

Quest 3 – Operational Management

Guidance Notes



Module Outcome					
Prominent signage is displayed in all relevant areas to draw attention to rules and arrangements.					
Maintenance is planned to prevent unwarranted disruption of the service.					
The facility is well maintained, clean and demonstrates good housekeeping standards.					
The facility has suitable, sufficient, and well-maintained equipment available.					
Operational management systems are in place to support people meet the governments and industry requirements.					
Focal Points - Questions to consider in preparation for your Quest Assessment					
Has the facility got relevant and up to date operational procedures/safe systems of work/work instructions on the day-to-day management of the facility?					
Are staff inducted in operational procedures and retrained when amendments are made to complete daily/weekly/monthly equipment checks?					
Is customer feedback gained on a regular basis on the operational management of the facility?					
Is there a capital investment plan linked to a budget to ensure that the equipment and building are maintained to a high standard?					
Is the completion of equipment checks monitored and linked to a completion target?					
Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Is the maintenance of the inside and outside of the premises presentable and welcoming?	There are several maintenance issues at the facility that is causing an unsafe environment.	There is some evidence that maintenance is being managed, but there is still a lot to do. Faulty equipment is being made safe by quarantining or if this is not possible appropriate signs.	On the whole conditions are professionally managed, however opportunities for improvement have been noted. Maintenance issues noted during the visit are effectively managed using professional communication to inform customers of the issue.	On the whole conditions are professionally managed, with only a few areas for improvements noted. Maintenance issues noted during the visit are effectively managed using professional communication to inform customers of the issue and expected recertification date.	The maintenance at the facility is at a high standard and having a positive impact on the customer experience and the environment. Any opportunities for improvement are minor and do not impact on the overall customer experience.

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		Issues have a significant impact on the customer experience.			
Is the housekeeping of the inside and outside of the premises presentable and welcoming?	There are several housekeeping issues at the facility that are creating an unwelcoming environment for users.	<p>There is some evidence that housekeeping is being managed, but there is still a lot to do.</p> <p>Issues have a significant impact on the customer experience.</p>	<p>Better housekeeping could improve the environment and reduce costs.</p> <p>Areas were reasonably maintained with some areas for improvement.</p>	The housekeeping at the facility is at a good standard, but some attention detail on the external and internal fabric of the building is required.	<p>The housekeeping at the facility is at a high standard and having a positive impact on the customer experience and the environment.</p> <p>Any opportunities for improvement are minor and do not impact on the overall customer experience.</p>
Is there an appropriate provision of changing rooms and toilets to meet the needs of all customers?	There is changing and toilet provision however this is basic and may not meet customers' expectations.	<p>There is adequate changing and toilet provision, with some auxiliary equipment.</p> <p>Opportunities for improvement were noted.</p>	<p>Sufficient changing facilities were available with adequate showering and changing capacity.</p> <p>Family changing, parent and child changing, and individual cubicles are available and in good condition.</p>	<p>Overall, the changing rooms are of a good standard and floors and ceilings well maintained. Decoration is good.</p> <p>Auxiliary equipment is in good working order, which could include hairdryers, vanity areas hand dryers and baby change.</p>	<p>There is good provision of high standard changing facilities to cater for all needs including the provision of privacy screens.</p> <p>The changing rooms are well appointed with high quality fixture and fittings.</p>

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		There are limited baby change facilities.	Accessible changing and toilet provision was good. Most of the facilities were in good working order.	Toilets are well stocked with consumables and are well maintained. There were limited opportunities for improvement.	There are high standards of maintenance and there were no/ or limited items not working. Toilet facilities are good, well stocked, and clean.
Is the facility clean?	Surfaces and equipment are not clean in most areas.	Surfaces and equipment in one or two areas were clean and hygienic.	There was evidence that surfaces, and equipment are clean and hygienic in most areas. This includes floors, walls, gym and studio equipment, vanity areas and mirrors, reception desks, lockers, café counter and tables, and general circulation areas.	There was evidence that staff were cleaning surfaces and equipment throughout the visit in all areas. Surfaces and equipment were generally clean and hygienic. There were limited opportunities for improvement.	Industry standards are being followed. The facility has taken action to ensure all surfaces and equipment in all areas are kept clean at all times.
Is there a provision of goods for sale and hire equipment to meet the programming needs?	There is little or no resale equipment available to purchase either online or within the facility.	Resale equipment is available to hire but there is limited variety and price points.	Resale equipment is available both to hire and purchase for a wide range of activities.	Resale goods are prominently displayed with clear pricing.	A wide range of competitively priced resale items are available to purchase either online or in person.

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Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
	<p>Vending machines are out of stock or out of use.</p> <p>Hire equipment is not available to complement the programme, for example, no badminton rackets, footballs, or tennis balls.</p>	<p>Vending machines are available, but not all are in working condition.</p> <p>Vending machine items lack variety in their stock.</p> <p>Some equipment hire is available, but it is in poor condition.</p>	<p>Vending machines are fully stocked with a wide variety of stock.</p> <p>Equipment hire is available, but it is limited or in poor condition.</p>	<p>Resale products complement the facility programmes.</p> <p>A wide variety of hire equipment is available and in good condition.</p> <p>Equipment is competitively priced with a deposit system.</p>	<p>All vending machines are in good working order, fully stocked, clean and tidy and offer a wide range of products.</p> <p>Equipment hire is available, in excellent condition with a competitively priced deposit system.</p>

Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you plan to ensure the provision of a well-maintained facility (including ventilation and equipment)?	<p>No PPM or Reactive maintenance system in place.</p>	<p>PPM and reactive service system in place.</p> <p>Multiple areas for improvement have been identified.</p>	<p>Servicing and planned maintenance in place.</p> <p>Asset Management system.</p>	<p>Equipment replacement programme in place.</p> <p>Retail planning considered to maximise income.</p>	<p>All policies and procedures clearly documented and user friendly.</p> <p>Rolling programme of PPM by competent suppliers or in-house staff.</p>

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Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>Staff trained and competent on all systems.</p> <p>Ventilation and Air Handling units serviced on a regular basis to ensure that they are working efficiently and as per the settings selected.</p>	<p>Condition survey in place.</p> <p>Staff are qualified for their role and inducted in operational procedures and retrained when amendments are made to complete daily/weekly/monthly equipment checks?</p>	<p>Consideration given to replacement of equipment to match future programming needs.</p> <p>Ventilation and Air Handling units serviced on a regular basis and checked daily for service faults to ensure that they are working efficiently and as per the settings selected.</p>
Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
There is a suitable and sufficient PPM in place that is being adhered to (fixed and portable equipment)	No evidence of the linked plans, systems, or agreements in place.	<p>Basic planned and scheduled maintenance plan is in place to ensure that statutory checks are completed within a set timescale.</p> <p>Permit to work system in place.</p>	<p>Pro-active and reactive maintenance system in place.</p> <p>Effective communication to public and staff about current and planned maintenance work.</p>	<p>Staff trained and competent on pro-active and reactive maintenance system.</p> <p>Specialist servicing in place where equipment tested and inspected.</p>	<p>Comprehensive systems in place for PPM with clear communication to all staff and public on the relevant works schedule.</p> <p>Evidence of consultation with customers and partners about future needs and facility developments.</p>

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		<p>Equipment tested and inspected.</p> <p>Staff trained on how to check equipment for faults.</p> <p>Simple fault reporting procedure in place.</p>	<p>Quarantine areas in place.</p> <p>Annual training plan/refreshers in place on safe systems of work for equipment set up.</p> <p>Trends of equipment faults in place.</p>	<p>Permit to work system in use.</p> <p>Trends of equipment faults in place linked to service and kit replacement plans.</p> <p>Clear "out of use" signage in place, with rectification and date and a suggested "alternative" activity or exercise suggested.</p>	<p>Budget set for long-term works.</p> <p>Excellent use of social media and website to communicate any operational issues linked to maintenance and equipment.</p> <p>Appropriately trained staff member(s) who understands the principles and processes involved in the safe operation of a specialised facility, for example a swimming pool and working at heights.</p>
There is a suitable and sufficient cleaning and housekeeping process in place that is being adhered to (inside, outside and staff areas)	<p>No evidence that staff adhere to a cleaning process.</p> <p>No evidence that staff adhere to a housekeeping process.</p>	<p>Basic cleaning and housekeeping processes are in place.</p> <p>Staff are trained on basic cleaning responsibilities but there are multiple areas for improvement.</p>	<p>Detailed cleaning and housekeeping processes are in place.</p> <p>Staff are trained on housekeeping responsibilities but there are a couple of areas for improvement.</p>	<p>The facility has a cleaning and housekeeping champion.</p> <p>Investment is available for the provision of new equipment and products linked to housekeeping and cleaning.</p>	<p>Staff are trained on a regular basis and possess a good knowledge of what the requirements of each area of the facility are.</p> <p>There is an investment plan in place for staff training and equipment replacement.</p>

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		<p>Staff are trained on housekeeping responsibilities but there are multiple areas for improvement.</p> <p>The facility would benefit from an investment in equipment.</p>		Internal audit and systems of feedback are in place to monitor cleanliness and housekeeping standards.	<p>The facility can evidence improved levels of customer satisfaction linked to investment in equipment and training.</p> <p>Processes are reviewed on an annual basis to ensure high standards are maintained.</p> <p>External and internal audits, along with comprehensive systems of feedback are in place to monitor cleanliness and housekeeping standards.</p>
What training takes place to ensure that you are competent? (Challenge for the operational staff)	No record of training available.	Staff trained to complete daily equipment and facility checks.	Staff been trained on how to set up and dismantle equipment in accordance with industry best practice and/or the manufacturer's guidance.	Annual Refresher and competency training in place on the safe set up and use of work equipment.	External partner or qualified internal trainer-assessor in place to complete planned and ad-hoc inspections/audits to ensure SSOW are adhered to.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
	<p>No copy of up-to-date job description outlining their key duties.</p> <p>QMS not up to date or accessible.</p>	<p>Staff trained how to report faulty equipment.</p> <p>Up to date QMS available and easily accessible to all staff.</p> <p>SSOW in place for all relevant pieces of equipment.</p>	<p>Staff involved in the permit to work process suitably trained to understand their responsibilities.</p> <p>Qualified external contractors used for specialist works.</p>	<p>Schedule of job specific training and improvement is in place.</p> <p>In depth system and training procedure in place for the introduction of new equipment.</p> <p>Clear communication and opportunities for staff to raise training needs or concerns linked to duties.</p>	<p>Comprehensive system of staff training and competency in place for each role.</p> <p>Staff appropriately trained to understand their responsibilities for the external contractors ensuring safe compliance standards are maintained.</p>
Are suitable and sufficient resources available to achieve high standards of building management and overall cleanliness standards?	<p>The limited resources are causing deterioration of the facilities.</p>	<p>There is some evidence of how cleanliness and hygiene levels are monitored. This is demonstrated through basic documented monitoring by employees and supervisors.</p>	<p>Robust cleanliness and hygiene monitoring systems are in place, this includes stock checks.</p>	<p>The facility has developed SMART methods to monitor cleanliness and sanitise standards.</p>	<p>A comprehensive monitor, measure and review process is in place for cleanliness, the effectiveness of disinfecting and customer perceptions.</p>

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		There are enough resources to ensure the building is operated safely. The building including storage areas are safe and secure.	<p>There is sufficient time within the rotas/shift patterns for trained staff to carry out routine maintenance tasks.</p> <p>The site has access to approved contractors and suppliers.</p>	<p>The site has invested well to help ensure a safe environment. For example, hands free door openers are being used.</p> <p>Improvements made to the cleaning and hygiene processes can be linked to a wide range of stakeholder feedback.</p>	<p>The site has taken the opportunity to expand its 'goods for resale' offering to help customers use their own equipment for the activities they take part in.</p> <p>There is a capital investment plan linked to a budget to ensure that the equipment and building are maintained to a high standard.</p> <p>Retail supply partner agreement in place to check and maintain standards of specific retail items. E.g., contracted vending machines or pool resale supplier.</p>

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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation monitor, measure, and review the effectiveness of its operations to ensure continuous improvement?	The facility provides limited evidence as to how operations are monitored or measured.	Proactive and reactive methods are used to monitor the operations.	A system is in place to monitor, measure and review the defect reporting system and PPM. The PPM overall is adhered to and up to date.	Trend analysis takes place of defect reporting system and PPM. This is quantitative and output focused.	A comprehensive monitor, measure and review process is in place, where possible milestone/KPIs are being used, such as targets for completion.
		A defect report system is in place, facility checks (equipment and building) as well as a planned preventive maintenance programme (PPM) in place.	There is a targeted approach with standards set for completions/rectifications.	Checks sheets are comprehensive and reviewed with improvements identified where required.	The standard and quality of work completed is formally reviewed.
		Customer feedback gained on a regular basis on the operational management of the facility.	The defect reporting system is well used with items out of use added to the fault log. Check sheets are robust covering most aspects of the facility. They have been updated to include external inspections.	Improvement plans are being reviewed and actioned. There is a proactive internal audit system in place to ensure policies and procedures are in place and adhered to at all times.	The completion of equipment checks is monitored and linked to a completion target.

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Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			Regular monitoring takes place to ensure the ventilations systems are working correctly to meet industry standards.		

Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the facility demonstrate the processes in place are making a difference?	The facility provides limited evidence as to how the operation of the facility is meeting a satisfactory standard.	<p>The facility can provide ad hoc evidence that operations are being effectively managed.</p> <p>The facility can evidence improvements that have been made to the cleaning and hygiene processes.</p>	<p>The facility can demonstrate that overall, the PPM and rectification standards set for the defect reporting system are being met.</p> <p>Overall, there is sufficient well-maintained equipment.</p>	<p>Improvements made to the customer experience can be linked to the maintenance and reviews of the operational standards and delivery of improvement plans.</p> <p>There is evidence that the facility has procedures in place to rectify any outstanding operational issues that can impact on customer experience.</p>	<p>The facility has a robust continuous improvement process in place and can demonstrate improved levels of customer satisfaction levels.</p> <p>The positive impact and outcome of high operational standards can be evidenced consistently over time using qualitative and quantitative data.</p>

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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			The facility is generally clean with good customer satisfaction levels in this area.	Improvements made to the cleaning and hygiene processes can be linked to a wide range of stakeholder feedback.	<p>The facility has developed a reputation for its high standards and can demonstrate this through not only high customer satisfaction levels but can also link this to footfall.</p> <p>The facility can evidence that their approach to operational management has led to savings on kit replacement.</p>