

Quest Prime 2 – Operational Management



Guidance Notes

Module Outcome

- Preventative maintenance is in place to ensure the building is safe and Covid-secure.
- Operational management systems are in place to support people meet the governments and industry Covid requirements.
- There is clear communication to participants to ensure that they should always take all reasonable measures to comply with social distancing measures, before, after and during physical activity.
- Prominent signage is displayed in all relevant areas to draw attention to rules and arrangements.

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is there effective communication about visiting the premises prior arrival?	<p>There is limited evidence online of any changes to policies and procedures as a result of Covid-19 and government guidance.</p> <p>It is not clear which facilities are open.</p>	<p>General measures to mitigate the risk of Covid-19 are included as a minimum on the webpage. This could include commitment to:</p> <ul style="list-style-type: none"> • Asking anyone ill or showing Covid Signs and symptoms not to attend • maintaining social distancing guidelines • Maximum numbers • Cleanliness and hygiene • A booking system (timed based) for the activity to control the number of customers at any one time. <p>There is evidence online to inform customers which facilities/activities are open. There is some evidence this is accessible.</p>	<p>Detailed information is displayed on the facilities webpage. It does not provide information that may present a security risk, such as the location of queues or the number of people permitted in a queue, however, should include:</p> <ul style="list-style-type: none"> • Encouraging attendees to arrive at the facility in sports kit and where possible to travel home to change/shower • Recommendations and facilities to avoid public transport such as bike racks • A policy on managing spectators. <p>Bookings must be made in advance.</p> <p>There is clear and easy to find information online describing which facilities/activities are open and which are not current open. There is clear commitment to making this information accessible to all.</p>	<p>There is an ability to book all activities online, including pre-booking for spectators or other systems to control spectator numbers.</p> <p>Information about which facilities/activities are open and closed are available on various online platforms, including social media.</p>	<p>The facility is using various online methods to promote the Covid-19 standards, which includes social media.</p> <p>Communication methods are engaging through the use of high-quality multi-media. Covid controls in place are described using the customer journey.</p> <p>There is an effective online booking system for all activities.</p> <p>Good practice is evidenced to ensure the centre is accessible to different groups.</p> <p>Information about which facilities/activities are open and closed are available on various online platforms, including social media.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>Are there systems and communication in place to ensure distancing among workers/volunteers, customers and contractors when outside and moving within and through sports and leisure facilities. Specific areas that need to be considered are:</p> <ul style="list-style-type: none"> • Adequate car parking and other facilities such as bike-racks to help people walk, run, or cycle to the sports or gym/leisure facility where possible. • A social distancing queue system is in place outside the facility with clear guidance about visiting the facility, where necessary • Reception/payment areas, where screens could be considered / cash less payments • Reconfiguring of seating and tables to optimise spacing and reduce face-to-face interactions • The use of the lift is controlled, whilst ensuring people with disabilities have access • Social distancing markings and signage in common areas where issues could arise. For example, entrances, foyers, reception, spectator areas (one parent/carer per child to supervise). One-way systems and entrance and exit points are in place where possible. • Controls are in place to encourage the avoidance of changing room and toilets; however, use is not restricted for participants with disabilities or special needs. Control in these areas are in place where queues typically form. 	<p>The facility feels unsafe, due to the lack of social distancing measures in place.</p> <p>There are clear breaches of government guidance preventing a Covid-19 secure environment.</p>	<p>There is minimal evidence that government social distance guidance is being followed with the minimum standards being met.</p>	<p>Social distancing measures are in place throughout most areas of the building, however several opportunities for improvement were noted.</p> <p>Communication of the expected standards is evident, for example through the use of signage.</p> <p>Where the social distancing guidelines cannot be followed in full, mitigating actions have been put in place.</p>	<p>Well considered social distancing measures are in place throughout most areas of the building.</p> <p>There is comprehensive communication of the expected standards.</p> <p>Where the social distancing guidelines cannot be followed in full, mitigating actions have been put in place.</p>	<p>Well considered social distancing measures are in place throughout all areas of the building.</p> <p>The hierarchy of risk control has been efficiently used to influence behaviour.</p> <p>Communication of the standards is clear and consistent and of a good quality. Covid-19 information is easily distinguishable from other information.</p> <p>Unnecessary signage/posters have been removed.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>Has the facility ensured distancing among workers/volunteers and customers when using sports and leisure facilities? Specific aspects that need to be considered are:</p> <ul style="list-style-type: none"> • Is there appropriate spacing or barrier system between equipment. • There are suitable margins for adequate circulation or one-way routes around areas such as fitness suites. • Clearly visible tape should be put around pieces of gym equipment to denote social distance. • Dance and exercise studios: Where possible, temporary floor markings defining required spacing per individual should be provided. 	<p>Activities are taking place that are not permitted by government or not adhering to NGB guidance.</p> <p>Activities taking place cannot be undertaken without contravening social distancing guidelines within available facilities.</p>	<p>There is minimal evidence that government social distance guidance is being followed with the minimum standards being met within activity areas.</p>	<p>Some considered social distancing measures are in place throughout most activities taking place.</p> <p>It is apparent that national governing bodies guidance has been used to ensure the sport can be played or adapted.</p> <p>There is good communication of the expected standards.</p>	<p>Well considered social distancing measures are in place throughout most activities taking place.</p> <p>It is apparent that national governing bodies guidance has been used to ensure the sport can be played or adapted.</p> <p>There is good communication of the expected standards.</p>	<p>Well considered social distancing measures are in place throughout all areas of the building.</p> <p>The hierarchy of risk control has been efficiently used to influence behaviour.</p> <p>Communication of the standards are clear and consistent and of a good quality.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>Is the maintenance, environmental management and housekeeping of the inside and outside of the premises effectively managed?</p> <p>Specific areas that need to be considered are: Car park, external fabrication of the building, circulation areas, activity equipment, changing and toilets including fixtures and fittings with adequate supply of stock and amenities.</p>	<p>There are several maintenance, environmental management or housekeeping issues at the facility that is causing an unsafe environment.</p>	<p>There is some evidence that maintenance, environmental management, and housekeeping is being managed, but there is still a lot to do. Issues are having a significant impact on the customer experience and/or having negative impact on the environment</p> <p>Faulty equipment is being made safe by quarantining or if this is not possible appropriate signs.</p>	<p>On the whole conditions are well managed, however opportunities for improvement have been noted. These opportunities are not having a significant impact on customer experience, however better housekeeping could improve the environment and reduce costs.</p> <p>Maintenance issues noted during the visit are effectively managed using professional communication to inform customers of the issue and expected recertification date.</p>	<p>On the whole conditions are well managed, with only a few areas for improvements noted.</p> <p>Maintenance issues noted during the visit are effectively managed using professional communication to inform customers of the issue and expected recertification date.</p> <p>Environmental management is well managed, with opportunities for improvement mainly only involving capital investment.</p>	<p>The maintenance, environmental management and housekeeping at the centre are at a high standard and having a positive impact on the customer experience and the environment.</p> <p>Significant investment is evident to reduce the centres negative environmental impact.</p> <p>Any opportunities for improvement are minor and do not impact on the overall customer experience.</p>

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Guidance Notes

Challenge:	N/A	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>How does the facility ensure café/bar/restaurant areas are Covid secure and part of the Covid-19 recovery plan?</p> <p>Specific aspects that need to be considered are:</p> <ul style="list-style-type: none"> • Café menus and other publicity material is not shared • Reconfiguring seating and tables to maintain social distancing guidelines. • Maintaining distance when ordering food, consideration of table service. • Minimising customer self-service of food, cutlery and condiments to reduce risk of transmission • Minimising contact between kitchen workers and front of house workers (and other staff/deliveries). For example, by having zones from which front of house staff can collect food. • Where bar or counter service is unavoidable, preventing customers from remaining at the bar or counter after ordering. 		<p>The facility feels unsafe, due to the lack of social distancing measures in place.</p> <p>There are clear breaches of government guidance preventing a Covid Secure environment.</p>	<p>There is minimal evidence that government guidance is being followed with the minimum standards being met.</p>	<p>Some considered Covid measures are in place throughout most areas of the building.</p> <p>There is comprehensive communication of the expected standards.</p> <p>Where the social distancing guidelines cannot be followed in full mitigating actions have been put in place.</p>	<p>Well considered Covid measures are in place throughout most areas of the building.</p> <p>There is comprehensive communication of the expected standards.</p> <p>Where the social distancing guidelines cannot be followed in full mitigating actions have been put in place.</p>	<p>Well considered measures are in place.</p> <p>The hierarchy of risk control has been efficiently used to influence behaviour.</p> <p>Communication of the standard is clear and consistent and of a good quality.</p>

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Guidance Notes

Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are there operational improvement plans in place to ensure day to day tasks are identified and actioned?	There is limited evidence of any improvement plans in place.	Basic plans are in place that identify how the facility can improve operationally.	Formal plans are evidenced including time-based targets. Plans are shared with the team with those responsible for completion of individual tasks documented.	Improvement plans cover actions that originate from a comprehensive range of service areas, including health and safety, cleanliness, customer feedback etc. Actions with improvement plans are SMART.	There is a clear link between actions identified in the improvement plan and the outcome it aims to achieve. Each action demonstrates it is improving the service offered.

Do		
Challenge:	Unsatisfactory	Satisfactory
<p>Can the facility demonstrate that the capacity of the building and areas within it have been reviewed in line with government and NGB guidance?</p> <p>For example, is the ventilation of the building been optimised to ensure a fresh air supply is provided to all areas of the facility and increased wherever possible?</p> <p>Particular attention should be given to areas where high intensity exercise activity takes place.</p>	<p>The facility is unable to evidence carbon dioxide is being monitored or the ventilation is at least 20 litres per second per person.</p>	<p>The maximum capacities been calculated based on 100sqft per person / 2m distancing.</p> <p>The site can evidence a ventilation rate to at least 20 litres per second per person.</p> <p>Consideration has also been given to:</p> <ul style="list-style-type: none"> • It can also evidence that the ventilation systems is providing 100% fresh air and not recirculate air from one space to another • Dampers are fully open and fans on full speed • The ventilation system operates 24 hours a day • Filter changes take place more frequency • In the absence of known ventilation rates, a carbon dioxide sensor shall be used as an indicator to switch on additional mechanical ventilation or open windows.

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>How do you maintain social distancing between workers/volunteers where they work, be this at a workstation or otherwise?</p> <p>Specific aspects that need to be considered are:</p> <ul style="list-style-type: none"> • Using screens to create a physical barrier between people. • Avoiding people working face-to-face. For example, by working side-by-side or facing away from each other. • A consistent pairing system if people have to work in close proximity. For example, maintenance activities that cannot be redesigned. • Minimising contacts around transactions, for example, considering using contactless payments, access to facilities, lockers or other storage. • People are strongly encouraged to wear a face covering in any enclosed public space where there are people they do not normally meet. • Maximum numbers displayed on the doors to team areas. • Where possible remote working (online) is used for team meetings, if not possible meetings take place outside or in well ventilated rooms. 	<p>Team areas feel unsafe, due to the lack of social distancing measures in place. There are clear breaches of government guidance preventing a Covid secure environment.</p>	<p>There is minimal evidence that government social distance guidance is being followed with the minimum standards being met.</p>	<p>Some considered social distancing measures are in place throughout most areas of the building.</p> <p>There is comprehensive communication of the expected standards.</p> <p>Where the social distancing guidelines cannot be followed in full mitigating actions have been put in place.</p>	<p>Well considered social distancing measures are in place throughout most areas of the building.</p> <p>There is comprehensive communication of the expected standards.</p> <p>Where the social distancing guidelines cannot be followed in full mitigating actions have been put in place.</p>	<p>Well considered social distancing measures are in place throughout all of the building.</p> <p>The hierarchy of risk control has been efficiently used to influence behaviour.</p> <p>Communication of the standards is clear and consistent and of a good quality.</p> <p>Unnecessary signage/posters have been removed.</p>

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Are suitable and sufficient resources available to achieve high standards of building management?	The limited resources are causing deterioration of the facilities. As a result, the building is unsafe.	There are enough resources to ensure the building is operated safely. The building including storage areas are safe and secure. Contractors signing in and out in a hygienic way.	There is sufficient time within the rotas/shift patterns for trained staff to carry out routine maintenance tasks. The site has access to approved contractors and suppliers.	The site has invested well to help ensure a Covid secure environment. For example, hands free door openers are being used.	The site has taken the opportunity to expand its 'goods for resale' offering to help customers use their own equipment for the activities they take part in.

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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	The facility provides limited evidence as to how operations are monitored or measured.	<p>Proactive and reactive methods are used to monitor the operations.</p> <p>A defect report system is in place, facility checks (equipment and building) as well as a planned preventive maintenance programme (PPM) in place.</p>	<p>A system is in place to monitor, measure and review the defect reporting system and PPM.</p> <p>There is a targeted approach with standards set for completions/rectifications.</p> <p>The defect reporting system is well used with items out of use added to the fault log.</p> <p>The PPM overall is adhered to and up to date.</p> <p>Check sheets are robust covering most aspects of the facility. They have been updated to include Covid related inspections.</p> <p>Regular monitoring takes place to ensure the ventilations systems are working correctly to meet Covid standards.</p> <p>The centre has evidence of action based on the National Leisure Recovery Fund (NLRF) customer experience survey results, Confidence Indicators.</p>	<p>Trend analysis takes place of defect reporting system and PPM. This is mainly quantitative and output focused.</p> <p>Checks sheets are comprehensive and reviewed with improvements identified where required.</p> <p>Improvement plans are being reviewed and actioned.</p>	<p>A comprehensive monitor, measure and review process is in place, where possible milestone/KPIs are being used, such as targets for completion.</p> <p>The of quality of work completed is formally reviewed.</p>

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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the facility demonstrate the processes in place are making a difference?	The facility provides limited evidence as to how the operations of the facility is meeting a satisfactory standard.	The facility is able to provide ad hoc evidence that operations are being effectively managed.	<p>The facility can demonstrate that overall the PPM and rectification standards set for the defect reporting system are being met.</p> <p>Overall, there is sufficient well-maintained equipment.</p>	<p>Improvements made to the customer experience can be linked to the maintenance and reviews of the operational standards and delivery of improvement plans.</p> <p>There is evidence that ongoing issues have been rectified over the closure period.</p>	<p>The facility has a robust continuous improvement process in place.</p> <p>The positive impact and outcome of high operational standards can be evidenced consistently over time using qualitative and quantitative data.</p> <p>External verification is used demonstrate to the community that the facility is Covid secure.</p>