

# Quest Prime (Recovery) 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?	There is limited evidence online of what processes are in place for customers to be prepared.	<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"> <li>• Maximum numbers</li> <li>• Cleanliness and hygiene</li> <li>• A booking system (timed based) for the activity to control the number of customers at any one time.</li> </ul> <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.</p> <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 currently open.</p> <p>There is clear commitment to making this information accessible to all.</p>	<p>There is an ability to book all activities online.</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 standards, which includes social media.</p> <p>Communication methods are engaging through the use of high-quality multi-media.</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>

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>Is information within the centre well-presented and easy to understand, ensuring customers know what to expect?</p>	<p>There is limited information for customers on what to expect when they come to the centre.</p>	<p>Some information is in place informing customers what to expect and what control measures are in place.</p> <p>Opportunities for improvement are noted.</p>	<p>Information is displayed in several areas of the centre, giving general information.</p> <p>There were some areas where there was a lack of information to show customers what to expect.</p>	<p>There is good information displayed for customers which is well laid out and in plain language and/ or with the use of pictorials.</p> <p>Noticeboards, and pop-ups are used and are in appropriate locations around the centre.</p>	<p>Information is readily available, well presented and easy to understand and covers what the customer should expect.</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>Is the maintenance 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 or housekeeping issues at the facility that is causing an unsafe environment.</p>	<p>There is some evidence that maintenance and housekeeping is being managed, but there is still a lot to do. Issues are having a significant impact on the customer experience.</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</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>The maintenance and housekeeping at the centre are at a high standard and having a positive impact on the customer experience and the environment.</p> <p>Any opportunities for improvement are minor and do not impact on the overall customer experience.</p>

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

			issue and expected recertification date.		
Is environmental management effectively managed?	There are several environmental management issues at the facility that are having increasing consumption unnecessarily.	There is some evidence that environmental management is being managed, but there is still a lot to do. Issues are having a negative impact on the environment	On the whole environmental conditions are well managed, however opportunities for improvement have been noted.	Environmental management is well managed, with opportunities for improvement mainly only involving capital investment.	Significant investment is evident to reduce the centre's negative environmental impact.
Is there is appropriate, accessible, clean, well maintained provision of changing rooms and toilets?	There is changing and toilet provision however this is basic and may not meet customers expectations.	There is adequate changing and toilet provision, with some auxiliary equipment. Opportunities for improvement were noted.	<p>Sufficient changing facilities were available with adequate showering and changing capacity.</p> <p>Changing areas and toilets were reasonably maintained with some areas for improvement.</p> <p>Accessible changing and toilet provision was good.</p> <p>Most of the facilities were in good working order.</p>	<p>Overall the changing rooms are of a good standard and floors and ceilings well maintained. Decoration is good.</p> <p>Auxiliary equipment is in good working order, which could include hairdryers, vanity areas hand dryers and baby change.</p> <p>Toilets are well stocked with consumables and are well maintained.</p> <p>There were limited opportunities for improvement.</p>	<p>There is good provision of high standard changing facilities to cater for all needs.</p> <p>The changing rooms are well appointed with high quality fixture and fittings.</p> <p>There are high standards of maintenance and there were no/ or limited items not working.</p> <p>Toilet facilities are good, well stocked and clean.</p>

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

<p>Is equipment provided appropriate, adequate and fit for purpose?</p>	<p>The equipment at the centre did not look in a good state of repair.</p>	<p>There was provision of equipment at the centre, however there are opportunities to improve in this area.</p>	<p>Adequate rescue equipment is available on poolside.</p> <p>Equipment is set up in a safe manner and is set up correctly.</p> <p>There are instructions in place for using lockers and the equipment in the gym.</p> <p>However, there are still some opportunities for improvement.</p>	<p>There is a good supply of equipment for the exercise classes.</p> <p>There is evidence of water aids available for lessons.</p> <p>Inductions are in place including a health screening process.</p> <p>There were limited opportunities for improvement.</p>	<p>Equipment is in a good state of repair, is visually free from wear and tear and/ or damage.</p> <p>Staff are setting up and dismantling equipment safely using appropriate lifting aids or techniques.</p> <p>There appeared to be sufficient equipment to meet the programme needs.</p>
---	--	---	--	--	---

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

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<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 or multiple areas of the building are in use but do not have the correct levels of ventilation.</p>	<p>There is minimal evidence that carbon dioxide is being monitored or the ventilation is at least 20 litres per second per person, with very few areas monitored.</p>	<p>There is evidence to show that ventilation levels have been reviewed, but there is minimal evidence that carbon dioxide is being monitored or the ventilation is at least 20 litres per second per person.</p>	<p>There is evidence to show that ventilation levels have been reviewed, but whilst there is evidence that carbon dioxide levels are being monitored in the majority of areas, one or more areas are not regularly monitored.</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"> <li>• It can also evidence that the ventilation systems is providing 100% fresh air and not recirculate air from one space to another</li> <li>• Dampers are fully open and fans on full speed</li> <li>• The ventilation system operates 24 hours a day</li> <li>• Filter changes take place more frequently.</li> </ul> <p>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.</p>

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
What processes and training are in place to ensure that maintenance, the use of equipment and set up and dismantling is carried out safely?	<p>There are no systems and processes in place for maintenance, the use of equipment and set up and dismantling equipment.</p> <p>Staff are trained in an ad hoc manner.</p>	<p>There are some procedures in place for some of the areas.</p> <p>Many opportunities for Improvement were noted.</p>	<p>Safe systems of work are in place, documented and training carried out.</p> <p>Not all staff were aware of the documented safe systems of work.</p> <p>Servicing of equipment was carried out, but this was done on an ad hoc basis.</p> <p>A log was in place for inspection of equipment.</p> <p>There were still some improvements that could be made.</p>	<p>Staff were aware of the documented systems and processes and had been trained.</p> <p>Equipment inspection records are kept and are generally up to date.</p> <p>Staff were aware of the processes for contractors coming into the centre to service/ repair equipment.</p> <p>There were some opportunities for improvement.</p>	<p>There are comprehensive systems and processes in place for safe systems of work, use of equipment and maintenance. staff are trained, with specialist training given where required.</p> <p>Servicing of equipment (including specialist servicing) is planned and carried out on a regular basis.</p> <p>Processes are in place for inspecting equipment on a regular basis and broken/ damaged equipment is taken out of use.</p>
What resources are available to maintain the facilities and equipment?	<p>The limited resources are causing deterioration of the facilities. As a result, the building is unsafe.</p>	<p>There are enough resources to ensure the building is operated safely. The building including storage areas are safe and secure.</p>	<p>There is sufficient time within the rotas/ shift patterns for trained staff to carry out routine maintenance tasks.</p> <p>The site has access to approved contractors and suppliers.</p>	<p>The site has invested well to help ensure a well maintained facility.</p>	<p>The site has invested well and has comprehensive plans to help ensure a well maintained facility in the future.</p> <p>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.</p>

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

		Contractors signing in and out in a hygienic way.			
--	--	---	--	--	--

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 ventilation systems are working correctly to meet best practice.</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 milestones/ KPIs are being used, such as targets for completion.</p> <p>The of quality of work completed is formally reviewed.</p>

# Quest Prime (Recovery) 2 – Operational Management



## Guidance Notes

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>