

Quest Recovery 4 – Customer Journey

Guidance Notes



Module Outcome

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

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Was the interaction with the team positive and enthusiastic?	It is unlikely customers will want to visit the facility again.	Some members portray a positive and engaging attitude.	The team are happy to be at work and interact with customers.	There is a clear commitment by the team to deliver customer service standards.	Team members have an efficient, positive, proactive approach to customer care with a friendly atmosphere throughout.
	There was no attempt by staff to create rapport or interact with the customers.	It is likely that customers will not be discouraged to visit the facility again.	There is evidence of staff proactively engaging with customers to enhance their overall experience and enjoyment.	The team are happy to be at work and interact with customers. They are apologetic if there is an issue.	There is a consistently high level of customer care throughout the visit.
	There is very limited evidence of the facility meeting minimal standards of customer care.	There is evidence of a customer care system being in place, however significant areas of improvement have been noted.	Opportunities for improvement have been identified in the consistency of delivery.	Customers are very likely to visit the facility again.	There is a positive atmosphere in the facility, making it a friendly place to visit.

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					It is highly likely that customers will recommend others to visit the facility.
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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Were the team knowledgeable and informative?	Team members lack knowledge about the facility and its activities.	The knowledge of the team requires them to regularly ask other team members for information.	The team were able to provide basic knowledge of the core products available (gym, swim, classes, court hire).	The team have a good knowledge of a wide range of products and services.	Comprehensive and bespoke information is provided by staff within the customer visit to enhance overall experience.
		Staff were unable to articulate or explain the information provided by on site literature (promotional leaflets, new activities etc.)	Where staff did not have the information readily to hand, contact details were taken so that information could be provided at a later point in time.	Based on their knowledge some of the staff are able to provide recommendations or advice to customers.	Staff are well trained and knowledgeable of all products and services available.
		Several areas for improvement have been identified.		A concierge service is provided.	Staff are able to provide quality advice to enhance individuals' users experience of the facility.

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are enquiries and feedback made online positively dealt with?	There is limited opportunity to make an enquiry online or enquiries have not been responded to.	Enquiries have been responded to, however there was a significant delay in response time.	Enquiries have been responded to with a reasonable timeframe.	There was a considered response to all enquires within a good timeframe.	There was a comprehensive response to all enquires within a fast timeframe.
		There are limited methods online to contact the facility and/or it is difficult to find information about how to make a comment.	There are different methods to contact the facility online which can be easily found.	There are a variety of methods to contact the facility online.	Where appropriate the enquiry is followed up by the facility with other information provided.
		The response to the enquiry is partially answered or the incorrect information was provided affecting the visit experience.	The enquiry was responded to providing the information required.		

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are enquiries made by telephone positively dealt with?	It is very difficult to contact the facility by telephone.	Calls were consistently not answered within a reasonable timeframe.	Some calls were answered within a reasonable timeframe.	Most calls were answered within a reasonable timeframe.	All calls were answered within a reasonable timeframe.
	Most calls were not answered.	<p>Calls were answered using a basic level of customer care.</p> <p>Some information was provided about the initial enquiry.</p>	<p>The information required was provided.</p> <p>The call was answered in a professional manner with the correct information given.</p>	<p>Information required was provided in a concise articulate way.</p> <p>Staff were friendly and professional.</p>	<p>Any automatic response system works to meet the customer's needs.</p> <p>The team provides proactive relevant information without hesitation. A comprehensive response was provided to all enquiries.</p> <p>Follow up contact made if required.</p>

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

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are all facilities and activities accessible for everyone?	There is no evidence that the facility has considered accessibility of different user groups within their programming or building design.	Some consideration has been given however there are further opportunities for improvement on the building design.	Good evidence that consideration has been given to identifying accessibility to the facility and programming. E.g. PEEP/GEPP System, pool hoists available, IFI Gym kit, working lifts, emergency call points.	There is extensive evidence to show that accessibility has been considered within the building design. For example Automatic doors, disabled changing rooms, hearing loops, clear signage, IFI gym equipment.	The facility has a recognised external award or standard achieved for accessible buildings and facilities. E.g. BS 8300:2018 design of an accessible environment.
	There may be one or two areas that are accessible.	Some consideration has been given to equipment procurement but there are multiple areas for improvement.	Activities are varied in content, with the facility offering an inclusive approach to programming and where not possible staff are trained to offer bespoke support or activities.	Staff have been trained in how to risk assess or adapt physical activities for those with specific accessibility needs.	A range of equipment, systems and processes are in place to make the centre accessible and inclusive. This offers access to all areas of the centre for wheelchair users, people with hearing or sight impairment, children and babies and those who do not speak English as their first language.

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			Children and babies are catered for, and the centre is family friendly.	There is good provision of equipment to make the centre accessible and inclusive.	<p>The programme is inclusive, and staff are knowledgeable and assist all customers.</p> <p>Customer comments show satisfaction with the accessibility and programming of the centre are gathered and are positive.</p>
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Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you plan to deliver an excellent customer service?	There is limited evidence as to how the facility plans for customer service excellence.	The facility can evidence a basic documented commitment towards delivering customer service.	The facility has adjusted its plans to take into account new expectations of customers, such as demonstrating a commitment feeling safe in a Covid-19 secure environment. It documents how it intends to monitor this.	<p>The facility has set challenging and stretching targets for customer satisfaction.</p> <p>Detailed research plans are in place.</p>	Customer service plans are fully integrated into the values and ethos of the business.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you ensure that team members are trained to exceed customer expectations?	Training on meeting customer expectations is not in place.	Some training had been carried out however this is limited.	Team members strive to exceed customer expectations and are generally aware of good practice.	There are good systems and processes in place for meeting customer expectations. Promise less and deliver more is evident.	Customer care training is in place, training records show that team members have been trained.
	Team members are given none, or very basic information on customer care.	Team members are aware of the ways that customers can give feedback.	Procedures are in place to ensure that the front of house team carry out tasks in a consistent and effective manner.	Team members are multiskilled and there is evidence of ongoing staff development.	Training includes competency testing.
	No Budget assigned for any ongoing staff training and development.	There are further opportunities for improvement.	Apprentices are fully trained and used to support key front-facing areas of the business.	Both Volunteers and Apprentices are fully trained and used to support key front-facing areas of the business.	Team members are seen interacting with customers championing standards.
Are suitable and sufficient resources available to achieve customer service excellence?	There is limited evidence of resources being allocated to ensure customer service standards meet the minimal standards.	There are enough resources for the facility to respond to normal footfall.	Resources have been allocated to help deal with busier periods.	Technology is being used to help ease the pressure on the front of house. This allows customers the ability to book and pay online.	The organisation seeks out insight and best practice. Best available technologies are being used to manage the customer experience.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you use and communicate your findings in relation to improving the service for both customers and staff?	There is limited evidence of processes to demonstrate that there is a commitment to improving customer service.	Some feedback is gathered and reviewed although this may be limited.	Customer feedback is gathered and shared with staff and customers.	Customer feedback is gathered through various sources, this is reviewed and shared with staff and customers.	Excellent customer service is a high priority with feedback proactively gathered, reviewed and acted on. The commitment to excellent customer service is heavily promoted to all.
	There may be some ad-hoc informal feedback in place	There is some communication of findings to inform plans.	Some customer satisfaction surveys are carried out however do not cover all areas.	Satisfaction surveys are carried out and cover all areas. Generally, findings are shared with customers and staff.	A variety of ways to feedback are available and promoted. Staff are involved in reviewing feedback and understand how they contribute to excellent customer service.
		The team have some awareness of feedback and the actions that are planned to drive improvement.	Sharing the findings with staff and customers is done but not on a regular basis.	Commitment to excellent customer service is known by staff and they are aware of how they contribute to this.	Satisfaction surveys covering all areas are in place.

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			There are still a few areas to be addressed.	<p>There was some evidence of the findings informing plans and actions completed.</p> <p>There are limited opportunities for improvement.</p>	<p>Findings from feedback and surveys are shared with staff, customers and stakeholders, including actions taken.</p> <p>Other methods such as social media, mori polls or similar and external surveys are used.</p> <p>Findings from feedback and surveys inform future plans for customer service.</p>
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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation measure, monitor and review the effectiveness of the customer experience to ensure continuous improvement?	The facility provides limited evidence as to how customer experience is monitored or measured.	There is some evidence of how customer experience levels are monitored.	Proactive and reactive customer experience monitoring systems are in place.	The facility has developed good practice SMART methods to measure and review customer care standards.	A comprehensive monitor, measure and review process is in place and relevant milestones/ KPIs are being used.

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		<p>Limited sources of information are used to gain customer feedback.</p>	<p>There is regular monitoring and review of customer feedback using different sources such as post use questionnaires and online feedback.</p> <p>There are proactive measures in place to ascertain customer satisfaction levels.</p> <p>The facility has evidence of action based on the National Leisure Recovery Fund (NLRF) customer experience survey results, confidence indicators.</p>	<p>The facility is using an effective blend of qualitative and quantitative information to measure and review performance.</p> <p>Measurement includes key areas including those on delivery, timeliness, information, access, and the quality of customer service.</p> <p>Benchmarking takes place to ensure good practice is used to improve customer experience.</p>	<p>Best practice is used to measure and review customer experience.</p> <p>Milestones/ KPIs are used to track progress towards a longer-term outcome.</p> <p>There is evidence that customer comments are followed up to check the issues have been addressed.</p>
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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the facility demonstrate that high customer care standards are in place and the positive impact this is having on business aims and objectives?	The facility provides limited evidence as to how customer experience is improving or the positive impact the customer care is having.	The facility is able to provide ad hoc evidence of positive customer care feedback.	The facility is able to evidence improvements that have been made to the customer experience.	Improvements made to the customer experience can be linked to the analysis of customer experience and a wide range of stakeholder feedback.	The facility has a relentless continuous improvement process in place.
			The site can articulate the origins of the improvements.	<p>The site can articulate how standards have improved overtime using reliable and accurate methods.</p> <p>The presence of under promise over deliver is evident.</p>	<p>The positive impact and outcome of high levels of customer care can be evidenced consistently over time using qualitative and quantitative data.</p> <p>Impact is demonstrated using best practice methods and benchmarking. High customer satisfaction levels can be linked to increased business success such as referrals increases and repeat visits.</p>