off) is consistent, effective and comprehensive from enquiry to booking completion and review.	<i>Future considerations for the team could be to implement post use questionnaires for one-off events, birthday parties as well as club bookings.</i>  <i>Future considerations for the team could be to offer an online booking service for members as well as non-members.</i>
<b>2</b> <b>Score 4</b>	The programming of one-off/special events is planned and sensitive to regular customer needs and the requirements of the community.	





<b>3</b> <b>Score 3</b>	The Reception area is accessible, welcoming and customer friendly.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>4</b> <b>Score 3</b>	Reception Staff are well presented, professional, friendly and helpful.	<i>The MV scored this best practice principle. For comment, please refer to their report.</i>
<b>5</b> <b>Score 3</b>	Admission arrangements are effective and consistent, and balance both user friendliness and security.	<p><i>The layout of the reception means that as customers enter the Centre they actually exit at the rear of the reception desk, which may not be the most user friendly configuration.</i></p> <p><i>There seems to be an issue with the turnstile entrance as every customer entering the building has to be given access manually by the receptionist as opposed to a fully automated process which is linked to the booking system.</i></p>
<b>6</b> <b>Score 3</b>	Service times are kept to a minimum, both in person and on the telephone, through appropriate Staffing levels and systems.	<i>The reception rota only requires one member of Staff to be on duty at any one time which given the size of the Centre is very efficient. However, there were numerous occasions over the course of the assessment where the assessor noted long queues out of the door as the single member of Staff on duty struggled to cope with the volume of customers.</i>
<b>7</b> <b>Score 3</b>	Lost and found property is effectively controlled and managed.	<p><i>Staff interviewed did not seem to be fully conversant with the procedures in place which may suggest a training need.</i></p> <p><i>The system in place requires Staff to put a unique reference on each and every item to avoid confusion, however, this system is not being utilised.</i></p>
<b>8</b> <b>Score 3</b>	Relevant customer information is clearly displayed and communicated.	<p><i>Some of the key customer information, such as the admissions policy, was located in a very obscure area and as such it may not be easy for customers to view.</i></p> <p><i>The team do not display activity prices for customers to view.</i></p>



<b>9</b> <b>Score 3</b>	An effective communication system ensures contact with Staff and customers throughout the facilities.	<i>The Centre does not have a Public Announcement (PA) system in place to aid internal communication.</i>
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## STAF1 Staff supervision and planning

Score: **7.9**

### Quest Best Practice

- Staff are appropriately trained, qualified and in sufficient quantity to deliver the standard of service promised to customers and Staff.
- Plans ensure that Staff absences can be covered and facilities/activities are not restricted through Staff absence.
- Shift patterns include time off shift for meetings, training and personal development of Staff.
- All employment legislation and statutory regulations are adhered to.

### Particular Strengths and examples of best practice

As well as the full-time and part-time contracted Staff, there is a large collection of casual Staff who are used to cover holiday and sick leave as well as providing cover for programmed activities. A review of the rotas and discussions with Staff confirms that most absences are effectively covered with little disruption to service levels.

The structure of the rota in place helps ensure that Staff can attend training sessions and meetings whenever possible and the hand over time between shifts is used to communicate key operational tasks required each day.

The structure of the NPLQ programme is very good and the way in which it is delivered helps ensure that the relevant Staff are up to date with their training needs. Where Staff miss too many sessions the tracking processes in place allow the team to identify this and rectify as required.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
1 Score 3	Adequate levels of supervision are defined for all activities and areas of service at all times.	<i>Other than pool supervision ratios no other definitions have been set for other areas of the operation.</i>  <i>The sauna area is not Staffed and the standards of presentation and housekeeping noted at the time of the MV may suggest that the supervision systems in place may not be as effective as they could be.</i>
2 Score 4	Staff resources are sufficiently allocated to effectively deliver the standards of service.	



<b>3</b> <b>Score 3</b>	All Staff and individuals involved in service delivery are suitably qualified, trained and competent to perform their duties.	<p><i>Numerous gaps were noted in the various induction records reviewed.</i></p> <p><i>The current Trainer Assessor (TA), who is also a Duty Manager, for the Centre is not currently deemed competent to work on the pool as he has not attended supervised training sessions for some time due to a shortage of other TA's.</i></p>
<b>4</b> <b>Score 3</b>	Staffing arrangements allow for planned and unplanned absence.	<p><i>The Centre relies on a very large proportion of casual Staff to ensure the activities and services are delivered each week. Not only could this mean the team need to additional work each week to cover all shifts but it also potentially exposes them to additional risk if Staff decide not to work.</i></p>
<b>5</b> <b>Score 4</b>	Shift planning provides adequate time for communication, meetings, handovers, and development of Staff.	
<b>6</b> <b>Score 2</b>	Staff arrangements conform to legal requirements.	<p><i>A review of the rota highlighted several shifts where late to early shifts had less than 11 hours rest time in between them.</i></p> <p><i>Due to an anomaly in the rota one of the Duty Managers currently does a 15 hour shift on a regular basis.</i></p>
<b>7</b> <b>Score 3</b>	The Staff structure ensures front line Staff are delivering the defined service standards.	<p><i>As already outlined within the report the service standards at reception at peak periods could be compromised due to the Staff structure in place.</i></p>



## STAF2 People Management

Score: **8.1**

### Quest Best Practice

- All Staff involved in service delivery, whether paid or voluntary, are seen as critical to the delivery of a quality service.
- Training and development are ongoing for individuals and Teams with the aim of continually improving standards of service and achieving the organisation's objectives.
- All employment legislation and statutory regulations are adhered to.

#### Particular Strengths and examples of best practice

A comprehensive recruitment and selection process is in place as part of the contractor's human resource's procedures and the overall structure and management of the recruitment process is very well controlled and implemented to ensure not only the right appointment but also that all legal aspects of recruitment are closely adhered to.

The Centre has a very well coordinated approach to screening of new employees which is then supported by a refreshment programme which takes place every two years.

The provision of training opportunities for the team is commendable and the organisation has a strategic partnership with an external training provider to provide access to NVQ funded training for customer services, operations and fitness. A review of the way the programme is managed, implemented and then recorded suggests that this is a key strength for the team and should be commended.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	Policies are established and implemented to deliver effective management of all individuals involved in the service.	
<b>2</b> <b>Score 4</b>	Recruitment and training are implemented in accordance with legal requirements.	
<b>3</b> <b>Score 3</b>	The recruitment process is fair, thorough and ensures the right appointment.	<i>Future considerations could be to ensure that all applicants complete application forms as opposed to just relying on CV's. If considered there may also be some merit on formally documenting the short listing process to ensure the correct selection process is being adopted.</i>

<b>4</b> <b>Score 4</b>	There are policies which ensure appropriate screening of all individuals working with young children and/or vulnerable customers.	
<b>5</b> <b>Score 3</b>	Appropriate induction procedures are designed and followed.	<p><i>As already outlined within the report there were numerous gaps noted within the inductions records viewed.</i></p> <p><i>In addition to the role specific induction for Lifeguards there may be some merit in producing specific inductions for other roles such as Fitness Instructors, Duty Managers and Receptionists.</i></p> <p><i>It would seem that part of the induction requires Staff to be issued with a company handbook but at the time of the assessment the team had run out of stock.</i></p>
<b>6</b> <b>Score 2</b>	A Staff performance review and development scheme is implemented on at least an annual basis.	<i>The current appraisal process has only recently started and as such the majority of Staff that work at the Centre had not been reviewed for quite some time, if ever.</i>
<b>7</b> <b>Score 3</b>	Training and development needs are identified regularly and are appropriate to the individual's role and the organisation's objectives.	<p><i>The omissions in the appraisal process could mean that the management team are not effectively identifying training needs across the team.</i></p> <p><i>The current skills matrix identifies training needs by individuals but it does not record what training has taken place.</i></p>
<b>8</b> <b>Score 3</b>	The training and development programme is structured to enable and encourage Staff to achieve further work related qualifications, and provide sound succession planning.	<p><i>The NVQ training does have some eligibility limitations and discussions with the team suggested that this has resulted in long delays for Staff who want to undertake the training.</i></p> <p><i>The team are yet to develop any structured or formal succession training programmes although they are aware of this and plan to address this in the near future.</i></p>



<b>9</b> <b>Score 3</b>	Training is conducted, recorded, reviewed and evaluated.	<i>The provision of training for those Staff who work on dry side activities does not seem to be as robust and well-formed as the programme for those Staff that work at the pool.</i>  <i>Expanding and developing the way in which training is evaluated could be an area for the management team to consider. If done, the Staff may want to consider how they link these reviews to the key themes and objectives within the Centre's Business Plan.</i>
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## STAF3 Management Style

Score: **7.2**

### Quest Best Practice

- There is a management style that demonstrates the ability to communicate with and motivate Staff across all levels.
- The management processes skilfully balance business goals with customer needs and Staff involvement.
- There is a culture of continuous service improvement through the empowerment and involvement of Staff.

#### Particular Strengths and examples of best practice

Responsibilities amongst the team seem to be very well defined and all Staff interviewed over the course of the assessment were able to discuss what their responsibilities were in addition to those of their colleagues.

Overall communication throughout the Centre seems effective and the team hold regular meetings for most Staff throughout the year. The regular scheduling of the NPLQ training sessions seems to aid this process and the mandatory attendance means that the vast majority of Staff almost always attend.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	Management and Staff responsibilities are clearly defined and implemented.	
<b>2</b> <b>Score 4</b>	Line Managers act as role models and demonstrate leadership, through effective delegation and communication.	
<b>3</b> <b>Score 3</b>	Communication procedures are clearly established and effectively implemented at all levels.	<p><i>There may be some benefit in creating an annual Communications Plan that outlines all meetings, training sessions, appraisals as well as any other Staff consultation that may take place.</i></p> <p><i>The team have a 'white board' situated within the Staff room to communicate key operational messages and information. However, it would seem that the board is not used as effectively as it could be.</i></p>





<b>4</b> <b>Score 2</b>	Staff consultation and/or representation is part of a people management culture.	<i>The implementation of an annual Staff survey may have some benefit either as a Centre or as a contract covering both Centres. The findings of which could be used to influence areas such as the Business or Training Plans.</i>  <i>Other suggestions for Staff engagement could include the use of Staff forums or specific consultation groups, perhaps as part of a continuous improvement team that focuses around the elements of the SIS.</i>
<b>5</b> <b>Score 3</b>	A culture of continuous improvement exists through Staff involvement in Quest development and implementation.	<i>Staff involvement in Quest development seems a little isolated to the management team and the overall awareness of the approach taken was not good.</i>
<b>6</b> <b>Score 3</b>	Innovation at all levels of the organisation is encouraged.	<i>The contractor has a 'Bright Ideas' corporate suggestion scheme in place but it would seem that it is not well promoted to the team.</i>  <i>The brainstorming log which is designed to record ideas and suggestions from the team was not operational at the time of the assessment.</i>
<b>7</b> <b>Score 2</b>	Staff are valued, rewarded and recognised for their contribution.	<i>The team has developed a 'Duvet Day' reward scheme to recognise the performance of Staff, however, this is isolated to the Duty Managers only and therefore it may not be as equitable as it could be.</i>
<b>8</b> <b>Score 2</b>	Staff development is an important part of the Business Planning process.	<i>Much of the Staff development work undertaken seems to link to driving income or meeting statutory requirements. Whilst this is commendable, areas such as personal development or management development does seem to be overlooked.</i>  <i>A future consideration for the team could be to develop systems which clearly highlight the objectives within the Business Plan to the targets within future Training Plans.</i>



## SDR1 Business Management

Score: **7.5**

### Quest Best Practice

- The Centre has clearly identified its purpose, established overall strategies and set specific objectives and targets to achieve them.
- The Centre has developed and uses a “Business Plan” to map out its objectives and targets.

#### Particular Strengths and examples of best practice

The contractor's main aims and objectives seem to be very well defined and these are clearly communicated to the team based at the Centre. The key themes around financial sustainability through driving revenue and reducing costs seem well engrained into the culture of the team and the systems and process in place.

The current business planning processes in place are simple but well understood and relate to the main four themes. As well as an annual plan the team produce a 90 day plan to support the action planning process. Performance of the plan is reviewed at regular intervals and then documented.

The way in which services and products are procured is well managed and complies with corporate guidance which is clearly outlined within the LCQMS.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 4</b>	The Centre has developed its purpose or mission and aims.	
<b>2</b> <b>Score 3</b>	Staff are aware of and understand the Centre's purpose/mission, principal aims and objectives.	<i>Whilst Staff awareness was generally good amongst the management team there may still be some opportunities to reinforce this further with front line Staff. Suggestions to address this could be to include it in Staff training sessions, as a discussion point within the appraisal meetings or as part of a regular newsletter.</i>

<b>3</b> <b>Score 3</b>	The Centre has a current "Business Plan" with clear actions, timescales and responsibilities for all aspects of managing the facilities.	<i>The plan is very basic and is not much more than a list of actions, which themselves seem to lack detail and any links to strategic objectives.</i>  <i>The merits of having both an annual plan as well as a 90 day plan did not seem obvious and when questioned the Staff did not seem totally clear on the merits of this approach.</i>
<b>4</b> <b>Score 2</b>	The Business Plan links to local and national strategies and agendas.	<i>There does not seem to be any formal links to the client and there does not seem to be any consultation on the process between the two organisations. In the main the current Business Plan seems a very internal document and only focuses on the key financial elements of operating the Centre with little thought to any community engagement.</i>
<b>5</b> <b>Score 2</b>	Staff and stakeholders have access to, and are involved in developing and delivering the Business Plan.	<i>The overall consultation and engagement with Staff at the Centre relating to the Business Plan is not as good as it could be and in the main it seemed to be a very top down process.</i>
<b>6</b> <b>Score 3</b>	The Business Plan is reviewed regularly.	<i>The way in which the Business Plan is reviewed is a little ad-hoc and as such the team may want to consider formalising this. A suggestion could be to review key performance each quarter and then communicate the headline information to all Staff, perhaps via a newsletter, team brief or during Staff training sessions.</i>
<b>7</b> <b>Score 4</b>	The Centre uses effective processes for the procurement and delivery of services.	



## SDR2 Programme Development

Score: **7.5**

### Quest Best Practice

- The programme of activities is designed to meet the facility's aims and objectives.
- The programme is dynamic, innovative and responsive to the requirements of the customers and potential customers.
- Activities contribute to sports development, active health, education, safety and security within the community.
- The programme considers the various types of user and use to ensure that it is balanced and promotes equality of access.

### Particular Strengths and examples of best practice

The balance of activities and programmes on offer within the Centre are good and the team make the most of the facilities they have at their disposal to create a balanced programme to serve the local communities.

A key strength for the Centre is the junior swimming lesson programme which is a fully ASA accredited programme. A review of the programme and discussions with the team involved confirms that not only is it well managed and controlled but that the quality of the scheme is very good.

The way in which the team review their programmes seems very good and this includes utilisation reports for lessons and classes as well as session by session review of the pool programme, which should be commended.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	The activity programme reflects the needs of its identified customers and is based on the Centre's objectives, stakeholder requirements and research.	<i>Although the programme has changed slightly over the last few years it would seem that this is not necessarily linked to any formal primary research work being done by the team at the Centre. Engaging with the local community to identify specific needs could be an area to consider for the future.</i>
<b>2</b> <b>Score 3</b>	The activity programme is inclusive and pro-actively developed to cater for target or under-represented groups.	<i>The work around targeting under-represented groups seems to be quite basic and there is minimal evidence that the team are trying to address this. Suggestions could include setting targets within the Business Plan or perhaps engaging with the local authority to indentify needs for the local area which could then be a platform for developing new programmes.</i>



<b>3</b> <b>Score 2</b>	The activity programme takes account of the government agenda.	<i>The formal links with organisations such as the local Primary Care Trust may not be as well developed as they could be and may well warrant further work should the team want to assist in delivering health related programmes for the community.</i>  <i>The team were not able to provide any other evidence of specific programmes they are delivering against this issue.</i>
<b>4</b> <b>Score 4</b>	Clear pathways are identified for participants to progress and develop skills.	
<b>5</b> <b>Score 3</b>	<i>Further participation and pathway opportunities are proactively developed and managed with other providers.</i>	<i>Setting targets for pathway development, and then measuring success, could be a consideration in the future. An obvious area to start this would be to measure the conversion of swimmers from the Centre's lesson programme into the resident swimming club.</i>
<b>6</b> <b>Score 4</b>	The programme is regularly reviewed.	
<b>7</b> <b>Score 2</b>	Innovative approaches to programme development are attempted and reviewed for success.	<i>A review of the core programme of activities would suggest that although it is comprehensive it is fairly traditional and there is limited innovative currently taking place within the Centre.</i>



## SDR3 Partnerships

Score:

5.0

### Quest Best Practice

- Partnership arrangements are designed to meet the Centre's aims and objectives.
- Partnerships are positively managed to meet local, regional and national agenda.
- Community engagement is undertaken.

#### Particular Strengths and examples of best practice

The team at the Centre, as well as within the contract, seem to have identified two main partners who are essential to the delivery of the services on offer. These are the main client and the NVQ training provider. The structures and communication process in place with both organisations indicates a positive relationship.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
1 Score 3	Key local and regional partners have been identified.	<i>With the exception of the partners already outlined it would seem that the team are yet to formally identify any other potential partnerships and at the time of the assessment there is no corporate approach or guidance in place to support his area.</i>
2 Score 3	Communication with partners has been formalised, and records show the development of a positive relationship.	<i>Although the relationship with the client seems to be a positive one there is little evidence to suggest that this relationship has evolved or developed over recent years.</i>  <i>The team are yet to develop any other formal communication systems with other potential partners and the occasional meeting or consultation that may take place seems rather ad-hoc and informal.</i>



<b>3</b> <b>Score 2</b>	Management develop Partnerships in order to meet Business Plan objectives and increase participation.	<i>There is very little evidence to suggest that either the client or any other partner is involved in the development of the Business Plan objectives.</i>  <i>Not many of the objectives reviewed within the Business Plan seem to revolve around the need to drive participation unless they have a direct revenue benefit and it would seem that the client does not stipulate this as part of the partnership arrangements in place.</i>
<b>4</b> <b>Score 1</b>	Management demonstrate the importance of and opportunities for community engagement.	<i>As this is not a requirement or stipulation of the contract arrangements in place the team do not see this as a priority and it is not therefore a fundamental part of the current Business Plan process.</i>
<b>5</b> <b>Score 1</b>	Community engagement is planned, implemented and reviewed.	<i>Should the team based at the Centre decide to review their approach to community engagement then a consideration could be to either develop a specific plan for this area or build a series of key objectives within the current Business Plan. Ensuring the relevant plans have 'SMART' targets and then formally, and perhaps jointly, reviewing performance in this area could also be a consideration for the future.</i>



## SDR4 Performance Management

Score: **8.0**

### Quest Best Practice

- Performance indicators are used to measure and improve the service and management of the facilities.
- Financial management is controlled and appropriately communicated.

#### Particular Strengths and examples of best practice

The overall performance management processes within the Centre are very good and the team are genuinely focused on measuring performance as closely as they can in order to ensure that they achieve the set targets wherever possible.

In order to achieve this a wide range of commercial key performance indicators (KPI's) have been developed that include areas such as sales, usage, and finance. Many of these areas are measured daily and performance is shared amongst the key team at the Centre. On a weekly basis the Contract Manager takes part in a contract conference call with his line manager as well as peers within the region to discuss key financial performance and actions required to ensure targets are achieved.

Sharing and comparing information is important to the team and as part of a much larger organisation they are able to benchmark performance across a very large number of facilities.

Finally, the way in which financial performance is monitored is very robust and the managers accountable in this area were very conversant with the processes in place which enable them to track income and expenditure at set intervals.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Relevant Performance Indicators are identified and targets set accordingly.	<i>Most of the KPI's measured related purely to commercial activities and there may be an opportunity for the team to develop these to consider other aspects of the operation. Suggestions could include areas such as asset management, human resources, community engagement and perhaps other areas to support the Business Plan objectives.</i>
<b>2</b> <b>Score 4</b>	Robust methods are used to collect relevant Performance Indicators.	



<b>3</b> <b>Score 3</b>	Relevant Performance Indicators are analysed and used to improve the service.	<i>Most of the performance reviews in place seem to revolve around driving income or controlling costs but it was not clear how the information is actually being used to drive service quality. Perhaps if the range of KPI's measured were expanded this may assist the team in this area.</i>
<b>4</b> <b>Score 3</b>	Performance Indicators are compared with other Centres and used for process benchmarking.	<i>Although internal benchmarking takes place this is primarily as comparisons and not necessarily to review process and systems.</i>  <i>If the benchmarking areas were ever expanded there may also be some benefit in undertaking some work with external organisations.</i>
<b>5</b> <b>Score 2</b>	Performance is compared with other Quest Centres and used for process benchmarking.	<i>The Quest benchmarking process at the time of the assessment seemed to focus purely on score comparisons. Future considerations could include actually reviewing processes and systems to assess why other Centres are getting different scores.</i>  <i>To enhance benchmarking work, the team may want to consider undertaking some comparison work with external organisations within the Quest framework to help identify best practice.</i>
<b>6</b> <b>Score 3</b>	The Financial budget links to the achievement of the Business Plan objectives.	<i>Whilst the financial plan is based on an annual structure it was not clear how this then supported and linked to the main business processes which seem to rely heavily on the '90 Day Plan'. When interviewed Staff seemed to be a little unclear in this area.</i>
<b>7</b> <b>Score 3</b>	Management are directly involved in the development, review and achievement of the Financial budget.	<i>Expanding responsibilities amongst the management team and other Staff groups with regards to setting budgets could be an area to consider when this area is next reviewed. Discussions with the team at the time of the assessment would suggest that it is still a very 'top down' process.</i>
<b>8</b> <b>Score 4</b>	Management monitor income and expenditure on at least a monthly basis.	
<b>9</b> <b>Score 4</b>	Under performing income and expenditure areas are identified and appropriate action taken.	



<b>10</b> <b>Score 3</b>	Stakeholders are kept informed of the financial performance of the Centre.	<i>Awareness amongst Staff of current financial performance was perhaps not quite as good as it could have been outside of the management team and this may be an area to consider where reviewing future performance. A suggestion could be to post regular updates on the white board situated in the Staff room.</i>
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## SDR5 Information and Communication Technology

Score: **6.8**

### Quest Best Practice

- Information and Communication Technology is managed legally and safely.
- All information and data is used, managed, and stored/recovered securely.

#### Particular Strengths and examples of best practice

All ICT services are supported centrally and a series of support contracts oversees all areas of desktop support and maintenance and network management. A review of the systems in place suggests that they are well implemented and discussions with Staff confirmed that response times to any call outs are very prompt and efficient.

Within the next few months the Centre is part of a significant project which will see the main booking system transferred from its current location to the centralised servers controlled by the contractor and it is hoped that this will have a positive impact on reporting capabilities.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	There is a planned and strategic approach to the development and use of ICT.	<i>Although the Staff interviewed are aware of a corporate plan for ICT they are not aware of its core contents or main objectives. In addition, there is minimal evidence to suggest that the corporate plan has any influence over the site Business Plan.</i>  <i>Future considerations for the team could be to introduce some ICT performance indicators in order to measure and evaluate the service.</i>
<b>2</b> <b>Score 3</b>	All data and information is stored safely and securely, and is accessible to authorised users only.	<i>It would seem that many of the team utilise USB sticks to store key data, however, there is no process in place to ensure the security and integrity of these devices.</i>
<b>3</b> <b>Score 2</b>	Data recovery and back up systems are in place and tested.	<i>Much of the information used by the team is kept on either USB sticks or the hard drives of the computers based at the Centre. However, the team do not have a structured back up process in place for either of these areas.</i>

<b>4</b> <b>Score 3</b>	<p>Electronic data is used effectively to monitor usage and financial trends.</p>	<p><i>All usage trends at the moment relate to activities and not necessarily user type, which could be a suggestion for the future.</i></p> <p><i>The way usage targets are set does not seem to be as well structured as it could be and this area may warrant a review.</i></p>
<b>5</b> <b>Score 3</b>	<p>Staff are trained in the appropriate, safe and effective use of ICT.</p>	<p><i>Some of the Staff interviewed, who work on reception, did not seem to be as conversant with the systems in place as they could be, a point also noted at the time of the MV. Identifying this need via the appraisal process and providing key training for these Staff could help in this area.</i></p>
<b>6</b> <b>Score 3</b>	<p>Use of cameras and mobile phones is controlled.</p>	<p><i>Displaying the policy relating to the use of cameras in more locations could be a consideration for the future, especially in changing areas.</i></p>
<b>7</b> <b>Score 2</b>	<p>Use of ICT for communication and marketing purposes is maximised.</p>	<p><i>Future considerations for the use of ICT as a marketing tool could include:</i></p> <ul style="list-style-type: none"> <li><i>• online booking</i></li> <li><i>• online member joining</i></li> <li><i>• online forums</i></li> <li><i>• text campaigns</i></li> <li><i>• e-shot communication with members.</i></li> </ul>



## SDR6 Continuous Improvement

Score: **7.1**

### Quest Best Practice

- Performance Measurement, feedback and process reviews are used as a basis for continuous improvement.
- Improvement planning forms the basis for ongoing and actual continuous improvement.

#### Particular Strengths and examples of best practice

The team place a lot of emphasis on the SIS as their main continuous improvement tool and discussions with all members of the management team confirms that they use the process well and they are very well engaged with the systems in place.

The Centre's internal audit programme, which is a corporate process, is a key strength and a review of the last few audits undertaken confirms that they are in depth and well balanced in order to help signpost improvements for the team.

As part of the service assessment process the Centre is subject to a random mystery telephone call which aims to assess the level of service from the front of house team. The results from these audits are then compared with every other Centre within the organisation.

BPP No	Best Practice Principles	Assessor's suggested Areas for Improvement
<b>1</b> <b>Score 3</b>	Regular Quest Self-Assessment contributes to and informs the <i>Quest Action Plan</i> .	<i>The team review an element of the Self Assessment Questionnaire (SAQ) each week as part of the team meeting process but it is not clear how effective this is and a review of the last minutes suggested no items had been addressed.</i>  <i>As opposed to every week a suggestion could be to develop an annual programme and formally review and score areas on a monthly basis which then feeds into the SIS.</i>

<p><b>2</b> <b>Score 3</b></p>	<p>Periodic reviews/audit are used to develop and inform the <i>Quest Action Plan</i>.</p>	<p><i>The audit programme seems a little haphazard in areas and a suggestion could be to create an annual plan to help identify which audits are due to take place and when. Integrating this into the process outlined for the SAQ may help as well.</i></p> <p><i>A suggestion for the development of the SIS could be to add a column which identifies the source from which each objective has been identified.</i></p> <p><i>The current SIS has a high, medium and low rating but as of yet these ratings do not have definitions.</i></p>
<p><b>3</b> <b>Score 3</b></p>	<p>The Centre makes use of mystery visits on a regular basis to test the customer experience and inform the <i>Quest Action Plan</i>.</p>	<p><i>Expanding the mystery visit programme to incorporate actual customer visits to support the telephone audit process could be a consideration for the future.</i></p> <p><i>It would seem that the results from the telephone audits have not yet been fed into the SIS.</i></p>
<p><b>4</b> <b>Score 3</b></p>	<p>Information collected through Staff feedback is used to develop and inform the <i>Quest Action Plan</i>.</p>	<p><i>Staff engagement with the SIS is not good and awareness amongst those Staff outside of the key management team seemed low. Addressing this via training sessions, new employee inductions as well as the appraisal process could help.</i></p>
<p><b>5</b> <b>Score 2</b></p>	<p>Credible external validation of progress, including the use of awards, contributes to the development of the <i>Quest Action Plan</i>.</p>	<p><i>Other than Quest the team were unable to demonstrate any other external accreditation in place. Suggested external accreditations to consider could include Investors in People, the Inclusive Fitness Initiative, Swim 21 and the FIA Code of Practice.</i></p>
<p><b>6</b> <b>Score 3</b></p>	<p>The implementation of the <i>Quest Action Plan</i> shows tangible improvements to the service, business and Staff management.</p>	<p><i>Whilst there is evidence of the SIS delivering for the team they may want to consider how they can formally evaluate the processes in place.</i></p> <p><i>Greater engagement around the SIS for all Staff groups may also be advantageous in delivering better results for the future.</i></p>