



Introduction to Quest 2011

(Guidance Note for Local Authority Clients, Consultants working on their behalf, and Management Contractors)

Issued 10th May 2011

What you need to know about new Quest 2011

- Quest is the leisure industry's only accepted Quality Assurance and Continuous Improvement Tool for facility management and sports development, supported by Sport England, Sport Wales, Sport Scotland and Sport Northern Ireland as well as the new institute IMSPA, CLOA and sporta
- It is now run under a 3 year contract by Right Directions in partnership with Leisure-net Solutions, on behalf of Sport England
- From 1st June 2011 the structure, content and scoring of Quest will be changing to make it more relevant and bring it up to date with the current challenges facing the sector
- In addition there will no longer be specific percentage scores only bandings. In some cases this may mean that banded scores are lower
- If you have specifications or contracts that include reference to Quest we ask that you make yourself aware of these changes and how they might impact on your documentation
- We are pleased to confirm that the price for existing registered Quest centres has been held at current levels with "added value" elements now available
- The new Quest website is www.questnbs.org or email info@questnbs.org or telephone 01603 813703 for further information

Why the sector still needs Quest

With local authorities resources being stretched to the limit and the consequent impact on contract monitoring and other leisure related budgets, now is the time for organisations to retain or introduce Quest. In this time of "more for less" it is essential to demonstrate to both Councillors and the public that councils or their contractors provide a high quality and value for money service with less requirement for direct monitoring. Quest (together with its sister product NBS), provides the nationwide benchmarking framework, which is the best tool to demonstrate how well services are run.

We anticipate that local authorities will continue to use Quest as a key monitoring tool, and may consider adding additional Quest assessments throughout the year, as this may be a cost effective approach to monitoring contracts.

Other benefits in retaining Quest include:

- It encourages and celebrates success amongst staff teams
- It demonstrates quality to consumers in an objective manner
- It drives continuous improvement
- It delivers cost savings and income generating ideas with benefits outweighing the costs of an assessment.
- It now measures outcomes and impacts, which are, in the current climate essential pre-requisites
- Quest could be one of the Quality Awards required by organisations providing external sources of funding for leisure operators

"Sport England are firmly committed to promoting Quest and the National Benchmarking Service as key tools going forward to help drive the improvement agenda in public sector leisure. With the current focus on more for less, we recommend that local authorities, and the operators that manage the facilities on their behalf, use Quest 2011 to help ensure that quality services are provided in an efficient and effective manner."

Charles Johnston – Property Director of Sport England

Introduction

Quest has been the leisure industry's Quality Assurance and Continuous Improvement Scheme for facility management and sports development since 1995.

Quest 2011 is the most significant development of the scheme since inception. It will implement the outcomes of the Quest Board Review, whilst addressing the feedback received from the Industry Working Group in December 2010, and challenging the sector to demonstrate the value of its impact on stakeholders.

The key outcomes that the scheme managers will achieve with Quest 2011 are a scheme that:

- Provide the sector with an effective operational quality mark in a cost effective manner
- Moves away from a prescriptive input based scheme towards a scheme based on impact and outcomes
- Enables smaller facilities to become part of the Quest process more easily
- Stretches the sector generally, especially high performing sites, in the five key areas of:
 - o Impact and outcomes
 - o Working with NGBs
 - o People development
 - o Legacy
 - o Contributing to health and wellbeing
- Aligns itself with existing schemes and frameworks in being used in the sector, including:
 - o The EFQM model (European Foundation for Quality Management)
 - o Investors in People (IiP)
 - o Customer Service Excellence
 - o Culture and Sport Improvement Toolkit
 - o Public Sector Improvement Tool

Centres will be informed that assessments booked between April 1st and June 1st can be delivered against the current Quest V.4 or against Quest 2011 (as a pilot facility). After June 1st all assessments will be assessed against the Quest 2011 standard.

*Impact – please note that the word impact is used through this document in two ways. Impact in a micro sense is built into the Core Quest and Quest plus modules in terms of impact on customers and the service/business, whilst impact in a macro sense is built into the Quest Stretch modules in terms of impact on the wider community and on the wider social and economic outcomes identified as local priorities.

Content

The principle changes to Quest are the development of Core, Plus and Stretch modules and the option to choose one of three options:

- Quest Entry –This is an annual process, with a one day assessment of 8 core modules and an MV. The Centre can achieve either a pass or fail. This level of Quest is aimed specially at smaller dual use or community hall type sites.
- Quest Plus – This cycle is over two years, including a two day assessment (one day core and one day plus) and a MV in year one and a follow up one day assessment and MV in Year Two.
- Quest Stretch - This cycle is over two years, including a two day assessment (one day core-unannounced and one day validation) and a MV in year one and a follow up one day assessment and MV in Year Two.

The Day One assessment for all facilities is based on the following Core Models

Purpose

- Purpose1 - Business Management
- Purpose2 - Continuous Improvement

People

- People1 - Customer experience
- People2 – Team

Operations

- Operations1 - Cleaning & Housekeeping
- Operations2 - Maintenance & Equipment
- Operations3 - Environmental Management
- Operations4 - Health & Safety Management

Sites doing Quest Plus - On Day Two - will now be required to undertake a selection of 5 modules, a minimum of 3 Generic and the remainder chosen from the Specific modules or further Generic modules. One of these modules will be nominated a “test drive” module. All modules will be scored however the “test drive” module will not be used as part of their overall assessment score; this will enable Centres to choose a module that they may not have normally chosen, or feel less confident in.

Generic

- Gplus1 - Measuring impact/Outcomes
- Gplus2 - Working with National Governing Body's
- Gplus3 - Legacy
- Gplus4 - Skills development
- Gplus5 – Contribution to Health and Wellbeing
- Gplus6 - Customer insight (Research & Feedback)
- Gplus7 - Health and Safety
- Gplus8 - Sales and retention
- Gplus9 – Financial Management and Performance
- Gplus10 – Programming/Access/Equity
- Gplus11 - Marketing , e communication and social media

Please note that not all of these will be available from June 2011, but our aim is to have at least 50% of them available by June with the rest coming on line 6 months later.

SPECIFIC

- Splus1 - National Benchmarking Service
- Splus2 - Food and Beverage
- Splus3 - Ice
- Splus4 - Athletics
- Splus5 - Performance Sport
- Splus6 - Golf
- Splus7 - Fitness Suites
- Splus8 - Group Exercise
- Splus9 - Working with Students (University and college campus)

Please note that not all of these will be available from June 2011, but our aim is to have at least 50% of them available by June with the rest coming online 6 months later

The following Specific Modules are under consideration for future development.

SPECIFIC – for the future consideration

- Events Management
- Children's Activities
- Theatre/Conference
- Equestrian
- Water sports
- Climbing
- Open Spaces
- Swimming Pool Water Management
- Swimming Lessons
- Lifeguarding Standards and arrangements
- Arts & culture
- Sports hubs
- Accommodation
- Coaching
- Working with volunteers
- Libraries
- Pool Water Management
- Health Suites and Spas
- Working with Young People

Quest Stretch

There is a recognised desire to provide additional challenge/stretch in Quest to enable facilities to better demonstrate their impact on local communities and local priority outcomes, and to demonstrate their contribution to the current national agenda for sports and leisure. We have responded to this by developing Quest Stretch.

Centres currently scoring Excellent or those who score Excellent after their first 2011 cycle can choose to complete a Day one assessment and a Plus day assessment based solely on two of the Quest Stretch modules 1 – 5. This Evaluation is likely to be carried out more by validation than assessment and will require specialised validators with relevant training and experience. The five Quest Stretch modules will cover the same elements as GPlus 1-5, but in much more depth and at a more strategic level. These modules are:

- Stretch 1 - Measuring impact/Outcomes
- Stretch 2 - Working with National Governing Bodies
- Stretch 3 - Legacy
- Stretch 4 - Skills/people development
- Stretch 5 - Contributing to health and wellbeing

Sites are required to do Stretch 1 – Measuring impact/outcome and then they can choose one other. This will mean that all sites can begin to consider Stretch elements in a fairly basic way within the Quest Plus day, preparing them for eventually doing the “full” Stretch modules if they achieve Excellent in Quest Plus. It will also have the added benefit of allowing Quest Assessors to start “assessing” these elements after appropriate training. Good Assessors can then complete Validation training to do the full Quest Stretch validation. Sites who are considering the more challenging Stretch modules will be encouraged to do the equivalent Plus modules in Quest Plus prior to going for Stretch.

Scoring/bands

We have revised the scoring and banding of scores following feedback from the sector. Sites will no longer have an overall percentage score but will be banded as below.

Band	Quest Entry	Quest Plus	Quest Stretch	NOTE
Outstanding	N/A	N/A	* 86% +	*Can only be achieved with an unannounced day 1 and at 2 of the Quest Stretch modules on day 2
Excellent	N/A	86 - 100%		
Good	N/A	71 - 85%		
Satisfactory	*30 - 50%	61 - 70%		*Maximum band for Day 1 only Centre
Unsatisfactory	0 - 30%	0 - 60%		

Please note that it is possible that some sites may well drop a band due to a re-calibration of the scoring. This does not necessarily reflect a reduction in their standards.

Scores will be changed from the existing 1, 2, 3 and 4 for each question to 0, 1, 2, 3. The introduction of the 0 score is to recognise circumstances where there is no evidence of any good practice or contribution to outcome. Previously this would have scored 1, and therefore contributed 25% to the overall result.

0 – No contribution to outcome

1 – Some contribution to outcome

2 – Majority of outcome achieved

3 – Outcome achieved

All centres' results will be included in a national benchmark table showing both for their overall and their individual module performance. These results will be banded green, amber or red, depending on whether they are in the top, middle or bottom third. The benchmarks will be constantly updated and therefore an individual centre's position in relation to these benchmarks will change.

Quest Services

Quest can provide additional services to help you monitor your contract or to introduce you to Quest if you are not currently using it. These include:

- Additional Mystery Visits or Customer Experience Visits – based on the new Quest criteria
- Additional Module Assessments
- Consultancy support for introducing Quest to your organisation or building it into your contract monitoring systems
- Test Drives (one day assessments to assess the current performance of a centre before they go for full assessment)
- Assistance with quality management procedures
- Introduction to Quest training for your team
- Internal Quest Assessor training

For more information about these please contact us at info@questnbs.org or on 01603 813703

Fitness Industry Association Code of Practice

To assist in reducing assessing days in centres and auditing costs, centres, (who are FIA members), will be able to pick the Fitness Suite module as part of Quest Plus. If they pass the relevant modules, they will be automatically rewarded with the FIA Code of Practice Award. If a centre (which is not an FIA member) achieves FIA CoP within their assessment, they can join the FIA and receive the award retrospectively.

Structure & costing

Prices for Quest have been kept at around the same level as before.

Quest Entry - One day annual assessment & informed Mystery Visit of core modules cost £850. This is an Annual cycle.

Quest Plus - Two day assessment (1 day core modules, 1 day Plus modules), 1 review of improvement day – RID (was the Maintenance Assessment), 1 informed Mystery Visit (prior to a day one assessment) and 1 uninformed MV (prior to the RID) costs £2300 for first cycle or deferred cycle or late in returning Purchase Order and request.

Should all renewal conditions be met, a charge of £2100 will be made thereafter to reward loyalty and encourage timely renewal of accreditation. This is a two year cycle.

A replacement for the Maintenance Assessment will occur one year after the above assessments and will review Continuous improvement, Customer experience, Health and Safety, the lowest 'scoring' module and two modules chosen by the Centre. These can be modules already assessed against or new modules from the availability list.

Purchase Orders will not be invoiced until the Assessment has been completed ensuring that Centres only pay for work delivered. A two day Assessment will be invoiced at £1200 for first year and £900 for second, assuming 2nd cycle and Purchase Order provided on time. Ideally the Quest Team would like a PO covering the two year cycle.

Quest Stretch – the pricing for this is still be examined to ensure that we can cover the cost of the more specialised Assessor/Validator that these modules will require.

Conclusion

A great deal of positive change has been instigated as a result of creating a process which is attractive to organisations that have not been part of the previous scheme, whilst providing challenge to Centres that have completed up to six cycles and have achieved high scores. In addition, Assessors and Mystery Visitors will be going through a stringent training and review process of their abilities to ensure continuity of assessments and MV visits.

It is vital that Quest remains understandable and valuable to the Centre Team and guides the sector to consider the wider impact it can have on the health and wellbeing of communities. The work carried out to date has considered the standards of;

- Customer Service Excellence
- Investors in People
- European Quality Framework Model
- How good is our culture and sport? – the Public Sector Improvement Framework in Scotland
- Culture and Sport Impact Outcomes Framework
- Culture and Sport Improvement Toolkit (CSIT)
- Vision for Sport in Wales

It is planned to create an alignment document which describes how the achievement of Quest would demonstrate achievement against the models described above. Quest cannot and will not take the place of these models, it is designed to assist Centres and Organisations who want to stretch themselves further and deliver against these models.

Quest has been a highly effective tool over the past 15 years in getting organisations to consider the inputs and actions required to create a well programmed, clean and safe environment. It is supported by the following key industry organisations;

- CLOA (Chief Cultural and Leisure Officers Association)
- English Federation of Disability Sport
- Fitness Industry Association
- Institute for the Management of Sports and Physical Activity
- Institute of Qualified Lifeguards
- sporta (sports and cultural trusts association)
- Skills Active
- Vocal
- Youth Sports Trust

Quest 2011, and subsequent revisions, will develop this still further, and help to influence the sector to make a positive difference to the health, wellbeing and fitness of the communities we serve.