Appendix A – Our Team

Right Directions – Quest Delivery Partner

Caroline Constantine Managing Director

Right Directions aim to provide a dynamic and realistic and alternative way of delivering Quality Management and Health & Safety support to organisations in the Sports and Leisure Industry.

Caroline has worked in the industry for 23 years including 12 years with Leisure Connection initially as Duty Manager, then as Regional Manager and finally Group Quality Manager, where she gained extensive experience of operations, business management and quality systems. Caroline's last role before leaving was to ensure that over 100 facilities became Quest members.

Over the years Right Directions' client base has developed and they now work closely with private organisations, local authorities, contract management organisations and a network of Sports & Leisure Trusts around the UK. They have developed a range of realistic and affordable management and support services to and for the Sports and Leisure Industry and provide services for Leisure Centre's to fisheries, marketing organisations to governing bodies.

The services Right Directions provide includes:

- Hands-on support during normal operational hours with immediate support in the event of a serious incident
- Representation with HSE, Local Authorities, Governing and Industry bodies
- Supporting facilities with operational best practice and guidance
- The development of short-term and long-term strategies
- Implementation of effective and streamlined management processes and systems
- Provision and Implementation of Quality Management Systems (QMS) to suit Business needs
- Helping clients achieve Quest registration (or higher bandings), Investors in People or ISO 9001, ISO14001, OHSAS18001, CHAS, Customer Service Excellence Awards
- Internal and external Quality Audits
- Installation of Corporate Central Filing System
- Mystery Visits
- Provision of Operational Manuals for areas such as Environmental, Crèche, Human Resources, Arts & Heritage and Technical

Leisure-Net Solutions – Quest and NBS delivery partner

Mike Hill, Managing Director

Leisure-net is the leading provider of Customer Insight, Business Intelligence and e-focus services to the active Leisure, Health and Fitness Industries.

Mike has worked in the leisure industry for over 25 years and has senior management experience in both private and public sectors covering health and fitness, ice rinks, pools and food and beverage.

Leisure-net work with leading industry organisations, local authorities and Trusts, as well as private sector operators and suppliers, helping them to understand their customers' and clients' needs and aspirations, improve their customer service and loyalty and ultimately impact on the bottom line while helping to meet targets to increase participation.
The company works closely with and advises leading industry organisations such as ukactive and CLOA and Mike is a regular presenter at industry events such as LIW.

Services Leisure-net deliver include:

- e-Focus Surveys – online customer, staff and client survey
- NPS closed loop surveys and accredited consultancy
- Street Focus Surveys – the industry's benchmark non-user survey
- Centre-Focus Surveys – face to face on site
- Call-Focus - telephone answering monitoring and analysis
- Visit-Focus - mystery shops by virtual customers
- Focus Groups and Challenge Days – for stakeholder and/or community consultation
- Change Management
- Learning and development
- Enhancing the customer experience
- Quest and NBS – management of industry schemes in conjunction with Right Directions and Sheffield Hallam University

All the above can be benchmarked against a database of customer attitudes and expectations.

David Monkhouse – Leisure-Net Director

Qualifications and Professional Memberships

- MBA – International Sports Management – Loughborough
- NEBOSH Health and Safety Certificate
- Diploma in Management Studies
- PTLLS Level 4
- Assessor qualified to D32 and D33
- Chartered Fellow of the Chartered Institute for the Management of Sport and Physical Activity
- CIMSPA Trustee
- Non-Executive Director Loughborough Sport
- Quest External Assessor
- ukactive Code of Practice (Indoor and Outdoor) and Flame evaluator

Career History

- Joint Managing Director – Leisure-net Solutions
- Managing Director - David Monkhouse Consulting
- Group Customer Service Manager - Sports & Leisure Management Ltd
- Operations Manager - Bolton Metropolitan Borough Council

Key skills and experience

- David currently is one of the two managing directors for Leisure-net, identifying innovative strategies and solutions to satisfy the customer and optimise performance in the leisure and physical activity sector
- Key strategic and management skills include Change Management, motivating and training colleagues to achieve company targets and standards, assisting organisations to maximise efficiency and performance, and conducting research
- Experience in creating and delivering training seminars on Customer experience, Health & Safety, Time Management, Quest Kick Start and Quest Internal Assessors
- A strong communicator who shows resourcefulness and versatility in responding to changing demands and opportunities, and builds and maintains robust relationships with colleagues and clients
- Past projects include Change management and restructuring of Loughborough University's Sports Development Centre and the construction and delivery of a Duty Manager development programme for a number of councils

[redacted]

Qualifications and Professional Memberships

- Postgraduate DMS
- ISRM Diploma
- ILAM Certificate
- PTTLS Level 4
- Quest Assessor
- Quest Trainer

Career History

- Management Consultant, Right Directions
- Quest Regional Assessor and Trainer
- Regional Manager, Relaxion Group PLC / Leisure Connection
- Contract Manager, Relaxion Group PLC
- Operations Manager, Boston Leisure Centre

Key skills and experience

- In depth understanding of Quest through extensive experience in delivering both assessments and training courses for Quest and more recently acting as a Regional Assessor, managing a team of assessors and acting as a Quest ambassador
- Five years' experience as a management consultant, consulting on issues relating to Quality Management and Health & Safety in the leisure industry
- Varied and in depth knowledge of the industry through both direct operational experience of both leisure and cultural venues, then contract and regional management
- Direct experience of business management, tendering processes, staff recruitment and development and developing marketing strategies

[redacted]

Qualifications and Professional Memberships

- MSc Sport and Exercise Psychology
- Nottingham Trent University, Grad Dip Psychology
- BSc Psychology with Computing
- BASES

Career History

- Quest and NBS Scheme Administrator – pmpgenesis Ltd
- Rowing coach for Emanuel School
- Sport Massage Practitioner
- Administrator for Quintus Group
- Recruitment Coordinator for Venatus Business Intelligence

Key skills and experience

- Operational expertise within Quest & NBS
- Organised, accurate and expert at working to multiple deadlines
- Currently manages NBS scheme
- Confident with statistical analysis, as the lead administrator of the benchmarking service
- Excellent communication skills which are required daily as part of a client management role: this includes regular communication with FM Centre's, collation of feedback and successful delivery of reports within the timescales requires
- Strong IT skills (Excel, Word, Access database etc.)

[redacted]	**Qualifications and Professional Memberships** • The FA Level 2 Certificate in Coaching Football • The FA Level 1 Certificate in Coaching Football • Level 3 National Diploma in Uniformed Public Services • First Aid At Work

Career History

- Client Management for Quest including GLL, Serco, Places for People, Parkwood, Fusion, 1Life
- Quest Administrator
- Quest Mystery Visitor
- Metropolitan Police Service Special Constable
- MK Dons FC Women's First Team player
- Garston Ladies FC Youth Football Coach

Key skills and experience

- Management of Quest Administration Team
- Client communication including Assessor feedback and customer service
- Ability to build and maintain robust relationships with colleagues and clients
- Strong working relationship with NBS
- Client management including being the main point of contact for major leisure contractors within Quest
- Hosting quarterly meetings with major leisure contractors
- Producing of monthly reports for contractors within the Quest Scheme
- Compiling Management and Board Reports for Right Directions and Sport England
- Coordination of mystery visits and Quest assessments
- Working as part of the Quest team at LIW and our annual conference
- Ability to motivate and manage a team to work to the best of their ability at all times; maintaining a positive working environment
- Time management, meeting deadlines and prioritising work

[redacted]

Qualifications and Professional Memberships

- NEBOSH General Certificate
- RLSS National Pool Management Qualification
- Internal Quest Assessor
- L3 Food Safety & Hygiene
- CIMSPA member
- Hon. Life Member Royal Life Saving Society
- Member of ukactive Technical/H&S Forum (10 years)

Career History

- Swimming Teaching & Development as an ASA Tutor
- Swimming Brand Operations Manager for a large Leisure Management Company
- Head of Health & Safety / Quality for a large Leisure Management Company
- Quality, Health & Safety coordinator for Right Directions (Management) Ltd

Key skills and experience

- Qualified H&S professional with over 10 years of monitoring/auditing systems, developing processes and procedures, and training employees
- Developed key strategic skills to deliver compliance operations within Health & Safety legislation
- Accomplished in all aspects of quality, Health & Safety within the Leisure industry, specifically Leisure Centres, Theatres, Golf Clubs, Arts and Natural World Centres, and Hotel Fitness Clubs
- Experienced in achieving accreditation standards e.g. CHAS, OHSAS18001, ISO14001, ISO9001
- Specialist knowledge of pool safety
- Instrumental in raising Lifeguarding standards in a major Leisure Company and being awarded the RLSS Approved Training Centre of the year

[redacted]

Qualifications and Professional Memberships

- NEBOSH Fire Safety Management Certificate
- NEBOSH Health & Safety Certificate
- PTLLS (pending)
- CIMPSA Fellow
- City & Guilds NVQ level 2 in Spectator Safety
- Certificate in Supervisory Management
- National Licensee's Certificate
- BA Humanities

Career History

- Head of Health & Safety – Right Directions
- Ian Warren – Consultant
- Quest Assessor
- MD – The Hub – Tooting and Mitcham
- MD – CCL Leisure Ltd
- New Business Director – CCL Leisure Ltd
- Operations Director – CCL Leisure Ltd

Key skills and experience

- Ian currently works as Head of Health & Safety for Right Directions providing support and advice to a wide range of clients within the leisure industry
- Consultancy support in business planning and strategic reviews for local authorities, Governing Bodies and leisure organisations
- Set up a non-profit making entity to start up and run a community sports facility within the heart of Tooting and Mitcham Football Club
- Experience in undertaking Due Diligence projects
- Director and Manager within CCL Leisure Ltd, from start up to disposal (1988 – 2003)
- Honorary Steward- Twickenham

[redacted]

Qualifications and Professional Memberships

- NEBOSH Health & Safety Certificate
- PTLLS Level 4
- CIMPSA Member
- Member of IOSH (Technical)
- Institute of Leadership Management – Management Certificate
- BA (Hons) 2:1 Physical Education & Sports Studies

Career History

- Head of Group Operations (Inc Quest Operations Manager) – Right Directions
- Quest Assessor
- ukactive Code of Practice Assessor
- ukactive Flame Assessor
- Principle Quality and Health & Safety Consultant
- Area Leisure Manager

Key skills and experience

- Joined the Leisure Industry in 1985 starting career as a part-time Lifeguard
- Held a diverse range of roles, with the majority working in local government. Group Health and Fitness Manager for a local authority leisure contract for five years before accepting a senior management position as Area Leisure Manager
- Works full time for Right Directions and heads up the Operations arm of the business for both Right Directions and Quest, including the strategic development and implementation of Right Directions and the Quest scheme business plans and development, business generation and sustainably improving delivery and operational standards across the two arms of the business
- Leads a multi-disciplinary team of auditors, assessors and client support managers, ensuring engagement with clients to positively influence partnerships and deliver a first class service
- Working with external agencies and partners to position Quest as the leading assessment scheme for the Leisure industry
- Delivery of training

[redacted]

Qualifications and Professional Memberships

- Quest Assessor- Facility Management and Sports Development
- ukactive Flame Evaluator
- Professional Coach(Coaches Training Institute)
- FACET 5 personality profiling accredited deliverer
- BA.Hons- University of York

Career History

- Managing Director – Solid Air Coaching and Consultancy
- Operations and Business Development Director- Mytime Active
- Programme Manager- Sport England
- Recreation Development Manager- LB Bromley
- Regional Officer- Sports Council(GLSE)

Key skills and experience

- Paul currently leads the design, development and delivery of the Quest Sports Development strand
- Coach and Mentor- working with clients including County Sports Partnership Network, leisure trusts and sports development agencies across the country on leadership development, personal and team coaching, strategic business planning, efficiency and effectiveness and improvement projects
- Experienced in facility operation/development, marketing and sales, customer service following set up of Leisure Trust as well as management of sports, arts and play development teams
- Led business development in Mytime Active to set up new golf and health divisions to run contracts and commissions across the Country
- Past development work features the roll out of the first national, lottery funded initiatives including the first School Sport Co-ordinator, Active Communities Development and Active Sports programmes while at Sport England where he was also the lead on Equality and Diversity
- Paul is a creative thinker and strategic planner with high standards and an eye for detail who gets the best out of people and organisations

Appendix B – Partner Testimonials

Below are testimonials from our partners that we have built strong relationships with over the last four years:

The sector needs quality standards to support the actions of a well-qualified workforce. Quest has always been the standard for facility management and sports development. The past 5 years under the management of Right Directions and Leisure-net has seen these standards improve continually, challenging facility operators and sports development teams to demonstrate and share best practice. The volume of choice now offered provides all centres the chance to shine. Continuity of management at this time will enhance the scheme further.

CIMSPA
CHARTERED INSTITUTE FOR THE MANAGEMENT OF SPORT AND PHYSICAL ACTIVITY

Tara Dillon CIMSPA CEO

30 July 2015

English Federation of Disability Sport

Making **active lives** possible

To Whom It May Concern

The English Federation of Disability Sport (EFDS) has worked with the Quest team – Right Directions and Leisure-net to ensure that equality and disability standards feature within the Quest Framework. The scheme has developed well over the past few years and we are hopeful that the next iteration of standards will include far more opportunities for leisure and sport centres to enhance the experience of disabled customers linking in with our existing resources and support.

[redacted]

Keith Sutton – Head of Partnership Provider Programme ASA

As part of the ASA Strategy, there is a drive to improve the experience of the consumer and the quality of the learn to swim experience across the country. The ASA engaged with Right Directions and Quest to deliver the consumer focused, ASA Learn to Swim Accreditation. This has enable the ASA to deliver an accreditation programme that is of value, at reduced cost and more importantly at scale. This will enable us to develop a recognised quality brand with the consumer. Operators and facilities see great value in a combined award and use the opportunity to enhance the quality of swimming lesson provision.

The desire by the team from Right Directions and Leisure-net to raise standards across the facility operation through Quest is paramount to the development of this award over the past 5 years. Looking to the future the ASA have agreed to develop the relationship and extend the ASA accreditation programme to include the whole consumer experience. This will be based on our most recent insight to ensure the consumer experience is changed to retain and grow the swimming market. The ASA see the development of this accreditation programme as an important cog to help raise standards and advertise this to the consumer, thus raising their expectations of what they should expect.

Keith Sutton

the asa
swim for life

1Life
Live more. Live well.

As an operator it is vital that we continuously reflect on the delivery of service to both our client authorities and consumers. Quest has given our clients confidence that we can deliver to national standards and supports the continual development of our team and facilities. The past 5 years under Right Directions and Leisure-net has seen excellent changes to the product such as live benchmarking of results, operator management meetings and enhanced training for teams on site.

Neil King 1Life CEO

By using the standards of IQL UK to inform the Quest module 'Lifeguarding', the management team of Right Directions and Leisure-net have provided a re-enforcement of quality standards across the sector. The mystery visit carried out as part of the assessment and the assessment itself reviews the standard of lifeguarding as part of the overall process. IQL UK has been impressed by the continued development of the scheme in the past 5 years and will always be a strong supporter.

Martin Symcox

IQL UK | ROYAL LIFE SAVING SOCIETY UK www.rlss.org.uk

IQL CEO

UK active — More people More active More often

David Stalker Chair ukactive members council and CIMSPA

The strategic relationships that the management team of Right Directions and Leisure-net have nurtured and maintained over the past 5 years has been a strength of Quest. These relationships with organisations such as ukactive, CIMSPA, the NSPCC and IQL have given operators confidence to be part of the scheme that measures and challenges the performance of their facilities. I hope that Quest and this team continue to use quality standards to draw the sector together, delivering more people, more active, more often.

[redacted]ukactive

I was part of the sector representatives that helped Right Directions and Leisure-net shape the current Quest product over 5 years ago. I have been involved in its continuous development ever since. I was really pleased to be able to support the creation of the ukactive code of practice module that allows centres to achieve both Quest and code of practice in one assessment, jointly improving the customer experience in an effective and efficient manner.

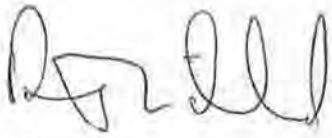
Leisure-net Solutions Ltd

Right Directions
quality and safety

Places for People
Waters Edge
Riverside Way
Watchmoor Park
Camberley, Surrey
GU15 3YL
Tel: 01276 418200
Fax: 01276 418199
enquiries@pfpleisure.org
www.placesforpeopleleisure.org

QUEST

Places for People Leisure have always used Quest as an improvement tool, we are proud of our results both in facility management and sports development. Quest has always been about continuous improvement, the past 5 years has seen a great deal of very positive changes that have assisted us to measure or performance, learn from best practice and demonstrate the quality of our operations. Communication with the teams from Right Directions and Leisure-net have been excellent and the Quest conferences – outstanding.



Richard Millard
Partnership Director
Places for People Leisure

Leisure-net Solutions Ltd

Right Directions
quality and safety

SP
Sportspark

Sportspark
University of East Anglia
Norwich Research Park
Norwich
NR4 7TJ

Leisure-net Solutions Ltd
Park Farm
Hethersett
Norwich
NR9 3DL

3rd August 2015

Dear David / Mike

We have gained a great deal from our Quest journey. The robust process that has checked and challenged what we do has offered ideas to enhance customer insight and strengthen our systems and process.

The new combo award created by Right Directions and Leisure-net that combines Quest facility Management and Sports Development will be a very powerful tool for University teams delivering sport and activity to students and the local community and we hope to be undertaking this approach as part of our next step. This development of the scheme has been very well received and will, I am sure, raise the profile of Quest in the University sector far beyond the previous incarnations of the scheme.

Yours sincerely

Phil Steele
Director of Sport

[redacted] **NSPCC Child Protection in Sport Unit**

'The NSPCC are always looking for new ways to raise awareness of and promote safeguarding standards. When we got the chance to work with Right Directions and Leisure-net to create a Quest safeguarding module based on best practice we felt that this was an opportunity not to be missed. This development can play an important part in supporting sports and leisure facilities to fulfil their duty of care to young customers. I am looking forward to working with the current team on ideas to increase the take up of this module by centres who wish to test and improve their safeguarding arrangements.'

Child Protection in Sport Unit
play sport stay safe
enjoy and achieve

Appendix C – Sport Development Testimonials

Quest has been an essential improvement tool to GreaterSport. Going through the modules and utilising the assessor as a critical friend it has helped us recognise our strengths and challenge our thinking to where we can improve and push the boundaries to be excellent.
Matt Johnson, Deputy Chief Executive, Greater Sport

greater sport
Greater Manchester Sports Partnership

places for people

"Quest Stretch Sports development for Places for People Leisure was one of the most positive and challenging processes we have experienced. It was both efficient andeffective.

The 'interviewing' technique and made sure we brought out the best of our business while challenging us on the detail, the outcomes and results with regard to our work with local, regional and national partners. It certainly ensured, that for all the right reasons, we were taken out of our individual comfort zones!!
The impact on the business has been a recognition that we are the first organisation to achieve Quest for Sports Development, which has been determined independently by the Sport England quality accreditation scheme. This has further motivated an already highly motivated team that has influenced how we use the Quest process as a Key Performance indicator as well as an Improvement Tool in the future."
Andy Read, Safety and Quest Manager, Places for People Leisure Management

"The Quest process has really helped the team at Oxford City Council embed a culture of continuous improvement that has been clearly demonstrated and evidenced through positive impacts for those living, working or visiting Oxford City.

In a challenging time of austerity and significant local government cuts, it has really helped us to demonstrate the quality and impact of what we are doing and in turn make the case for Sport to the Council recognising that it is not a statutory service.

The Quest quality standard has also really given confidence to those accessing our services that what we are delivering is to a high standard and has also helped support the case for securing external funding".
Hagan Lewisman, Sport and Youth Development Manager, Oxford City Council

OXFORD CITY COUNCIL

fusion

"Undertaking Quest for Sport Development has helped us focus on continuous improvement of our delivery and the processes we follow. It has given great reassurance to our staff teams that they are delivering to a high standard and the scores help us demonstrate to our partners that we are good, or in our case "Excellent" at what we do. The Directional Reviews ensure that we don't become complacent and allow standards to drop. The support and encouragement, along with guidance from the Quest Assessors really does push us to further achieve and develop what we offer with the focus clearly on striving for improvements".
Dan Reynolds, Head of Sports and Community Development, Fusion Lifestyle

Over the last 3 years Westminster Sports Unit has been very happy with our engagement and partnership with Right Directions and the Quest for Sports Development programme that we have been a part of.

The Sports Unit were and still are looking to continually improve our services and chose Right Directions as the services they offer meet the following criteria amongst others:

City of Westminster

- Assessments of our business and operating model, processes and procedures
- Advice and support on strengths, weaknesses and how to improve
- Links us to a larger professional network and knowledge base to share best practice
- Provide us with an external considered viewpoint that understands our business needs and challenges us in a very positive and proactive way to develop and improve
- Aid with the development of industry benchmarking processes to assess and improve our services

Over the last 3 years we have aligned the Quest programme assessment and service improvement plans to our department's business plans and have put Quest central to our development and improvement and have found it to be an invaluable quality tool to help us move forward and be better at what we do.
Obvious benefits have been:

- A clearer understanding of what we do well and where and how we need to improve in certain areas
- How to better highlight the work that we undertake and the benefits, impact and value our work
- Links to respected industry professionals who can advise us and act as critical friends
- A valid and valued external view of our service and raison d'etre
- Provided us with practical information, advice and tools to essentially improve and develop our services to the benefit of our customers and the industry we work in and feel so passionate about

As a result of working with Right Directions Westminster Sports Unit has improved and is better placed to continue to offer services that are needed and of value and worth to our customers and communities. We are currently working towards Quest Stretch status as we feel that the service being offered to us is fundamentally helping us to achieve the levels of organisation and service delivery that we want to achieve and that our customers and funders require and deserve.

In my opinion I would like to see all sports development providers involved in this programme as it has many positives to offer service providers and customers at a time when it is essential to justify what we do and offer as an industry but also to demonstrate the value, worth and impact of our work.

Any support in developing and extending the work that Right Directions do can only be a good thing in striving to achieve more active, healthy and engaged individuals and communities.

Westminster Sports Unit thoroughly supports the work Right Directions do and any additional resources they can secure to continue their important and beneficial outcomes.

[redacted] **– Progression, City of Westminster City Council**

Appendix D – Facility Management Testimonials

"Stevenage Leisure Limited (SLL) has been participating in Quest for 10 years and has seen various changes in that time. Quest has been pivotal in demonstrating SLL's success at its Centres and providing an independent measure of all elements of the operation and 'Right Directions' has been instrumental in supporting and driving the improved levels of quality. In today's demanding world for the pursuit of excellence; Customers require quality and Clients want measurable outcomes; the recent improvements to Quest, particularly the 'Impact' requirements have been a valuable way of validating the Centres key success factors. It is always very rewarding for the teams to receive external recognition of excellence; particularly for the impact they have had in their communities. We are now looking forward to working with Right Directions to take the Quest ventures to the next level"

Ian Morton, Managing Director, Stevenage Leisure Limited

"Hertsmere Leisure has been using Quest to support management and continuous improvement since 1999. The changes implemented by Right Directions with Quest 2011 and with Plan – Do – Measure and Review have enabled the staff to focus on key elements of the business following each Assessment visit. We are looking forward to using the model in the future and seeing that model continue to develop and grow as it has since 2011 and support managers and our staff in delivering customer service excellence"

Ian Pluck, Chief Executive, Hertsmere Leisure

"Halo has now used Quest as its main improvement and benchmark tool for well over a decade and over that time it has been an invaluable tool for us as an organisation. It helps us focus on our strengths but more importantly highlights our areas for improvement so in turn we can then develop as company. The latest iteration, developed by Right Directions, has probably been the most challenging and again this has been welcomed from us, and I sure many other progressive organisations. We like the fact that the scheme doesn't stand still and the shifting focus to highlight outcomes as well as the changing emphasis on community impact have all been welcome developments."

Scott Rolfe, Chief Executive, Halo Leisure

Our centres have been engaged in Quest for 15 years and it remains, in my view, the principal continuous improvement and quality tool in our industry. Right Directions has developed the scheme over the past five years by listening carefully to the industry and ensuring Quest remains challenging and relevant. I genuinely believe that any operator that does not engage is missing an excellent opportunity to develop, learn and benchmark best practice within the constantly changing landscape of our industry."

Martin Guyton, Chief Executive, Tonbridge & Malling Leisure Trust

Quest has been used by Places for People Leisure to challenge and develop our processes to improve service delivery in both facility management and sports development. This has seen three of our sites achieving Quest Stretch in FM and Places for People Leisure being the first to achieve Quest Stretch in Sports Development. Quest has grown, with the support of Right Directions, in the past few years to meet the demands of 2015 and the Plan, Do, Measure, Review, Impact approach has assisted this. Our Quest Mission is "Continuous Improvement, Maximising every Quest score from every Quest Assessment by capitalising on the power of best practice in the Group"

[redacted] **Places for People Management Limited**

"The 2014 Quest Facility Assessment process was very useful and we achieved an Excellent Score. The assessor had a great Industry knowledge and offered very useful recommendations on improving our centre in a manner that was feasible. The new style assessment is comprehensive and allows operators to clearly identify improvements more so than the original assessment. The new assessment also allows Managers to get more colleagues involved in the Quest Cycle therefore having a greater impact on the continuous improvement of the centre."

Gary Foley, General Manager - Spelthorne Leisure Centre, Everyone Active

As a General Manager I have found the changes made by Right Directions to the Quest scheme to be extremely valuable, helping to ensure my sites stay current and up to date. The modules have helped to shape the way we run the sites, and the more in depth review process ensures that activities are planned and reviewed regularly.

Richard Bean, General Manager - Torridge Pool, 1610

"GLL has been a long term supporter of the Quest product and was pleased with Right Directions' review and launch in 2012 of the "New Quest Scheme" with a refocus on Plan/Do/Measure/Review/Impact, which has ensured our managers now have a clear approach to the assessment criteria which in turn lends itself to our service improvement process and planning. The feedback from the assessment process is far easier to understand and implement continuous development plans which recognise the new scheme and the direction the centres need to go. The centres results during 2015 have significantly improved with 2 centres achieving "Stretch Outstanding".

[redacted], **GLL**

"Quest has been immensely useful in helping our team prepare for the move to our new £55m sports facilities in Spring 2016. Working through the process focussed the Team's minds on aiming to ensure a consistent and systematic approach to processes and procedures as well as looking towards best practice delivery from others. Participating in the Quest Combo bought the Sports Development and the Facilities teams together and engendered great team spirit where there had once been a temptation to work in silos. As we move towards up scaling and implementing new processes and procedures in our new sports centre, the principles of Quest will be carried forward to ensure we continue to deliver the best for our customers and our staff."

[redacted] **University of Birmingham**

Best wishes to all the Team on your forthcoming bid – by god do you deserve it after everything you have done for the scheme!

[redacted] **Horsham District Council**

"Lee Valley Park , has its main venues " Quest accredited" we have worked hard with Right directions to ensure all elements of running a venue , customer care H and S , documentation, budgeting etc are in place, their whole team have ensured our venues have very high standards. The Right direction office is always available to assist the sites with any questions and queries"

Alan Seabrook, General Manager, Lee Valley Ice Centre

"Right directions reflects the continuous improvement ethos of Quest by always striving to improve what they do to benefit the facilities and organisations involved"
"Working as a mystery visitor helps me keep up to date with industry best practise and as a General Manager is a great tool for continuous improvement in my own role and facility"

Rob Allsford, General Manager, Hanworth Air Park Leisure Centre & Library – Fusion

Appendix E – Assessor & Mystery Visitor Feedback

During June and July 2015, the Quest Management Team has had telephone and face to face interviews with the majority of Assessors and some Mystery Visitors. This was completed in preparation for this submission. This consultation along with the Working Group (held in February 2015) has shaped the ideas and suggestions within this submission.

1. Question Asked of Assessors and Mystery Visitors - What could Right Directions and Leisure-net have done better?

Assessor / MV	Recommendations	Our Thoughts	Added into the Submission
Assessor A	Consider Non-negotiables	We could potentially add non-negotiables, however this would be difficult to define as every facility and team are different	x
	More Mentoring of MVs	Yes, we need to improve on this	✓
Assessor B	Involve the Assessors in the development workshops	We intend to invite Assessors to benchmarking groups, so we have greater links between Assessors and Centre management	✓
	Groups of Assessors take ownership of modules	We think this is a good idea, we will allocate modules to Assessors to review each year	✓
	Day 1 / Entry rushed, maybe reduce Ops	This is also a recommendation of the board, so will be considered	✓
Assessor C	Development of Assessors	We agree we need to do more training, but we also need Assessors to be responsible for training themselves. We will add more specific module training for Assessors and Centre staff	✓
	Knowledge gap, customers/end users know about very little about Quest	This is has always been a battle for all the Quest Teams, the consensus of opinion is we should consider categories can be identified on the door for customers	✓
Assessor D	Getting into more Local Authorities	The Quest Team have worked hard to pull in as many sites as possible, however the Team appreciate we could improve further. We have added the CLOA conference and networking into the submission	✓
	Tell People about Quest. Ticks / Stars for general customers	As above	✓

Assessor E	Too many modules, too broad	The Quest Team disagree with this, however we do believe there is repetition and the modules need a review	×
Assessor F	Some modules not relevant	As above	×
	Quest customers awareness is poor – need to raise profile Stars, Qs 5 stars, silver, bronze. Satisfactory 2* 5* PLUS & STRETCH	As above	✓
	Community outcomes, should be day 2	We totally disagree and agree with the Quest Working Group, this is a priority and needs increasing in importance not decreasing	×
Assessor G	Centres worry, have I said enough, they need continuous prompting	We need to offer more benchmarking sessions	✓
	More guidance and examples of impact	This is an area we can work on when we review the modules	✓
Assessor H	Nothing could be done better	-	-
Assessor I	More mentoring by the senior Assessors	Yes, we need to improve on this	✓
	Caroline should be strategic	The Quest Team take this on board, and will try to drag Caroline away from the day to day operations, they haven't succeeded yet!!	✓
	MV should have more questions e.g. community outcomes. Customer experience not enough space in the template.	These comments are very practical and we totally agree, and will add more MV questions, to cover more modules, into a new web based template	✓
	Nowhere to add incidents seen on site	The Quest Team disagree and the MV has been informed of where to add incidents	×
Assessor J	Nothing could be done better	-	-
Assessor K	Maybe ask Centre manager is there are any special areas that they would like the MV to home in on	We disagree with this, although we will add Day 2 MV questions in Quest 2016	✓
	Quite challenging to do a MV on very small Centres (e.g. pool only)	This will always be a problem and Mystery Visitors are aware that more needs to be done off site such as calls	×
	Report – compatibility with iPhone / iPad	This is definitely something we want to achieve in 2016 and hopefully will be with the introduction of 'app' based reports	✓
	MV feedback from proofer has at times been inconsistent, like the scoring, proper feedback	Since this call, the process has changed with the same proof reader for all reports	×

Assessor L	Environment Modules into 1	This is definitely for consideration, and the Quest Team agree with this	✓
	Good is too big a band	The bandings will be reviewed within the next contract	✓
Assessor M	Directional MV – short changing, not detailed	The structure of Directional Review day will be fundamentally reviewed	✓
	Directional Review, not scored	As above	✓
Assessor N	Bandings not right – better now Entry is registered and not satisfactory. Still think overall score should be brought back	We disagree with this, the bandings will be reviewed, however the scores will not be brought back	✗
	Environment day 1 – Site pay lip service to this, particularly around measure and review either beef out or have certain compulsory, anyone can get good or excellent	We will combine the day 1 & day 2 modules, therefore there will only be 1 choice	✓
	Planning to improve – watered down, needs more about business plan and 'plan, do measure, review' approach	This will be reviewed as part of the module review	✓
Assessor O	Training – once a year not enough, scheme progression to be covered	We intend to review the training programme, and will invite Assessors to benchmarking seminars and monthly webinars	✓
	Scheme not publicised enough	We have worked hard this contract to raise the profile of Quest via various marketing and promotional activity, we know we have still got more to do	✓
Assessor P	Environment – it is now time to bring the original module back to day 1	See above	✓
	Limitation COP & ASA assessing, it could be a check list of experience/criteria, Centre's/ organisations	This has been driven by ukactive and the ASA, looking at ways to widen training for Assessors	✓
Assessor Q	When Quest 2012 came out more time for Assessors and Centres to get to know the new criteria and training	See above	✓
Assessor R	Cross over in modules – overlaps, where do I put things	See above	✓
Assessor S	Some sites doing – got to. Don't see the reports, would be nice to see the Quest reports	Assessors and Mystery Visitors are copied into the completed reports when they are sent to site	✓
Assessor T	Change bandings – Ticks / Stars Ticks for Ops /Outcomes	See above	✓
Assessor U	Community Outcomes – needs some work with repetition, there is duplication in some modules	See above	✓

	Electrical Testing – had a few Cat 2's recently	See above	✓
	Good is too big a banding	See above	✓
Assessor V	More training / workshops / conference assessment – Centre role play	See above	✓
Assessor W	Good – banding too big, B2B & B2C offer	See above	✓
	Issue around impact – Assessors don't get it - consistency	Additional training to be offered in the next contract, including the use of webinars for specific topics that are causing an issue	✓
	Maintenance & Equipment, Asset Management – day 1 too big. Business Plan Improvement. Do generality, informed resource & fluid	See above	✓
Assessor X	Retention – Not registering, do more NI	See above	✓
	More training and presence in NI	Always	✓
Assessor Y	-	-	-
Assessor Z	Report chunky – takes too long to write	Looking at transferring it to an 'app' application	✓
	Modules need to be simplified, lots of repetition	See above	✓

2. Question Asked of Assessors & Mystery Visitors – Suggested Improvements

Assessor / MV	Recommendations	Our Thoughts	Added into the Submission
Assessor A	Training – could include other reports that have been written to give different styles	See above	✓
Assessor B	Timescales and cost to Site	Timescales and cost will be reviewed	✓
	Entry, relate size to centre (3 entry in x2 days)	The Quest team disagree, it should not make a difference the size of the site going through an entry assessment	x
Assessor C	Assessors are the ambassadors of the scheme, face – more higher level, great experience An approach to each operator 'sponsor' an Assessor to allow 3 assessments a year (all agree confidential) agreement to ensure confidants to enable assessors to stop 'conflict of interest'	This is a great idea and will be considered in the next contract; however the Quest Team will need buy in from all the big contractors to make this work	✓
	Learning & Development. Webnews. Benchmarking workshops – Work with partnership, could use ambassadors for webnews	See above	✓
Assessor D	Module overlapped	See above	✓
	Report still a pain to use	See above	✓
	Add photos, conversations with customers, add their feedback	The reporting tool will be reviewed to ensure the best practice for both centres/ teams and Assessors and Mystery Visitors	✓
Assessor E	Clear, what is it going to be? More customer focussed test, heavier on MV, Customer questions	See above	✓
	Community outcomes, broad. From facility service	See above	✓
	Need more metrics, active people survey – data. Customer interviews, more telling. Quality Management training	All the modules will be reviewed and streamlined during the next contract	✓
Assessor F	Reassessed new modules, not repeat all the time	See above	✓
	Template, still unwieldy	See above	✓
	Change DR – Announced MV, MG likes	See above	✓
	Attend Benchmarking seminar? Points for attending	See above	✓

Assessor G	Don't change. Grown into structure, focus of plan. Do M, R.I good	The structure of plan, do, measure, review and impact will remain the same in the foreseeable future	✓
Assessor H	Scoring consistency, more workshops/training	See above	✓
Assessor I	Operational management, cleaning, housekeeping & maintenance together	We propose to have a pot of 12 core modules for day one, the Centre/ teams will only go through 8 of them on the day, however they will not know which ones until the day of the assessment, so will have to prepare for all of them	x
	Assessors / MVs – Questionnaires or mentor MVs – improve consistency	See above	✓
	Bigger plaque, more info Likes stars – ticks/Qs	See above	✓
Assessor J	Assessor Consultancy, appreciated, well known, professional skilled ambassadors	-	-
	Some modules repetitive, guidance	See above	✓
Assessor K	-	-	
Assessor L	Add extra banding	See above	✓
	Not allow sites to do same modules in next cycle	See above	✓
Assessor M	Improve partnerships, e.g. Investors in people	See above	✓
Assessor N	Compulsory Day 2 modules	The Quest team disagree, there are already enough compulsory modules in day 1 – the flexibility of the choice of modules for day 2 is seen as a positive to Centres/ teams	x
	Training for Centre Managers and their teams, tool kits, webnews, e-learning	We are intending to review the training programme for centres/ teams and this will include monthly webinars managed by the Quest Excellent Ambassadors	✓
	Community outcomes module needs rewriting, Assessor and sites are struggling with content	See above	✓
Assessor O	MV announced like hotels	This is being considered as part of the Directional Review	✓
	Possibly 2 visits, as see different things, more at evening and weekends	The Stretch process allows for more flexibility when the Assessor completes the assessment. Unfortunately the cost would dictate the number of days the assessment	✓

		takes place	
Assessor P	Regional Benchmarking seminars (clients and assessors)	See above	✓
	How we help/buy in local authorities – cabinet members (use Assessors)	We have worked hard this contract to raise the profile of Quest via various marketing and promotional activity, we know we have still got more to do	✓
Assessor Q	More training for Assessors / MVs- the training at LIW was great (for both MV & Managers) Quality different as spread out over a 6 month period	See above	✓
Assessor R	Community Outcomes, Customer insight – make a difference & carry centre manager along the way	-	-
Assessor S	Directional review – need announced MV, not working – fix it day	See above	✓
	More updating the assessor – little bit of interpretation	See above	✓
	More informal networking	See above	✓
Assessor T	Stretch more accessible, unannounced in Plus – if want it	The Quest Team disagree, Stretch should be seen as the 'outstanding' accolade and the banding that all Centres/ team should aspire to	×
	Group modules, consider changing day 1 / 2 modules	See above	✓
	Unannounced visits, review modules, Environment wishy washy	See above	✓
Assessor U	Doesn't need a radical review	-	-
	Day 1 – entry – long day – operation management	See above	✓
	CE MV – rubbish, not received, like idea of DR MV / unannounced. Like idea of boxing modules	See above	✓
Assessor V	Simplify guidance for assessors – cleaning and hospital?	See above	✓
	Review no. of modules & boxes	See above	✓
	Speaking to clients & customers	The assessment will include a section where the Assessor needs to speak to customers for feedback	✓
	Bespoke, more doing	See above	✓
	MV really valued – Day 2 modules, catering etc, level assessment Box modules, align to priorities	See above	✓

	and strategic modules		
Assessor W	Sample Dec - MOT	The Health & Safety declaration criteria could be more a sample of the criteria, the Centres will not know what will be samples, so will need to ensure all paperwork and inspections are available	✓
	More modules like H&S Dec and Environment	The Quest team disagree, this would be taking the scheme backwards to the old tick box approach	x
	5*4*3*2*1*	See above	✓
	What is our vision for 2020? Do we want an improvement tool for the industry	See above	✓
	Engaging with Communities modules – CSPs should be Quest Plus	See above	✓
	Women Insight and Young People Insight – need more	See above	✓

3. Question Asked of Assessors & Mystery Visitors - How well are we managing the scheme? Score out of 10

Assessor	Score	Assessor	Score
Assessor A	9	Assessor B	8
Assessor C	8.5	Assessor D	8.5
Assessor E	9	Assessor F	9
Assessor G	10	Assessor H	9
Assessor I	9	Assessor J	10
Assessor K	9	Assessor L	9
Assessor M	9	Assessor N	10
Assessor O	7	Assessor P	8
Assessor Q	9	Assessor R	7.5
Assessor S	9	Assessor T	9
Assessor U	10	Assessor V	9.5
Assessor W	8	Assessor X	8
Assessor Y	10	Assessor Z	8
		Average Total	**8.5**

4. Testimonials

Testimonials	
Assessor D	"Right Directions (RD) are always looking to improve the Scheme. Good improvements for Centres, leading to improvements for customers, which is the ultimate goal"
Assessor E	"Responsible, reactive partners. Right Directions have proved flexible, responsible and collaborative partner to Sport England. Sport England would be well placed to consider continuing with the relationship"
Assessor F	"Sites get excellent deservedly, not through tick boxes as it used to be "

	"Don't change it too much, it is working so well. I am very keen for Right Directions to keep the scheme, well done to all the team – gross mistake to give it to another contractor, so many improvements, great team they should be made
Assessor G	"RD established Quest as the most important quality improvement tool"
Assessor H	"As an Assessor I really enjoy the new process, it is great for Assessor and client"
Assessor I	"Everything is there, as a centre manager the new framework makes managing easy, it is a great tool. As a customer you know leisure professional assessors have assessed. No comparison to Right Directions"
Assessor J	"Office staff are excellent, they are quick & responsive"
Assessor K	"Right Directions and the scheme have come along in heaps and bounds and with RD still at the helm they will carry on to make continuous improvements across the industry and take the scheme from strength to strength."
Assessor L	"Right Directions have moved the Scheme forward, taking a tired and potentially failing scheme back into the industry and produced a scheme that now helps managers rather than tick boxes."
Assessor M	"Really enjoy the role, see different facilities, good tool for me"
Assessor O	"Experienced team who have shaken up Quest, with a great new format, this is challenging centres"
Assessor P	"Bloody good scheme has come on 100 fold to where it was, even if you didn't do Quest!"
Assessor R	"Right Directions are doing a good job of pulling managers along in the right direction!!"
Assessor S	"Forward thinking company that breathed life back into what was once a valuable tool and has now become the improvement tool of the instructor"
Assessor T	"Right Directions are excellent, we never have to chase anything"
Assessor U	"I don't want to see anyone else managing the scheme, RD have been the best so far. Very strong brand at the moment"
Assessor V	"To look elsewhere for a different provider will most certainly undo all the good work. It will be like starting again. RD saved Quest, it was in danger of falling into disrepute and is now the benchmark for the Leisure Industry. Doing it for the Right reasons"
Assessor W	"RD are competent, committed, professional and valued"
Assessor Y	"Innovative Organisation who are continually looking to improve"

There are more testimonials from both assessors and centre/ teams within the Quest handbook, an electronic version has been summited as part of the bid (Appendix F).

Schedule 4
(Schedule of Services)

DESCRIPTION OF SERVICES

1. Deliverables

- To manage and extend the penetration of the Quest Scheme
- To manage and extend the penetration of the National Benchmarking Service
- Implementation of the recommendations made by the Quest Report on the future development of Quest

2. Objectives

- To retain and extend the current penetration of Quest (both Facility and Sports Development).
- To continuously improve the management of the Quest Scheme
- To increase the profile of Quest with the customer through improved marketing and promotion.
- To implement the recommendations made by the Quest Review.
- To retain and extend the current use of the National Benchmarking Service.
- To continuously improve the management of the National Benchmarking Service
- To increase the profile of the National Benchmarking Service through improved marketing and promotion.

3. Tasks

Quest Scheme Management

- The provision of an enquiry, information and booking service
- The recruitment, development, management and training of a team of assessors and mystery visitors
- The management of the assessment process
- The upkeep of the scheme database
- The management and provision of a Quest training service
- General Sales, marketing and promotion of the scheme.
- Ensure that suitable reporting arrangements, including a robust assessment and banding system, are provided to clients.
- To provide day to day financial management
- Quarterly management and financial reporting to the Quest Board
- Implement the recommendations of the Quest Report
- To ensure the scheme is managed with high levels of professionalism and integrity

National Benchmarking Service

- Liaison with the contractor who will provide the analysis service.
- The provision of a comprehensive enquiry, information and booking service.
- The upkeep of a scheme database
- To provide day to day financial management
- Ensure that suitable reporting arrangements are in place.
- General Marketing and promotion of the scheme.

Schedule 5
(Fee Arrangements)

Part 1 - Price

1. Contract Price

DESCRIPTION	CONTRACT PRICE
Year 1 (1st Nov 15 – 31st Oct 16)	£80,000
Year 2 (1st Nov 16 – 31st Oct 17)	£80,000
Year 3 (1st Nov 17 – 31st Oct 18)	£80,000
TOTAL	**£240,000**

DESCRIPTION – EXTENSION PERIOD	CONTRACT PRICE
Year 4 (1st Nov 19 – 31st Oct 20)	£80,000
Year 5 (1st Nov 20 – 31st Oct 21)	£80,000
TOTAL	**£160,000**

2. Expenses

Travel
Subject to agreement, travel costs to and from the agreed Site shall be at the Supplier's expense. Travel time shall be at the Supplier's expense.

Train fares to anywhere other than to the Site shall be at Sport England's expense. Sport England shall only reimburse expenses for 2nd Class travel only unless otherwise agreed.

Any flights which the Supplier requires will need to be approved in writing in advance by Sport England and where such written authority has been provided shall be at Sport England's expense.

Mileage to anywhere other than to the Site shall be charged at £0.40 per mile.

Telephone Charges

Telephone Charges shall be deemed to be included in the Supplier's charges.

Hotels
All bookings shall be at the Supplier's expense unless otherwise agreed with Sport England and the Supplier's Staff shall settle all bills on departure.

Parking
Parking shall be at the Supplier's expense.

Subsistence Allowance
Subsistence allowances are the responsibility of the Supplier.

Part 2 – Payment

1. Payment Schedule

DESCRIPTION	CONTRACT PRICE
Year 1 (1st Nov 15 – 31st Oct 16)	£80,000
Year 2 (1st Nov 16 – 31st Oct 17)	£80,000
Year 3 (1st Nov 17 – 31st Oct 18)	£80,000
TOTAL	**£240,000**

DESCRIPTION – EXTENSION PERIOD	CONTRACT PRICE
Year 4 (1st Nov 19 – 31st Oct 20)	£80,000
Year 5 (1st Nov 20 – 31st Oct 21)	£80,000
TOTAL	**£160,000**

2. Invoices

Accurate invoices and all supporting documentation shall be addressed as follows:

Finance Department
Sport England
First Floor
Bloomsbury Street
London WC1B 3HF

For the attention of: Accounts Payable

3. Information to be included on Invoices

Invoices must include all of the following information:

(i) Your name and address;
(ii) Invoice Number;
(iii) Invoice Date;
(iv) Name of Sport England's Representative;
(v) Title of the event as specified by Sport England's Representative;
(vi) Suppliers name;
(vii) Total Invoice cost;
(viii) VAT Number (if VAT registered); and
(iX) Sport England Contract Reference Number.