

QUEST ASSESSMENT REPORT



Larkfield Leisure Centre

9 - 10 Sept 2012

Right Directions

quality and safety

© 2011 Right Directions Ltd



LEISURE-NET
SOLUTIONS LTD

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre

- **Centre Manager Name:** Kristin Brimsted
- **Centre Manager Contact Number:** 01622 713200
- **Centre Manager Email:** kirstin.brimstead@tmbc.gov.uk
- **Mystery Visit Date & Time:** 19 June 2012, 1.00pm
- **Assessor Name:** Ian Warren
- **Assessor Contact Number:** 07775 845206
- **Assessor Email:** ian.warren10@btinternet.com
- **Assessment Date:** 9 - 10 Sept 2012



MV Activities Undertaken

Health Suite and lunch in the Cafe

Area(s) Visited / Observed

Fitness & Leisure Pool, Cafe, Health Suite, Sports Hall, Studios, Squash Courts, Gym, Pool Changing Village

OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE:

PLUS

OVERALL ASSESSMENT
BAND:

EXCELLENT

EXECUTIVE SUMMARY

MYSTERY VISIT - STRENGTHS

- The Centre had a nice friendly feel to it. This was definitely promoted and encouraged by the staff.
- Telephone answering, despite sometimes having to wait to get an answer, every time I called the Centre the member of staff gave a corporate answer, plus their name, sounded happy in their work and were willing to answer my questions.
- The posters displaying the cleaning standards and temperature parameters for each area were excellent. Similarly the green transport information was outstanding.
- Customer feedback information was really good. I definitely got the feeling that customer feedback was important to the management and staff.
- The environmental information displayed was excellent, again it made me believe that environmental management was an important part of the Centre's operation.
- All Lifeguards seen looked to be attentive, appropriately positioned and conducting changeovers in a quick and efficient manner.

MYSTERY VISIT - AREAS FOR IMPROVEMENT

- The service in the Cafe could be improved i.e. having someone manning the counter at all times and service with a smile and a little bit of friendly conversation.
- When I enquired about swimming lessons instead of being directed to the form that I needed to complete, it would have been nice to have been given a little bit of general information about the lessons first i.e. cost, length of the courses, the likelihood of being able to get my daughter booked in etc.
- I was not sure that it was appropriate for swimmers to be eating chips whilst on the poolside and prior to returning to the pool to swim.
- The air temperature in the ladies Health Suite changing rooms seemed to be excessively hot, or it may have been because there were quite a few people in this area at the same time. The number of people using these changing rooms did not seem to reflect the number of users in the Health Suite.
- The Centre's leaflets could be printed on recycled paper and customers could be encouraged to download information from the Centre's website.
- Instead of the Lifeguards monitoring an empty pool, maybe they could be allocated another task i.e. cleaning that is in the same area so they can use their time proactively but still monitor any customers entering the pool.

EXECUTIVE SUMMARY

ASSESSMENT - STRENGTHS

- The service had been well defined with reference to the Council's overall objectives and sports and arts strategy.
- There were many detailed and helpful work instructions enhanced through the use of high quality photographs.
- The quality monitoring process was a valuable tool for reviewing and enhancing staff performance in all areas.
- The NOP had been completely reviewed and demonstrated a thorough approach to involving staff and the development of detailed procedures.
- There was detailed use of feedback systems to assist in informing future actions.
- The SIAP included considering how any actions would be reviewed and the intended impact on the business. This appeared to have resulted in positive consequences on the ownership and achievement of key actions.
- There was evidence that planned changes to programme and facilities had involved detailed customer consultation and as a result successful outcomes had been achieved.
- Membership policy had recognised the changes in school leaving age to 18 and had resulted in a large increase in membership in this age category.
- There was a systematic approach to membership retention and use of the Gymetrics research had identified what new equipment was required in the gym to meet customer demands.
- There was good evidence of many positive impacts on the service from the SIAP and business plan objectives.

ASSESSMENT - AREAS FOR IMPROVEMENT

- Greater use of socio economic profiling and use of membership postal code data may assist in defining the marketing strategy.
- Understanding the true latent demand for the service would assist in business planning.
- A review of the policy to CRB check maintenance staff may be undertaken to ensure this process is legal.
- Consideration of the Financial Services Act in relation to the selling of direct debits may be undertaken to avoid any suggestion that a "cooling off period" is not being offered.
- Marking the PPMP to show at a glance that all tasks have been undertaken may be beneficial.
- The development of a plan to achieve the forecast 3% reduction in utility consumption may assist in achieving this objective.

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre

OVERALL ASSESSMENT SUMMARY

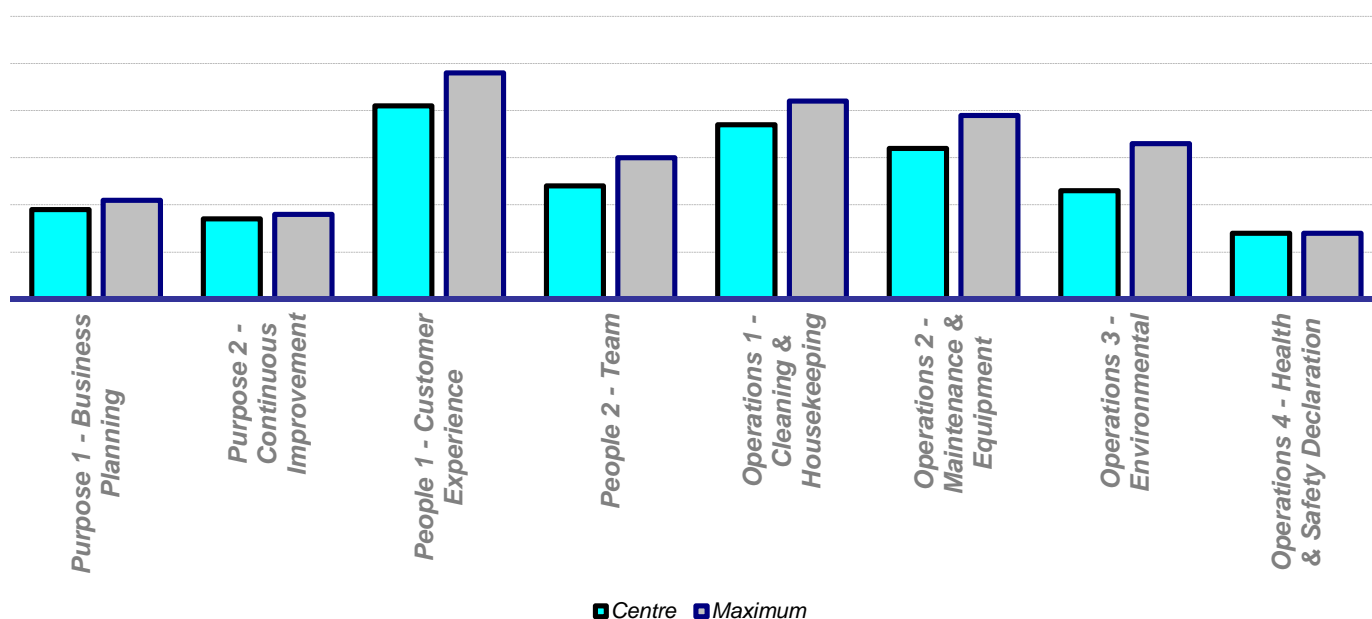
OVERALL	EXCELLENT
MV Experience	Good
DAY 1 - Excl H&S	Good
DAY 1 - Inc H&S	Good
DAY 2	Excellent



DAY 1 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
PURPOSE	<i>Purpose 1 - Business Planning</i>	<i>Excellent</i>
	<i>Purpose 2 - Continuous Improvement</i>	<i>Excellent</i>
PEOPLE	<i>People 1 - Customer Experience</i>	<i>Excellent</i>
	<i>People 2 - Team</i>	<i>Good</i>
OPERATIONS	<i>Operations 1 - Cleaning & Housekeeping</i>	<i>Excellent</i>
	<i>Operations 2 - Maintenance & Equipment</i>	<i>Good</i>
	<i>Operations 3 - Environmental</i>	<i>Good</i>
	<i>Operations 4 - Health & Safety Declaration</i>	<i>Pass</i>
DAY 1 BAND BEFORE H&S TAKEN INTO ACCOUNT >		Good
DAY 1 OVERALL BAND TAKING HEALTH & SAFETY INTO ACCOUNT >		Good

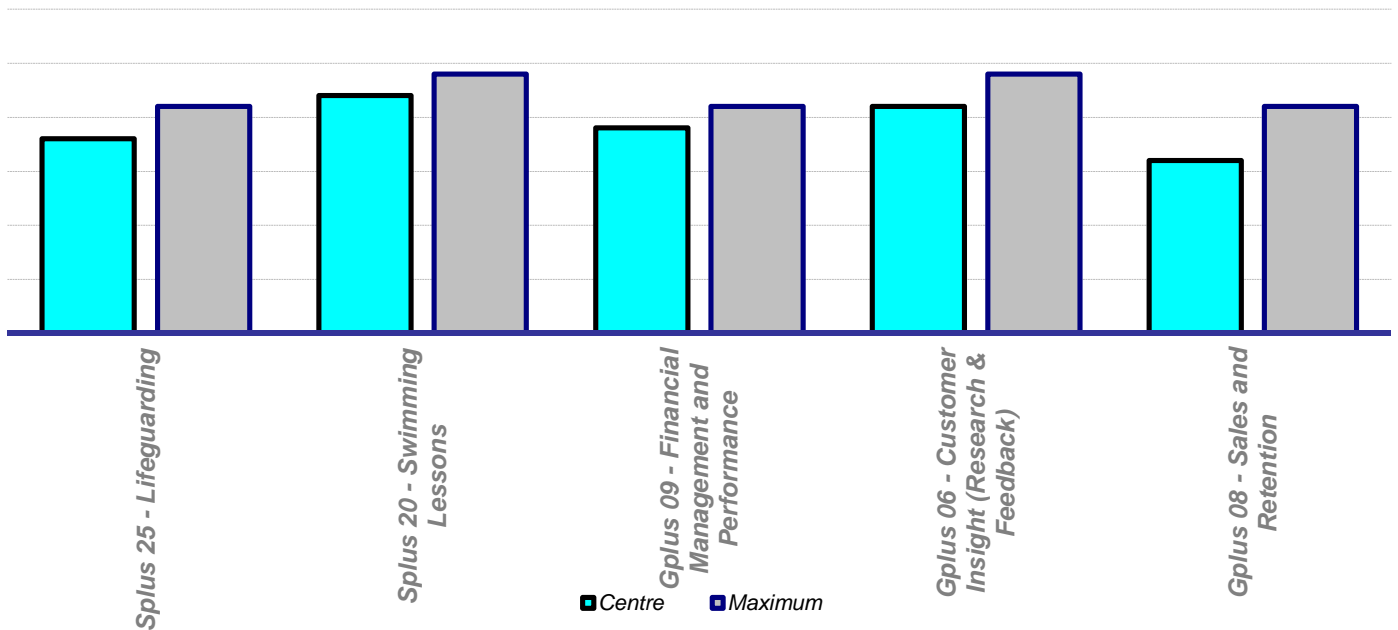
Day 1 - Assessment Performance



DAY 2 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
SPLUS	Splus 25 - Lifeguarding	Excellent
SPLUS	Splus 20 - Swimming Lessons	Excellent
GPLUS	Gplus 09 - Financial Management and Performance	Excellent
GPLUS	Gplus 06 - Customer Insight (Research & Feedback)	Excellent
GPLUS	Gplus 08 - Sales and Retention	Good
DAY 2 BAND (Excl: Gplus 08) >		Excellent

Day 2 - Assessment Performance



QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PURPOSE

PURPOSE 1 - BUSINESS PLANNING

- The Centre has clearly identified its purpose, setting out specific and measurable objectives
- External factors have influenced the development of the business plan objectives
- The staff and stakeholders are involved in developing and delivering the business plan objectives
- The business plan objectives and measurable outputs are reviewed regularly

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	Influenced by local and national strategies, how has the centre identified its purpose in developing the business plan?	<ul style="list-style-type: none"> • The centre does have a very lengthy and complicated vision statement which clearly did not mean anything to any of the staff. Developing a simplified, shortened statement may give a clearer feeling as to the purpose for the service as opposed to the way it is run (Clean, Safe and Happy). • Greater use and reference to local demographic data and how the current user profile is reflective of this may be helpful. Understanding latent demand issues may also be beneficial in planning future needs. • While it was noted that positive changes had been made by offering the extended age range for Excel members, due to changes in school leaving age, ordinary junior pricing still ended at 16. • Management may also wish to review the criteria for discounted admission for people with disabilities and question whether this should be more targeted to those with financial need as well as a disability. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How are the staff and stakeholders involved in developing the business plan?		A
QA	How do you ensure that the staff and customers are informed and updated about the business objectives?	<ul style="list-style-type: none"> • Management may wish to consider the medium used to communicate with staff. Many of the younger staff may be more inclined to read and take in information on their smart phones as opposed to read paper based memos. • Producing a simple bullet point set of headlines targets which can be shared with staff may assist in gaining greater understanding and ownership. 	M
QA	Are there sufficient resources available for staff to deliver the objectives set out in the business plan?		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure?		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?		A

ASSESSMENT STRENGTHS		
TYPE	CHALLENGE - STRENGTHS	STRENGTHS

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PURPOSE

PURPOSE 1 - BUSINESS PLANNING

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • The business planning process commences with a view of the Council's Corporate Performance Plan and the Leisure and Arts Strategy. From these documents key priorities which the service can support have been drawn. • The Key priorities set the framework for identifying the key targets for the business plan. • The plan sets out clear targets and time frames have been established for all tasks. • A key member of the management team had been nominated as holding responsibility for driving forward the steps to achieve the key objectives within the business plan. • Staff within each department had contributed to the development of the plan. • The key activities in the business plan appeared to be reflected within the financial plan. • It was evident that within the planning process the end impact and measurements to enable know when the plan has been achieved were considered at the outset. • Customer Panel meet 3 times per year. Customers attending receive a £25 gift vouchers. • The centre has a simple mantra by which its staff run the centre by "Clean, safe and happy". • There were quarterly reviews of the business plan which are reported directly to the Council. • Monthly senior management team meetings are held to review the performance of the service. • A notice board in the staff area provides information on the business plan. • A Quality Action team is drawn from staff from all areas of the business who contribute ideas for future business plans. The organisations "MAD" ideas scheme is also used to generate ideas for inclusion in the plan. • The movement to a rolling swimming lesson programme had started as a business plan objective which had been approved, rolled out and was now running over target. A target for customers choosing DD payment options had been exceeded. • Within the planning process was a 3 year objective, set by the council to improve the bottom line by a set target. • There was good evidence of partnership working. • There was strong evidence that a full business assessment had been made to understand what is needed to continue to develop the gym. The use of a "gymetrix" survey assessing how much each piece of equipment is used and determining what equipment is demanded when improvements are made was used to commence the planning process. • Alongside the set key targets and goals were a number of other aspirational goals which were perhaps longer term or not directly in the scope of the senior manager to gain approval for at this time, but which had been added to allow progress and exploratory work to try and move towards. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	---	---	--

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PURPOSE

PURPOSE 2 - CONTINUOUS IMPROVEMENT

- The implementation of improvement planning shows tangible improvements to the service
- Performance measurement, feedback and process reviews are used as a basis for continuous improvement
- A culture of continuous improvement exists through staff and stakeholder involvement and consultation

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan to improve your facilities and service?</i>		A
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you involve and update staff and customers on improvements made and planned?</i>	<ul style="list-style-type: none"> • The SIAP appears to be a closed document which is only amended, added to or marked as complete by the Centre Manager. Widening access to this document may make it a more dynamic tool. 	M
QA	<i>What benchmarking opportunities have been realised and used to influence the improvements to the service?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>		A
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • Continuous Improvement is driven through the centre's Service Improvement Action Plan (SIAP). • Items are added to the SIAP from various sources, including the business plan, MAD ideas, feedback from audits and reviews, the staff QAT meetings. • There is a planned mystery visitor programme. • The centre uses Call Focus and is currently trying the Net Promoter score feedback system. • Professionally produced notices in the entrance corridor clearly showed last years achievements and the current years key targets for the delivery of the service. • When adding items to the SIAP management also adds the anticipated "Impact" and also how the action will be measured and "Reviewed". Management reported that this had brought a benefit in focusing attention on why actions are being taken and has assisted in selling new ideas on. • Staff input had suggested that membership cards, with bar codes, be put on to key fobs to reduce the number of customers who forget their membership cards. • The centre had a very thorough process for collecting customer comments and placing these into a data base which allowed detailed review. Customer comment information was displayed in the entrance corridor. • Benchmarking is used across a range of areas, including the past 9 years performance in key areas, with other leisure operators through SELCO, via TRP league positions Quest and attendance at the Gladstone forums. • The SIAP was being regularly reviewed and updated to reflect progress with each item. A traffic light system was being used to highlight tasks which were behind schedule. 	[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PEOPLE

PEOPLE 1 - CUSTOMER EXPERIENCE

- Customer satisfaction improves each year
- More customers become more active, more often
- Customers actively recommend the centre to friends and family

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	Reception is well managed		A
QMV	Reception staff are carrying out their duties in a professional manner		A
QMV	Sales and enquiries opportunities	<ul style="list-style-type: none"> • After I had used the Health Suite I returned to the Cafe to purchase a piece of cake. There were no staff behind the counter, but I could hear them talking in the kitchen area. I waited for a few minutes for a member of staff to appear before I moved so that I was visible from the kitchen door. When the member of staff finally came to serve me, no apology was offered for keeping me waiting. • When I enquired about a membership for my mother, no contact details were taken from me, neither was I asked to complete an enquiry form. • The service in the Cafe, i.e. when queuing to place an order was not particularly quick. Two members of staff were seen serving when I arrived and only one other customer was waiting to be served along with me. The two members of staff did not appear to have an efficient system going between them to serve customers and were therefore almost tripping over each other and the service they were delivering was not done with either a smile and good eye contact. 	M
QMV	Are enquires made via the telephone proactively dealt with?	<ul style="list-style-type: none"> • When I called the Centre to enquire about swimming lessons, the Receptionist (Rachel) did not offer very much information about the lessons i.e. cost, how long the courses were for, when the next course was due to start etc. I was just referred to a form that I needed to complete, collectable from the Centre or available online (see Telephone Calls section). 	M
QMV	Information is available		A
QMV	Is feedback proactively sought?		A
QMV	Is feedback actioned and responded to in a timely manner?		A
QMV	Accessibility	<ul style="list-style-type: none"> • Some of the internal doors may be difficult for a wheelchair user to negotiate. • The Reception counter may be a little high for a wheelchair user. • The leaflets that I collected in the Centre did not appear to be available in different formats, such as Braille, large print, audio or different languages. 	M

MYSTERY VISIT POSITIVE EXPERIENCE		
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE
QMV	Mystery Visit Strengths and examples of good practice	<ul style="list-style-type: none"> • When I arrived at the Centre I was served quickly and throughout the time that I was in the facility I did not see any significant queues at Reception. • I was given a receipt in return for my payment. • All staff seen throughout the Centre appeared to be wearing a corporate uniform and a name badge. • The Reception area looked to be relatively neat and tidy, both in front and behind the counter. • Turnstiles and a gate were effectively used to control access. • The staff that I spoke whilst in the Centre were polite, helpful and seemed to have a good knowledge of the Centre's facilities, activities and membership options. • When I paid for the Health Suite the Receptionist asked me if I knew where the Health Suite was and also if I was going to use the pool as she would give me the code for the door adjoining the two facilities. • Information relating to the Centre's facilities, activities and clubs was displayed on the notice boards, banners and pop-ups. There was also a good display of leaflets available in the Reception area. • When I enquired at the Customer Service desk about my mother joining the Centre the Customer Sales Advisor (no name on her badge) gave me a comprehensive answer, plus a leaflet to take away. • When I made a lost property enquiry, the member of staff that I spoke to was very helpful and I believe 'went the extra mile' to see if she could find my costume (see Telephone Calls section). • A Customer Charter was displayed. • The Child Admission Policy was displayed in the Reception area and included on the Centre's timetable. • Rules and etiquettes were displayed in the various activity areas. • A staff photo board was displayed near the Reception area. • The internal signage was clear. • Customer feedback information including May's 'you said, we did', customer survey results and details of customer panels were displayed. Customer feedback appeared to be valued. • An Opinion meter was sighted in the Cafe area. Customers could also complete the same survey online. • My first email enquiry was responded to in a timely manner, the second had not been responded to by the time of submitting this report, but given the speed of the response of the first enquiry, I wouldn't doubt that I would receive a reply in good time. • The website provided a good variety of information about the Centre's facilities and activities. This included the activities for the day. • Customers needed to complete an induction before they could use the Gym.

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PEOPLE

PEOPLE 1 - CUSTOMER EXPERIENCE

ASSESSMENT AREAS FOR IMPROVEMENT			
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you commit to the delivery of an excellent customer service?</i>	<ul style="list-style-type: none"> The inability of front of house services to sell small items of sports equipment, such as swimming goggles, because the concessionaires shop is not open might be detrimental to a customer's overall experience. Some elements of DDA provision still need to be thought through. While the centre appear focused on mobility and wheelchair access the same focus did not appear to exist for people with additional needs including visual and hearing impairment individuals and groups. Closer work with the catering concession to ensure a more consistent level of service from their staff may be worth pursuing bearing in mind the MV comments and comments seen in survey feedback and customer comments. Providing front of house staff with feedback of any action which may have resulted from verbal comments may enable the staff to tell customers when they next see them. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you inform staff and customers of the service standards?</i>		A
QA	<i>What regulations and legislation have you considered in order to deliver your service standards?</i>	<ul style="list-style-type: none"> Consideration should be given to the Financial Services Act's requirement for a "cooling off" period to be given to anyone signing up to a financial commitment. This should be included in terms and conditions and also explained at the point of requesting someone to sign up to a contract. Management may wish to consider their current admissions policy and question whether a responsible person or adult is someone over 16 years of age and whether a parent under the age of 16 should be denied the opportunity to bring his or her child swimming. Managing Health and Safety in Swimming Pools at clause 205 clearly provides for this by stating that under 8's (10's as per TMBC policy) can attend "under the supervision of one parent or adult". 	M
QA	<i>What training takes place to ensure that the staff provide an excellent customer service?</i>		A
QA	<i>How have you allocated sufficient resources to ensure that you can deliver your defined service standards?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> Management may wish to place some form of measurement/ trace on customer enquires to ensure internally forwarded comments requiring a response is being undertaken. This may avoid the issue of no response to an enquiry form the MV. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> Further opportunities, as expressed above, exist to enable the service to exceed customer expectations in a number of areas and continue to improve, already high, overall satisfaction levels. 	M

ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PEOPLE

PEOPLE 1 - CUSTOMER EXPERIENCE

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • There is a clear commitment to work to meet customer needs. • The centre has a well developed customer care policy and procedures. • There is a comprehensive range of customer information boards sharing key information on prior achievements and business plan objectives for the coming year. • Clear customer standards are displayed in all areas. • The staff mantra for the delivery of a "Clean, Safe and Happy" facility is displayed for customers to see. • The centre has a number of feedback systems, data from which is fed into a comprehensive feedback data base which assists in monitoring and review. • The centre is accredited to the IFI and staff had received disability awareness training. • There is a customer panel which meets 3 times a year to provide feedback and comment on issues such as proposed price increases. • The centre makes use of MV feedback and have recently had call focus surveys undertaken. • The centre uses the NBS survey to assess overall customer satisfaction levels on a 3 yearly basis and also undertake a series of general and specific surveys. • There is a clear photographic policy which enables legitimate customers to take appropriate photos. • There is a fast track option at reception for members going to the gym. • The customer advisor stations exist which takes pressure from the main reception at peak times. • The General Manager sees all customer feedback. • External consultants are used to assist in developing and driving the sales process. • Quality monitoring is undertaken to identify areas for improvement in both group and personal tasks. • There was evidence of consistently high customer satisfaction returns. • The Centre had received higher than average Net Promoter Score results. • Gym membership attrition levels were low. • There was evidence of consultation and customer engagement regarding changes to programming which had been completed successfully. Further consultation over the closure of squash courts and relocation of memberships to a local private club was also discussed. • There had been large increases in the number of junior (Excel) memberships and the increase in opportunity for discounted membership up to the August following a junior members 18th birthday recognised the social changes and school leaving age. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	---	---	--

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre

COMMENT DETAILS



COMMENT 1	
Type of Comment	Email enquiry - larkfield.leisurecentre@tmbc.gov.uk
Date	Sun 10 Jun 2012
Contact Details	Ellen. ebev@aol.com
Details of Comment	<p>Please could you advise me how much it would cost to become a member of the Centre?</p> <p>I have been swimming at the Centre a couple of times a week for the last month, so I was wondering if having a membership would work out cheaper.</p>
Date & Whom Responded	<p>10 June 2012 - Automated response to advise that I would receive a reply within 10 working days.</p> <p>11 June 2012 – Angela, Customer Service Advisor.</p>
Details of Response	<p>Thank you for your e-mail.</p> <p>The annual centre membership is £47.00 per year, this would mean that the swimming price which you pay at the moment is discounted from £5.90 to £3.70. You only need to come in 23 times to get back what you paid. If you were a concession i.e. over 60, then the annual Centre membership is £23.50 and instead of paying £4.00 for a swim you would pay £2.90, the same goes for a student. If you are a standard adult you would be paying £11.80, to swim twice a week and this works out at £47.20 per month. We also do a monthly direct debit for £32.00 per month and this would give you unlimited use of the pools, Jacuzzi, steam, and sauna.</p> <p>If you want to come in and discuss the membership options, please don't hesitate to come in and see a Customer Service Advisor, or give us a call on 01622 713225</p>
COMMENT 2	
Type of Comment	Verbal - Receptionist.
Date	Tue 19 Jun 2012
Contact Details	
Details of Comment	Asked the Receptionist what change I would need to use the lockers in the Health Suite.
Date & Whom Responded	
Details of Response	<p>The Receptionist advised me that I would need a £1 coin. She then went on to ask me if I knew where the Health Suite was and if I would like to use the pool because if I did she would give me the code to open the door joining the pool changing village and Health Suite. The Receptionist was very helpful and friendly and obviously prepared to give that little bit of extra service.</p>
COMMENT 3	
Type of Comment	Verbal - Cafe staff
Date	Tue 19 Jun 2012
Contact Details	
Details of Comment	I asked for a BLT baguette, but then made a special request to have a brown baguette, no butter and well cooked bacon
Date & Whom Responded	
Details of Response	<p>My order was taken and my requests fulfilled, but there was nothing extra offered from the lady who served me, like a smile, eye contact or perhaps an offer of mayonnaise. Similar happened after I had used the Health Suite when I asked for the flavour of the cakes available, again I received an answer, but nothing more</p>
COMMENT 4	
Type of Comment	Verbal - Customer Sales Advisor.
Date	Tue 19 Jun 2012
Contact Details	
Details of Comment	Enquired about the cost of joining for my mother who enjoys swimming.
Date & Whom Responded	
Details of Response	<p>The lady that I spoke to at the Customer Sales desk was very helpful, explaining the various membership options available i.e. annual membership, direct debit as well as the concessionary prices for over 60s. I received all the information that I required which was delivered in a non pushy way.</p>

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre

COMMENT DETAILS



COMMENT 5	
Type of Comment	Email enquiry - larkfield.leisurecentre@tmbc.gov.uk
Date	Sat 30 Jun 2012
Contact Details	mdkohle5@aol.com - Megan
Details of Comment	I would like my 5 year old daughter to start learning how to swim. Please could you advise me if you run any swimming lessons, when the next course is that you have available and how much it would cost?
Date & Whom Responded	No response received at the time of submitting this report.
Details of Response	

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre

TELEPHONE DETAILS



TELEPHONE 1	
Date & Time of Call	10 June 2012, 6.20 p.m.
Number Dialed	01622 719345
Number of Rings	Immediately transferred to an answer phone. Chose '0' to speak to Reception. Waited approx. 25 seconds for an answer.
Answer	Good evening, Larkfield Leisure Centre, Natalie speaking, how can I help?
Query	Enquired if the swimming pool was open that evening.
Response to Query	Natalie advised me that the Leisure Pool was open until 8.00 p.m. and the Fitness Pool until 10.00 p.m. The call was dealt with in an efficient and polite manner.
TELEPHONE 2	
Date & Time of Call	30 June 2012, 2.35 p.m.
Number Dialed	01622 719345
Number of Rings	Immediately transferred to an answer phone. Held to listen to the automated message which informed me about forthcoming fitness pool closures and the Centre's website. Chose option 4 for courses. Listened to a message which provided brief information about sports courses which were delivered during term time for children. Chose option 1 for the Swim School. Was given a brief description about the swimming lessons i.e. delivered in term time, with some crash courses in the school holidays, lessons were for children from 6 months. Held to speak to Reception – approximately 30 seconds before the Receptionist answered.
Answer	Good afternoon Larkfield Leisure Centre, Rachel speaking, how can I help?
Query	Swimming lesson enquiry for my 5 year old daughter.
Response to Query	Rachel told me that the swimming lessons ran during term time, i.e. 45 weeks per year. She then went on to say that they would shortly be enrolling for the next courses. When I said that I wanted my 5 year old daughter to learn how to swim, Rachel said that I would need to complete a form that I could either get online, or from the Centre. Once completed I needed to hand the form into the Centre and then when they were sorting out the enrolments for the next courses they would contact me, depending on the waiting lists. No other information was offered. Whilst Rachel was polite, I felt like I was left with no idea of the likelihood of my daughter being able to enrol, how much the course would cost, when it would start etc.
TELEPHONE 3	
Date & Time of Call	30 June 2012, 4.45 p.m.
Number Dialed	01622 719345
Number of Rings	Immediately transferred to an answer phone. Chose '0' to speak to Reception. Waited approx. 60 seconds for an answer.
Answer	Good afternoon, Larkfield Leisure Centre, Sue speaking, how can I help?
Query	Asked if they had any badminton courts available for that evening.
Response to Query	Sue said that she would have a look for me and then advised me that they did not have any courts available until 6.30 p.m. When I asked how many courts they had available and if we could hire some rackets Sue said that there would be two courts available at 6.30 p.m. and we could hire some rackets from the shop. Sue was very helpful, friendly and polite.
TELEPHONE 4	
Date & Time of Call	1 July 2012, 9.35 a.m.
Number Dialed	01622 719345
Number of Rings	Immediately transferred to an answer phone. Chose '0' to speak to Reception. Waited approx. 2 minutes for an answer. Whilst waiting for an answer I received two automated messages advising me that all the operators were busy.
Answer	Good morning, Larkfield Leisure Centre, ? speaking, how can I help? (The member of staff did say their name, I just wasn't listening).
Query	Lost property enquiry. I asked if a ladies swimming costume (black with red stripes) had been handed in.

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre

TELEPHONE DETAILS



Response to Query

The lady immediately said she would have a look. When she returned to the phone, she explained that there was nothing in Reception, but she suggested that she would go and have a look elsewhere, so she took my name and contact number (Elaine - 07976-766964) and said she would call me back. She called me about 5 minutes later and apologised saying that nothing had been handed in. The lady I spoke to was really friendly and helpful and I felt that she 'went the extra mile' in an attempt to find my costume.

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PEOPLE

PEOPLE 2 - TEAM

- Staff are of sufficient quantity, trained and qualified to deliver the standard of service promised to the customer
- Succession planning is an integral part of staff development in achieving the organisation's objectives
- The leadership style demonstrates the ability to communicate and motivate staff at all levels, whilst encouraging regular feedback
- Staff are knowledgeable, professional and friendly

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	<i>Do the staff work as a team and appear to be well managed?</i>	<ul style="list-style-type: none"> • As has been mentioned in the Customer Experience section the service received from the staff in the Cafe could have been improved. 	M
QMV	<i>Activity/tasks</i>	<ul style="list-style-type: none"> • Whilst I was sitting in the Cafe area I observed a Lifeguard sitting in the high chair adjacent to the teaching pool, watching an empty pool for at least 5 minutes. • I was surprised to see a man get out of the leisure pool with his young child, reach over the table in the Cafe area where his partner was sitting to eat some chips. Both the man and the young child stood at the table for a few minutes eating the chips before they returned to the pool. No staff challenged them whilst they were doing this. 	M
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	<i>Mystery Visit Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • There appeared to be adequate staff on duty at the time of my visit for the number of customers and facilities available. • All staff seen appeared to be wearing a uniform and a name badge. • The Lifeguard changeovers seen were conducted in a swift and effective way. • All staff that I spoke to during my visit were professional and helpful. • Staff were seen cleaning the Centre. • The Lifeguards were seen undertaking a head count in the fitness pool. • All staff answered the telephone using a corporate greeting and gave their name. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan your staffing to deliver a well managed facility?</i>		A
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>Is effective two-way communication implemented at all levels?</i>	<ul style="list-style-type: none"> • Consideration may be given to the methods used to communicate with staff and use of e-media may assist in encouraging staff, particularly the younger ones, to read and take in printed material. 	M
QA	<i>What regulations and legislation have you implemented in order to safeguard the organisation and staff?</i>	<ul style="list-style-type: none"> • While changes have been made to define who can and cannot be CRB checked it still appeared that the centre may be acting illegally and be at risk of criminal prosecution through the continued policy of requiring CRB checks on technical staff. 	M
QA	<i>What training takes place to ensure that staff are competent?</i>	<ul style="list-style-type: none"> • A review of actions which are taken if a staff member fails to attend a monthly lifeguard training session might be beneficial. As it stands a team member might not receive training of key aspects, including CPR for over 8 weeks. 	M
QA	<i>How have you allocated sufficient resources to ensure that you can deliver the required training and programming/ football needs?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure the effectiveness of your staff?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> • Opportunities may exist to develop apprenticeships to offer opportunities for young people to enter the industry and progress on a career path. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



PEOPLE

PEOPLE 2 - TEAM

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • The Leisure Department had achieved the Gold standards for IIP in 2010. • There is a formal recruitment process following best practice. • Front of House staff go through a validation process prior to being allowed to operate on their own. This includes actual testing in responses to questions, telephone answering and response skills and not simply paper based assessment. • A corporate induction session is run quarterly to augment the local inductions and provide an overview of the business. • The appraisal process is provided to all full and part time staff, with casual and coaches being offered a group appraisal. • Staff representatives attend a Council wide joint forum three time each year. • Key elements of the initial induction are provided via online training and assessment. • Staff survey results showed very high scores for communications and leadership. This was also confirmed through conversations with staff at all levels who clearly felt that the centre was run with strong and open leadership. • The Quality Action Team, drawn from all areas of the business meet regularly and have contributed to developing ideas and initiatives to drive continuous improvement. • The Staff Quality Monitoring process has enabled open and transparent review and feedback to be given across a range of tasks and practices which has lead to an increase in awareness of customer standards and the impact of staff actions upon these. • Rotas are reviewed when vacancies occur to ensure like for like replacements are necessary. • Sickness levels are monitored and reviewed. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	---	---	--

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 1 - CLEANING & HOUSEKEEPING

- The level of cleanliness is visibly acceptable, taking due account of customer expectations
- There are high standards of hygiene in critical areas
- Standards are in place to prevent injury and inconvenience, increasing customer compliments
- The facility is presented in a fit, clean and tidy state, reflecting general pride by the organisation, staff and customers

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	Standards of Cleanliness & Housekeeping		A
QMV	Presentation		A
QMV	Monitoring		A
QMV	Toilets and Changing Facilities	<ul style="list-style-type: none"> • The changing provision in the Health Suite was quite small. Whilst I was present in the ladies changing room there were at least 4 – 6 people changing at any one time. This made the area quite cramped and difficult to change, especially as this area was quite warm too. • I did not see any private showering facilities available in the swimming pool changing rooms, although there were some in the Health Suite which presumably may be available to customers if they were to ask? 	M
QMV	Housekeeping	<ul style="list-style-type: none"> • Equipment was noted as being stored around the fitness pool, although it looked to be stored in a safe manner. 	M
QMV	Fire Safety		A
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	Mystery Visit Strengths and examples of good practice	<ul style="list-style-type: none"> • The main activity and circulation areas were clean, tidy and cared for. • The Reception was reasonably well presented both in front and behind the Reception desk. • Overall the notice boards displayed throughout the Centre had appropriate headers and were well presented. All information on the notice boards appeared to be current. • A notice displayed in the Reception area that indicated when the last cleaning/monitoring was conducted within the Centre. • All consumables such as toilet paper and soap were available in the facilities seen. • Cleaning standards were displayed throughout the Centre. These posters included photographs and descriptive text. • Staff were seen cleaning the Centre. This seemed to be part of the staff's rostered duties. • The swimming pool changing room appeared to be of a good standard of cleanliness. It definitely looked like there was a good cleaning regime in place. • Disabled changing and toilet facilities were available as well as designated changing facilities for families. This included baby changing facilities. • Private shower facilities were available in the Health Suite. • All store areas seen appeared to be closed and no cleaning chemicals were seen around the Centre unattended. • Appropriate signage such as depth, shallow end/ deep end, no swimmers beyond this point were displayed in the pools. • Internally fire exit and fire action signs appeared to be appropriate and all fire extinguishers seen appeared to be appropriately stored. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you commit to the creation of a clean and well presented centre?	<ul style="list-style-type: none"> • Developing a planned approach towards tasks, such as high level cleans and cleaning of ventilation grills may ensure these tasks are undertaken at appropriate times as opposed to being a reactive task. • Management may wish to include with the safe working practices the risk to staff of emptying bins from broken glass / needles. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you communicate the standards and commitment to cleaning and housekeeping		A
QA	What action have you taken in order to deliver cleaning and housekeeping safely?		A
QA	Are there sufficient numbers of trained staff in place to deliver the cleaning and housekeeping standards?		A

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 1 - CLEANING & HOUSEKEEPING

QA	How have you ensured that sufficient resources (time, equipment, materials, security and storage) are in place to deliver the cleaning and housekeeping standards?	<ul style="list-style-type: none"> Staff need to be aware that they should check all areas, including cupboards and storage areas, for maintenance issues. See comments in the maintenance section regarding issues seen in the store next to the café. The use of colour defined cleaning equipment might be considered to separate off those items used in toilet areas from all other areas of the centre. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure whether high standards of cleanliness and housekeeping are being achieved and maintained within the centre?		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?	<ul style="list-style-type: none"> Maintaining the high standards seen through all times of the day, particularly at busier times, may be an area on which to focus. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> There were clear cleaning procedures and rotas. Service standards are displayed in all areas. There are contract cleaners who work to a detailed specification. The centre has a good range of cleaning equipment. Cleaning tasks are reviewed under the quality monitoring process to ensure they are being carried out to the expected standards. Tasks which had been reviewed under quality monitoring are discussed openly with team members and changes made to ensure standards are being achieved. Chemicals appeared to be appropriately stored and appropriate hazard data sheets and risk assessments had been undertaken on each. The cleaning chemical supplier periodically provide support training to staff. The centre receives consistently high scores for cleanliness under the customer satisfaction surveys which are undertaken. External mystery visitor reports showed cleanliness being consistently high. The cleaning contract is reviewed and re-tendered at regular intervals to ensure value for money. Additional cleaning hours had been added to address specific areas of concern. 	[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 2 - MAINTENANCE & EQUIPMENT

- Maintenance is planned to prevent unwarranted disruption of the service
- The centre is well maintained
- The centre has suitable, sufficient and well maintained equipment available

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	Maintenance of the buildings and structure is acceptable.	<ul style="list-style-type: none"> • The leisure pool and swimming pool changing village, especially the toilets and showers looked to be showing signs of age and wear and tear. 	M
QMV	Maintenance of the fixtures and fittings within the building is acceptable.	<ul style="list-style-type: none"> • It could be beneficial to have colour nosed steps in the Jacuzzis. When the Jacuzzis are in operation it is almost impossible to see the steps. 	M
QMV	Activity equipment available.		A
QMV	There is a provision of goods for sale and hire equipment to meet the programming needs.	<ul style="list-style-type: none"> • Not all the vending machines were fully stocked. A few empty lines were noted in the vending machines near the Gym. 	M
QMV	Maintenance issues are managed effectively.		A
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	Mystery Visit Strengths and examples of good practice	<ul style="list-style-type: none"> • Despite the age of the Centre, the internal and external fabric of the building appeared to be in good condition. • The Health Suite and Gym areas looked like they had undergone some refurbishment in the past. • The car park was well marked out and clear directional signage was in place. The car park and shrub areas seemed to be well maintained. • The car park appeared to be large enough to accommodate customers using the Centre . • It looked like there was a reasonably good maintenance regime in place. • No equipment was identified as out of order, or seen as signed as out of order during the visit. • The lockers in both the swimming pool changing village and Health Suite appeared to be well maintained. The lockers were clean and all seen had intact wrist straps. • Customers were required to undertake an induction before they could use the Gym facilities. • Rescue equipment such as torpedo buoys, reach poles were available in the pool hall. • A shop with a wide variety of re-sale goods and hire equipment was sighted in Reception. This was open at the time of my visit. • The Cafe facility sold a good variety of snacks and drinks. Prices and menu boards were clearly displayed. • The vending machines seen appeared to be clean and operable. • No maintenance works were seen being undertaken during the time of the visit. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you commit to the provision of a well maintained and equipped centre?	<ul style="list-style-type: none"> • As per the comment under Customer Experience management may wish to consider how customers can access essential items of sports equipment outside of the opening hours of the shop franchise. 	A
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you ensure that the customers and staff are aware of issues that relate to maintenance or equipment.		A
QA	How do you ensure that the general maintenance and use of equipment is done safely?	<ul style="list-style-type: none"> • Quarterly testing of Residual Current Devices should be tested using an electrical measuring device to ensure that the current is stopped within 30 mili seconds and not simply through pressing the test button. • Implementation of a more detailed record of equipment checks may ensure a more proactive approach towards the maintenance and review of sports and associated equipment such as trolleys etc. 	M
QA	What training is delivered to ensure that the staff are competent?	<ul style="list-style-type: none"> • Training of additional staff to NNPO or all lifeguards who undertake pool water tests to the one day NNPO foundation certificate might be considered. • Not all items of maintenance appeared to be picked up and passed on to the Technical Manager - for instance the dripping urinal in the front of house male toilets and the subsequent damage to the skirting and back panels directly below this leak. 	M
QA	Are there sufficient resources available to maintain the facilities and equipment and replace when required?		A

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 2 - MAINTENANCE & EQUIPMENT

TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> Alongside the WAM system is a paper based PPMP which the technical manager operates. It was evident he was aware of how he was progressing with completing all tasks on time as per the programme but from an external perspective progress would have been difficult to monitor and measure. Simply signing off each task on the wall chart when complete would act as a simple measurement tool and assist in picking up any changes in timing or omitted tasks. It was unclear if the testing equipment supplied to the technical manager has ever been calibrated or certified. Some simple checks on known temperatures for thermometers may confirm the accuracy of temperature readings. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> The lack of attention to the dripping urinal in the front of house toilets would not have resulted in further damage if it had been picked up and tackled promptly. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> The centre operate various capital asset programmes to control, monitor and plan future replacement and renewals of plant, equipment and building fabric. (WAM, BREP) A detailed capital asset plan was seen with all items of equipment listed with anticipated lifespan, projected renewal costs and current age. This provided a solid document for planning of capital demands. There was evidence of building work being planned and imminently due. The draught lobby and development of the gym into the underused squash court areas were highlighted. The planned improvements to the lobby area were advertised for customers to see. There is a plant condition survey which is used to assist in planning future replacement. There is a designated area within the plant room for defective items of equipment to be placed pending repair or disposal. Planned meetings take place between the Leisure Management Team and the Council's property management team to plan and prioritise work. At these meetings there is a general review of the work schedule. A number of items of longer term maintenance had been identified for completion over the coming Christmas shut down, including re-grouting much of the leisure pool and re-laminating the inside of the bowl. Management has developed a set of very clear and easily understood work instructions, using detailed high quality pictures and simple bullet point instructions. It was evident that a formal permit to work scheme existed for more complex tasks and that these had been formally opened and closed where appropriate. There was evidence of recent improvements in the cafe/ bar area with new furniture and carpets. There is a detailed renewal plan for all gym equipment. The WAM system had shown an improvement in the clear up of reported defects from 75% to 94% over two years. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 3 - ENVIRONMENTAL

- Reasonable temperatures, lighting and ventilation of the facility is achieved
- Use of utilities is managed efficiently and reduced where possible
- The centre is minimising its impact on the environment

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	<i>Environmental conditions are acceptable.</i>	<ul style="list-style-type: none"> • The temperature in the ladies Health Suite changing room appeared to be very warm. I'm not sure if this was because of the number of people changing in this area at the time of my visit, or if it was due to another issue. 	M
QMV	<i>Relevant environmental information is displayed.</i>		A
QMV	<i>Actions are being taken to reduce the centres carbon footprint and reduce the impact on the environment.</i>	<ul style="list-style-type: none"> • The leaflets that I picked up did not appear to be printed on recycled paper. • I did not see any information displayed near the leaflet displays encouraging customers to download the information online. • An overshoe policy was in place for the swimming pool changing village, but it did not appear to be adhered to or enforced. This was a shame as the last time I visited the Centre; everyone seemed to be adhering to the policy. 	M
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	<i>Mystery Visit Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • Temperature parameters were clearly displayed in all areas of the Centre. I'm not sure that I have ever been to a Centre where the temperature parameters are so clearly and professionally displayed. • An environmental notice board was displayed in the Cafe area. This included a wide variety of information detailing what the Centre was doing to improve the carbon footprint i.e. how much the Centre had recycled, utilities consumption, the Environmental Policy etc. I definitely got the impression that environmental management was important to the Centre's management. • The Centre's Energy Display Certificate was displayed. • A map providing details of the Centre's location was provided on the Centre's website. In addition to this was details of public transport i.e. buses and trains serving the Centre. • Cycle racks were provided in the Centre's car park, similarly a designated area was provided for motor bikes. • Energy saving devices were evident within the Centre, including sensor shower controls, push button showers and taps, light sensors etc. • Lights had been turned off in areas that were not in use, e.g. squash courts and studio. • Posters were displayed around the Centre providing customers with details of the green transport routes serving the Centre. These were really impressive as they were bold and professionally printed. • A Overshoe Policy was in place in the swimming pool changing village and the overshoe dispensers were full. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you commit to improving the environmental efficiency of your centre?</i>	<ul style="list-style-type: none"> • While it was clear that within the financial plan that a planned reduction of 3% in consumption had been forecast this was not understood by staff on the ground and no plans had been considered as to how this reduction was to be achieved. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you inform the staff and customers about what you are doing in relation to managing the environment within the centre?</i>		A
QA	<i>In delivering these environmental standards what legislation or best practice have you considered?</i>	<ul style="list-style-type: none"> • It may assist in identifying opportunities to optimise consumption of utilities if the technical manager is involved in a regular review of the half hourly meter readings. There may be opportunities to review the control systems and setting on plant to reduce consumption. 	M
QA	<i>What training has taken place in order that the staff can implement these environmental standards?</i>	<ul style="list-style-type: none"> • Use of the Carbon Trust online "empowerment tool" may assist in developing staff awareness of how they can impact on the consumption of utilities. 	M

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 3 - ENVIRONMENTAL

QA	Have you allocated resources for the installation of systems and equipment that could enhance environmental conditions and reduce energy consumption within the centre?	<ul style="list-style-type: none"> There is a range of new and developing technologies which might be considered to improve the longer term sustainability of the facilities. This could include LED lighting, passive air ventilation system, provision of tanks to enable the recycling of backwash water (either to grey water or by removing the chlorine via a carbon filter selling on to grounds maintenance, street cleaning etc.). It was understood that management were aware of many of these opportunities and had visited some centres with good examples of these initiatives. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure what you are doing in relation to your environmental conditions and commitment?	<ul style="list-style-type: none"> Measurement of amounts of material being taken to landfill may assist in demonstrating how successful efforts are to reduce waste and increase recycling. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you have measured?	<ul style="list-style-type: none"> A review of issues such as maximum demand levels may be worth reviewing to ensure that the allocated supply to the centre is accurate and costs are being optimised. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?	<ul style="list-style-type: none"> The DEC showed only slight improvement and was in the lower end of the efficiency score. It was evident that there was more which could be done and the production of planned reductions in consumption alongside actions undertaken may enable the centre to demonstrate the impact of its actions. 	S
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> The centre has a clear and well displayed environmental policy. There is good evidence that consumption levels are displayed to customers and staff. A green champion heads up the drive to involve staff and encourage effective management of utilities and waste. There was evidence that the staff had generated ideas which had been put into practice to reduce consumption. Benchmarking was shared across other South East England leisure operators. Gym equipment is turned off at night in a phased manner relevant to the levels of usage to reduce demand. A number of energy reduction measures had been introduced including variable speed drives, pool covers, and some movement sensor lighting. A capital scheme was about to be undertaken to add a draught lobby to the front of the building, one aim of which is to reduce heat loss. Staff are encouraged to cycle to work with the provision of safe lock up facilities. Staff have begun experimenting with lagging filter shells. Regular area temperatures are recorded against pre-determined optimum temperatures for each area. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



OPERATIONS

OPERATIONS 4 - HEALTH & SAFETY DECLARATION

The signatory of the current Health and Safety Policy will confirm that the facility being assessed meets the :

- Health and Safety Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Regulatory Reform (Fire Safety) Order 2005
- Current legislation. Has procedures as far as reasonably practicable, for the health & safety of those who may be affected

HEALTH & SAFETY DECLARATION VERIFICATION OF PRE-ASSESSMENT QUESTIONNAIRE					[N] - Not in Place, [A] - All in Place
HEALTH & SAFETY MANAGEMENT SYSTEM	DATE	YES	NO	N/A	RESULT
<i>HS(G)65 Successful Health & Safety Management</i> <i>BS OHSAS 18001:2007 Occupational Health & Safety Management Systems</i> <i>Date of Last Review</i>	Sun 01 Jul 2012	✓			A
HEALTH & SAFETY POLICY STATEMENT <i>Signed by Chief Executive, Managing Director or Chairman</i> <i>Date Signed</i>	Fri 07 Sep 2012	✓			A
EMPLOYERS & PUBLIC LIABILITY INSURANCE CERTIFICATE <i>Expiry Date</i>	Sat 22 Jun 2013	✓			A
DEFINED RESPONSIBILITIES <i>Clear Chain of Command/Structure</i> <i>Board/Management Team</i> <i>Operations/Site Specific</i> <i>External Advice/Support</i>		✓			A
FIXED ELECTRICAL INSTALLATION INSPECTION CERTIFICATE <i>Category 1 Actions Have Been Addressed Within Stipulated Timescale,</i> <i>Recently Completed Inspections Should Be Able to Demonstrate Planned Action</i>	Tue 01 May 2012	✓			A
EMERGENCY LIGHTING TEST CERTIFICATE	Wed 15 Aug 2012	✓			A
FIRE ALARM TEST CERTIFICATE & SERVICE RECORDS	Wed 27 Jun 2012	✓			A
ASBESTOS SURVEY	Mon 28 Nov 2011	✓			A
RISK ASSESSMENTS (Suitable & Sufficient)		✓			A
SAFE SYSTEMS OF WORK and/or METHOD STATEMENTS		✓			A
FIRE RISK ASSESSMENT (Site Specific)	Fri 23 Mar 2012	✓			A
FIRE SAFETY CHECKS <i>As recommended by the Fire Risk Assessment</i>		✓			A
EMERGENCY PROCEDURES		✓			A
LEGIONELLA RISK ASSESSMENT (Within Last 2 Years) <i>Risk Assessment in Accordance With L8</i> <i>Implementation of Risk Control Measures With Appropriate Records</i> <i>Risk Assessment Date</i>	Thu 28 Jun 2012	✓			A

AREAS FOR IMPROVEMENT NOTED FROM ADDITIONAL SAMPLING OF PRE-ASSESSMENT QUESTIONS

- Management may wish to question the NIC contractors who completed the last electrical certificate of the wet areas of the centre and placed a retesting date for 3 years time?
- A comprehensive fire log was seen which contained all records of testing and inspection. Management may wish to consider where this is stored so that in the event of a fire this prime document is recoverable.

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



GPLUS

GPLUS 06 - CUSTOMER INSIGHT (RESEARCH & FEEDBACK)

- To understand the needs and wants of your current users
- To understand the barriers to participation of the wider community
- To continuously improve the service and therefore the satisfaction and loyalty of your customer base

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you plan your customer and market research?	<ul style="list-style-type: none"> • While there are research tasks within the annual marketing plan a specific focus on research might be helpful, including why certain research is being undertaken and what lessons can be drawn from each. • Greater use of socio economic profiling of the surrounding community and of the current membership base may assist in demonstrating how reflective the user group is of the population. This might also highlight sections of the community which are not being served or demonstrate how much of the harder to reach groups are being involved. • Greater understanding of where the current membership base is drawn from may assist in focusing efforts to sell more memberships. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you communicate your findings in relation to improving the service for both customers and staff?		A
QA	What legislation, statutory or best practice have you considered?	<ul style="list-style-type: none"> • Consideration might be given into how to integrate feedback systems with the concessions operating within the Centre. It is clear from the MV feedback and also that of some of the comments seen that overall satisfaction is being affected by the quality of the catering outlet. 	M
QA	What training has been put in place for staff to deliver this commitment?	<ul style="list-style-type: none"> • Some basic training in the delivery of the monthly viewpoint feedback targets might be helpful to ensure a consistent and representative profile of user views is being sought. • The completion of the policy and implementation of the management of social media will assist in obtaining open feedback on customer perceptions and assist in turning negative feedback in to positive outcomes. 	M
QA	What resources have been committed to achieve these outcomes?		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure?		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?		A
ASSESSMENT STRENGTHS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	BAND
QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • The centre undertake the NBS survey on a three yearly cycle. • The HAFOS survey is used to research non users. • Activity specific research is undertaken when needed. • There is an on-going effort to seek customer views and feedback through the use of the Stand point feedback system and the centre's comment card feedback methods. The latter is proactively sought out to achieve a minimum number each week. • There was evidence that some of the research met with Council core objectives. In particular the research on swimming lessons met with the strategy to get more young people involved in physical activity. • The business plan decisions to move to 15 week continuous assessment swimming lesson cycle and move to direct debit payment options had been underpinned with customer research. A post implementation survey had also been undertaken which showed improved levels of overall satisfaction with the new process. • Mystery visits on local competition is undertaken and reported back on. • A recent beach fit promotion had been reviewed, showing successful up take and flipping of prospects into membership. • The customer satisfaction levels across most areas was consistently high. 	

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



GPLUS GPLUS 08 - SALES & RETENTION

- To achieve sales targets
- Up selling and cross selling memberships, activities and products
- Providing solutions for customers that link to your membership, activities and product offerings
- Understanding your target market and your competition

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan to maximise use within your programme?</i>	<ul style="list-style-type: none"> • The centre may benefit from understanding the latent demand for health and fitness to assist in planning the necessary resources and activities to capture that demand and maximise the centre's uptake of members. • Using post code data for existing users may assist in targeting marketing campaigns and efforts to ensure the latent demand is reached. The current process of blanket marketing the entire catchment area may be good for general awareness but will not optimise marketing effort. • The development of a detailed model which would demonstrate the on-going year end effect of achievement or under achievement of sales targets and project rolling yield rates would be of benefit to assist in the measurement, review and decision making process of what actions may be necessary to ensure year end targets are met. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you communicate the sales and retention programme to staff and stakeholders?</i>	<ul style="list-style-type: none"> • While sales targets are displayed in the staff area corridor and are updated there did not appear to be an emphasis on this which would involve all staff in working to ensure these targets are met. Ensuring all staff are aware of the monthly target and providing interim update and encouragement may assist in meeting the target. • The sales process could consider the requirements of the Financial Services Act when selling any kind of financial package alongside the service. Cooling off period could be stated in the terms and conditions and also explained by the sales advisors. • Management may be able to influence the highly demand times in the gym, particularly following New Year, by advertising the busy times and days to allow customers to choose times which are less busy. 	M
QA	<i>What training has been delivered to ensure that staff are equipped with the skills to successfully sell and to retain customers?</i>		A
QA	<i>What resources have been allocated to achieve the sales and retention targets?</i>	<ul style="list-style-type: none"> • The use of a monthly 1-31 planner for sales activities may assist in focusing the sales efforts. • The use of more detailed membership number and yield modelling may enable more accurate assessment of the amount of staff resource to achieve the targets. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>	<ul style="list-style-type: none"> • The review of sales performance and attrition levels would be more effective if there was a live, rolling membership model which showed accurate year end consequences of any short fall in number of sales. This would then allow far more responsive action to be taken to address any shortfalls in sales in increase in attrition rates. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> • Without full latent demand data or a greater focus on the sales process the centre might be sub optimising on its full potential to grow its membership base. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • A range of membership options were available including concessionary memberships and an Excel membership for young people up to the August following their 18th birthday. This reflects the changes in school leaving age. • There has been a large growth in Excel memberships since the extension of the age range. • There is a marketing plan which identifies annual sales promotions. • The centre has recently started using an external consultant to provide advice and support to assist in achieving sales targets. • Staff have also received training from Call Focus and customer care training. A number of front line staff have also undergone NVQ sales training. • Some additional staff were used to support the sales drive on key promotions. • There is a defined member journey to ensure new customer needs are met. • The TRP system is used to track members and support the Customer Journey. • The Health and Fitness Manager personally telephones all new members at the end of month one. • The group exercise programme is monitored to ensure that classes are offered which have adequate demand. • The membership attrition rates were maintained at a consistently low level. • Measurement of the retention rates of members who have joined via a health referral has commenced and may add longer term value to the decision making processes around supporting these customers into on-going lifestyle changes. • Key sales and retention data is shared within SELCO allowing benchmarking of performance. • Membership levels had increased from 1553 to 1847 in the last year. 	[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



GPLUS

GPLUS 09 - FINANCIAL MANAGEMENT & PERFORMANCE

- To measure and monitor the financial performance of the centre
- To benchmark key performance indicators within the organisation and within the industry
- To maximise the financial performance of the centre given the wider social outcomes and objectives of the centre

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you set your financial, performance management targets for the short, medium and longer term?</i>	<ul style="list-style-type: none"> • Not all items in the financial plan appeared to have been drawn from the business planning process. There was a financial assumption that utility consumption would be reduced by 3% yet how this was to be achieved was not considered in the business plan. • While there was evidence of socio economic data and survey results it was not fully clear how these were being used in terms of financial forecasting. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you communicate financial, performance targets to all the staff and stakeholders?</i>		A
QA	<i>What training has been delivered to ensure that staff are aware of their responsibilities and understand the financial, performance management processes that are in place?</i>	<ul style="list-style-type: none"> • It may be helpful to provide general financial awareness training for key managers to ensure there is full understanding of the accounts and how to project forward the consequences of expenditure decisions etc. 	M
QA	<i>What resources have been allocated to achieve these outcomes?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>		A
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • The financial model takes account of the Council's medium term financial strategy which predicts key budgets for the next 3 years. This enables longer term decision making in terms of achieving year on year improvements in financial performance. • Key items of the budget, such as salaries, are predicted by the managers from a bottom up position. • The centre had access to the procurement processes of the Council. This enabled fast and effective procurement processes on items or contracts over £75k. • Suggested price increases are discussed and agreed with the Customer Panel prior to them being put forward to the Council for approval. • There is a centralised financial system which reports on expenditure commitments. • Managers have appropriate delegated authority to commit key budgeted expenditure. • There are monthly review meetings and a formal quarterly review of the business and financial plans which are reported to the Council. • A detail list of KPI's are used to measure the business within the quarterly reviews, including: Quest, NBS, MV scores, Call Focus, External H&S Audits, Customer Satisfaction levels, View point results, Utility consumption, Accident rates, income per piece of gym equipment, income, expenditure. • There had been growth in key income areas through planned changes. Swimming lessons had grown by 12% and Health and Fitness by 7% • The Centre was achieving its year on year deficit reduction targets to meet the Council's central requirements. • Savings had been achieved in areas of Technical staff, crèche and direct debit processing costs. 	[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



S P L U S

SPLUS 20 - SWIMMING LESSONS

- To increase participation in swimming
- To ensure all children can swim 25 metres by Key Stage 2 (or equivalent)
- To provide adults with the opportunity to learn a new skill
- Maximise the potential participation and income opportunities within a centre

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan to deliver an inclusive swimming lesson programme and maximise capacity?</i>	<ul style="list-style-type: none"> • Further consideration might be given to supporting coaches to be able to integrate individuals with additional needs into the main swimming programme and also seek existing routes for those who wish to become involved in competitive swimming. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you communicate the programme and progress of participants to staff, new and existing customers?</i>	<ul style="list-style-type: none"> • Customer feedback surveys showed that customers did not feel they received sufficient feedback on pupil progress. This should be fully addressed with the pending implementation of Learn 2. 	M
QA	<i>What external influences and good practice have you considered?</i>		A
QA	<i>What training has been put in place to deliver this commitment?</i>		A
QA	<i>What resources have you in place to fulfil the delivery of the programme?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>		A

ASSESSMENT STRENGTHS

TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • The centre had recognised that they may not be optimising their swimming lesson programme. • An independent survey had been commissioned to look at the options to extend, and change the programme to meet the needs of the customers. • As a result of the above a revised 45 week (3 * 15 week) programme has been implemented offering direct debit options and continuous assessment. • All school swimming teachers have been placed on to a National Curriculum seminar to ensure they are updated on curriculum issues. • A number of exit routes had been identified from lessons into clubs and other activities. • A club opportunities board was displayed within the Centre informing customers of where to go or who to contact if they wished to get involved with a club. • The Quality Monitoring process was used to assess lessons and open feedback was given to coaches. • It was seen that an instructor who had previously received some negative post lesson feedback had been reviewed and subsequent feedback had vastly improved. • A termly swim school newsletter was provided to parents. • The centre was moving towards the introduction of the Swim 2 software programme to reduce paperwork and increase parental view of a pupils progress. • All swimming lessons are lifeguarded. • Safeguarding training is delivered to coaches. • There is a detailed scheme of work for coaches to follow to enable cover for classes to be undertaken without affecting the pupils progress. • CPD and in-house training is supplied to teachers. Recent training had been on a "Games led coach" and Stroke Analysis was due. • The centre had links with the Brighton Swim Centre for the training of new coaches. • The centre runs the schools swimming programme and offers top up swimming sessions for specific age groups. A National Curriculum seminar had been held for all school swim teachers. • Termly group lesson instructor meetings are held. • Regular meetings take place with the regional ASA manager. • There was good evidence of how recent changes in the swimming lessons programme had improved customer satisfaction and met demand. 	[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



S P L U S

SPLUS 25 - LIFEGUARDS

- To ensure a safe environment that generates confidence in all customers.
- To ensure that all lifeguards are trained to a recognised national qualification and a programme of on-going competency training is in place.
- Swimming pools are appropriately risk assessed and resources allocated in accordance with defined normal operating procedures and emergency action plans.

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan pool supervision to ensure it adheres to current best practice?</i>		A
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How are you trained and informed of the lifeguarding standards you are to deliver? (challenge for the operational staff)</i>	<ul style="list-style-type: none"> • A more detailed procedure and instructions for lifeguards in dealing with faecal release events may be helpful, to ensure all staff know to advise customers to shower in the first instance, particularly if moving from an affected pool to another. • There was no evidence of any form of internal inspection of the flume prior to use. Following an appropriate risk assessment this is an inspection which could be possible without too much additional burden. • Either providing the one day NPPO foundation course or qualifying all Team Leaders to the NPPO qualification may ensure that only qualified staff are undertaking pool water tests. 	M
QA	<i>What legislation, regulations and guidance are you aware of that inform how you lifeguard? (challenge for the operational staff)</i>	<ul style="list-style-type: none"> • It was noted that Lifeguards could miss a monthly training session and still be allowed to work on poolside without immediately having to attend a training session or undergo a competency assessment. This could mean a lifeguard might not receive any on-going training, and in particular CPR, for a period of up to 8 weeks. Management may wish to review this. 	M
QA	<i>Resources are allocated to ensure that you can lifeguard to the defined standards.</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> • Use of the National Pool Managers Qualification's lifeguarding competency testing material might be considered for use alongside the staff quality monitoring. Undertaking formal reviews at week 1, month 1 and quarter 1 may assist in confirming a lifeguards initial competence may be worth consideration. On-going quarterly assessments might then be considered alongside quality monitoring. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>		A
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

QUEST ASSESSMENT REPORT

Larkfield Leisure Centre



S P L U S

SPLUS 25 - LIFEGUARDS

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • There was significant material to demonstrate that a thorough and appropriate review of risks relating to the supervision of the pools and features had been undertaken • Drag tests had recently been undertaken in all parts of the pool and at differing times of day, this included identifying issues of glare in the fitness pool, resulting in the lifeguarding positions being changed and also difficulties of seeing the pool floor when the waves and features are in use. • As a consequence of the above tests additional lifeguarding resources have been deployed and changes to the sequencing of features to reduce the amount of white water and surface disturbance at any one time. A new NOP and EAP had been written highlighting the areas and times needing additional focus. • The NOP is easily followed and read. It contains numerous high quality annotated diagrams of lifeguarding positions and zoning areas. • Additional lifeguard coverage is called for when putting in or taking out lane ropes and using the pool hoist. • Very comprehensive controls are in place for the occupancy levels. During busy times, holidays and weekends band control systems are in place and there are procedures to control movement between areas within the leisure pool and between the leisure pool and fitness pool. • A comprehensive process had been undertaken through training to convert all NPLQ 7th edition lifeguards over to the new version 8th edition focusing on changes in emphasis and terminology. • Internal lifeguard training is planned out of the year and is closely monitored. An annual internal verification of the NPLQ TA is undertaken and recorded. • Records are maintained of all events of faecal release and near miss events where lifeguard intervention has been necessary. • It was clear that all reported accidents, incidents and near misses were reviewed. In addition any feedback from quality monitoring assessments are considered and where failings, issues are identified these are fed back in through staff training sessions. • The centre had recently experienced an incident involving cardiac failure. The Ambulance services had written commending the staff for their professionalism in the management of the casualty and highlighting it had been the prompt action of the trained staff who had saved the individual's life. • Pool rescue equipment and alarms are checked and tested daily. • Positive comments were seen amongst the customer feedback regarding good standards of lifeguarding. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	---	---	--