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Specification Submission

1. Introduction

Right Directions in partnership with Leisure-net Solutions are pleased to submit this proposal for managing the Quest Scheme on behalf of Sport England along with the Booking, Advice & Administration service for the National Benchmarking Service (NBS) contract.

Right Directions and Leisure-net Solutions, as the current management contractor for the last 4½ years, have made radical changes to the scheme and achieved major improvements in the operation and management of Quest. All of these changes have reinvigorated the Quest scheme and saved the schemes reputation from a potentially disastrous outcome.

Although participation in the scheme is lower than from the start of the contract in 2010, we believe this is mainly due to the financial effects of the economic downturn (Centres shutting and councils under significant financial pressure). We have worked tirelessly over the length of the contract to maintain the number of registrations and believe that we are still turning around what was a potentially sinking ship. If we had not managed the contract professionally and added innovative, exciting, flexible changes, we strongly believe many councils would not have added Quest & NBS into their contract requirements. We have ensured that all the large contractors and trusts have embedded Quest into their day to day management and this has significantly strengthened the scheme, adding healthy competition into the quality management of the Sport Development and Leisure Centres.

Quest accreditation is still seen to have a real currency and value amongst public-access leisure operators and participation is slowly starting to increase, with several Centres that had withdrawn in 2010, returning to the scheme. We are also welcoming new facilities such as the CSPs and Higher Education facilities which is also adding more kudos to the scheme. Everyone is singing off the same hymn sheet. However we acknowledge that there are significant challenges that still need to be overcome if Quest and NBS are going to continue to develop and improve, and this proposal sets out our plans for continuing further developments and achievement in the management of Quest in the short, medium and long term.

We have taken some potentially very risky decisions over the length of the current contract, which could have had a significant financial impact on the numbers in the scheme, however we have always been committed to improving the scheme for the right reasons to ensure it is a credible improvement tool. Both Leisure-net and Right Directions care about the industry and want to do what is right (and not necessarily profitable!). We are delighted that our radical changes have been worthwhile, and we are pleased that we haven't coasted, simply making minimal alterations.

Some of these risks included:

- Removing scores and replacing with bands
- Free guidance notes
- Mystery Visit worth 25% of overall result
- Adding plan, measure, review & impact
- Having module choices
- Health & Safety declaration
- Annual conference.

We believe that we have supported Sport England through what was a very challenging first two years of the contract (far worse than first perceived in 2010) and we spent the first 24 months fire-fighting previous contractor issues as well as completely rewriting and relaunching the scheme. Since then, we have not sat back on our laurels; we have continuously reviewed and updated the processes for the customers, assessors and the team. We have continued to invest in the scheme throughout the whole contract and we hope we have demonstrated that we have provided good value for money. We believe our tender for the next 3 years also represents excellent value for money for Sport England as the principal client and look forward to demonstrating this further.

We have demonstrated that we understand the role of Quest as an independent accreditation process to improve the quality of sport and leisure services based on the concept of continuous improvement and participation of the end user.

Our proposal will continue to improve the value of Quest for operators and end users, and working closely with Leisure-net, we will provide a new lease of life and momentum for NBS. These are now very challenging, but exciting times and we look forward to being part of the future of Quest and the industry, as well as been an influencer of the past.

1.1. Background

Quest and NBS have been an integral part of Right Directions' and Leisure-net's company life for over a decade, both companies having worked alongside the previous contractors as well as managing the current contract for the last 4½ years. We value and respect the opportunity Quest and NBS provide us to work closely with Sport England, the home country sports councils and the Quest Board.

We propose to continue to use the same administration staff along with the assessor/mystery visitors and management team. However, we also propose to add to the management team to assist us to deliver the objectives set out by the Quest Board and Sport England.

We have consulted with Assessors and Mystery Visitors over the past few months and we are delighted to have their full support. We have been really pleased with the responses we have had, and the encouraging comments we have received with regards to our delivery of

the scheme and the improvements that we have made over the last 4½ years. It has, without a doubt, given us a lot of confidence to deliver and improve the Scheme in the future. Please refer to Appendix E for the Assessor / Mystery Visitor Feedback.

1.2. Current Position

Our Market

We understand that we have a diverse market, with approximately 60% of registered Quest Centres coming from the large management contractors and the other 40% being a mix of sports development teams, local authorities, private sector organisations, CSPs and small Trusts. We have focussed on the large contractors over the last two years, as they appear to be managing and winning the majority of local authority contracts, to retain them in the Quest scheme, however we appreciate that we need to work more closely with small organisations going forward.

Both Right Directions and Leisure-net have continued to work closely with the companies, local authorities and trusts who currently have Centres that are Quest registered or use NBS. Some of these organisations, who we have spoken to in the last couple of months have given us testimonials, demonstrating their backing and support in managing the scheme, and improving it in the future. This positive response has given us confidence that the scheme can continue to grow with us as the scheme manager. Please refer to Appendix D and E for some testimonials from a variety of organisations including:

- GLL
- 1Life
- Lee Valley Regional Park
- Places for People
- Hertsmere Leisure
- Stevenage Leisure
- Halo Leisure Trust
- University of Birmingham
- University of East Anglia

Our Partnerships

One of our main successes has been to create strong partnerships with Sport and Physical activity based organisations. This we believe has been a big step forward from the previous scheme and has helped enhance the reputation of Quest. These strong partnerships have enabled us to align several modules to the scheme, including:

- ukactive - Code of Practice
- ASA – Learn to Swim Accreditation
- NSPPC – Safeguarding
- IQL – Lifeguarding

Both the ASA and ukactive modules have enabled organisations to achieve external accreditations free of charge, which previously they would have paid for. This has added value to the scheme. Quest has not gained financially from these external awards and the Team spent a considerable amount of time developing and embedding these awards into the Quest process.

We have consistently consulted with our partners, including two excellent Working Groups. This consultation with partners, along with the members of the Quest board has helped shape the scheme over the period of the contract. We believe that working with these partners has brought more buy-in from the industry, despite the difficult financial climate and management fees and costs being radically cut.

We have talked to our current partners, regarding their thoughts on the scheme and they have given us their backing and support going forward. They have confidence that the scheme can continue to grow with us as the contractor. Please refer to Appendix B. We have chatted to our existing Quest Team and many Quest clients over the last few months, and feel our proposal offers a continuous way forward for the scheme.

Quest & NBS Targets

Driving Participation of the Public - We appreciate that increasing participation in sport and recreation will become the main driver of Sport England and Public Health. As a consequence Quest will have to play an even more important role in driving this increase in participation in sport and physical activity, through challenging facilities and teams to demonstrate they are making a difference to the health and wellbeing of their communities.

Quest will help to enforce and endorse Sport England's initiatives through the Quest process and the Quest modules, Mystery Visitors and NBS surveys such as:

- This Girl Can
- Equality & Diversity (Sporting Equals)
- Sportivate
- Places People Play

There is synergy between Quest and other industry bodies through partnership working and alignment of objectives, and Quest can demonstrate a clear contribution towards the achievement of Sport England and the wider industry's strategic goals. See Section 4.

Extending and Maintaining Participation of Quest & NBS Registration – We have embedded flexibility and choice into the Quest and NBS processes and we will continue to drive this flexible approach through consultation and improved marketing. We believe this approach has helped us maintain our current numbers on the schemes, but we need to do more.

We also want to continue to raise the profile of the scheme for the facilities, team and clients. One way this has been achieved is with two of the Olympic venues (White Water Centre and the Copperbox) becoming Quest members, alongside the National Sports Centres, and they act as flagship examples of the benefits of becoming a Quest member.

Continue to Raise Standards in Facilities & within Teams – We will continue to assist facilities through experienced assessors who will assist in drive standards forward. This is becoming increasingly challenging with financial cuts, however we will try to help facilities and teams improve standards and not reduce their levels of service. We need to continue to ensure our assessors offer practical, realistic, effective and efficient solutions and support.

Sections 2, 3 & 4 of the submission details how we propose to action these targets.

1.3. Why Us – Overview

Right Directions and Leisure-net have delivered the Quest and NBS contract for the last 4½ years improving the product and responding to changing needs.

Right Directions and Leisure-net are small, client focused companies, with no parent company to report to, and with no compromising financial targets to meet.

Both companies have been developed by Directors who have had long careers in the Leisure Industry, working at both management level as well as on the 'shop floor'. Both Caroline Constantine (Right Directions) and Mike Hill (Leisure-net) have built up strong companies with good reputations across the industry. This can be demonstrated by the growth in both companies in their period of time trading and their retention of their clients. They are both sports and leisure specialists with a passion for our industry and a commitment to Quest and NBS. Both companies have a philosophy that is to drive improvement and make a difference in the leisure industry; they are not driven by profit. Their enthusiasm towards Quest and NBS over many years has demonstrated this.

The two companies recognise that in order to deliver the objectives laid out in the Quest report, the extensive proposed changes and to grow Quest we will need to review and revise the staffing structure. In particular, Quest will need an additional driving force in relation to driving participation and the health and wellbeing of the nation through a period of austerity. This role will be supported by the already strong leadership team who will promote and deliver the exciting new products to the market and ensure we reach our proposed targets groups.



Below are some reasons that demonstrate why we are more than capable of running the scheme for the next 5 years:

- All the Right Directions and Leisure-net team are leisure professionals and we have all operated/ managed Leisure Centre's or sports development teams (including local authority, service contractors and the private sector) at a senior level
- We are all very passionate about sport and physical activity with most of the senior team having more than 25 years' experience in the sector
- Lots of us have personal commitments in sport; we work in sport and leisure and spend our spare time in sport and leisure!
- The senior team have all been involved in Quest for nearly 20 years both as operators and lead assessors
- The Right Directions and Leisure-net team network regularly within the sector including with NGBS, trade associations, benchmarking groups and local organisations. One of the team is a CIMSPA board member and both Leisure-net and Right Directions are CIMSPA partners provide training for CIMSPA
- Right Directions and Leisure-net both have strong reputations in the industry; the teams are respected for their professionalism, honesty and commitment to the sector
- We are a team who genuinely want the scheme to add value to facilities and teams. We have not sacrificed standards, quality and improvement ideas for profit. We have continued to invest heavily in the scheme both financially and personally, with the scheme being for the industry and not for the profit of two organisations
- We ensure that we deliver above and beyond the specification of contracts. For example, continuous updates of the modules, conference (at very affordable prices), free resources and networking, sharing our experience with New Zealand, Canada and Australia. We have delivered presentations at other non-Quest events and conferences and have held workshops and seminars
- We are organisations that keep up-to-date through partnerships in the leisure industry and memberships such as CIMSPA, ROSPA and IOSH. We also hold OHSAS 18001 and CHAS accreditations
- We are not scared to try things and we have a desire to continually improve the schemes we run
- Leisure-net and Right Directions work closely together on several projects and this strong relationship has helped build the reputation of the Quest and NBS schemes. This has ensured the link with the new NBS contract has been seamless
- Finally, last but not least, the Right Directions and Leisure-net team have taken a scheme that was in a difficult situation and turned it from a negative position to a very positive, well respected one. We are all very, very proud of what we have achieved

Right Directions - Track Record

Right Directions is a medium sized business with twenty core staff and approximately 75 sub-contracted Assessors and Mystery Visitors. It has been trading for 10 years, although all the management team have many more years of working in leisure.

Right Directions is a leading, experienced Quality Management and Health and Safety consultancy working with clients to achieve sustained high performance, good quality systems and safe facilities. Drawing from our in-depth knowledge of sport, leisure and business we offer a wide range of services, which include:

- Quality Management System implementation and audit
- Assisting sites in achieving Quest / Investors in People / ISO9001, ISO14001, OHSAS18001 registration / CHAS
- Health & Safety support service
- Mystery visits
- ukactive and ASA assessments
- Environmental Management Systems
- Customer Service Training
- On-line Accident Report tools
- Training (including customer care and Health & Safety)

Our background in quality management is of particular relevance to this contract and we have extensive experience in Quest, providing services to clients to audit, assess, monitor and evaluate the quality of facilities and services they provide.

Right Directions works in a wide range of different business areas, and our industry knowledge and project management experience means we are able to offer a client-focussed and flexible approach.

Right Directions launched an accident reporting tool that can be used for all organisations to analyse their accidents and benchmark with the rest of the industry. The company has produced this tool to add value to their clients, but also to provide useful and meaningful trends and data for the leisure industry. IQL and CIMSPA have endorsed this product.

All of our work is underpinned by strong and effective management to help ensure that projects are delivered on time, within budget and to the highest quality.

All the staff are fully trained, the operational team are CIMSPA members and the company has a full CPD programme to ensure the team have up to date training and information.

Right Directions has OHSAS18001 and is IOSH and CHAS registered. We are also a CIMSPA and IOSH approved training provider. The company is currently working towards Investors in People, Customer Service Excellence and ISO 9001.

Leisure-net Solutions Track Record

Leisure-net Solutions are the leading provider of Customer Insight, Business Intelligence and market research services to the Active Leisure, Health and Fitness Industries. The company works 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, and to deliver innovative service and programming initiatives.

Leisure-net are members of the Market Research Society, providing industry benchmarking services to organisations such as Sporta Scotland, BUCS and SELCO – the South East Leisure Contractors Organisation.

Customer insight (on-line) services we currently deliver to leading operators in the leisure sector include:

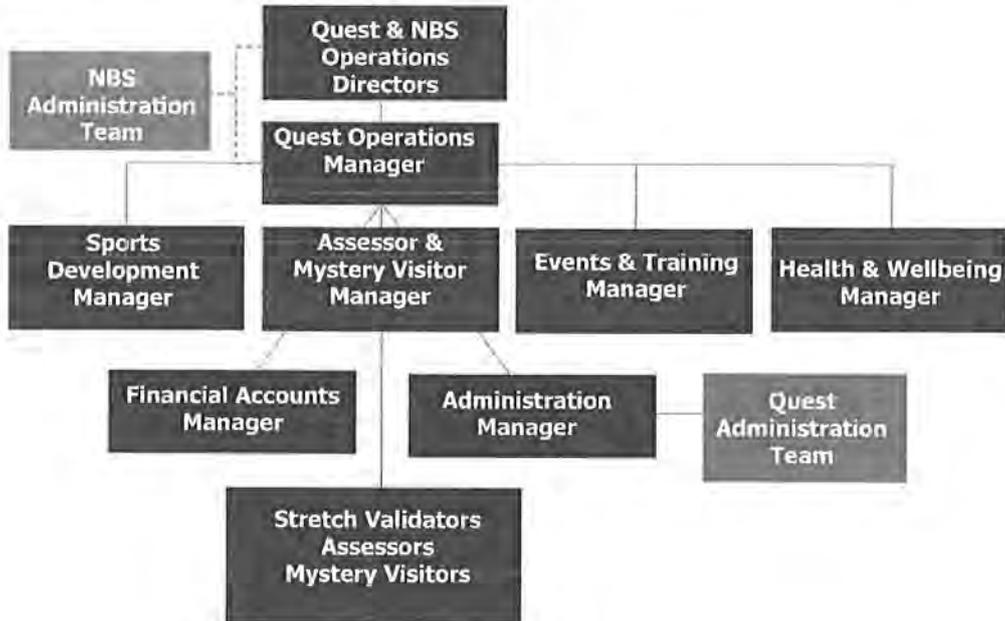
- e-Focus™ Surveys – online customer, staff and client surveys
- street Focus™ Surveys – the industry's benchmark community/non-user survey
- centre-Focus™ Surveys – face-to-face on site
- call-Focus™ - telephone answering monitoring and analysis
- visit-Focus™ - mystery shops by virtual customers
- Focus Groups and Challenge Days – for stakeholder and/or community consultation

Leisure-net are the lead contractors for Sport England's National Benchmarking Service and have for the past 12 years delivered industry research such as the Health and Fitness Omnibus Survey (HAFOS) and assisted many organisations to improve the delivery of activity through research, consultancy, change management and learning and development.

Proposed Quest Delivery Team

In addition to restructuring the team and reallocating tasks within the team, we propose to make a number of additional changes to the administration of the scheme, aimed at increasing efficiency and making the journey smoother for both our customers and administration team.

The diagram in this section outlines our proposed delivery team. Where known, the people anticipated to fill the roles have been identified and short CVs of the key management team are included in Appendix A.



Contract Directors – Right Directions [redacted] and Leisure-net [redacted] & [redacted]

Right Directions and Leisure-net are committed to Quest and propose to ensure the team is fully integrated into the business and led from board level. [redacted] will be the Contract Directors and will be jointly responsible for the delivery and development of Quest and NBS. [redacted] have been committed to the ongoing success of Quest and NBS in their current roles and in several of their previous roles.

[redacted] will be the nominated team members who are the first point of contact with Sport England.

Quest Operations Manager – [redacted]

This senior level post is the key player in the successful delivery of Quest, taking responsibility for development, marketing, administration and finance. This post is 'the face of Quest' and will play a high profile role, both leading the team from a strategic perspective and raising the profile of Quest to the wider leisure industry. [redacted] has been leading Quest in this capacity for the last three years.

[REDACTED]

The development of a specific Sport Development Manager will further enhance and assist growth and progression in both the Facility Management and Sports Development (SD) Quest model. This role will predominantly have responsibility for the management of the Sport Development model and will also lead on:

- Revised changes and the review and future development of new Sport Development Quest modules
- Training and Mentoring new SD Assessors
- Expanding the penetration of Quest through networking, marketing and promotion
- Development of partnership working
- Delivering assessments, to ensure they are fully up to speed with the needs of both the assessor team and our customers
- Delivering training if skills are appropriate.

[REDACTED]

Our Assessors and Mystery Visitors will be supported by a dedicated Manager, who will be trained as an Assessor and Mystery Visitor to promote their understanding of the Quest product and customer needs. They will undertake assessments and shadow/ mentor both new and existing Assessors to continue to grow this understanding. They will also be responsible for developing both a reactive and proactive training programme, including the development of webinar surgeries. The role will also include responsibility for recruiting, training, managing, mentoring and developing new Assessors and Mystery Visitors.

Community Health and Wellbeing Manager – to be appointed

This post will be part time and their role will be to ensure that we are giving guidance and support to facilities to help them drive participation and successfully achieve Quest. This role will be responsible for;

- Review and future development of health and wellbeing modules
- Training and Mentoring of all Assessors in specific aspects of Quest
- Expanding the penetration of Quest through networking, marketing and promotion
- Development of partnership working
- Delivering training if skills are appropriate.

[REDACTED]

This role will have responsibility for the development of events and training, including the further development of the already successful annual conference, Quest internal assessor's courses and benchmarking seminars. We aim to increase the number of training initiatives to the client including a full annual training programme both through face-to-face delivery and webinars and other on line methods.

In addition, this role will take a proactive role in managing some of the key support elements of Quest, including benchmarking, league tables, raising the profile with the end user and merchandising.

Our Administration Manager and Accounts Manager and their teams will focus their attention on ensuring all the administrative and support processes are as up to date and efficient as possible, including managing the database to ensure that allocation of assessments and reporting is efficient and accurate and managing the turnover of monies.

Stretch Validators, Assessors and Mystery Visitors

We anticipate reducing the number of Assessors in the team to reflect the introduction of some permanent Assessors to ensure that the quality and consistency of Assessors is maintained. This will enable us to have better skilled Assessors, with a wider knowledge. Where appropriate, we anticipate recruiting new Assessors, particularly where specific skills and abilities are identified which would bring a wider contribution to the Assessor network.

Our Partners and Support Team

We have a number of key Assessors who work for Right Directions and Leisure-net who have been key members of the delivery team for Quest for a number of years, with multiple roles including that of Assessor, trainer, Stretch Validators and Quest Working Group member. These include:

They will continue to be our most experienced Assessors and will support and advise the delivery team and use their knowledge of, and contacts within, the industry to continue to grow Quest.

They will also play a key role in our focus groups and therefore help to shape the new Quest offering proposed in this submission. We will also continue to work with all our industry partners:

- CIMSPA
- RoSPA
- BUCS
- ASA
- NSPCC
- IQL
- EFDS

1.4. Our Bid

This proposal sets out what we believe Quest should look like in the future. We recognise the importance of ensuring that changes made are the right ones, they are what the sector want and that they contribute to a long term solution.

Prior to the implementation of our ideas (and those of the Quest board) we are intending to consult (as we have always done) with both current members and non-members of Quest, to ensure that we deliver any changes in a way which meets the needs of both Quest members and the wider industry. Our ideas to date have been formulated from a wide range of consultation, from members of our existing team at all levels, from our customers, from within the industry and from our partners. We have always listened to the industry, and we believe our changes have been well received due to this ongoing consultation. Our 'door' has always been open. We will draw on the expertise from the Quest board (and the Working Group) members who represent a wide range of industry bodies to ensure that what we deliver not only reflects best practice from an operational perspective, but recognises the links with wider industry strategy.

Our Proposal is set out as follows:

Technical Section

Section 2: Management of Quest Scheme

Section 3: Management of National Benchmarking Team

Section 4: Quest Report Recommendations

Section 5: Key Performance Indicators

Commercial Section

Section 6: Commercial

2. Manage & Extend the Penetration of Quest

2.1. Provision of an Enquiry, Information & Booking Service

Current Processes and Improvements made during this contract:

During this contract we have reviewed how Centres/ Teams can access hard copies of the Quest guidance information; we have moved away from the 'Guidance Packs' to a bound Facility Management and Sport Development handbook. The second Quest handbook was launched at the 2015 Quest conference; it is packed with up-to-date information and the Quest module guidance notes (See Appendix F). The handbook can be purchased, however it is given away free of charge to:

- All delegates attending the Quest conference
- All delegates attending training
- All delegates attending Benchmarking seminars
- All registered members achieving 'satisfactory' or above in their assessment

All of the modules are available online to download, these are free of charge and therefore available and more accessible to both registered and non-registered clients.

All registration applications are completed by downloading an online application form.

The report template is an automated Excel spreadsheet with pre-populated prompts, which brings various benefits to both the Assessors, Mystery Visitors and clients:

- Automatically adds up the scores within the report, this has enabled the banding 'weighting' to be kept completely confidential to the Quest team and therefore the client not seeing one module as more important than another (as was previously the case)
- Saves time for Assessors/ Mystery Visitors - the length of time spent writing the report has reduced and this has aided retention of Assessors and Mystery Visitors
- Ready-made standalone action plan

There are differing views with regards to the extent to which Quest should be seen as a 'competition', however we are also aware that many members, particularly in the Facility Management module, see bandings as one of the most important benefits of doing Quest, and use them both for internal and external challenge. We therefore developed an automated Excel benchmarking spreadsheet that allows Centres & teams to benchmark their overall position, as well as the position in each of their modules, against every Centre/ team registered in the Quest scheme.



The benchmarking spreadsheet is updated every month and a variety of information can be extracted to assist Centres/ teams to:

- Set targets based on their corporate position
- Set targets based on their overall national position
- Set individual position targets for their teams in specific modules
- Set objectives with regards to the quartile that the Centre/ team sit in, this can be for their overall banding as well as individual modules

Suggested Improvements:

We intend to further develop the report process. Each client will have their own 'Dashboard' so that at the click of a button the following will be available on line:

- Ability to generate instant 'Benchmarking' lists, with ability to filter and query bandings across both corporate and national data
- Ability to generate instant corporate league tables
- Access to all current and previous Quest reports
- Better integration of data upon which to base business improvement decisions

The development of the 'Dashboard' will be integrated within the Quest website. This will enable more digitalised administration processes which will bring benefits and efficiency of the service to both the Quest team and the registered members. This is likely to include, but will not be limited to:

- Website linked to the database so that all applications and registrations automatically store contact information
- Automated email notifications for renewals
- Automated email notifications when reports are available to review online
- Faster report delivery
- Automated 'Board' reports and the capability to produce bespoke reports as required

Additionally the report process will be transferred to an 'app' which will enable the following efficiencies:

- Reports completed faster by the Assessor and Mystery Visitor
- Reports templates will no longer need to be prepared and sent out by the administration team
- More discrete report writing on site

The Quest and NBS website is functional, however it is our intention to completely redevelop and redesign this within the next contract. This will include new functions for both Registered Members and Assessors and Mystery Visitors (see section 2.1.6 below).

We have recently created several case study Quest videos; these have been filmed on location at current registered Centres and with Sport Development teams and at the 2015 Quest Conference. Going forward these videos will be used in a variety of ways to promote the benefits of Quest and to highlight 'good news stories' at appropriate events, and will be included on promotional literature, emails and general enquiries. The videos are currently available on the Quest and NBS website and on the Quest and NBS 'YouTube Channel':

- Full video <https://www.youtube.com/watch?v=jJcO72s-B0g>
- Quest Excellence <https://www.youtube.com/watch?v=Jbd687Z3-Rs>
- Quest in General <https://www.youtube.com/watch?v=Pr2MLYH1I44>
- Quest Stretch <https://www.youtube.com/watch?v=2N1IhAfoZSs>
- Quest - What the Sector Says <https://www.youtube.com/watch?v=3nQQZw2JPjw>

Bespoke Benchmarking - We propose to further develop the benchmarking tool and introduce a bespoke benchmarking service through the Quest website. Members will be able to work through a simple system selecting the type of sites they wish to benchmark against and the criteria they wish to benchmark. Once the criteria have been selected, a benchmarking list will be automatically produced.

2.2. Recruitment, Development, Management and Training of a Team of Assessors and Mystery Visitors

Current Processes and Improvements made during this contract:

We realise that the Assessors and Mystery Visitors are an important part of the Quest Team and are the front face of the scheme. Consistency of judgement and training across the Assessor team is an important issue and something which we address through a combination of the following:

- We currently undertake regular feedback and consultation with the Assessors and Mystery Visitors, including Annual Assessor Surveys and regular ad-hoc telephone calls
- All Assessors and Mystery Visitors are required to attend one meeting per year led by the Quest Director and Quest Operations Manager. These meetings are chaired by the same person, which has ensured that any issues raised are shared across the wider Quest Team. These meetings have been restricted to a maximum of 20 participants
- Monthly Quest Team newsletters highlighting changes and improvements, including any industry news, safety alerts or best practice issues
- The Quest Director and Quest Operations Manager are responsible for both training and managing the team of Assessors and Mystery Visitors; the training given is focused both on the assessment / Mystery Visitor process as well as around specific modules such as the Health & Safety declaration and Community Outcomes
- We have an 'open door' approach to managing the Quest Team and have made ourselves available to speak to Assessors and Mystery Visitors via telephone, regular



- networking and industry events. During the current contract no Assessor or Mystery Visitor has resigned due to dis-satisfaction with the scheme
- We have developed what we believe to be a fair 'strike and mentoring system'; this has enabled us to mentor and give constructive feedback to Assessors and Mystery Visitors giving them the opportunity to improve their performance. We have a high level of professionalism and integrity and want to deliver the best product to our customer. During this contract by using this system, Assessors and Mystery Visitors have been removed from our Assessor base
 - Our Quest/ Right Directions Team conduct a significant number of assessments themselves, therefore allowing us to reduce the size of the Assessor team, which has enabled us to be more selective and to offer increased mentoring and training, thus reducing the potential for inconsistency
 - We have reduced the number of people proof reading reports to three, to improve the consistency of reports for registered members and the consistency of feedback to Assessors and Mystery Visitors. We therefore have the same proof reader reading the following reports:
 - Mystery Visit Reports
 - Quest Entry, Quest Plus, Combo & Stretch Reports
 - Directional Review Reports

We have continued to seek feedback from customers on their experience of their assessment including the performance of the Assessor and the accuracy of the Mystery Visit. This feedback is proactively sought and followed up by the Administration Manager, who gathers the information and feeds back to the Quest Operations Manager. The results of the feedback and how it is evaluated is important and something which we address through a combination of the following:

- All feedback questions are scored out of '10' (10 being the best), and a question scoring '6' or below is followed up by a telephone call to ascertain and learn from the reasons behind the lower score
- All feedback received (both positive and negative) following an assessment is shared by email with the Assessor and Mystery Visitor, and both the Quest Director and Quest Operations Manager are copied in
- All feedback received is include in the monthly 'Board report'

We have continued to offer flexibility within a contract or local authority with the option of all Centres to be assessed by the same person to ensure consistency across the Centres.

During the current contract we have mentored 75% of Assessors; these have been conducted by one of the Senior Quest Team.

We have introduced Continuous Professional Development (CPD) logs for all Assessors/Mystery Visitors, which have to be completed once a year. Failure to send in the CPD log results in suspension from the Allocation List unless exceptional circumstances are agreed. The focus of the CPD is to ensure that Assessors and Mystery Visitors are keeping

up-to-date with industry standards and tracking and documenting the skills, knowledge and experience they have gained both formally and informally within their working environment and beyond any initial training.

We have used social media as new ways of communicating with and updating Assessors and Mystery Visitors including Twitter and a dedicated Quest Team LinkedIn Group, where members of the group can post information and discuss issues and ideas with the entire team.

Suggested Improvements:

We will create an Assessor and Mystery Visitor Manager, who will be responsible for both the training and management of the team of Assessors and Mystery Visitors. The initial recruitment and training process will be fully reviewed and there will be another increased focus on the ongoing mentoring of Assessors. The Assessor and Mystery Visitor Manager, along with additional recruited full time Assessors, will conduct a significant number of assessments themselves, therefore allowing us to reduce the size of the Assessor team. This will enable us to be more selective and offer increased mentoring and will reduce the potential for inconsistency.

In the future, we will be offering training and discussion 'webinars'; these will be organised and led by the new Assessor and Mystery Visitor Manager, and will take place at least once a month. All Assessors and Mystery Visitors will be required to attend at least two of these sessions a year, or risk being removed from the Allocation list. Failure to attend two or more consecutive meetings will result in suspension from the list unless exceptional circumstances are agreed. The focus of these sessions will either be on the Quest process or specific modules and a timetable of the content of the sessions will be advertised three months in advance. If deemed necessary additional sessions will be added. Additionally we intend to create an Assessor and Mystery Visitor forum on our website.

To further develop and underpin the understanding of the Quest Scheme and the content of the Modules we will be offering 'webinars' to Centre Teams. Our intention is that both Assessors and the current 'Ambassadors' will run these sessions.

We will be combining the attendance at one meeting per year for all Assessors and Mystery Visitors with the already popular 'Client Benchmarking Seminars'. This will ensure that these meetings continue, whilst assisting in improving the quality of the benchmarking seminars by ensuring a greater presence of Assessors and Mystery Visitors. It will also enable Assessors and Mystery Visitors to hear the Managers and Teams experiences first-hand.

We will continue to seek further ways of gathering feedback from customers on their experience of their assessment and ensure there is sufficient focus on the performance of the Assessor and the Mystery Visitor.

2.3. Management of the Assessment Process

Current Processes and Improvements made during this contract:

- We supported Sport England during the six months in between the previous contractor going into administration and the new contract starting in 2010
- We worked in partnership with Sport England to ensure all organisations that had paid, but had not received their assessments or reports,, had a full comprehensive assessment within three months of the new contract starting in October 2010. This was no mean feat as it involved over 300 leisure facilities and sport development teams. Right Directions (with some support from Sport England) carried the cost of this service recovery programme
- We managed to retain 75% of the facilities and teams in the scheme despite the previous liquidation, a period during which the scheme did not function, facilities who had paid for assessments and not received them and austerity measures starting to take hold
- We have developed the Quest Scheme to be so much more than just assessments. The improvements have included Stretch, Combo, Ambassadors, benchmarking, free online resources, PR support, seminars, telephone support, stake holder working groups and our now well respected annual conference (which has been a sell out for the last two years)
- We have, through working with the Quest Board, consulted with the industry and stakeholders ensuring we listened to their thoughts and suggestions. We have kept the industry involved in all the developments we have made. We are delighted the industry has joined us on our Quest journey
- We have recruited a Quality Co-ordinator who is sending out newsletters, news snippets and alerts to all Quest registered Centres and Teams. She is also ensuring that the modules are kept up to date and Assessors and Mystery Visitors well informed
- The current bank of modules has been written and reviewed by industry leaders
- We have Contractor meetings every quarter with all the large contractors, this ensures that all contractors are encouraged to keep all their Centres assessed in the correct time frame
- Quest has been designed to fit all types of leisure facilities and teams and we have consciously ensured that the scheme does not just suit large wet and dry Leisure Centres. Our desire to ensure everyone is welcome has been worthwhile. We have a whole range of facilities as well as CSP's, universities, ice rinks, theatres, golf Centre's and colleges/ universities
- We have spent time and financial resources in ensuring the administration processes are tight and as a result the scheme runs smoothly with Centres and Teams having their assessments at the right frequencies with strong consistent Assessors and Mystery Visitors.
- We added anniversaries, which meant that Centres and teams received a significant discount if they get their paperwork in on time
- Facilities and teams can use a Self-Assessment Wheel, which is an excellent self-assessment tool

Suggested Improvements:

Our suggested improvements are detailed in Section 4.

2.4. Upkeep of the Scheme Database

Current Processes and Improvements made during this contract:

During this contract we introduced a purpose built IT software system database 'maximiser', which has improved the efficiency and quality of our customer relationship management (CRM), administration, reporting and benchmarking. The system is fully automated; from the time a client is registered, the system manages the administration elements of the Quest Journey with the need only for the administration team to enter basic information and update progress through a series of check boxes. Key features of the system are as follows:

- It is a single, automated system which does everything, there is no need for maintaining separate databases, spreadsheets and records
- Records are kept of customers, Assessors and Mystery Visitors which can be accessed simply and easily and store all key information and act as a monitoring tool with the capability of highlighting poor performance
- There is no double entry of information, so we are confident that information drawn from the system is up to date and accurate
- It generates automatic notifications of pending renewals, invoices and other administrative paperwork
- It automatically flags up issues such as missed deadlines and payment problems to ensure that the team respond quickly
- It is fully integrated with Excel / Word / Outlook for the purposes of invoicing, marketing and reporting
- The data is current and up to date as new contacts, including email addresses are added to the database. It is a key responsibility for everyone in the team to add new contacts and update old ones

Suggested Improvements:

We have spent a lot of time and resource on the 'maximiser' database and the server it sits on during the current contract and do not anticipate, unless there is a major change in technology, any changes during the duration of the new contract.

2.5. Management and Provision of a Quest Training Service

Current Processes and Improvements made during this contract:

The existing training and support programme includes the following training / support options:

- Introduction to Quest
- Internal Quest Assessors
- Module Training
- How to get to Excellent
- Benchmarking seminars

These courses have worked well and received extremely good feedback from course participants.

Suggested Improvements:

We believe there is now an opportunity to review both the range of training options we offer and the content of the services. We have built a relationship with CIMSPA and both Right Directions and Leisure-net as the current contractors are CIMSPA's endorsed training partners and we are assisting CIMSPA to write exciting, thought provoking training as part of their new Professional Development Framework. These will be aligning with the Quest modules and standards.

Introduction to Quest – In theory these short workshops have always been a part of our offer, however take up has historically been low and in recent times few have been offered. We intend to revamp this product and position it as something which can be delivered at industry seminars and conferences in a couple of hours for a small fee (or even no cost), therefore increasing the likelihood that people will come along to find out what it is about.

Quest for your Team – The current course works well, acting as an introduction to implementing Quest within a facility or sport development team. It also assists managers who want to go down the Quest route to align their team by demonstrating how much a Centre already, and potentially can, achieve. This one day session currently covers:

- What is Quest 2014
- How can it assist organisations
- What are the steps required to take full benefit from the Quest process

We propose to review the course content and training materials following further consultation with course attendees and analysis of feedback.

Quest Internal Assessor - We believe that the title of this course is misleading therefore we propose to change it to something more appropriate which reflects the course content. This might be something like Managing Quest, reflecting that it is aimed at those who will be managing the process and responsible for the outcomes. This course will be aimed at staff who will be directly involved in implementing Quest and will demonstrate how to get more from their assessment and commitment to Quest. This two day course is likely to include detail:

- Detail on managing improvement teams
- Service improvement planning
- Benchmarking and training delivery techniques
- How to support teams preparing for assessment
- How to make Quest part of the everyday approach to service and operational delivery

Within a template framework, we would intend the course content to be tailored, enabling in-house courses to focus on the areas which they perceive are the most important to them, and there would be a process of consultation in advance of the course to ensure this is possible.

How to get Excellent - Is designed to help sites and teams make the jump to 'Excellent'. It will review performance against Quest Best Practice and provide an instant indication of progress with no result. This one day session is tailored to individual site or team needs.

Pre Stretch Validation Day – This one day course will assist Centres who are going for Stretch to prepare their portfolio and validation day. It will give tips on how and what to include in the portfolio and how to signpost the evidence to the two chosen modules.

2.6. General Sales, Marketing and Promotion of the Scheme

Current Processes and Improvements made during this contract:

During this contract we have radically reviewed the marketing and promotion activity of the scheme and have added new initiatives. We have developed a robust marketing plan and have delivered a range of activities including:

Annual Quest Conference - The first Quest Conference was held in 2011 at Holywell Park, Loughborough, and incorporated NBS. It is now an annual event and takes place in February and includes an awards ceremony to celebrate success of both teams and individuals in Quest and NBS.

Our 5th Conference in 2015 the conference celebrated 20 years of Quest and included speakers from Sport England and CIMSPA plus individuals sharing their experience from their recent Stretch, Facility Management and Sport Development assessments. The delegate numbers have grown from 170 in 2011 to a sell-out in 2015 of 285, with over 40 delegates on the waiting list.

At each conference we invite speakers who can bring added value to delegates, with their knowledge of Quest and how Quest is shaping the future of the sector together with its industry partners who are experts in their fields. Speakers over the last couple of years have included:

- [REDACTED] MBE
- [REDACTED] – Sports England
- [REDACTED] - CIMSPA and IQL
- [REDACTED] – ukactive
- English Federation of Disability Sports
- [REDACTED] – ROPSA
- [REDACTED] – Senior Health Improvement Specialist
- [REDACTED] Aspire National Training Centre (Aspire Charity)
- [REDACTED] - National Society of the Prevention to Cruelty to Children



- [REDACTED] Amateur Swimming Association (ASA)
- Caroline Constantine – Managing Director Right Directions
- Mike Hill – Managing Director Leisure-net Solutions

Excellent Ambassador Scheme - In 2013, Quest launched something new and exciting, an Excellent Ambassador Scheme. It's a first for the industry and only available to Centre Managers who have achieved Quest Excellent in their assessment. The purpose of this is to share their expertise and knowledge with other Centres wishing to achieve the same level of excellence.

It provides Centre Managers with an individual they can speak to with hands on knowledge of the process and commitment that is needed to reach the high standard of achieving 'excellent'. It links with our monthly benchmarking lists showing which Centres / Teams have scored highly in specific modules, allowing them to match an Ambassador with the Centre.

The list of Ambassadors is updated regularly and can be found on our website. They have and will continue to be asked to present at our Benchmarking Seminars and Conferences.

Benchmarking Seminars – We are a big advocate of Benchmarking and we have supported Benchmarking across Centres/ teams in two major avenues; Benchmarking Seminars and the Benchmarking Spreadsheet. We run regular Benchmarking Seminars for individuals from Centres / Teams to meet peers in the sector and share good practice. These sessions are structured by identifying modules on which organisations require further assistance.

The days have included presentations by Centres / Teams that are excelling in certain modules and round table discussions led by Assessors and/or our Quest Excellent Ambassadors. Individuals are encouraged to use the network created to assist in their continuous improvement journey.

To enhance these sessions, some of the events have been held at Flagship Venues, including two of the Olympic Venues, the Copper Box and the London Aquatic Centre.

Promotional Activity - Promotional activities have been planned, integrated and spread through the year so that activity is continual from an external perspective but manageable internally. Activities have been focused around the different stages of the buying process:

- Increasing awareness by attracting attention, including direct mail, advertising, press coverage, seminar invites
- Gaining interest by showing the benefits of using Quest including e-newsletters and Quest awards
- Convincing customers of our credibility and capacity, including insightful articles and tips, events, credibility from third party endorsement, such as ASA and ukactive
- Identifying needs and aspirations leading to sign up to Quest, with face-to-face meetings, networking, phone calls and speaking at events

Communications have been orientated to the needs of our customers rather than product-led, so that we have attracted attention by talking about needs, not about Quest.

PR - We have employed 'Bigfish media' a dedicated PR company to significantly improve awareness and perception of Quest and NBS. We have created topical news stories so that Quest is regularly profiled within industry publications. We have also designed templates with the PR Company for Centre/Teams to use to gain local press coverage to assist in celebrating their success. The PR Company are also on hand to assist Centres in the writing of their articles.

Both Right Directions and Leisure-net have excellent relationships with the key industry organisations such as the ukactive, ASA, IQL, NSPCC and CIMPSA. We believe that these relationships have allowed us to "get the message out" to the sector in a very cost efficient and effective way, and have increased the creditability of the scheme.

Social Media – We have made the most of relevant free social media tools to converse with our existing and target customers online, including:

- Quest and NBS You Tube channel
- LinkedIn Quest group so that Quest registered Centres can be linked into each other and share news and discuss topical issues
- Twitter

e-newsletters - We have continued to deliver regular external facing e-newsletters on a quarterly basis. These showcase recent news, activity and new Quest registered Centres, as well as other industry best practice news. Registered Centres have been invited to contribute news. Brief and focused, the e-newsletter is produced in an attractive PDF format.

Leisure Fitness Exchange (LFX) – Right Directions have sponsored the North West networking group LFX for 2015/16. This has allowed direct access to an area where the current take up of Quest is low and has gradually reduced over the last 5 years.

Other Events – We have been invited to speak at various events, including:

- CIMSPA workshops
- BUCS Conference
- Active-Net
- Contractors General Managers Conferences, including Places for People, Fusion and 1life
- Leisure Industry Week (LIW)

Suggested Improvements:

During the next contract we will continue to review and develop the Marketing Plan to ensure we deliver targeted marketing and promotional activities, and we will strive to ensure that we add fresh initiatives and stay abreast of current campaigns. As a minimum we will continue to deliver the above and expand as follows:

Benchmarking seminars - The National Sports Centres are already amongst some of our highest scoring sites and we would aim to make greater use of these as venues. In addition, the registration of Universities is increasing, we would target these venues where through building a relationship with them we could also increase penetration within the 'Combo assessment model'

Promotional Activity - We will adopt a more integrated, multi-channel, repeat contact promotional approach, using a number of different platforms, both online and offline to deliver consistent messages. The website will be the hub for these activities, with other promotional activities designed to drive traffic to the site. Much of the same content will be re-cycled across the different channels which will ensure consistency and penetration.

Advertising - We will place a series of brand building advertisements across key publications and websites to raise the profile of Quest, ideally including the Sport England website. These will be run in-line with a promotion campaign such as '£100 off your first assessment' and will contain a promotional code so that it is possible to monitor the success of the campaign and conduct ongoing benefit analysis.

Sport England will also be asked to periodically profile the Quest scheme on the home page of their website with an ad or a new story.

Web site - We have a strong existing relationship with Big Wave the current website provider. We have already had discussions with them with regards to updating the existing site; this will allow us to review the content of the website immediately. We have allocated a significant amount of money to develop the Quest website so that it can be a key source of news and information for existing and potential customers. We will look to revamp its style and make it more modern, user friendly and intuitive.

We will monitor the site using Google analytics to better understand who and how many people are visiting the site and what pages they look at. This will provide us with better insight so that we can continue to develop the site in the right way. We are considering:

- A blog from one of our senior Assessors to give more insight into how they work
- A blog from one of our high scoring sites and/or teams
- Introduction of online polls – Centres can vote on relevant issues
- User generated content – ability for people to comment and ask questions and give their opinion of Quest /suggestions for improvement

- A running score board (which could also go on the Sport England website so that the best Centres get wider recognition)
- Tailored news feed from other industry publications – so that the Quest website is also a hub of industry news
- Tailored feeds from the Quest and NBS Twitter and LinkedIn accounts
- Links to other useful sites, this will also help with search engine optimisation
- Videos and other media activity via the YouTube channel, showing the best bits of high performing Centres testimonials from Centres and testimonials from general public who use the best Centres.

e-newsletters - We will use an email marketing programme that will allow the content to be web-based and also allow us to monitor who and how many people are reading the e-newsletters. This will enable us to stay in contact with existing customers and make contact with potential customers. The e-newsletter will be linked to our website so that it drives traffic through to the site and encourages people to explore the site.

Quest Conference with CIMSPA – It is our intention to continue with our highly successful one day conference and to team up with CIMSPA and their conference. This will improve efficiencies, administration and help support CIMSPA. Both organisations will have a presence at each other's conference and there will be a joint networking event on the evening between the two conferences.

Johnson Health Tech Ltd - We are delighted that we have had confirmation that Johnson Health Tech Ltd (suppliers of Matrix Fitness equipment) have offered to pay £500.00 per annum towards the Quest assessment of any Centre that has Matrix Fitness Equipment (as its predominant equipment) plus a full annual service agreement as part of the supply contract for the duration of the term.

The agreement will be in writing between the supplier (JHT/Matrix Fitness) and the Centre and no transaction will take place with Quest / Right Directions. This fee of £500 will not be deducted from the Quest invoice, but will be in the form of a credit note sent from Johnson Fitness to the organisation directly. Quest will only be involved by informing Johnson Fitness of who has applied for Quest.

JHT/Matrix Fitness is also keen to contribute towards the new networking event that will take place in the evening after the conference in February 2016.

2.7. Suitable Reporting Arrangements, including a Robust Assessment and Banding System for Clients

Current Processes and Improvements made during this contract:

- We have a flexible process with Entry, Plus, Stretch or Combo. All facilities can fit into one of these categories
- We removed the specific scoring in 2011 and no Assessors or Mystery Visitors knowing how the scores behind the Quest report template work, unlike the former



schemes where all Assessors knew the weightings. The formulae are now kept firmly under lock and key! We now have a clear banding process:

- SD & FM Entry – Unsatisfactory or Registered (each module is also scored)
 - SD & FM Plus – Unsatisfactory, Satisfactory, Good or Excellent (each module is also scored)
 - Combo – Unsatisfactory, Satisfactory, Good or Excellent (each module is also scored)
 - FM Stretch – Outstanding only (anything less than resorts back to Quest Plus)
 - SD Stretch - Outstanding only (anything less than resorts back to Quest Plus)
- We believe that it is now time to review the bandings, as the 'Good' banding is too wide. See Section 4
 - We have employed the majority of the original Quest Assessors, Mystery Visitors and Quest administration team. They have all had a significant amount of training
 - We have worked tirelessly to improve the standards and consistency of Assessors and have had to make some difficult decisions. Whilst contractually we could stop using Assessors or Mystery Visitors who were not delivering to our new standards without any explanation, we have always been fair and honest and have had programmes of retraining, mentoring and support. Where the only option has been to dismiss Assessors or Mystery Visitors, we have ensured that they have been given full explanations as to why. The result of this is that the majority of Assessors and Mystery Visitors that started with us in 2010 are still working for the scheme
 - We took a financial risk introducing the Health & Safety declaration. All Centres have to pass significant statutory checks. Several of these checks carry hefty financial costs to facilities such as legionella risk assessments and fixed electrical inspections. We were concerned that considerable number of Centres may withdraw from Quest due to these costs. Fortunately the numbers pulling out due to the declaration has been small, and we have made a fundamental impact in improving the standards of Health & Safety in the industry
 - We have completely re-written and launched Quest for Sport Development. In the summer of 2010 the numbers of Sport Development teams had reduced considerably. Whilst not a priority to Sport England, we invested in relaunching the product and we now have the majority of CSPs partaking in Quest, along with several NGBs, such as the Premier League and the FA's community programs considering joining the scheme
 - We have completely changed how reports are written. After twenty years of Word document reports the teams now get detailed reports (based on Excel) and improvement plans. The progression from Word documents to Excel has meant less mistakes in scoring, ease of report writing for Assessors and comprehensive Excel action plans for managers
 - The assessment process has been consistently reviewed:
 - We had a complete overhaul at the start of this contract and launched new Quest in 2011 with Quest Entry, Plus and Stretch. All facilities and teams receive a Quest goodie box after their first assessment in the new format.



The new overhaul has over 74 modules, including operational and developmental modules

- Our second revamp was in 2012, we also launched the handbook at the conference in 2012 and launched Quest Combo
 - Our third revamp, which included adding Community Outcomes as a core module was in 2014. We also launched Issue 2 of the Quest Handbook (See Appendix F) at a cost of £50
- We have updated modules on the website with new best practice as it arises
 - We always get feedback following our assessments, and we are pleased that the number of complaints are very low. The Scheme receive a lot of compliments every month
 - We introduced bands - for facilities and sport development teams; which meant sites/ teams were not chasing single percentage scores but were looking at the bigger picture
 - We introduced a consistent approach to the content of modules – to ensure teams consider why they are doing what they are doing and if what they are doing is relevant. The majority of modules follow the approach of 'plan, do, measure, review and impact'
 - We increased the importance of the mystery visit – increasing the proportion of the percentage score of the final result for the mystery visit, meaning that customer insight became more important
 - We added non-scored modules - introducing an option for teams to pick a module to 'have a go at' with the score not affecting the overall result, meaning that teams could receive areas for improvement within weaker areas of their business
 - We introduced a compulsory Health & Safety declaration – prior to 2010 a Centre could have achieved 'Excellent' status, whilst failing the Health & Safety management issue. This module has forced all the facilities in Quest to be at least compliant and have documentation in place for 15 key statutory Health & Safety requirements
 - The Directional Review was implemented to replace the one day follow up assessment, Centres can also now choose to carry out a Net Promoter Survey of their customer views
 - We completely changed the allocation of assessments and mystery visits to the team. The team can now go anywhere in the country and are not restricted to only assessing or visiting Centres close to home. Whilst this has been more expensive, it has meant the Centres get a completely fresh pair of eyes at every assessment. Under the previous contractors David and Caroline Constantine had assessed all the Centres in Bedford twice!

Suggested Improvements:

- Quest 2016 will be launched at the conference in February 2016 – see suggested changes in Section 4
- Online Benchmarking
- Module choice restricted



- Review modules for repetition
- Give more suggestions to Managers on potential impacts
- Review the bandings (see Section 4)
- Change the current Directional Review (see Section 4)
- Give facilities the option to add NPS to their Assessment

2.8. Day to Day Financial Management

Current Processes and Improvements made during this contract:

- Weekly cash flow forecasts
- Monthly profit and loss accounts
- Regular review of creditors and debtors
- Daily bank reconciliation
- Debt collection (in house by our Account Manager)
- No Centre or team invoiced in advance of assessments
- No reports sent to sites or teams unless invoices have been paid
- Tight cancellation process
- Assessors and Mystery Visitors are all paid on time every month
- Suppliers are all paid on time
- Credit card payments taken
- No booking taken without purchase order numbers

Suggested Improvements:

No suggested improvements at present.

2.9. Quarterly Management and Financial Reporting to the Quest Board

Current Processes and Improvements made during this contract:

- We have not missed a single monthly management report to the Board, these are all sent to the Quest Board and put on the Board member area of the Quest & NBS website
- We produce a snapshot of monthly stats on our monthly stats reports, these are produced for the Quest Team and Sport England only

Suggested Improvements:

- New Quest Board structure (See Section 4)
- Quarterly report combining stats and management information.

2.10. Implement the Recommendations of the Quest Board

Please see Section 4

2.11. Ensure the Scheme is managed with High Levels of Integrity & Professionalism

Right Directions and Leisure-net are proud to have run the scheme for the last 4½ years without any complaints or comments regarding our commitment, integrity and professionalism. We have been consistently open and honest with Sport England and the Quest Board, informing them of when potential issues may arise, or when we have had a complaint. We have not hidden any issues and we believe that the Quest Board and the Leisure Industry respect our honesty and commitment.

We are regarded as companies that have no conflicts of interest, and our only conflict issues have been with contractors not wanting other contractors as Assessors. This has become increasingly difficult; however with the Right Directions team we have been able to avoid any issues.

Current Processes and Improvements made during this contract:

We have several processes that ensure we are maintaining professionally managed schemes:

- Surveys - Annual for Assessors and Mystery Visitors
- Surveys – Annual for Quest registered Centres
- Surveys – after every assessment
- Working Groups

Suggested improvements:

We will continue to deliver to the high standards achieved in the past 4 and a half years

3. Management of National Benchmarking Service

3.1. Retention and Extension of the National Benchmarking Service

The National Benchmarking Service aims to provide Local Authorities, and their agents, with a rigorous, robust and independent assessment on the performance of their sports and leisure centres compared with that of equivalent 'family' facilities elsewhere in the country.

The key deliverables of the contract are:

- 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

The key tasks associated with this contract are:

- 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

3.2. Current Situation

Over the three years of the current contract the number of sites undertaking NBS has remained steady, but it still represents a small proportion of the total potential market place. The current levels are partly due to financial support given by Sport England together with improved marketing and promotion, carried out by the current NBS Analysis Contract partners – Leisure-net and SIRC of Sheffield Hallam University. The main reasons for this limited take-up are:

- Lack of awareness in the sector of the service and its benefits
- Perceived lack of value of the service and its benefits
- The significant cost of completing it, i.e. the technical and reporting cost plus market research
- The perceived lack of value of the reports in their traditional format

The service is often undertaken by facility operators only where it is a specific contractual requirement, and the report is seen by some as being quite technical and difficult to interpret and understand. Very few operators currently use it for informing strategies and action plans. However, the potential opportunities for the service are great given that:

- There is an increased interest in benchmarking, performance management and measuring impact and outcomes. This is a key issue for the sector's improvement strategy as set out in

Passion for Excellence, and councils and their agents will be encouraged to understand strategic commissioning and the need to demonstrate impacts. We see a revised NBS protocol as having potential to make a significant impact on the delivery of this.

- The service is ideally positioned to be the industry standard in terms of contract management monitoring by Local Authorities, particularly those who outsource their services. The number of outsourced facilities is likely to increase over the next 5 years thus making this more pertinent.
- It's likely that councils will increasingly use strategic commissioning/impact measurement principles to let and monitor contracts, and NBS (as well as Quest) needs to respond to this.

Our Approach

Leisure-net Solutions will be managing and leading on NBS within this contract. Leisure-net are the lead partner in the consortium that currently manage the Analysis Contract for NBS, working with their partners SIRC, 4Global and Max Associates.

Much work has been done within this contract to re-develop the whole scheme, and the new NBS is about to be launched by Leisure-net and its partners to the sector. We intend to:

- re-invigorate NBS and re-position it as a 'must do' part of every local authority or management contractor's performance management framework
- improve the market positioning and awareness of the service by taking clear responsibility for marketing and promotion
- re-design the 'customer journey' through the NBS process, making it much more user friendly and responsive
- develop exciting new elements and linkages to the service such as looking at the relationships and synergies between Quest and NBS

Our aim is to more than double the number of sites undertaking NBS within the three year contract period, increasing numbers from 108 in 2014 to 216 in year three. We believe there is potential for even more growth if we can develop some of our ideas for improving and expanding the NBS Service, particularly our idea for incorporating the NBS Efficiency Report into the Quest process, as detailed below.

Over the last 6 years Leisure-net has been providing field work services for NBS clients at fee rates of 30% or at least less than some other companies. We have worked in conjunction with Sheffield Hallam University to promote NBS in the sector, to improve the uptake and to disseminate information by benchmarking. We have also worked with clients to link their user and non-user research to the Sport England Market Segmentation tool, and would bring this experience to bear on possible future developments of NBS (please see below).

We now propose to drive growth of NBS, and the fact that it would be one company, i.e. Leisure-net, that would be responsible for both the administration elements and leading on the Analysis contract, will make the delivery of NBS more seamless, efficient and easier for the sector to engage with.

Working with the Analysis Contract provider, as part of this contract, we will undertake the following Key Tasks:

3.3. Enquiry, Information and Booking Services

All initial enquiries for NBS will be handled by the Quest/NBS Hotline. Basic information will be given out upon initial enquiry and contact details taken, after which the customer will be contacted within four working hours by the NBS Co-ordinator, who will provide further detailed information and take bookings.

They will fully explain the benefits and requirements of the Field Work support service without in any way pressurising customers to choose this option. We believe that it is important to encourage as many clients as possible to use professional field work support as the quality of such survey completions has been found by Sheffield Hallam University to be significantly better than when they are self-administered, thus offering a more robust and useful service to both the individual client and for benchmarking purposes. The NBS Co-ordinator will be responsible for:

- Taking bookings
- Printing of and distribution of surveys and Financial/Efficiency Returns
- Organising Field Work support if required
- Ensuring completed surveys and returns are sent to the Analysis Provider
- Ensuring that the completed report is received by the client
- Completing a follow up call including feedback survey to the client
- Letting the Analysis Provider know if the client requires a follow up call

3.4. Contractor Liaison for Analysis Service

As Leisure-net is the current Analysis Provider, it will be a lot easier to provide a seamless and efficient service to NBS customers. For example, we will introduce a follow-up phone call to all clients asking them to complete a quick post-experience survey and offering them a 'talk through' conversation with the analysis provider. Speaking to current NBS Clients and the current analysis provider, Sheffield Hallam University, we believe that many clients do not fully understand or utilise their report and would benefit from some advice and guidance. Currently this advice is given only on an ad hoc basis, on client request.

Finally, we will work closely with all the partners on the marketing and promotion of the scheme, involving them fully in the proposed conferences and seminars and publicising examples of best practice through a Quest/NBS e-zine.

NBS Field Work support

Support and advice to clients undertaking NBS is essential to ensure that the quality of the data gathered is adequate to produce a reliable and statistically significant report. As the current Analysis Provider recognises that those surveys returned through professional fieldwork companies tend to be of a higher quality than those completed by the Centres using their own staff, we intend, through Leisure-net, to offer two levels of Field Work Support.

The Remote Field Work Support service, costing around £500 plus VAT per site, will include:

- Telephone and email support throughout the whole process
- Advice and guidance on how to implement the field research on site
- Advice and guidance on training their own interviewers
- A quality control 'back check' on the 350 surveys. The client will send the surveys to Leisure-net, who will count and check them before sending them off to the Analysis Provider. Any issues will be raised with the site who will have the option to re-do surveys where appropriate.

The Total Field Work Support service will be provided for a charge of £2,800 plus VAT, per site, considerably cheaper than corresponding service currently offered by some other companies. The service will include:

- The booking, administration and advice service offered to all clients
- Advice on the timing and schedule of field research, following NBS guidelines
- Booking and deployment of fully qualified and experienced field interviewers
- Completion of the 350 sample interviews following NBS guidance and Market Research Society Guidelines
- Collation of the completed surveys and delivery to the Analysis Provider using registered post.

We believe that these more affordable options, along with quality improvements, will encourage more clients to take up the service.

3.5. Continuous Improvement of National Benchmarking Service Management

Scheme Database

The database will be managed by the NBS Co-ordinator.

Reporting arrangements will be agreed with Sport England in advance and produced by the NBS Coordinator, supervised by Leisure-net's Managing Director, Mike Hill.

Financial Management

The scheme will be managed financially by the same team, and within the same processes as Quest. A fully accountable and open book approach will be taken, with all figures and transactions being made available to Sport England.

The NBS Co-ordinator will be responsible for raising invoices to the clients for the whole service, thus simplifying the client experience.

Reporting Procedures

Reporting procedures for NBS will be integrated with the reporting mechanisms for Quest, including regular reporting of achievements against the agreed KPIs to the Quest/NBS Board.

3.6. Increased National Benchmarking Service Profile

Marketing and Promotion of the Service

Having consulted closely with existing NBS clients, key stakeholders and the sector generally, over the last 2 years as part of the Analysis contract process, we believe that the current NBS offering is not fit for purpose, and it is all about marketing, promotion and education now.

We believe that a clear definition of marketing responsibilities together with a structured approach to marketing/promotion using existing networks and databases will have an immediate impact on the uptake of NBS. The NBS Marketing Team will consist of:

- Mike Hill – MD – Leisure-net (NBS marketing lead)
- The Quest Director
- The NBS Co-ordinator

A Marketing Plan will be developed which links to the Quest Marketing Plan, and incorporates the following elements:

- Continuation of the Annual NBS Conference but with the addition of 2 regional mini conferences/seminars spaced throughout each year. In addition we would look to see if we could link the conferences/seminars with other industry events/conferences such as CIMSPA/CIS, sporta and CLOA.
- Better use of the Quest database for marketing NBS and stressing the links (see new developments below)
- Better promotion of the NBS 'best of' awards, with category winners etc.
- Promotion of NBS through industry networks such as CLOA and Sporta, through attending events/conferences
- Promotion of NBS and examples of best practice through the quarterly Quest/NBS e-zine and other Quest marketing materials.

Integration of the NBS Efficiency Report into Quest

We propose a radical approach to integrating NBS much more fully into Quest. We are recommending that after appropriate consultation with the sector we add to the current Directional Review in Quest, with an automatic NBS Efficiency Report. We believe that with the right education and explanation this will deliver greater value to Quest sites, and we believe that this can be done with only a marginal increase in the total cost to do Quest.

So to be clear, as part of the Quest process, and included within the charge for Quest, every Quest site within year two of its cycle will be required to carry out a NBS Efficiency report. This approach will have the following benefits:



- Introduce between 200 and 250 new sites to NBS each year
- Encourage these sites to consider doing a full NBS report, by adding on the Effectiveness element for a small additional cost
- Improve the validity of the NBS benchmarks by doubling to tripling the number of sites doing NBS at one stroke
- Allow Quest (and Sport England) to look at linking performance and efficiency to the quality of processes and systems

This action would also allow Quest to add real added value to the Quest process at the same time, and give Quest Assessors more information to assess during their onsite assessments.

We believe that this radical proposal could mark a step change in the uptake and positioning of NBS within the sector and highlight organisations that are performing in the top quartile in effectiveness, efficiency and quality operations.

4. Quest Report Recommendations

4.1. Improvement Tool (and a badge)

Quest should be positioned and promoted primarily as an improvement tool but in a way that retains its recognition as a 'badge' defining an organisations commitment to quality services.

There is a fine line between a badge and an improvement tool, and we currently have a mixture of facilities, some who do Quest for the badge, some as an improvement tool only and a few do it for both. We have to be careful to retain the 'badge' as this is what the majority of facilities are looking for. We get more complaints from Centres who have not achieved the banding they wanted than anything else, so we have to ensure our Assessors add significant value when on site to demonstrate bandings are fair. We will continue to strive to drive improvements as well as keep the majority of facilities and teams happy!

Current Processes and Improvements made within this Contract:

- Assessment process – unlike previous schemes, Quest not only checks processes, but we also check results and outcomes. 37% of the overall banding is related to continuous improvement. This percentage includes planning, measuring, reviewing and impact questions. After 16 years of a tick box scheme, facilities and teams are still struggling with the concept of 'impact', this is very much work in progress
- Funded facilities - The team have worked in partnership with Sport England to ensure facilities that have received funding are a part of Quest and NBS. We strongly believe that any facility being given Sport England funding for new builds or refurbishments should undergo the Quest process every year. This will ensure that funded facilities remain viable, effective and efficient. Quest is the annual check for Sport England to ensure that their money been well spent
- Benchmarking Events and Quest / NBS Conference are made available to all Clients extremely cheaply (we cover the costs of food, drink and hire charges)
- Fantastic, affordable Quest Handbook. It is a practical book packed with guidance for any new or experienced Manager. It is also half the price of the Managers Guidance Pack that was sold pre-2010, with double the amount of guidance. All guidance is available on line free of charge. This guidance is available to anyone in the industry, at college or university to access.
- Reports – Our reports are packed with strengths and areas for improvement, Assessors have been trained to add value to facilities and teams. They must leave an assessment knowing they have potentially improved the business they have assessed and covered their costs in additional potential revenue or savings
- Affordable scheme - The standard of Assessors is as good (if not better) than many consultants and the cost of an assessment is half the cost of external consultants



- Health & Safety Declaration – By ensuring all facilities have statutory health and safety evidence in place we have raised the safety standards within Quest registered facilities. Over 30% of facilities have been found to not have the basic checks in place. A local authority / organisation / Sport England can now be reassured that the facilities they run or have funded are not in serious breach of health and safety regulations

Suggested Improvements to ensure Quest remains an improvement tool as well as a badge:

- We will recruit two new posts to ensure we offer more continuous improvement opportunities. Firstly, a Marketing and Events Manager who will focus on training, benchmarking seminars, workshops and the conference. Adding value to all Quest registered centres. Secondly, a Community Health and Wellbeing Manager to ensure we are focussing on current issues and the modules offer up to date guidance and ideas. This Manager will train Assessors and send out useful, informative, relevant information to Quest registered facilities
- We would like to consider offering more improvement tools, training and templates (designed with others such as the CSPN, CIMSPA, IQL) that support and underpin improvement- e.g. partner surveys, balanced scorecards, personality profiling, audit processes, impact measurement approaches (we currently offer SIPs/ FM & SD & Stretch Self-Assessment Wheel)
- We will provide all Centres with the Self-Assessment Wheel free of charge
- We will add more training for Assessors through webinars to ensure they have up to date knowledge
- We will ensure our assessors assess a diverse range of facilities, run by a variety of organisations
- Our proposed new website will be developed to support the promotion of best practice and linking with other benchmarking tools/initiatives
- Sports Development Directional Review – We propose that the focus is on the improvement process (as opposed to the maintenance of accreditation) and is aligned to the Stretch process with a focus on self-assessment and review of improvement over a designated period (between 6 and 18 months to suit the client). The involvement of Peers (as is now standard with CSPs) has been a real success and a new dimension which should be rolled out as an option for all clients. These Reviews will include a review of the Service Improvement Plans (SIP), seeing evidence on what has improved and why; holding staff focus groups, carrying out a specialised partner survey or holding a focus group and target one area of the business (deploying an expert in the field as option)
- Assessors - The team of Assessors will be trained to be expert critical friends. On this basis we will recruit people from within the new alliances/sectors to further develop credibility, building on a strong nucleus
- Facility Management and Sport Development Assessors – We will improve our training, keeping numbers small but improving training events and focus on new areas like community outcomes/sport for development/enterprise where more consistency/knowledge may be needed
- Facility Management and Sport Development - Further development of the self-assessment process with partners (whilst retaining a generic option) to include key Day 2/Stretch modules will be of real benefit to organisations

- Quest will offer quarterly webinars in key areas to help share best practice with the sector
- Sport Development - will hold its own Annual Event (similar to the conference and open to all registered Centres)
- Sport Development - We would like to offer more pre-application services including test drives/ internal assessor training and mentoring/improvement planning service – we have recently piloted a model to develop further, building on our experience/approach in Humber and the Consortia approach
- Sport Development – We would like to set up a “SD” Sounding Board of strategic partners and Ambassadors to promote improvements in the model and Quest approach going forwards - feeding into the main Board

4.2. Operational Aspects

Within the life of the next contract the way that basic operational aspects are assessed and measured should be re-examined to reduce the focus on these aspects without excluding them entirely. In addition there should be a review of the current categories - unsatisfactory, satisfactory, good and excellent.

Current Processes and Improvements made during this contract:

We strongly believe that without the basic operational standards in place the Centre will not attract new customers or funding from commissioners. We must keep these basics high on the agenda alongside the other more developmental modules. We have worked throughout the contract to ensure the following:

- Centres have statutory checks and inspections in place
- Buildings are clean and well maintained
- Equipment is safe and adequate
- The facilities are environmentally friendly
- Staff are well trained to ensure Centres are clean, safe, working and friendly!

The four main operational modules currently are:

- Cleaning and Housekeeping (Plan, Do, Measure, Review and Impact)
- Maintenance & Equipment (Plan, Do, Measure, Review and Impact)
- Environmental Management (scored module)
- Health and Safety Declaration (Yes or No answered module)

Suggested Improvements:

We suggest that the proposals below are discussed with the Board or Working Group and are launched at the Quest Conference 2016:

- We believe that facilities are picking the quick win, easy modules on Day 2 of Plus. We propose to ensure that they can only pick one or two of these 'easy' modules through a selection of boxes with modules to choose from
- We propose a review of existing questions (to reduce the number and make them more powerful/relevant at times)
- We will work with Focus Groups (staff and partners) to ensure modules are developed with some re-design
- We will ensure the Mystery Visitor has more operational questions so we can reduce the need in the Assessment
- Sport Development should include Community Outcomes module in Day 1 with the current Measuring Impact/Outcomes module as a Day 2 option and specialist area for Stretch
- We propose a review of which modules should be compulsory on Day 1 (Plus and Entry) and which should be optional on Day 2
- We propose to have 6 core modules on Day 1, and a further, randomly selected two modules. The Centre will not know what has been selected for them until the day of the Assessment, so they will have to prepare for all of them. These 6 would be:

Current Day 1	Proposed Day 1
Planning to Improve	Planning to Improve
Community Outcomes	Community Outcomes
Skill Development	Skill Development
Customer Experience	Customer Experience
Environmental Management	Environmental Management
Health & Safety Declaration	Health & Safety Declaration
Maintenance & Equipment	Assessor randomly selects from 2 of the following: Cleaning & Housekeeping Maintenance Equipment Safeguarding Access & Equity Customer Insight Programming
Cleaning & Housekeeping	

- One good suggestion from an Assessor is that we reduce the Health & Safety Declaration, we have spent the last 4 years being the Leisure Industry Health & Safety Police and we feel it is time for the facilities to take ownership. We could ensure they sign a Health & Safety Commitment Declaration and we randomly sample items within it
- We also feel it is important for all Assessors to talk to customers, we will add this into the Quest 2016 Customer Experience module. It is increasingly important that we add include greater customer insight as part of the assessment process

- After managing the scheme for 4½ years, we feel we have been unable to reach the end consumer, Centre users and customers. With commissioning and austerity, it becomes even more important to inform the customer of what type of facilities they are using. We believe we are now at a stage where we need to change the banding significantly. We are acutely aware that the 'good' banding is too big, however we do not want to add a 'very good', as that will detract Centres from pushing to be excellent. We propose to do some consultation with Quest registered Centres and our partners to see if they would agree with a new type of banding for consumers for example – rings (in line with 2016 Olympics), stars, ticks, Q's or bronze - gold. We believe that we have some Centres and teams scoring excellent that have some fundamental core gaps in their service, potentially any Client getting more than one unsatisfactory module could automatically be deemed to be "requiring improvement". We have lots of ideas for bandings; however we need to consult with Sport England, the Quest Board, partners and organisations before making any concrete proposals.

4.3. Community Outcomes and Impacts

Over the life of the next contract efforts should be made to respond to the changing nature of the sector in terms of health, physical activity and wider community engagement by developing further the robustness of its assessment of community outcomes and impact measuring. In doing so helping to position Quest as a vehicle that "Quality Assures" providers of sport and physical activity and gives confidence to commissioners of their services.

Current Processes & Improvements made during this contract:

We have made some significant progress during the existing contract; although we appreciate we have a lot further to go. Some of our progress to date includes:

- Modular approach with specific community based modules
- Measuring Outcomes and Impacts as a compulsory module in Stretch
- Plan, Do, Measure, Review and Impact in all Modules (barring Health & Safety and Environmental Management)
- Community Outcomes module as compulsory in Entry and Plus, launched in Quest 2014
- We have a bank of relevant modules, that facilities are avoiding due to the fact that they are not quick easy wins. We intend to box the Day 2 modules into categories and Managers will be forced to pick more challenging modules
- Piloting consortia approaches in Sport Development
- We are currently working in partnership with Substance reviewing modules

Suggested Improvements to ensure Quest gives confidence to commissioners:

- Explore new strategic partnerships with health organisations and networks (Public Health England; Clinical Commissioning Groups) – to expand relevance and market base. We will do this through our Community Health and Wellbeing Manager

- Refine existing module - Contribution to Health and Wellbeing and/or explore module for working with people who have mental health conditions
- Consider reviewing Day 1 modules to incorporate more health and wellbeing principles, along with safeguarding and access and equality
- We could consider new modules around Sport for Development while the requirement for facilities/SD teams to have to choose modules that relate directly to working with specific target groups (such as Girls, BME, Children or the Elderly)
- Modules/Guidance could be signed off by a technical Sounding Board to add rigour. The involvement of key agencies/people in the field should be pro-actively promoted and endorsed.
- We could develop Stretch so there is a bigger choice of modules - e.g. Working with Disabled People/ Sport for Development/Leadership/Entrepreneurship
- It has been suggested that Quest for Sport Development could benefit from a name change. One suggestion is "Quest Active". This reflects new agendas and is neutral at the same time
- We could consider "Quest Lite" – a simple to complete self- assessment process for colleges/schools/community organisations who are perhaps seeking accreditation relating to business planning; marketing, safeguarding; health and safety and workforce development - could be considered with strategic allies. There would then be a desk-based assessment of the paperwork
- We believe adding specific Sport England objectives to Day 1 would add real value. For example:
 - This Girl Can - Quest could add a question to the MV – does the Centre promote This Girl Can in the Centre or as part of their website? Quest could also include a standard within Planning to Improve or Community Outcomes that refers to this campaign within the Centre's planning processes
 - Equality and Diversity - As part of the MV, Quest could review how a Centre promotes sporting activity within the community, within the Centre or on its website. As part of Community Outcomes, standards could be constructed to test the knowledge and involvement of the team within local sporting provision
 - Places People Play - Quest could request support from EFDS to include standards from IFI within the MV. As part of Community Outcomes Quest could include standards that ask Centres to describe what they are doing to promote and attract disabled customers to the facility. We could have the Access & Equity module as core on Day 1
 - Sportivate - Quest could add a question to the MV to ascertain whether a Centre is taking part in a sportivate programme. Community Outcomes could test knowledge of the scheme and if a site has or plans to take part in a scheme. We could ensure that the Young People Participation module is a core Day 1 module
 - Sporting Equals - Quest could positively recruit Mystery Visitor's and Assessors from BME communities, use BME images more in publicity and on the website. Quest could also request within Community Outcomes what actions Centres have taken to understand their full community and what activity is in place to attract all members of their community
 - Sport for Social Good and Growth of Social Enterprise - Develop a new Sport for Social Good module and explore new strategic partners (such as with the Sport for Development Coalition). Explore a Quest for Local Community Based Social Enterprises package (low cost, light touch). Refine the existing entrepreneurial module

- Technology - Build into the assessment a practical demonstration of use of applied use of new technology and strengthen the emphasis of applying new technologies into existing modules
- Volunteers - Explore new strategic partnership with Join In and/or Sport Leaders UK (leading volunteer Charities). Consider using the module for developing leaders and volunteers – as a pathway to employment (employability) and active retirement.

4.4. Health, Physical Activity and Community Engagement Assessment

The opportunity to assess whole organisations against their approach to health, physical activity and community engagement alongside individual facilities and /or sports development should be considered.

We believe this is a good way forward within Sport Development and we are currently piloting this with leisure trusts at the moment; our first guinea pig is Freedom Leisure, where the Sport Development Team works across contracts. We are potentially developing our existing approach but with some refinements around accreditation standards and requirements.

We are keen to progress this model further and review the findings with the Quest Board at the next Board meeting.

4.5. Partnerships

Partnerships should continue to be developed in terms of accrediting certain awards and working with other organisations to simplify the landscape and ensure all improvement and staff development initiatives have a common goal and are appropriately coordinated.

Current Processes & Improvements made during this contract:

- We have successfully integrated the ukactive Code of Practice and the ASA Learn to Swim Accreditation into a Quest Assessment. This has saved facilities time and money, making Quest good value for money. Both external awards overlap with Quest and ensure that the ASA and ukactive have professional, knowledgeable Assessors.
- We are working in partnership with facilities in Canada and Fitness Australia to share best practice ideas and principles
- We work with the Quest Board and report directly to all Quest Board members once a month
- All Board Members and partners have a free place at the Annual Quest Conference
- We are delighted to have built such a strong partnership with CSPN
- We have held 2 working groups, which have determined the proposed journey Quest should take. Both working groups have been hosted by Right Directions and Leisure-net
- All Right Directions and Leisure-net staff are CIMSPA members and we are CIMSPA endorsed training providers
- We contribute to all Assessors and Mystery Visitors CIMSPA membership

- Through joint working, being able to promote Quest through industry publications and promoting other bodies through Quest PR and marketing materials – we use a company called Big Fish who have successfully promoted Quest for the last 4½ years
- We attend regular networking events or industry meetings including:
 - LFX sponsor
 - NSPCC – child protection in sport unit meetings
 - LEP Panel
 - ukactive Code of Practice Board
 - Leisure Industry Week – Stand
 - Active-net
 - BUCs conference
 - CIMSPA events
 - Contractor Annual Conferences
- We meet with all our partners at least every six months:
 - IQL
 - CIMSPA
 - EFDS
 - ASA
 - ukactive
 - NSPCC
 - CSPN
 - Substance

Suggested improvements to improve partnerships:

We propose to build on our existing partnerships through a number of methods:

- We suggest a change to the current Quest Board structure (if we aren't stepping over the line!). We feel that the current structure is not working, this is due to a number of reasons, but primarily due to the makeup of the board members and their passion (or lack of it) for Quest and its future. Our suggestion is that the size of the Board is reduced and meets twice a year, focussing on KPIs, suggested improvements and results. A Quest Working Group made up of industry representatives then meets every six months (in between the Quest Board meetings) to discuss the state of the industry and the part Quest has to play in moulding the future of the scheme. We have found that the Working Groups are extremely productive
- Present at and have a presence at the CLOA conference
- Dialogue with Sport England, CIMPSA, LGA & CLOA to ensure developments conform to the wider sector's deliberations
- We would like to consider working in partnership with the following organisations to increase the link with external awards:
 - IQL
 - Investors in People
 - The FA
 - England Netball
 - PWTAG
 - NSPCC
 - Premier League
 - Substance
 - EFDS
 - Ukathletics
 - Badminton England
 - Sporting Equals, Street Games, Sported

These options would require a significant amount of further investigation, and would therefore be a longer term aspiration, however the initial links and consultations with other bodies would be something we would look to initiate in the shorter term to assess preliminary viability. We have included in our team the right level of leadership, alongside associates, who will be well placed to take this on.

4.6. Quest and NBS Product Integration

Quest should seek to position itself to be an integral part of any future coordinated improvement activity across the sport and physical activity sector. To this end efforts should be made over the life of the next contract to better integrate the Quest and the NBS products.

Suggested Improvements to integrate Quest & NBS:

We are suggesting a fundamental change to the way we currently conduct Directional Reviews (the Year 2 assessment of all Centres that do Quest Plus). We currently offer:

- 1 day assessment reviewing 6 modules
- 1 customer experience mystery visit

Our proposal is to include the following:

- NBS Efficiency Survey (this will triple the numbers that currently do NBS Efficiency Surveys)
- An unannounced assessment that challenges and focuses on front line staff and the service delivery (this will prepare facilities for Stretch). This will be a great progression for our Mystery Visitors to Assessors.

This will enhance the Quest product, benefit Sport England with increased data and save facilities money (it will be free as part of Quest).

The final benefit is that we will be able to describe the correlation between high performing Quest sites and top performing NBS sites (this is limited at present with so few sites completing the survey).

We will also train our Assessors to understand the report and process, so that they can challenge facilities and the results during their assessments.

4.7. Local Authorities and their Partners

Work should be developed to better inform local authorities and their partners of the purpose and value of Quest.

Current Position and Improvements made during this Contract:

It has been extremely difficult for us (as with previous contractors), to inform local authorities and it has become increasingly difficult over the last 4 years. The contributing factors have been:

- Reduced leisure departments within local authorities
- Often no Head of Leisure or leisure expertise in leisure departments
- Little or no Sports Development function
- Decreased funding for Local Authority personnel to attend conferences or events
- Management fee cuts, with Quest taken out of contractual obligations
- Over 60% of all Quest registered sites are part of 8 organisations, where in many cases the local authorities have minimal contract monitoring processes in place

In early 2015, we endeavoured to contact all leisure departments within local authorities starting with the letter 'A' or 'B'. Over 70% had no specific head of leisure or someone with leisure management experience. We found that leisure and sports facilities had often been moved to Education, Environmental Services and Culture Services and we could not pin anyone down to talk to us about Quest. We will keep trying!!

Our current efforts include:

- We work tirelessly with the majority of contractors, meeting them all every three months
- We send out quarterly newsletters to our entire database, including facilities that are no longer Quest registered
- We have a YouTube channel to promote Quest
- We have an affordable handbook for local authorities to use as monitoring guide
- We offer affordable benchmarking seminars and annual conference
- We have a free benchmarking service where local authorities can compare each other in all modules
- We endeavour to contact councils which are not in the Quest Scheme

Suggested Improvements as to how we will inform local authorities and their partners:

We will launch a marketing plan within 3 months of the new contract and this will include our approach to reaching local authorities that left Quest before 2010 or have never been part of Quest.

A significant part of the plan is to have an increased presence at CLOA events in the next 12 months and ongoing.

Another method of reaching more local authorities is through a consortium approach. We have piloted a Consortia approach in Greater Manchester with 11 Local Authorities working together. There is a direct link between core cities funding through Sport England, consortia approaches and a significantly improved benchmarking service.

We are hoping to promote more consortia approaches with CSPN and Sport England with a benefit built in for CSPs or lead agencies- e.g. discounted price, free audits, free partner survey, free consultancy days. This could really improve reach and help with capacity/capability planning locally. We are continuing our ongoing work with Sport England through the LGRMs.

We are also looking at promoting Combo which can bring together contractors and local authority sport development teams. We believe this is an excellent product that we have not yet marketed sufficiently. This is mainly due to the pilots taking place in 2013 and the first assessments taking place in 2014.

4.8. Development Outside the Sport and Physical Activity Sector

Any development of Quest outside the Sport and Physical Activity sector should not take place to the detriment of the core scheme.

Over the last 4½ years Right Directions have focussed primarily on Quest for Facility Management. In the last 2 years, this focus has mainly been on facilities in England, working to cement partnerships with the local authorities, Trust and contractors.

We have also invested time and resources working outside of the local authority market with further and higher education, with over 17 universities, colleges and schools who have community provision now Quest registered.

We are also worked with Sport Development Teams and the CSP Network to bring a more diverse, but equally relevant group into the scheme. This sharing of best practice can only enhance the service we offer the facility management Centres.

We have one facility who are an Arts Development Team, who used the Sport Development module and we worked with them to help them write the specific Arts Development module. Part of the reason we supported this, was that the Arts Development Team were part of a bigger leisure management contractor who were contractually obliged to get Quest.

We have one organisation looking to assess their libraries (which are now often an intrinsic part of the local leisure centre) and this organisation has been tasked with writing a Library specific module (which we will circulate to library specialists to endorse).

We have approximately 3 theatres that are Quest registered, however the majority of these theatres are part of leisure centres (however it could be argued that their dance groups are very physically demanding!).

We have approximately 10 golf courses registered and we are hoping to work with more in the future. All the generic Quest modules relate to golf.

Finally we have 4 potentially exciting initiatives that are still in their infancy, but could bring lots of organisations to the table. We are keen to include any organisation that is promoting sport and physical activity to join the scheme. The organisations we are in discussion with are:

- Ukathletics
- NISA – National Ice Skating Association
- Premier League
- The FA (Football Association)

5. Key Performance Indicators

5.1. Quest Scheme

Assuming all the proposed improvements and additions to Quest are approved by the board, we would propose the following realistic KPIs to be considered:

Quest Penetration

Year	Total	Penetration Increase (approx.)
Current – Jun 15	587	
Oct 16	595	1.5%
Oct 17	603	1.5%
Oct 18	611	1.5%

	<i>Breakdown May 2013</i>			<i>Breakdown June 2015</i>			<i>Variance</i>	<i>Proposed Oct 18</i>
	<i>FM</i>	<i>SD</i>	<i>Total</i>	<i>FM</i>	<i>SD</i>	<i>Total</i>		
ENGLAND	568	28	596	548	39	587	-9	611
NE	43	6	49	33	7	40	-9	49
NWR	50	2	52	50	2	52	0	52
YHR	21	3	24	18	3	21	-3	24
EMI	52	0	52	45	1	46	-6	52
WMI	41	4	45	36	5	41	-4	45
EST	54	4	58	54	4	58	0	58
GLO	119	5	124	126	6	132	+6	132
SEA	123	3	126	123	10	133	+7	133
SWR	65	1	66	63	1	64	-2	66
WALES	8	0	8	13	0	13	+5	13
SCOTLAND	17	0	17	11	0	11	-6	17
NI	11	2	13	10	1	11	-2	13
OVERSEAS	7	0	7	6	0	6	-1	6
ALL	611	30	641	588	40	628	-13	660

As detailed earlier in this proposal, we have suggested some new targets which might form the basis of KPIs under the contract, for example, could include:

- Plus to Entry Ratio
- No's in NBS & Quest
- NBS results / Quest Result comparisons

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- Stretch Retention
- Withdraws
- Social Media
- Conference numbers
- Training courses
- Sale of the handbook
- Customer feedback scores

We believe these should be discussed with the Quest Board. Should they be agreed, we would suggest target figures.

5.2 National Benchmarking Service

The following represents our proposed KPI targets for NBS, based on the contract Sport England have with Leisure-net to manage NBS and the approval to add NBS into the Quest Directional Review Process:

Year	Number of users	Increase	% increase
June 2015	120		
Oct 2016	245	125	105
Oct 2017	269	24	10
Oct 2018	295	26	10

In addition we would develop one or two KPIs around the effectiveness of NBS in terms of impacting on the business. This would be measured by follow up telephone surveys to sites 12 months after they have received their report, asking them if they think that the process has improved their business.

Commercial Response

6. Finance

As in the current contract we intend to carry on with the "open accounting" and monthly financial reporting. This includes the ring fencing of all Quest income, expenditure and operating a Quest Account separately to all other elements of our businesses. We will produce a bank account for Sport England that shows all income and expenditure.

NBS Admin income and expenditure will be managed by Leisure-net.

6.1. Payment system

We propose to implement a number of changes and options for our customers to choose from along with incentives for options which make the process smoother and easier to administer. Options include:

- An option to pay for the whole cycle (including Directional Review and NBS efficiency report) with one payment, and an incentive for choosing this option
- A direct debit option with fees split either equally each year or as they are currently (higher in year one, lower in year two) and an incentive for choosing this option
- An 'en masse' option for all sites within a contract, or even wider for private operators, and an incentive for choosing this option
- We also propose to carry on with the discounted rate for members that re-register within their anniversary month of their Quest cycle – this is currently £200 for Plus, £100 for Entry and £100 for the Directional Review. However we are proposing to increase the discounts and increase the fees that have not increased for over 7 years. These increases are a starting point for discussion with Sport England and the Quest Board (and industry partners).

	Current Price – no discount	Current price - with Discount	Proposed Price – no Discount	Proposed Price – with discount
Plus FM	1450	1250	1450	1250
Directional Review FM	950	850	1150	950
Plus FM total (2 years)	2400	2100	2600	2100
Plus SD	1250	1050	1350	1150
Directional Review SD	750	650	800	700
Plus SD Total (2 years)	2000	1700	2150	1850
Entry FM	950	850	1150	1000
Entry FM Total (2 years)	1900	1700	2300	2000
Entry SD	750	650	850	750
Entry SD Total (2 years)	1500	1300	1700	1500
Stretch (2 years)	1950	1950	1950	1950
Combo – Year 1	2300	2300	2500	2200
Combo – Year 2	1300	1300	1400	1300
Combo Total (2 years)	3600	3600	3900	3500

The above prices are:

- Inclusive of all expenses
- Exclusive of VAT
- Fixed for duration of contract

Use a separate row to detail each type/category of service you provide	Tendered rate if chosen as Sport England supplier	Additional comments (if applicable)
To Manage and extend the penetration of the Quest Scheme.	*	These 3 sections are inter-linked and overlap considerably. It would be extremely difficult for Right Directions and Leisure-net to split these three costs up with the proposals laid out in the submission. We therefore propose a flat fee for the three elements together.
To manage and extend the penetration of the National Benchmarking Service	Year 1 - £80,000 Year 2 - £80,000 Year 3 - £80,000 (should we be	
Implementation of the recommendations made by the Quest Report on the future development of Quest.	awarded an extension) Year 4 - £80,000 Year 5 - £80,000	

We currently manage the schemes with a management fee of £70,000 per annum. We have added an additional £10,000 (now £80,000) for the following reasons:

- Integrating NBS and NPS into Quest Plus
- New website
- Online reporting / Dashboard
- Apps and Website Benchmarking Tool
- Recruiting a Health and Wellbeing Manager
- Recruiting Marketing and Events Manager
- Increased Assessors /Validator/ Mystery visitor fees
- Increased prices of suppliers' products and services

The additional resources and products will cost more than the extra £10,000 suggested, however the extra costs will be incorporated into the scheme costs.

7. Declaration

To: Sport England, 21 Bloomsbury Street, London WC1B 3HF

Date: 8th August 2015

PROVISION OF: Quest Scheme Management and Booking Advice and Administration Service For The National Benchmarking Service
REFERENCE NUMBER: [SE644]

To: Sport England

From: Caroline Constantine (Right Directions Management Limited)

Having examined the Invitation to Tender and all other Schedules, and being fully satisfied in all respects with the requirements of the ITT (including the Sport England Terms of Trade), I/we hereby offer to provide SE644 Quest Management Scheme as specified. If this offer is accepted I/we will execute documents in the form of the Contract within 30 days of being called upon to do so.

I/We confirm that I/we agree with Sport England in legally binding terms to comply with the provisions relating to confidentiality set out in Section 3 Instructions to Tenderers Paragraph 3.1 to 3.4 of the Invitation to Tender.

In compliance with your requirements as set out in your ITT I have completed and enclose the following documents:

SCHEDULE 1: FORM OF TENDER
SPECIFICATION RESPONSE
COMMERCIAL RESPONSE

In compliance with the requirements set out in your Invitation to Tender, which I confirm I have read and fully understand. I also confirm that I have complied with the specific requirements set out in the documents detailed in the table below:

SCHEDULE 2: COLLUSIVE TENDERING
SCHEDULE 3: CANVASSING

This Tender shall remain open for acceptance by Sport England for a period of 60 days after the due date for return of tenders specified in the Invitation to Tender.

I warrant that I have all the requisite corporate authority to sign this Tender and confirm that I have complied with all the requirements set out.

I warrant that I have all the requisite corporate authority to sign this Tender and confirm that I have complied with all the requirements set out.

Signed for and on behalf of the above named Tenderer:

Signature:



Position:

Managing Director

Date:

8th August 2015