

Quest 2016 – Purpose 5

Planning to Improve

Guidance Notes

Issue 2 - August 2016



Outcomes

- Management has clearly identified what the service is trying to achieve, setting out specific and measurable business objectives
- Staff and stakeholders are involved in developing and delivering the business objectives through a continuous improvement approach
- The business objectives and improvement actions have measurable outputs and are reviewed regularly showing tangible evidence of advancement
- There is a culture of continuous improvement which has been developed through staff involvement and partner consultation
- The service can demonstrate improvement across all key areas including budget, quality, customers/stakeholders and people

PLAN

How has the organisation identified its purpose in developing the business plan, how do you plan to improve?

EXAMPLES OF BEST PRACTICE

- Mission statement
- Influence and research from external strategies
- Overarching corporate objectives
- Target dates and planned review
- Forward planning, innovation and longer term business growth
- Influence of benchmarking within the leisure industry and actively looking for best practice externally
- Self-assessment process in place
- Audit programme and mystery visits
- A culture of continuous improvement
- Procedures and policies

SUGGESTED GUIDANCE

- Is there an effective purpose or vision statement that is clear, concise and is able to identify what the service or organisation is trying to achieve
- Has the development of the business objectives been influenced by external strategies, such as the local authority cultural strategy, community sports networks and county sports partnership plans, National Governing Bodies (NGB's) and national sports councils. Has any form of research taken place.
- Has the development of the business objectives taken into account any overarching corporate (council, contractor, stakeholder) business and social objectives
- Does the planning process take into consideration whether the business objectives have target dates for their review and overall completion

Purpose 5 – Planning to Improve

Guidance Notes



- Is there evidence of forward planning, the longer term development of the business over 1-3 years and innovation for the growth and sustainability of the business
- Do management actively benchmark within the leisure industry who operate a similar facility/service effectively
- Is there evidence that management have applied good practice as a result of benchmarking with organisations inside or outside of the leisure industry
- Is there a process of self-assessment which feeds into an improvement plan, that could include completion of Quest assessment preparation forms
- Is there a regular audit programme carried out, which is undertaken by trained individuals
- Are the results of mystery visits used to determine and plan the effectiveness of the customer service
- Has a culture of continuous improvement been developed through staff involvement and stakeholder consultation
- Are procedures and policies clearly developed, defined and documented as part of an integrated quality management system to inform continuous improvement

DO

How are the staff and stakeholders involved in the development of the business objectives and the delivery of continuous improvement actions? (Challenge for staff)

- Staff contribution to the development of business objectives
- Business and social objectives aligned with partner organisations
- Development of a continuous improvement plan
- Improvement plan actions aligned to business objectives
- Induction and refresher training covers aspects of continuous improvement
- Procedures and policies
- Service improvement teams operate with clear terms of reference
- Task related activity sourced, completed and signed off

SUGGESTED GUIDANCE

- Is there evidence that staff contribute to the development of the business objectives and are encouraged to assist in the delivery of them
- Are there examples of how business and social objectives are aligned to those of partner organisations
- Has the management created an improvement plan that collates, monitors and records completed tasks, which are sourced from all areas of the business to improve the service
- Are continuous improvement plan actions aligned to the business objectives, which include delegated tasks to be undertaken by the staff
- Does the induction process include an explanation about the processes used to improve the service, for example improvement plan, audits, mystery visits and survey results
- Are staff trained in any relevant procedures and policies
- Has management created a service improvement team who are guardians of the continuous improvement process
- Are areas for improvements (AFIs) from assessments, audits and mystery visits added to an improvement plan and is there evidence that the AFIs have been

Purpose 5 – Planning to Improve

Guidance Notes



completed and signed off

How are staff, customers and stakeholders informed about the business objectives and updated on actions, which contribute to the continuous improvement process? (Challenge for staff)

EXAMPLES OF BEST PRACTICE

- Staff access to business objectives , summarised and / or abridged
- Staff access to assessment reports
- Staff meetings and stakeholder briefing sessions
- Staff have access to the improvement plan and contribute to it
- Staff suggestions scheme in place and utilised
- Service improvement information displayed in public areas and websites
- Regular reminders of purpose and values
- Findings and results shared amongst the staff
- Actions delegated to individual members of staff

SUGGESTED GUIDANCE

- Are copies of the business objectives, summarised or not, distributed to staff and/ or displayed on staff notice boards
- Do staff have access to partner assessment, audit and mystery visit reports
- Is there evidence that staff and stakeholder briefings have taken place where the business objectives and assessment, audit and mystery visit report findings are discussed and explained in sufficient detail
- Is there an up to date copy of the improvement plan available for frontline staff
- Do staff suggestions contribute to service improvements
- Are customers regularly informed , via notice boards, newsletters and/or the website about what improvements have been made to the service and facilities
- Is there a regular reminder reinforced to staff on all means of written communication about the value put on the organisation’s purpose and key objectives
- Are areas for improvement (AFIs) delegated to staff members to encourage development and improvement

Are there sufficient resources available to deliver the objectives and improvement tasks; as a result of this what improvements have been made to the facility and service since the previous Quest Assessment?

EXAMPLES OF BEST PRACTICE

- Budgets linked to objectives and delivery of task related activity
- Partner(s) resources are sufficient
- Staff time
- Structural, refurbishment and/or decorative improvements to the facility
- New product development

SUGGESTED GUIDANCE

Purpose 5 – Planning to Improve

Guidance Notes



- Is the financial plan linked to the delivery of the business objectives and are there sufficient resources to carry out tasks related activity listed on the improvement plan
- If the centre is reliant on its partner(s) to deliver specific objectives and actions, has it been established that they have adequate resources in place to achieve the desired outcome
- Have staff that have responsibility to deliver plan actions been allocated time in which to do so.
- Are budgets and resources available to carry out any new build or refurbishment work identified in the business plan
- Is there evidence of new product development and local enterprise/initiative

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Performance management measuring process (KPIs) used to establish measures and set realistic and achievable targets
- Balanced (or equivalent)
- Meetings
- Measurable outputs
- Improve performance from actions added to the improvement plan
- Task completion targets
- External assessment

SUGGESTED GUIDANCE

- Is there a clear performance management process in place, which enables management to determine whether the business plan objectives are measured and evaluated on an ongoing basis
- Is a balanced scorecard (or equivalent) in place and operating to manage and measure performance in key result areas
- Do meeting minutes track the progress of resources made available for the delivery of delegated tasks
- Do measurable outputs and outcomes clearly align with business objectives, do the objectives have tangible actions that will be taken in order to achieve results. Key areas could include budgets, business development, customer and partner satisfaction, people development, learning and growth, service quality and impact
- Is there evidence that the type of action added to the improvement plan will reduce costs, generate income, tangibly enhance the customer service, improve service quality, improve the productivity and morale and engagement of the team
- Has the management established task completion targets as an outcome measuring tool and do management track improvement outcomes through trend analysis
- Is there a process of external assessment of performance that is used to plan and improve efficiency and effectiveness

REVIEW

Purpose 5 – Planning to Improve

Guidance Notes



How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Ability to amend business objectives part way through the financial year
- Amending measurable outputs following a review of the objectives
- Subsequent action required to achieve desired outcome
- Review meeting minutes
- Improvement plan revised
- Mystery visits and audit findings reviewed

SUGGESTED GUIDANCE

- Can management change and/or amend aspects of the business objectives to ensure that it remains 'live' and 'real'
- Can the measurable output action be amended to ensure that an objective remains on course to meet the desired outcome
- Are subsequent and/or additional actions delegated to staff in order that the desired outcomes can be achieved
- Are staff meeting minutes used to identify what action(s) remain outstanding and also to track the action taken so that the objective can be achieved
- Is there evidence that the improvement plan is revised and updated as a result of the achievement to date and/or if additional resources are required in order to implement various initiatives
- Are the results and findings from mystery visits, partner satisfaction surveys, customer surveys and audits reviewed to ascertain year on year improvement

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Staff involvement equals a greater transparency
- Goals achieved as a result of staff involvement
- Demonstrated achievement of the 'bottom line'
- Positive impact on attendances, partnerships and retention
- Further investment and external funding opportunities
- Organisation achievement equals increased partners
- Implementation of an improvement plan
- Improvements to sport and physical activity in the area
- Staff development attributed to their involvement
- Tangible improvements to the service and facilities
- Staff/partner contribution is mapped out
- Influence of mystery visits, assessments and audit findings on the improvement plan

Purpose 5 – Planning to Improve

Guidance Notes



- Advocacy and testimonial

GUIDANCE

- Has the team's (and partner) involvement in the development and delivery of the business objectives led to a greater transparency of the business planning process
- Does the team's (and partner) involvement mean that the business objectives are achieved more effectively and/or within the desired timeframe
- Can the organisation demonstrate how the business objectives have influenced its impact on income generation and/or expenditure reduction across financial and non-financial objectives
- Is it evident that the business objectives have had a positive impact on the service, resulting in an increase in attendances, partnership engagement and improved retention of its membership base - effectiveness
- Has the achievement of business objectives led to additional investment/external funding
- Has the organisation's achievement encouraged potential partners to become involved
- Is there evidence that the improved performance can in part, be attributed to the implementation of the business and improvement planning processes
- Is there evidence that 'what the service is doing' is making a tangible difference to improvements to sport and physical activity in the area
- Have staff developed further and become more motivated as a result of their involvement in the continuous improvement process
- Do the mystery visit, satisfaction surveys and audit findings clearly have an effective influence on the improvement plan; are the details of how each task or project is implemented recorded effectively and within a specified timeframe
- Is the organisation receiving and using customer and partner testimony and advocacy to encourage greater participation