

Quest – Splus 7 - Fitness Suite (Inc. Group Exercise)

Guidance Notes



Module Outcome
<ul style="list-style-type: none"> To encourage greater levels of participation in physical activity To improve the health and wellbeing of communities To maximise the potential of the fitness programme To achieve the standards set by the fitness industry
PLAN
Challenge: How do you plan to maximise and deliver the programme, increase participation, and achieve value within your fitness suite and exercise class programme?
Examples of best practice <ul style="list-style-type: none"> Business plan objectives Objectives consider external reports and market data Objectives have actions, timescales, and responsibilities Financial plan Performance management /Key Performance Indicators (KPIs) Marketing and promotion plans Local and regional partners Accessibility Onboarding and Retention programmes Procedures and policy systems Recruitment and training procedures Continued Professional Development (CPD) Programme review schedule
Suggested Guidance <ul style="list-style-type: none"> Does the business plan include clear objectives that set out the facility's fitness suite and programme goals Have business plan objectives considered external reports and market data, for example, the ukactive 'Turning the tide of inactivity' and Sport England market segmentation Do the business plan's fitness objectives have clear actions, timescales and responsibilities that align with the fitness facilities and programme objectives Does the financial plan detail both the income and expenditure budgets, including the staffing resource Have KPIs been established to assist in achieving the facility's objectives, for example, usage, staff levels, attrition, and retention Does the marketing and promotions plan include initiatives to raise interest across existing users and potential users

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- Have key local and regional partners been identified such as Public Health England (PHE), health service providers, local Active Partnerships, schools, and social care
- Are retention/customer service programmes planned and in place, including a written in-persona and Digital Customer Journey
- Have procedures and policies been developed, defined, and documented as part of an integrated quality management system, for staff and where appropriate customers
- Do staff complete CPD linked to their role
- Is there a clear schedule of programme reviews in place based on set KPIs?

DO

Challenge: How do you make customers aware of the facility and programme you offer and ensure that they want to use your facilities and classes?

Examples of best practice

- Signage
- Internal promotions
- External promotions
- Marketing material
- Website, social media and/or Apps are used to promote the fitness activities
- Social Network opportunities
- Outreach and community engagement
- Knowledgeable and enthused staff
- Communication with the staff
- Masterclasses
- Internal challenges and retention schemes
- Programmes and classes are accessible to all user groups
- Testimonials, videos, and case studies of the programme are showcased.

Suggested Guidance

- Is internal and external signage used to inform customers of the facilities which are clear and effective and meet legal requirements
- Are internal promotional methods used in various locations to raise awareness amongst existing users, for example, notice boards, banners and 'pops ups'
- Are external promotional methods used to attract new users, including newspaper advertising, leaflet drops, refer a friend initiative and 'fit street'
- Is the marketing material that is distributed attractive, professionally produced, accurate and comprehensive

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- Is a website used to promote the fitness suite and group exercise programme; for example, offering promotional and free trial sessions, such as a 7-day free trial or two for the price of one group exercise pass
- Have social networking opportunities been considered for two-way communication and promotional tools, or for example Facebook and Twitter
- Is outreach and community engagement planned, implemented, and reviewed? This may include linking with sports development teams, sports networks, local businesses, groups representing people with additional needs, community halls and local schools and delivering sessions externally in the community.
- Does the facility have knowledgeable and enthused staff that can explain the value and benefit of how regular exercise could increase the number of customers participating and becoming members
- Are the communication procedures established and effectively implemented for the staff, to enable two-way communications that share current progress and future initiatives
- Have master classes and technique classes been considered as a good way of generating interest and awareness for new group exercise classes/ programmes
- Has the facility considered internal challenges and retention schemes to encourage members and non-members to engage in group activities that can improve the lifespan of their membership
- How does the facility ensure that all groups in society can access the facilities and class programmes; has consideration been given to making the facilities feel more inclusive
- Does the facility make good use of customer testimonials to showcase their programme?

DO

Challenge: How do you ensure that the fitness programme runs smoothly, well managed and effectively and efficiently?

Examples of best practice

- Accreditation Schemes
- Equipment checked against manufacturer's guidance
- Equipment inspection carried out by a competent person
- Maintenance and Service agreements
- Health and safety guidance
- Fitness facilities and activities considered in NOP/EAP
- Inductions, in-person or digital
- Verbal screening, pre-activity questionnaire or Health Commitment Statement in use
- Group exercise class instructors screen new customers
- Health suite and Spa induction and pre-activity questionnaire
- Health Protection Agency (HPA) guidance on Spa Pools
- Sunbed induction and pre-activity questionnaire.
- Safe use of sunbeds and HSE guidance

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- Use of facility checks
- Membership contracts
- General Data Protection Regulations (GDPR)
- Music Licensing
- Self-employed instructors have Public Liability insurance
- Office of Fair Trading
- Third-party agreements, use of Apps or licenced fitness software.

Suggested Guidance

- Has consideration been given to industry accreditation schemes,
- Does the facility ensure that all equipment is regularly checked against the manufacturer's guidance
- Is a programmed schedule of daily, weekly, and monthly inspections carried out by a trained competent person with records maintained on-site
- Are maintenance and service agreements in place to ensure that downtime is kept to a minimum, customer expectations are maintained, and satisfaction and retention are improved
- Has industry health and safety guidance been considered, for example, where required resistance equipment is secured to the floor/wall as per the manufacturer's recommendations
- Have the fitness facilities and activities been considered within the NOP and EAP? Beauty/treatment and spray tanning booth areas should also appear in the NOP and EAP; therapists should display insurance certificates with qualifications
- Do the fitness suites have a suitable induction process, a pre-activity questionnaire (PEQ), or an HCS? Are user guides displayed on the safe use of the area
- Do the group exercise class instructors ensure that new customers are appropriately screened before the start of the class? Are user guides displayed on the safe use of the equipment, such as spinning bikes
- Does the health suites and spas have a suitable induction process; pre-activity questionnaires (PEQ)? Are user guides displayed on the safe use of the area
- Has compliance with the Health Protection Agency (HPA) guidance on spa pools been considered
- Do the sunbeds have a suitable induction process and pre-activity questionnaires (PEQ)
- Is signage displayed on the safe use of sunbeds? Are there processes in place to ensure that people under 18 years old cannot access/ use the sunbed? Has compliance with the HSE 'Controlling Risks from the Use of UV Tanning Equipment' been considered
- Is the use of the fitness facilities checked regularly when not supervised, Have CCTV and/or control entry systems been considered
- Following good practice, does the facility make members aware of any contractual agreements and terms and conditions before signing membership agreements
- Is the membership data protected at all times in line with the Data Protection Act
- Is the facility and staff compliant with the standards of music licensing, in line with the Phonographic Performance Ltd (PPL) and the Performing Right Society (PRS)
- Do self-employed instructors have a suitable level of public liability insurance (PLI) and are copies held and up to date

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- Does the facility ensure that all contracts comply with The Office of Fair Trading 'Guidance on Unfair Terms in Health and Fitness Club agreements'
- Are third-party agreements in place and regularly monitored?

DO

Challenge: What training has been delivered to ensure that staff are equipped with the skills to undertake their duties?

Examples of best practice

- Staff appropriately qualified
- Procedures and policy systems
- Meetings
- Chartered Institute for the Management of Sport and Physical Activity (CIMSPA)
- Continuous performance development (CPD)
- Facility-specific induction
- Job role-specific induction
- Internal refresher training
- Records of staff qualifications and training

Suggested Guidance

- Are staff involved in the service delivery suitably qualified to perform their duties such as fitness instructor level 2 or 3, GP referral, cardiac rehabilitation, personnel trainer, exercise to music, group cycling, yoga, Les Mills and other appropriate qualifications and training
- Do management ensure that staff are trained in any relevant procedures and policies, and any changes are actioned accordingly
- Do all Fitness Instructors and Group Exercise Instructors attend staff meetings to help communicate new procedures, train in processes, and give opportunities for staff feedback
- Is CIMSPA used help to raise awareness of the standard and qualification level of fitness instructors together with promoting and safeguarding the health, safety and well-being interests of the people using the service
- Is there a continuous professional development (CPD) framework which enables and encourages staff to obtain additional qualifications.
- Have appropriate facility-specific induction programmes been developed and implemented, with records maintained on site for all staff, including customer care, quality management systems (QMS), normal operating procedures (NOP), emergency action plans (EAP)
- Have appropriate job role-specific induction programmes been developed and implemented, with records maintained on site for all staff, for example, fitness instructor's handbook, equipment inspections, cleaning processes, induction process, sales, and retention process
- Have refresher training programmes been developed and implemented, with records maintained on-site for all staff, health, safety, and job-specific elements
- Are staff appropriately qualified with records of qualifications and training maintained on-site and up to date?

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DO
Challenge: What resources have been allocated to deliver the programme?
Examples of best practice <ul style="list-style-type: none"> • Supervision and staff resources • Sufficient staff to match usage • Time to check and clean equipment • Training budget linked to staff training plan • Equipment budget for short-term and ongoing replacement • Equipment and adaptations for use by all groups • Sales • Retention • Variety of activities at busy times • Information Communication Technology (ICT) • Industry trends/ new classes • Software solutions and Apps
Suggested Guidance <ul style="list-style-type: none"> • Are the levels of supervision defined for all activities which align with the staff resource budgets; Constant supervision could increase retention, and customers could be more comfortable and confident during their use of the facilities • Is usage regularly reviewed to ensure that sufficient staff are in the facilities at busy times • Is time allocated to the rota to check and clean equipment; this can assist in managing customer expectations • Is the training budget linked to the delivery of the staff training plan and do they assist in meeting the fitness targets and objectives • Have equipment and maintenance budgets been established to meet both the short-term objectives and the ongoing replacement and renewal of equipment • Has suitable equipment and adaptations been provided to enable people with additional needs to make use of equipment • Have effective sales processes been developed to generate leads and convert inquiries to new users or members • Have retention processes been developed to retain customers such as the induction process, programme refreshment, gym challenges and social events • Are there a variety of activities available at busy times to ensure that there is minimal overcrowding, with users waiting to use equipment or unable to access full classes • Is the use of ICT for communication, sales, marketing, and retention maximised, such as Apps, text, electronic programs linked to fitness equipment, front-of-house management systems, software solutions, 'Facebook' and retention software? Does the facility offer online membership and induction processes • How does management keep up to date with industry trends/identify new classes to help develop the programme?

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MEASURE
Challenge: How do you measure?
Examples of best practice <ul style="list-style-type: none">• Performance management (Key Performance Indicators)• Group exercise class information displayed.• Measurements in place for group exerciser classes.• Retention and attrition of customers• Financial performance• Customer and staff feedback• Mystery visits• Fitness KPIs
Suggested Guidance <ul style="list-style-type: none">• Are key performance indicators identified and are targets set accordingly, does this include measures on usage, sales, and occupancy rates? The targets could include measurements for both facility and individual achievement• Is group exercise class capacity and usage communicated to customers, how are customers informed of planned changes to the programme• The usage and capacity of the group exercise classes are measured on an ongoing basis which can highlight where numbers are falling• Is retention and attrition regularly tracked and measured• Are income and expenditure budgets measured to identify whether all aspects of the fitness suite operation are adequately resourced• Is customer and staff feedback encouraged and are the findings analysed and measured• Does the facility make use of mystery visits to test the customer experience; are the findings and observations analysed and measured• Is the performance of the fitness staff monitored by set KPIs, for example, what % of their time is spent completing quality interactions such as inductions, programmes, re-programmes, or gym classes?

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REVIEW	
Challenge: How do you review what you measure?	
Examples of best practice <ul style="list-style-type: none"> • Performance reviewed against targets • KPIs reviewed for trends/ achievements • Instructors deliver additional activities • Usage and membership increasing for targeted groups • Audits/ mystery visits/ surveys (internal and external) • Procedures and policy systems 	
Suggested Guidance <ul style="list-style-type: none"> • Does the facility review its performance against the targets set out in the business and financial plans? Are all appropriate staff and stakeholders involved in the performance review and are any actions identified added to an improvement plan • Is the data compiled from KPIs reviewed for trends and achievements; is action taken accordingly, with findings added to the improvement plan • Are instructors delivering additional activities such as exercise classes, and master classes and using other parts of the building to programme exercise, for example, swimming programmes • Is usage and membership increasing from targeted groups and different sectors of the community • Are audits/mystery visits/surveys reviewed for findings; is action taken accordingly, with actions added to the improvement plan • Does the management have a process in place to regularly review and update relevant procedures and policy systems • Is the performance of Fitness Instructor KPIs monitored against set targets and benchmarks? 	

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IMPACT
Challenge: Has what you have done made a difference?
<p>Examples of best practice</p> <ul style="list-style-type: none"> • Financial and KPI targets achieved • Membership base increasing • Usage of the programmes is increasing • The number of customers completing the full Customer Journey has increased • The number of customer referrals has increased • Organisations offer funding • Access to funding streams to offer activities • Compliments and complaints • Customer satisfaction improving • Improved audit/ mystery visits results • Customer testimonials • Research into the difference fitness activity has made to people's lives • Staff have been upskilled • Fitness Instructor proactivity has increased
<p>Suggested Guidance</p> <ul style="list-style-type: none"> • Is the facility achieving its financial and KPI targets? Are results improving year on year in all areas (including retention and attrition) • Is the membership base increasing year on year • Are organisations such as the NHS offering funding to assist in meeting their priorities • Is the facility attracting funding to put on activities to improve the physical and mental health of the community • Are compliments increasing and are complaints decreasing • Is customer satisfaction with the facilities and the programmes on offer improving • Are the results of audits improving year on year • Is the facility using customer testimonials to promote the success of the fitness programme • Has research been carried out to demonstrate the difference that can be made to the community's health and well-being through physical activity • Has staff completed additional qualifications which have allowed them to deliver more or new services to the customer base • Has staff completed more quality interactions with customers, for example, more programmes and re-programmes have been completed?