

Quest 1 - Tackling Inequalities

Guidance Notes



| Module Outcome |
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| Get more people active, particularly those who are inactive and/or experiencing inequalities. |
| Support leisure operators to provide more inclusive and accessible physical activity opportunities for people from different inequality groups. |
| Embed an inclusive approach and culture within the leisure organisation. |
| Use of local data to support community and partnership engagement. |
| Develop the positive co-production of services and products which attract and retain new and diverse audiences. |
| Focal Points - Questions to consider in preparation for your Quest Assessment |
| Outside of their initial induction, do staff receive further training and support on tackling inequalities? |
| Is usage by people experiencing inequalities increasing year on year? |
| Has there been a review of your facility accessibility within the last 12 months? |
| Has the facility a published access statement for all users? (Online, within the facility, printed media) |
| Do you actively increase the number of stakeholders that you work with year on year? |

| Mystery Visit | | | | | |
|--|--|--|--|---|--|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| Does the facility's website or social media platform provide quality inclusive, up to date information that engages with their local community? | Unable to easily find the website. The website links failed to work, the layout of the website was difficult to use, no contact us information available. | Able to find the website. The links did work but layout was difficult to use. Some information on programming, product and pricing was available. | Website was easy to locate, all links working, and it was easy to navigate. Basic information provided on all products, pricing, and programming. | Website was very easy to locate, all links working, it was easy to navigate, with good use of accessibility tools. Information provided on product and programming was linked to accessible images and videos of user participation. | Clear customer centric design and messaging used on both platforms. Useful information linked to accessibility is clearly understood, and communicated, reflecting the community it services. |

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| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | Unable to easily find or access the social media or if the page had not been updated in over 3 months. | <p>Not all products had clear descriptions or identified who the activity would be suitable for.</p> <p>Social media site had been updated within the last 2 weeks, but content lacked engagement.</p> <p>Several areas for improvement have been identified.</p> | <p>Good use of images to reflect the local community.</p> <p>Social media site was up to date using a variety of engagement tools and imagery.</p> <p>Social media content covered a variety of different services and products.</p> | <p>Social Media was up to date and used accessibility features such as text overlay on images</p> <p>Clear information is provided on how to access and book the facility without using a digital method.</p> | <p>Quick and easy joining, booking and payment process with effective calls to action.</p> <p>Inclusive, navigational and search in use to access up to date, informative content.</p> <p>There is a responsive and inclusive design.</p> |
| Are the activities and program varied and accessible to meet the needs of the community? | The program of activities is not varied in content or suitable for a wide range of users. | <p>The program of activities was varied and would be suitable for most customers.</p> <p>The program lacks consideration of underrepresented groups or those with additional needs.</p> | <p>Balanced programme, of activities is available that has considered specific customers from the community.</p> <p>Programming and activities are in place for specific groups and customers.</p> | <p>There is a range of specific and inclusive opportunities reflecting the needs of the community.</p> <p>The program is varied in content, and provision is balanced throughout the different days and times of the week.</p> | <p>The organisation demonstrates innovative programming approaches to cater for the needs of the community.</p> <p>Staff are trained to be able to adapt their activities to suit the needs of a wide-ranging audience.</p> |

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| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | | <p>Multiple areas for improvement have been identified.</p> <p>Provision is mainly through specific sessions (e.g., disability-specific or ladies only sessions).</p> | <p>Some consideration has been given to equipment provision to improve accessibility (e.g., Pool hoist, signage, alternative languages, baby change facilities).</p> <p>Balanced programme, for example between membership/pay as you play; courses/classes; club hire and directly organised sessions/initiatives available to a wide range customer from the target groups.</p> | <p>There is evidence that programs have been codesigned and coproduced.</p> | <p>There is evidence of high-level consideration to equipment provision to improve accessibility.</p> <p>There is a range of audience specific and inclusive opportunities reflecting the needs of the targeted customers and groups and proactive support to overcoming any barriers to participation.</p> |
| <p>Has the facility considered and communicated venue accessibility to the customers?</p> | <p>There are many physical and organisational barriers which prevent people from accessing facilities and services.</p> | <p>There is an Accessibility Statement available on the facilities website.</p> | <p>Marketing and communications linked to accessibility is in place linked to website.</p> | <p>Marketing and communications linked to accessibility is in place linked to website and in-house promotions.</p> | <p>There is strong evidence of a dedicated Marcomms strategy linked to stakeholder and community engagement.</p> |

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| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | There is little or no evidence of venue accessibility being communicated to the general public. | Basic Accessibility has been considered in the building design but there are several areas for improvement. | <p>Venue-specific accessibility information is available upon request.</p> <p>Organisation has achieved a basic level of accessibility through the identification and removal of common barriers to access.</p> | <p>Venue-specific accessibility information about the facility is available and promoted in multiple methods.</p> <p>Organisation has achieved a good level of accessibility through the identification and removal of common barriers to access.</p> | <p>Detailed and comprehensive facility-specific accessibility information is available and actively promoted internally and externally to customers.</p> <p>The organisation is proactively asking for feedback about their programmes and facilities accessibility.</p> <p>Customer feedback is positive about the facilities accessibility.</p> |

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| Plan | | | | | |
|--|---|--|---|--|---|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| <p>Has the business plan been coproduced, with a clear approach based on local needs and priorities to tackle inequalities?</p> | <p>Business strategy/plan has no clear reference to equality, diversity and inclusion or tackling inequalities.</p> <p>No stakeholder consultation or involvement has occurred.</p> <p>There is little or no clarity on purpose, vision, values and business objectives and little/no measurement of what is most important to success.</p> | <p>Business strategy/plan is based on local insight which references equality, diversity, and inclusion.</p> <p>Some consultation with a small range of local people and/or organisations has taken place.</p> <p>There is evidence that the needs of people experiencing inequalities and the local community have been considered.</p> | <p>There is a well-informed business strategy/plan in place covering equality, diversity and inclusion which has a high level of ownership and understanding within the staff team.</p> <p>There is a clear commitment to increasing provision and participation levels amongst people experiencing inequalities.</p> <p>Planning is clearly led by local priorities/needs and has involved and engaged staff and key stakeholders.</p> | <p>There is a well-informed coproduced business strategy/plan covering equality and inclusion with clear purpose, vision, and business objectives, which is owned by trustees and staff and is well communicated to stakeholders and partners.</p> <p>Collaboration with partners to inform plans.</p> <p>Measures and targets are in place with a clear focus, supported by robust review processes and improvement planning.</p> | <p>There is a well-informed coproduced three-to-five-year business strategy/plan in place clearly articulating and evidencing equality and inclusion which has been developed with stakeholders and is well communicated/understood.</p> <p>Representative members of the local community are able to feedback and influence the development and delivery of the business plan with robust KPI's which reflect local priorities and national outcome</p> <p>There is an inclusive culture of high-quality provision, continuous improvement, and an unrelenting focus on getting a wide range of people active.</p> |

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| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | | The organisation tends to be responsive to change rather than proactive within the equality market. | <p>Success measures and targets are clearly set out and linked to local needs.</p> <p>The organisation demonstrates a balance of being proactive as well as responsive in pursuit of its equality and inclusion objectives.</p> <p>There is evidence of an inclusive culture and shared vision.</p> | <p>The organisation's operations are driven by the business strategy/plan and are underpinned by effective and efficient financial management systems, policies, and procedures.</p> <p>The organisation is predominantly proactive in pursuit of its equality and inclusion objectives.</p> | <p>There is good evidence that the business strategy/plan is a live document and is underpinned by excellent financial management systems, policies, and procedures.</p> <p>The organisation has a reputation amongst partners and funders for innovation and enterprise and for being 'ahead of the curve' with its equality and inclusion objectives.</p> <p>Feedback from local people is proactively sought for continuous improvement purposes.</p> |

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| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| Are policies and procedures reviewed to ensure they are inclusive, embedded and communicated to customers and staff? | <p>Relevant policies and procedures are in place but there is no formal review process in place.</p> | <p>Main policies and procedures linked to local insight are in place and are relevant to people experiencing inequalities and adequate to the operation of the venue or organisation.</p> | <p>Main policies and procedures linked to local insight are in place and are relevant to people experiencing inequalities and adequate to the operation of the venue, organisation, and key stakeholders.</p> | <p>All policies and procedures are well informed by local and national insights ensuring they are inclusive of a wide range of customer needs.</p> | <p>There is widespread consultation and expert input on policy content and the review process.</p> |
| | <p>There is no formal communication plan with either staff or stakeholders.</p> | <p>Internal review of processes and procedures in place but with limited consideration for stakeholder input or feedback.</p> | <p>Policies are proactively communicated within the organisation and stakeholders and supported by training for staff outside of their initial induction.</p> | <p>Staff are aware of the organisation's policy and procedures through provision of ongoing training, adopted by all staff, senior management/ directors and board members where required.</p> | <p>There is evidence that policies and procedures are fully embedded, regularly monitored and reviewed and an action plan is being implemented on a progressive basis.</p> |
| | <p>The organisation is inward looking and does not seek out or share best practice in the sector.</p> | <p>Policies exist but are not well communicated or embedded within the organisation.</p> | <p>There are comprehensive procedures in place to review policies and procedures on an annual basis linked to local insights.</p> <p>There has been a review of the facilities accessibility within the last 12 months.</p> | <p>Organisation seeks out best practice from the sector.</p> <p>A designated lead officer and action plan are in place.</p> | <p>There is evidence that these policies are accessible, available in all formats and actively promoted having been approved by the Board of Directors.</p> <p>There is an EDI champion in place with a remit to act.</p> |

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| Do | | | | | |
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| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| <p>Are sufficient resources allocated to deliver, embed, and communicate the business plan to workforce and partners?</p> | <p>Trustees, directors, and the senior management team are unable to describe the purpose, vision, values, and high-level business goals surrounding tackling inequalities and inclusion.</p> <p>There is little or no evidence of an inclusive culture within the organisation.</p> <p>There are no dedicated resources in place to support the implementation or communication of the business plan.</p> | <p>There is evidence that trustees, directors, and staff understand the organisation's purpose, vision, values, and business goals surrounding inequalities and inclusion.</p> <p>The management team appreciate the importance of inclusion and offer limited resources to pursue work in this area.</p> <p>A formal Marcomms strategy is in place to support the implementation or communication of the business plan.</p> | <p>Trustees, directors, senior managers, and delivery staff can articulate a shared purpose, vision, values, and current business goals surrounding inequalities and inclusion.</p> <p>The importance of tackling inequalities is recognised and prioritised.</p> <p>The organisation's operations relate back to the business strategy/plan and are underpinned by the financial management systems, policies, and procedures.</p> | <p>Trustees, directors, senior managers, and delivery staff have been trained and can articulate the purpose, vision, values, and current business goals surrounding inequalities and inclusion.</p> <p>Tackling inequalities is a key priority audience with appropriate resources allocated.</p> <p>The organisation seeks out best practice both internally and externally in the sector, and good relationships exist with key inclusion and equality partners at local, regional, and national levels.</p> | <p>Trustees, directors, senior managers, and delivery staff actively champion the organisation's purpose, vision, values, and current business goals surrounding inequality and inclusion.</p> <p>Tackling inequalities is a significant focus for the organisation's leadership with suitable resources allocated.</p> <p>The organisation has a strong reputation which can be evidenced locally and/or nationally for delivering and disseminating inclusion best practice.</p> |

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| Do | | | | | |
|------------|----------------|--|--|---|---|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | | <p>There is a formal staff communication process/platform in place where they are kept up to date with the organisation's performance and strategy on tackling inequalities.</p> | <p>There is evidence of an inclusive culture with identified improvement plans in place.</p> <p>There is evidence of a budget to support staff training and continuous improvement in this area.</p> <p>Resources are made available to communicate the business plan to staff and key stakeholders.</p> | <p>There is a clear feedback process for performance and feedback is regularly sought to improve service provision and processes exist to disseminate and implement best practice.</p> <p>The organisation has a good reputation for being inclusive and accessible and its inclusion work is making a positive contribution to the organisation's success.</p> <p>There is a published access statement for all users.</p> | <p>Strong, effective, and productive partnerships exist with key equality organisations.</p> <p>Feedback is constantly sought to deliver new, innovative delivery models and processes.</p> <p>Coaching and mentoring are used to develop leadership capabilities and there is evidence of succession planning around inequality and inclusion.</p> |

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| Do | | | | | |
|--|---|--|--|---|---|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| <p>Does insight and consultation inform procurement to ensure sufficient and suitable inclusive equipment is available?</p> | <p>Some basic equipment available. Not maintained and no staff training in place.</p> <p>No evidence of consultation, local or national insight considered in the procurement of equipment.</p> | <p>Adequate equipment available. Is maintained and stored correctly, with some staff trained on its use.</p> <p>Basic consultation has been conducted with existing clients on equipment requirements.</p> | <p>Organisation provides well maintained equipment that is correctly stored and required to deliver programmes and meet a range of customers' needs.</p> <p>Very good quality consultation has taken place with regards to equipment purchase, and specific policies and programmes have been put in place to ensure access to services and information.</p> <p>There is evidence that an adequate number of staff are aware and able to operate relevant equipment.</p> | <p>Equipment selection is well-informed and inclusive of a range of customers.</p> <p>Organisation seeks out insight and best practice from the sector and specific target groups (existing and potential customers) are consulted during procurement.</p> <p>Staff training on equipment selection and use is embedded across the organisation with demonstrable impact.</p> | <p>There is widespread consultation and expert input on equipment selection and usage for both specific audiences and inclusive products.</p> <p>Research and insight into the needs and preferences of local people has fully informed the planning process, resulting in programmes, equipment and services that deliver 'what people want,' with clear targets and outcomes linked to target audiences.</p> <p>Continuous programme of improvement exists for equipment provision.</p> |

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|------------|----------------|--------------|------|--|--|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | | | | Availability of equipment is clearly communicated externally with customers. | <p>Innovative programming and equipment selection are attracting new target audiences and increasing participation with underrepresented groups.</p> <p>Innovative methods are used to communicate with customers about the availability of equipment.</p> |

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| Measurement, Monitoring and Review | | | | | |
|---|---|--|--|--|---|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| <p>How do you ensure your communications are inclusive, effective and reach your intended audience(s)?</p> | <p>There is no communication plan or strategy and limited/restricted access to skills and resources to deliver inclusive and accessible marketing communications.</p> | <p>Available market research and customer insight, data and feedback has been used to develop an inclusive communication strategy or plan.</p> <p>There is some investment in skills and modest implementation of accessible communications.</p> | <p>Accessible communication materials encourage uptake by a wide range of users and there are specific processes in place for those with additional needs.</p> <p>Investment is apparent in skills to implement a range of inclusive marketing and communication approaches.</p> | <p>An inclusive communication strategy/plan is well established and is being embedded within the organisation. It has very clear objectives which can be related to tackling inequalities.</p> <p>Internal and out-sourced marketing teams can demonstrate the ability to deliver accessible communications.</p> <p>Most online and offline communications are accessible and follow established good practice guidelines.</p> | <p>Communication and marketing principles focused on behaviour change models are embedded in the marketing strategy/plan and its delivery, which is fully inclusive and embedded within the organisation.</p> <p>Innovative communication techniques and tools are being used to reach inequality groups and their networks through a range of communications and channels.</p> <p>Communication and marketing materials have been coproduced and market tested with relevant stakeholders and potential user groups.</p> |

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| Measurement, Monitoring and Review | | | | | |
|--|--|--|---|--|---|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| <p>Can you demonstrate that you have proactively engaged with partners to develop, improve and deliver effective services to tackle inequalities?</p> | <p>There is very limited commitment to and practice of effective partnership or collaborative working around inequalities and inclusion.</p> | <p>Partnerships and collaborations exist with a limited number of identified agencies and community partners around inequalities and inclusion.</p> <p>Plans are in place to improve and develop partnerships and collaborative working.</p> | <p>Partnerships exist with all agencies identified as important to the organisation, and there is demonstrable evidence of collaborative working around inequalities and inclusion.</p> <p>Where partnerships and collaborations are in place there is a structured and well thought out approach taken.</p> <p>Staff work proactively to build collaborations with providers in the key statutory sectors and with voluntary, third sector, community, and commercial organisations.</p> | <p>Partnership and collaborative working is well established, driven by use of insight and a key part of local planning, marketing and communication planning designed to deepen reach and widen access.</p> <p>Stakeholder mapping is proactive and well managed. There's a focus on building relationships with organisations that have influence, a deeper reach, and a commitment to help strategic plans around inequalities and inclusion.</p> <p>Approach identifies the outputs and outcomes all agencies want to see achieved through jointly working with the resources/skills that are available. Agreements are in place where needed.</p> | <p>Shared outcome-based planning provides focus, stakeholders and partners are regularly involved in all planning, decision making and review processes around inequalities.</p> <p>Clear evidence of increased market penetration and impact in identified development areas, particularly around the participation of underrepresented groups and a resulting increase in physical activity levels.</p> |

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| Impact | | | | | |
|---|---|--|---|---|--|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| Can you demonstrate the impact and difference you have made in tackling inequalities? | <p>No mechanisms in place to collect quality user data.</p> <p>Existing data collection mechanisms are largely inaccessible to most customers.</p> <p>No performance baseline or clear strategy for improvement exists.</p> | <p>Some breakdowns of usage data and baseline performance measures are in place.</p> <p>Customer satisfaction is measured at programme level through accessible methods for specific initiatives.</p> <p>There is limited evidence of benefit, primarily via case studies of individuals, or at single initiative level.</p> | <p>Data collection allows clear disaggregation of usage and evidence shows demonstrable growth in activity levels by people against KPIs.</p> <p>Customer satisfaction for target groups is regularly tested and is seen to be improving.</p> <p>Benchmarking indicates that participation rates are reflective of local population data.</p> | <p>Measurement and target setting is fully embedded with evidence of strong partnerships with local relevant organisations on programmes, and outputs/outcomes jointly planned and shared.</p> <p>Facility targets and key performance indicators are being achieved with year-on-year growth in peoples' participation demonstrated.</p> <p>Evidence indicates that customers/members of the community and partners are advocating the organisation and that services are highly regarded.</p> | <p>Data analysis and feedback is used to develop targeted interventions to attract new users and retain existing customers that reflect the diverse local community.</p> <p>The organisation recognises the potential to scale up successful activities and is actively doing so.</p> <p>There is good evidence that the organisation's approach to equality and inclusion has resulted in sustained core funding and/or new work/funding being secured.</p> |

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|------------|--|--------------|--|---|---|
| Challenge: | Unsatisfactory | Satisfactory | Good | Very Good | Excellent |
| | <p>The organisation is unable to provide evidence of satisfaction levels or the benefits that programmes have on the lives of the target groups.</p> | | <p>Data capture and analysis is accessible and well planned. It provides a rationale for interventions, priorities, and the setting of short- and long-term objectives.</p> <p>The organisation has an internal reporting process in place including an impact report but there is limited evidence of the difference it is making or the impact the service is generating with partners, stakeholders, funders, or commissioners.</p> <p>The facility actively increases the number of stakeholders that they work with year on year.</p> | <p>Programmes and activities are impacting on local well-being outcomes and inactivity levels amongst a wide range of people.</p> <p>Regular feedback is sought through accessible data collection mechanisms from organisations and local people, with improvement, innovation and change communicated internally and externally.</p> <p>There is substantial evidence of improvements to the provision of services for underrepresented groups and increases in participation levels.</p> | <p>The organisation has an excellent reputation for the quality, value and impact of its work and is helping to inform and shape local/strategic priorities and assessments of need.</p> <p>There is significant progress against national strategic outcomes that have been agreed with local partners that is measured in terms of social and economic impact value.</p> <p>There is substantial evidence of high and increasing participation levels by underrepresented groups, alongside innovation in support of long-term sustainable success.</p> |