

Quest Prime (Recovery) 4 – Customer Journey



Guidance Notes

Module Outcome

- There is a customer focused culture in the facility with commitment throughout the organisation to continually improve
- The facility understands its customer base and through consultation can measure the outcomes of the service
- The facility can demonstrate strong customer loyalty as well as the ability to attract new custom using recommendations by existing patrons.

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are all the team spoken to friendly, helpful, and knowledgeable?	<p>There is very limited evidence of the centre meeting minimal standards of customer care.</p> <p>Team members lack knowledge about the facility and its activities.</p> <p>It is unlikely customers will want to visit the facility again.</p>	<p>There is evidence of a customer care system being in place, however significant areas of improvement have been noted.</p> <p>Some members portray a positive attitude.</p> <p>The knowledge of the team requires them to regularly ask other team members for information.</p>	<p>There is a clear commitment by the team to deliver customer service standards.</p> <p>The team are happy to be at work and interact with customers.</p> <p>Feedback is acknowledged.</p>	<p>There is a clear commitment by the team to deliver customer service standards.</p> <p>The team are happy to be at work and interact with customers. They are apologetic if there is an issue.</p> <p>Opportunities for improvement have been identified in the consistency of delivery.</p> <p>Feedback is acknowledged and action is taken, where appropriate.</p>	<p>Team members have an efficient, positive, proactive approach to customer care with a friendly atmosphere throughout.</p> <p>There is a consistently high level of customer care throughout the visit.</p> <p>Comprehensive information is provided at the initial point of contact with team members.</p> <p>Feedback is actioned and resolved, and the customer is informed.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are enquiries and feedback made online positively dealt with?	There is limited opportunity to make an enquiry online or enquiries have not been responded to.	<p>Enquiries have been responded to, however there was a significant delay in response time.</p> <p>There are limited methods online to contact the centre and/ or it is difficult to find information about how to make a comment.</p> <p>The response to the enquiry is partially answered or the incorrect information was provided affecting the visit experience.</p>	<p>Enquiries have been responded to with a reasonable timeframe.</p> <p>There are different methods to contact the facility online which can be easily found.</p> <p>The enquiry was responded to providing the information required.</p>	<p>There was a considered response to all enquires within a good timeframe.</p> <p>There are a variety of methods to contact the centre online.</p>	<p>There was a comprehensive response to all enquires within a fast timeframe.</p> <p>Where appropriate the enquiry is followed up by the centre with other information provided.</p>
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are enquiries made by telephone positively dealt?	<p>It is very difficult to contact the centre by telephone.</p> <p>Most calls were not answered.</p>	<p>Calls were consistently not answered within a reasonable timeframe.</p> <p>Calls were answered using a basic level of customer care.</p> <p>Some information was provided about the initial enquiry.</p>	<p>Some calls were answered within a reasonable timeframe.</p> <p>The information required was provided.</p> <p>The call was answered in a professional manner with the correct information given.</p>	<p>Most calls were answered within a reasonable timeframe.</p> <p>Information required was provided in a concise articulate way.</p> <p>Staff were professional and friendly.</p>	<p>All calls were answered within a reasonable timeframe.</p> <p>Any automatic response system works to meet the customer's needs.</p> <p>The team provides proactive relevant information without hesitation.</p> <p>A comprehensive response was provided to all enquiries.</p> <p>Follow up contact is made if appropriate.</p>

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Customer information is easily available and well-presented inside, and where applicable outside the facility	Limited information is provided around the facility causing issues finding areas or essential information.	Adequate directional signage is in place around the premises. Overall statutory information (signage) is provided throughout the facility. Basic customer focused information is provided.	Well-presented correct directional signage is in place around the premises. Most information is professionally displayed, providing relevant information about key activities taking place at the centre. The facility has made it clear how customers can provide feedback.	Well-presented correct directional signage is in place around the premises. Information is professionally displayed, easy to find, and mostly up to date. Customer feedback is fed back to stakeholders.	All information is professionally displayed and up to date. There is a strong corporate brand image throughout the centre. Multi-media is effectively used. A 'less is more' approach has been taken, whilst ensuring information can be easily obtained.
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are team members well-presented and visible?	Supervision levels at the facility are low. It is difficult to distinguish who is a member of the team.	Some team members are appropriately dressed for their role. Team presence during the visit in key areas is evident.	Most team members are professionally presented. Team members are well positioned throughout the facility to help support the delivery of customer care.	All team members are professionally presented. There is a high presence of team members both inside and outside the facility.	All team members are professionally presented. There is a high presence of team members and they actively try to engage with customers.

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>Was the activity delivered with a high level of customer care and competence?</p> <p>This includes fitness classes, personal training/ gym interactions and lifeguarding.</p> <p>Standards in place could include:</p> <ul style="list-style-type: none"> • Pre-activity questionnaires • Equipment being seen to be cleaned regularly • NGB guidance for the activity is being followed. 	<p>The activities delivered feel unsafe.</p> <p>The standard of teaching and supervision is not to the required standard to ensure a safe environment.</p> <p>There are clear breaches of government guidance.</p>	<p>Management systems are in place to help, however there is minimal evidence that government guidance is being followed, with several opportunities for improvement.</p>	<p>There is a clear commitment by the team delivering activities to adhere to standards, however opportunities for improvement have been identified in the consistency of delivery.</p>	<p>There is a clear commitment by the team delivering activities to adhere to all standards.</p>	<p>There is a consistently high standards of delivery before, during and after the activity.</p> <p>The deliverer is proactive in explaining how the activity should be delivered by customers to adhere to guidance, whilst also making it fun and enjoyable.</p> <p>There is an ethos which gives customers confidence.</p>

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<p>Are all facilities` and programmed activities accessible for everyone?</p>	<p>There are limited facilities in the centre that help make the centre accessible for everyone.</p> <p>There may be one or two areas that are accessible.</p>	<p>Some facilities have been provided however there is opportunities for more improvement.</p>	<p>Good provision is in place to make the centre accessible, and this includes equipment to help people join the activities and be able to participate.</p> <p>Children and babies are catered for, and the centre is family friendly.</p>	<p>There is evidence that the centre is providing facilities for most sections of the community and that the centre is proactive in making the centre fully accessible.</p> <p>There is good provision of equipment to make the centre accessible and inclusive.</p>	<p>A range of equipment, systems and processes are in place to make the centre accessible and inclusive. This offers access to all areas of the centre for wheelchair users, people with hearing or sight impairment, children and babies and those who do not speak English as their first language.</p> <p>The programme is inclusive, and staff are knowledgeable and assist all customers.</p> <p>Customer comments show satisfaction with the accessibility and programming of the centre are gathered and are positive.</p>
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Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>How do you plan to deliver an excellent customer service?</p>	<p>There is limited evidence as to how the facility plans for customer service excellence.</p>	<p>The facility can evidence a basic documented commitment towards delivering customer service.</p>	<p>The facility has adjusted its plans to take into account new expectations of customers, such as demonstrating a commitment to feeling safe. It documents how it intends to monitor this.</p>	<p>The facility has set challenging and stretching targets for customer satisfaction.</p> <p>Detailed research plans are in place.</p>	<p>Customer service plans are fully integrated into the values and ethos of the business.</p>

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How are team members trained to deliver a high level of customer service?	There is limited evidence of documented training in relation to customer care.	There is minimal evidence of generic customer care training.	A comprehensive range of team members have received customer care training.	<p>A comprehensive range of team members have received general and site-specific customer care training.</p> <p>The team are regularly updated on customer related matters including feedback.</p>	An ongoing training plan is in place. Training includes competency testing.
Are suitable and sufficient resources available to achieve customer service excellence?	There is limited evidence of resources being allocated to ensure customer service standards meet the minimal standards.	There are enough resources for the centre to respond to normal footfall.	Resources have been allocated to help deal with busier periods.	Technology is being used to help ease the pressure on the front of house. This allows customers the ability to book and pay online.	The organisation seeks out insight and best practice. Best available technologies are being used to manage the customer experience.

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<p>How do you use and communicate your findings in relation to improving the service for both customers and staff?</p>	<p>There is limited evidence of processes to demonstrate that there is a commitment to improving customer service.</p> <p>There may be some ad-hoc informal feedback in place</p>	<p>Some feedback is gathered and reviewed although this may be limited.</p> <p>There is some communication of findings to inform plans.</p> <p>The team have some awareness of feedback and the actions that are planned to drive improvement.</p>	<p>Customer feedback is gathered and shared with staff and customers.</p> <p>Some customer satisfactions surveys are carried however do not cover all areas.</p> <p>Sharing the findings with staff and customers is done but not on a regular basis.</p> <p>There are still a few areas to be addressed.</p>	<p>Customer feedback is gathered through various sources, this is reviewed and shared with staff and customers.</p> <p>Satisfaction surveys are carried out and cover all areas. Generally, findings are shared with customers and staff.</p> <p>Commitment to excellent customer service is known by staff and they are aware of how they contribute to this.</p> <p>There was some evidence of the findings informing plans and actions completed.</p> <p>There are limited opportunities for improvement.</p>	<p>Excellent customer service is a high priority with feedback proactively gathered, reviewed and acted on. The commitment to excellent customer service is heavily promoted to all.</p> <p>A variety of ways to feedback are available and promoted. Staff are involved in reviewing feedback and understand how they contribute to excellent customer service.</p> <p>Satisfaction surveys covering all areas are in place.</p> <p>Findings from feedback and surveys are shared with staff, customers and stakeholders, including actions taken.</p> <p>Other methods such as social media, mori polls or similar and external surveys are used. Findings from feedback and surveys inform future plans for customer service.</p>
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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation measure, monitor and review the effectiveness of the customer experience to ensure continuous improvement?	The facility provides limited evidence as to how customer experience is monitored or measured.	<p>There is some evidence of how customer experience levels are monitored.</p> <p>Limited sources of information are used to gain customer feedback.</p>	<p>Proactive and reactive customer experience monitoring systems are in place.</p> <p>There is regular monitoring and review of customer feedback using different sources such as post use questionnaires and online feedback.</p> <p>There are proactive measures in place to ascertain customer satisfaction levels.</p> <p>The centre has evidence of action based on the National Leisure Recovery Fund (NLRF) customer experience survey results, confidence indicators.</p>	<p>The centre has developed good practice SMART methods to measure and review customer care standards.</p> <p>The facility is using an effective blend of qualitative and quantitative information to measure and review performance.</p> <p>Measurement includes key areas including those on delivery, timeliness, information, access, and the quality of customer service.</p> <p>Benchmarking takes place to ensure good practice is used to improve customer experience.</p>	<p>A comprehensive monitor, measure and review process is in place and relevant milestones/ KPIs are being used.</p> <p>Best practice is used to measure and review customer experience.</p> <p>Milestones/ KPIs are used to track progress towards a longer-term outcome.</p> <p>There is evidence that customer comments are followed up to check the issues have been addressed.</p>

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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the centre demonstrate that high customer care standards are in place and the positive impact this is having on business aims and objectives?	The facility provides limited evidence as to how customer experience is improving or the positive impact the customer care is having.	The facility is able to provide ad hoc evidence of positive customer care feedback.	<p>The facility is able to evidence improvements that have been made to the customer experience.</p> <p>The site can articulate the origins of the improvements.</p>	<p>Improvements made to the customer experience can be linked to the analysis of customer experience and a wide range of stakeholder feedback.</p> <p>The site can articulate how standards have improved overtime using reliable and accurate methods.</p> <p>The presence of under promise, over deliver is evident.</p>	<p>The facility has a relentless continuous improvement process in place.</p> <p>The positive impact and outcome of high levels of customer care can be evidenced consistently over time using qualitative and quantitative data.</p> <p>Impact is demonstrated using best practice methods and benchmarking. High customer satisfaction levels can be linked to increased business success such as referrals increases and repeat visits.</p>