

Quest 6 – Planning to Improve

Guidance Notes



Module Outcome					
Management has clearly identified what the service is trying to achieve, setting out specific and measurable business objectives					
Staff and stakeholders are involved in developing and delivering the business objectives through a continuous improvement approach.					
The business objectives and improvement actions have measurable outputs and are reviewed regularly showing tangible evidence of advancement.					
There is a culture of continuous improvement which has been developed through staff involvement and partner consultation.					
The service can demonstrate improvement across all key areas including budget, quality, customers/stakeholders and people.					
Focal Points - Questions to consider in preparation for your Quest Assessment					
Does the facility have a clear Mission statement, values and strategy in place?					
Do staff inductions include information on the facilities mission statement, values and strategy?					
Is there a stakeholder and staff engagement policy or procedure in place?					
Are there KPI's in place linked to the business improvement plan?					
Does the facility conduct an annual customer survey?					
Plan					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Has the organisation identified its purpose in developing the business plan, how do you plan to improve?	There is no evidence of a Mission Statement or Business Strategy.	<p>A Mission Statement is in place and publicly available.</p> <p>Staff are aware of key targets linked to business performance.</p> <p>Staff inductions include information on the facilities mission statement, values and strategy.</p>	<p>Facility has an overarching Mission Statement, values and strategy that is clearly linked to external strategies.</p> <p>There are clearly documented Corporate objectives.</p> <p>Planned review dates and KPI's are in place linked to the corporate business plan.</p>	<p>There is evidence of a culture of continuous improvement linked to clear mission statements and corporate business plan.</p> <p>Forward planning and longer-term business growth plans are in place.</p> <p>Self-assessment plans are in place and linked to a site improvement plan.</p>	<p>There is evidence of a culture of continuous improvement linked to clear mission statements and corporate business plan.</p> <p>Contingency plans and forward planning is in place linked to growth plans.</p> <p>There is evidence of benchmarking within the leisure industry.</p>

Quest 6 – Planning to Improve

Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>Procedures and policies linked to the business plan are in place.</p> <p>Staff are aware of key targets linked to performance and understand how their role contributes to this.</p>	<p>Plans are linked to local strategic objectives.</p> <p>Clear KPI's and reactive targets are in place and communicated to the team.</p>	<p>The facility actively looks for and shares best practice.</p> <p>Staff training linked to business improvement is embedded within the facility.</p>
Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>How are the staff and stakeholders involved in the development of the business objectives and the delivery of continuous improvement actions? (Challenge for staff)</p>	<p>There is no evidence of stakeholder or staff engagement.</p> <p>There is no evidence of a site improvement plan.</p>	<p>Staff and stakeholders have been involved in the development of the business objectives.</p> <p>Staff and stakeholders are aware of business objectives and targets linked to their current role.</p>	<p>Business and social objectives are aligned with partner organisations.</p> <p>There is a co-produced continuous improvement plan in place.</p> <p>Policies and procedures are in place.</p>	<p>Business and social objectives linked to clear KPI's are aligned with partner organisations.</p> <p>There is an embedded and clear route of communication available to staff and stakeholders to provide input and feedback into plans.</p> <p>Induction and refresher training covers all aspects of continuous improvement.</p>	<p>Service improvement teams are operational and operate with clear terms of reference.</p> <p>Clear KPI's linked to continuous improvement are embedded and shared amongst the entire workforces.</p> <p>Task related activity is sourced, completed and signed off.</p>

Quest 6 – Planning to Improve

Guidance Notes



Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>Induction training is aligned to business objectives.</p> <p>The facility conducts an annual customer survey</p>	<p>There is an annual staff and stakeholder survey or review of policies.</p>	<p>Staff and stakeholders are engaged and aware of plans, actions aligned to the business objectives.</p> <p>Facility is innovative in their approach to stakeholder and staff engagement.</p>
How are staff, customers and stakeholders informed about the business objectives and updated on actions, which contribute to the continuous improvement process? (Challenge for staff)	No evidence.	<p>Basic plans and business objectives are available to staff and public upon request.</p> <p>There is a stakeholder and staff engagement policy or procedure in place.</p>	<p>Staff and customers have access to business objectives, (summarised and/or abridged)</p> <p>Staff have access to assessment reports.</p> <p>Staff meetings and stakeholder briefing sessions are in place.</p>	<p>Staff have full access to business objectives linked to their current role and department.</p> <p>Staff have access to the site improvement plan and are easily able to contribute towards it.</p> <p>Service improvement information is displayed in public areas and websites.</p>	<p>Findings and results of improvement plans are proactively shared with the staff on a regular and formal basis.</p> <p>Actions are delegated and communicated to relevant members of staff and linked to clear performance KPI's and deadlines.</p> <p>Purpose and values linked to continuous improvement are embedded within the entire team.</p>

Quest 6 – Planning to Improve

Guidance Notes



Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>Staff suggestion scheme is in place.</p> <p>Customer suggestion scheme is in place.</p>		<p>The facility uses innovative methods of communication with the public and stakeholders. There is a clear schedule of customer consultation and engagement events in place.</p>
<p>Are there sufficient resources available to deliver the objectives and improvement tasks?</p>	<p>No evidence of the linked plans, systems, or agreements in place.</p> <p>No evidence that staff have been trained on how to deliver company objectives.</p>	<p>Budgets are in place linked to current staffing and operational requirements.</p> <p>There are KPI's in place linked to the business improvement plan.</p>	<p>Budgets are linked to clear business objectives and delivery of tasks related to the relevant activity.</p> <p>Staff time has been allocated.</p>	<p>There is a dedicated staff function to support the improvement plan.</p> <p>There is evidence of new product development and local enterprise/initiative.</p>	<p>Structural, refurbishment and/or decorative improvement plans to the facility are in place and budgeted for.</p> <p>The financial plan is linked to the delivery of the business objectives and are there sufficient resources to carry out tasks related activity listed on the improvement plan.</p>

Quest 6 – Planning to Improve

Guidance Notes



Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			Current Partner(s) resources are sufficient.	There is evidence of a annual review of current Partner(s) resources to ensure they can support and deliver actions that have been allocated to them. Budgets and resources are available to carry out any new build or refurbishment work identified in the business plan.	There is a formal review process in place to assess the staffing function is sufficient to deliver the improvement plan in place. There is a clear partnership/stakeholder agreement in place to support the development plans.
Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do you measure?	No evidence of performance KPI's in place.	Performance management measuring process (KPIs) used. Basic measurable outputs are in place.	Performance management measuring process (KPIs) used to establish measures and set realistic and achievable targets. Internal Assessment in place.	There is evidence of a balanced scorecard that is embedded within business performance and analysis. Internal and external Assessment in place.	There is evidence of a balanced scorecard that is embedded within business performance and analysis. Task completion targets are in place and reviewed on a regular basis.

Quest 6 – Planning to Improve

Guidance Notes



Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>Clear task and completion targets in place.</p> <p>Measurable outputs are linked to the improvement plan targets.</p>	<p>Regular meetings are held to discuss, analyse the current performance to develop new plans.</p> <p>Multiple trusted sources and methods of analysis is in place to review performance.</p> <p>There is a clear method of staff providing feedback into the management team about the facility's current performance.</p>	<p>Targets are adjusted when current performance exceeds planned expectations.</p> <p>Innovative technology and methods are in place to measure and review performance.</p> <p>There is a planned, structured consumer, staff and stakeholder engagement plan in place to review performance.</p>
How do you review what you measure?	There is no evidence that performance is measured.	<p>Meetings take place to review performance.</p> <p>Actions are allocated linked to improving performance.</p>	<p>Improvements plans are reviewed on a regular basis against actual performance.</p> <p>Measurable outputs are updated and amended.</p> <p>Mystery visit audits and findings are reviewed.</p>	<p>The facility has the ability to amend business objective's part way through the financial year.</p> <p>Basic internal and external assessments are in place.</p> <p>Action plans are adjusted and linked to mystery visit audits and findings.</p>	<p>The improvement plan is dynamic and responsive to the current performance and needs of the business.</p> <p>Task completion targets are set and regularly updated.</p> <p>There is thorough external assessment and audit process linked to performance.</p>

Quest 6 – Planning to Improve

Guidance Notes



Measurement, Monitoring and Review					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			Staff meeting are used to identify what action(s) remain outstanding and also to track the action taken so that the objective can be achieved.	Staff meeting are used to identify what action(s) remain outstanding and also to track the action taken so that the objective can be achieved. The results and findings from mystery visits, partner satisfaction surveys, customer surveys and audits reviewed to ascertain year on year improvement	There is evidence that action is taken to achieve the desired outcomes. The improvement plan is revised and updated as a result of the achievement to date and/or if additional resources are required in order to implement various initiatives.
Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Has what you have done made a difference?	There is no evidence that the actions taken have improved the performance of the facility.	Satisfaction survey results have improved as a result of the action taken.	Financial performance improvement can be linked to business plans.	Business objectives are achieved more effectively and/or within the desired timeframe.	The team's (and partner) involvement in the development and delivery of the business objectives led to a greater transparency of the business planning process.

Quest 6 – Planning to Improve

Guidance Notes



Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		There has been an improvement in site footfall.	<p>Mystery visit, satisfaction surveys and audit findings clearly have an effective influence on the improvement plan.</p> <p>The details of how each task or project is implemented recorded effectively and within a specified timeframe</p> <p>There has been an increase in staff satisfaction survey results.</p>	<p>Improved performance can in part, be attributed to the implementation of the business and improvement planning processes</p> <p>The facilities achievement encouraged potential partners to become involved</p> <p>Staff developed further and become more motivated as a result of their involvement in the continuous improvement process. Organisation receiving and using customer and partner testimony and advocacy to encourage greater participation.</p>	<p>The business objectives have influenced its impact on income generation and/or expenditure reduction across financial and non-financial objectives.</p> <p>There has been a positive impact on the service, resulting in an increase in attendances, partnership engagement and improved retention of its membership base - effectiveness.</p> <p>The achievement of business objectives led to additional investment/external funding.</p> <p>There is evidence that 'what the service is doing' is making a tangible difference to improvements to sport and physical activity in the area.</p>