

Quest Recovery 2 – Operational Management

Guidance Notes



Module Outcome

- Prominent signage is displayed in all relevant areas to draw attention to rules and arrangements.
- Maintenance is planned to prevent unwarranted disruption of the service.
- The facility is well maintained.
- The facility has suitable, sufficient, and well-maintained equipment available.
- Operational management systems are in place to support people meet the governments and industry requirements.

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is information within the facility well-presented and easy to understand, ensuring customers know what to expect?	There is limited information for customers on what to expect when they come to the facility.	Some information is in place informing customers what to expect and what control measures are in place.	Information is displayed in several areas of the facility, giving general information.	There is useful information displayed for customers which is well laid out and in plain language and/ or with the use of pictorials.	Information is readily available, well presented, and easy to understand.
		Opportunities for improvement are noted.	There were some areas where there was a lack of information to show customers what to expect.	Noticeboards, and pop-ups are used and are in appropriate locations around the facility.	Communication of the standards is clear and consistent and of an excellent quality.

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is the maintenance and housekeeping of the inside and outside of the premises presentable and welcoming?	There are several maintenance or housekeeping issues at the facility that is causing an unsafe environment.	There is some evidence that maintenance and housekeeping is being managed, but there is still a lot to do. Issues have a significant impact on the customer experience.	On the whole conditions are professionally managed, however opportunities for improvement have been noted. Better housekeeping could improve the environment and reduce costs.	On the whole conditions are professionally managed, with only a few areas for improvements noted.	The maintenance and housekeeping at the facility are at a high standard and having a positive impact on the customer experience and the environment.
		Faulty equipment is being made safe by quarantining or if this is not possible appropriate signs.	Maintenance issues noted during the visit are effectively managed using professional communication to inform customers of the issue and expected recertification date.	Maintenance issues noted during the visit are effectively managed using professional communication to inform customers of the issue and expected recertification date.	Any opportunities for improvement are minor and do not impact on the overall customer experience.

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is there appropriate, accessible, clean, well-maintained provision of changing rooms and toilet.	There is changing and toilet provision however this is basic and may not meet customers' expectations.	There is adequate changing and toilet provision, with some auxiliary equipment.	Sufficient changing facilities were available with adequate showering and changing capacity.	Overall, the changing rooms are of a good standard and floors and ceilings well maintained. Decoration is good.	There is good provision of high standard changing facilities to cater for all needs.
		Opportunities for improvement were noted.	Areas were reasonably maintained with some areas for improvement.	Auxiliary equipment is in good working order, which could include hairdryers, vanity areas hand dryers and baby change.	The changing rooms are well appointed with high quality fixture and fittings.
			Accessible changing and toilet provision was good.	Toilets are well stocked with consumables and are well maintained. There were limited opportunities for improvement.	There are high standards of maintenance and there were no/ or limited items not working.
			Most of the facilities were in good working order.		Toilet facilities are good, well stocked, and clean.

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is there a provision of goods for sale and hire equipment to meet the programming needs?	There is little or no resale equipment available to purchase either online or within the facility.	Resale equipment is available to hire but there is limited variety and price points.	Resale equipment is available both to hire and purchase for a wide range of activities.	Resale goods are prominently displayed with clear pricing.	A wide range of competitively priced resale items are available to purchase either online or in person.
	Vending machines are out of stock or out of use.	Vending machines are available, but not all are in working condition.	Vending machines are fully stocked with a good variety of stock.	Resale products complement the facility programmes.	All vending machines are in good working order, fully stocked, clean and tidy and offer a wide range of products.
	Hire equipment is not available to complement the programme, for example, no badminton rackets, footballs, or tennis balls.	Vending machine items lack variety in their stock.	Equipment hire is available, but it is limited or in poor condition.	A wide variety of hire equipment is available and in good condition.	Equipment hire is available, in excellent condition with a competitively priced deposit system.
		Some equipment hire is available, but it is in poor condition.		Equipment is competitively priced with a deposit system.	

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is there evidence that the facility is taking steps to reduce their carbon footprint?	There was no visible evidence available to show that the facility has taken any action to reduce their energy consumption or their carbon footprint.	Basic energy saving measures and carbon reducing programs are in place (light sensors, air conditioning units, on timers etc).	There is a clear commitment and communication to the public about the facilities attitude to reducing their carbon footprint.	The purchase of low carbon goods is encouraged within the facility to reduce levels of waste (recycled bottles, low food/product packaging).	The facility has a clear plan and commitment to reducing their carbon footprint which is evident on their website and in-house marketing.
		Basic bike storage system is in place to encourage travel to the centre by bike and not a vehicle.	Staff are proactive in reducing their carbon footprint.	Energy Champions are in places, and they are proactive in communicating to the staff and members of the public.	Staff can be seen to proactively take actions to reduce their carbon footprint (turning lights off, shutting down out of use areas, closing windows if the air con is in use etc.)
		Multiple areas for improvement have been identified.	Vending machines and other electrical goods are on timers to turn off out of hours. Attendees are encouraged to take the stairs rather than a lift.	There is a commitment to reduced printing and paper usage by providing information in an innovative way.	There is evidence of renewable energy sources being used (solar panels, water harvester). Where possible, green spaces outside of the facility are in place.

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Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you plan to ensure the provision of a well maintained, ventilated, and equipped facility?	No PPM or Reactive maintenance system in place.	PPM and reactive service system in place.	Servicing and planned maintenance in place.	Equipment replacement programme in place.	All policies and procedures clearly documented and user friendly.
		Multiple areas for improvement have been identified.	Asset Management system.	Retail planning considered to maximise income.	Rolling programme of PPM by competent suppliers or in-house staff.
			Staff trained and competent on all systems.	Condition survey in place.	Consideration given to replacement of equipment to match future programming needs.
			Ventilation and Air Handling units serviced on a regular basis to ensure that they are working efficiently and as per the settings selected.	Qualified and competent staff.	Ventilation and Air Handling units serviced on a regular basis and checked daily for service faults to ensure that they are working efficiently and as per the settings selected.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
What processes are in place to ensure that maintenance, the use of equipment and set up is carried out safely? (Challenge for the operational staff)	No evidence of the linked plans, systems, or agreements in place.	Reactive maintenance system in place.	Pro-active and reactive maintenance system in place.	Staff trained and competent on pro-active and reactive maintenance system.	Comprehensive systems in place for PPM with clear communication to all staff and public on the relevant works schedule.
	No evidence that staff have been trained on how to set up equipment safely.	Permit to work system in place.	Effective communication to public and staff about current and planned maintenance work.	Specialist servicing in place where equipment tested and inspected.	Evidence of consultation with customers and partners about future needs and facility developments.
		Equipment tested and inspected.	Quarantine areas in place.	Permit to work system in use.	Budget set for long-term works.
		Staff trained on how to set up equipment safely on their induction.	Annual training plan/refreshers in place on safe systems of work for equipment set up.	Trends of equipment faults in place linked to service and kit replacement plans.	Excellent use of social media and website to communicate any operational issues linked to maintenance and equipment.

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		Simple fault reporting procedure in place.	Trends of equipment faults in place.	Clear “out of use” signage in place, with rectification and date and a suggested “alternative” activity or exercise suggested.	Appropriately trained staff member(s) who understands the principles and processes involved in the safe operation of a specialised facility, for example a swimming pool and working at heights.
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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
What training takes place to ensure that you are competent? (Challenge for the operational staff)	No record of training available.	Staff trained to complete daily equipment and facility checks.	Staff been trained on how to set up and dismantle equipment in accordance with industry best practice and/or the manufacturer's guidance.	Annual Refresher and competency training in place on the safe set up and use of work equipment.	External partner or qualified internal trainer-assessor in place to complete planned and ad-hoc inspections/audits to ensure SSOW are adhered to.
	No copy of up-to-date job description outlining their key duties.	Staff trained how to report faulty equipment.	Staff involved in the permit to work process suitably trained to understand their responsibilities.	Schedule of job specific training and improvement is in place.	Comprehensive system of staff training and competency in place for each role.
	QMS not up to date or accessible.	Up to date QMS available and easily accessible to all staff.	Qualified external contractors used for specialist works.	In depth system and training procedure in place for the introduction of new equipment.	Staff appropriately trained to understand their responsibilities for the external contractors ensuring safe compliance standards are maintained.
		SSOW in place for all relevant pieces of equipment.		Clear communication and opportunities for staff to raise training needs or concerns linked to duties.	

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Do management have an environmental action plan to reduce consumption and improve their carbon footprint?	The facility does not monitor their energy consumption of carbon footprint.	The facility does monitor their energy consumption and carbon footprint.	Automatic monitoring systems and plans in place to reduce energy consumption on a daily basis.	Decarbonisation plan in place linked to sufficient resources and achievable KPI's.	facility plan is in place linked to achieving net carbon emissions by 2030.
		There is no evidence that the site takes any corrective actions or measures to reduce their energy consumption or carbon footprint.	There is evidence of a focus on changing attitudes and behaviours and encouraging staff to behave in a more environmentally friendly way.	Plan in place to replace gas boilers with heat pumps to reduce carbon emission.	facility can evidence a clear reduction on carbon emissions and energy consumption linked to their operational plan.
			Energy Champions are in places, and they are proactive in communicating to the staff. Basic energy saving measures are in place.	Energy Champions are in places, and they are proactive in communicating to the staff and members of the public.	Detailed communication and delivery plan in place to keep disruption of works at a minimum. The facility uses innovative technologies to reduce their carbon footprint.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are suitable and sufficient resources available to achieve high standards of building management?	The limited resources are causing deterioration of the facilities. As a result, the building is unsafe.	There are enough resources to ensure the building is operated safely. The building including storage areas are safe and secure.	<p>There is sufficient time within the rotas/shift patterns for trained staff to carry out routine maintenance tasks.</p> <p>The site has access to approved contractors and suppliers.</p>	The site has invested well to help ensure a safe environment. For example, hands free door openers are being used.	<p>The site has taken the opportunity to expand its 'goods for resale' offering to help customers use their own equipment for the activities they take part in.</p> <p>Retail supply partner agreement in place to check and maintain standards of specific retail items. E.g., contracted vending machines or pool resale supplier.</p>

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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	The facility provides limited evidence as to how operations are monitored or measured.	Proactive and reactive methods are used to monitor the operations.	A system is in place to monitor, measure and review the defect reporting system and PPM. The PPM overall is adhered to and up to date.	Trend analysis takes place of defect reporting system and PPM. This is quantitative and output focused.	A comprehensive monitor, measure and review process is in place, where possible milestone/KPIs are being used, such as targets for completion.
		A defect report system is in place, facility checks (equipment and building) as well as a planned preventive maintenance programme (PPM) in place.	There is a targeted approach with standards set for completions/rectifications. The defect reporting system is well used with items out of use added to the fault log.	Checks sheets are comprehensive and reviewed with improvements identified where required. Improvement plans are being reviewed and actioned.	The standard and quality of work completed is formally reviewed.

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			<p>Check sheets are robust covering most aspects of the facility. They have been updated to include external inspections.</p> <p>Regular monitoring takes place to ensure the ventilations systems are working correctly to meet industry standards.</p>	<p>There is a proactive internal audit system in place to ensure policies and procedures are in place and always adhered to.</p>	
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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the facility demonstrate the processes in place are making a difference?	The facility provides limited evidence as to how the operation of the facility is meeting a satisfactory standard.	The facility can provide ad hoc evidence that operations are being effectively managed.	The facility can demonstrate that overall, the PPM and rectification standards set for the defect reporting system are being met.	Improvements made to the customer experience can be linked to the maintenance and reviews of the operational standards and delivery of improvement plans.	The facility has a robust continuous improvement process in place.
			Overall, there is sufficient well-maintained equipment.	There is evidence that ongoing issues have been rectified over the closure period.	The positive impact and outcome of high operational standards can be evidenced consistently over time using qualitative and quantitative data.