

**QUEST ASSESSMENT – TONBRIDGE SWIMMING POOL  
EXECUTIVE SUMMARY**

**OVERALL ASSESSMENT SUMMARY**

**ASSESSMENT TYPE:  
OVERALL ASSESSMENT BAND:**

**PLUS  
EXCELLENT**

<p><b>Mystery Visit - Strengths</b></p>	<ul style="list-style-type: none"> <li>• Very popular facility – customer capacity reached. The weather was clear blue skies and temperatures of around 24°C!</li> <li>• Vigilant lifeguarding.</li> <li>• Food in the café was varied, nicely presented and fairly priced.</li> <li>• Staff were seen cleaning (changing rooms and café).</li> <li>• Jugs of water and cups provided in the reception area for customers getting hot waiting in the admissions queue.</li> <li>• Very professional and well presented notice boards.</li> <li>• Good telephone calls/membership enquiry.</li> <li>• Prompt and appreciative response to my comment card.</li> </ul>
<p><b>Mystery Visit – Areas for Improvement</b></p>	<ul style="list-style-type: none"> <li>• The price I was quoted for the Splash around session (£3.55) differed from the price seen on the web site (£3.20).</li> <li>• I thought the web site home page would benefit from a seasonal photo of the outdoor pool.</li> <li>• I struggled to find directional signage for the showers.</li> <li>• One disabled toilet was out of order, the other was locked shut.</li> <li>• A fire exit from the outdoor pool had yellow barriers across it.</li> <li>• I thought the changing room cleaning standards notice could be relocated so that it really was “in front” of the customers approaching the facilities.</li> </ul>

## QUEST ASSESSMENT REPORT

<p><b>Assessment - Strengths</b></p>	<ul style="list-style-type: none"> <li>• Excellent planning processes in place with regular review mechanisms.</li> <li>• Audit/MV process adds rigour which will be augmented by National Benchmarking Survey.</li> <li>• Swim School has benefitted from external input and is now growing in scale and size benefitting from strong leadership, good customer consultation and some very positive use of IT.</li> <li>• Customer engagement, feedback and measurement is a model of good practice with a good mix of internal and external processes.</li> <li>• Core processes particularly health safety, cleaning and maintenance are improving and are at a high standard.</li> <li>• The team is well motivated and committed, benefitting from sound communication, information and appraisal processes at site.</li> <li>• Café service is particularly good.</li> <li>• Short term financial management and performance on site is extremely comprehensive.</li> <li>• NPS of 37 is an outstanding score on this site and can act as a driver for improvement.</li> <li>• There is a strong commitment to improvement on site.</li> </ul>
<p><b>Assessment – Areas for Improvement</b></p>	<ul style="list-style-type: none"> <li>• Long term business/financial strategy under development as transfer to trust status progresses. There could be a sharper focus around 4/6 pillars or a balanced scorecard which help to create a clear line of sight to longer term high performance across finance, customer value, service quality and people development.</li> <li>• A new set of financial KPIs and measures are needed to establish efficiency and effectiveness criteria and might be developed with management staff once the NBS results are provided.</li> <li>• Sales and retention planning and delivery is relatively weak at the moment.</li> <li>• A further review of the swim school brand and its development may be helpful to achieve planned target of 1300 by 14/15 key performance centre on this site and a bridge between social (sports development side) and enterprise (business development side).</li> </ul>

	<ul style="list-style-type: none"><li>• Marketing focus could be sharpened around key areas of the business particularly general swimming where segmentation tools and programming reviews may be required.</li><li>• There are staffing pressures on site at reception and on poolside which sometimes compromise standards.</li><li>• More customer service training built around the Net Promoter Scoring system could be really helpful.</li><li>• Measures around people/team might need to be developed further to drive productivity, succession planning and recognise high performance.</li></ul>
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