



Quest Annual Report

2025



Quality Support in Safe Hands

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The 2025 Quest Annual Report reflects a year of consolidation, consistency, and continued progress across the sport and leisure sector. Building on the strong foundations established in 2024, this year's results demonstrate that facilities are not only maintaining high standards but also embedding them more consistently across all areas of operation.

While overall performance levels remain similar to 2024, a longer-term view highlights significant improvement since 2023, with more facilities achieving higher bandings and fewer operating at mid- or lower-tier levels.

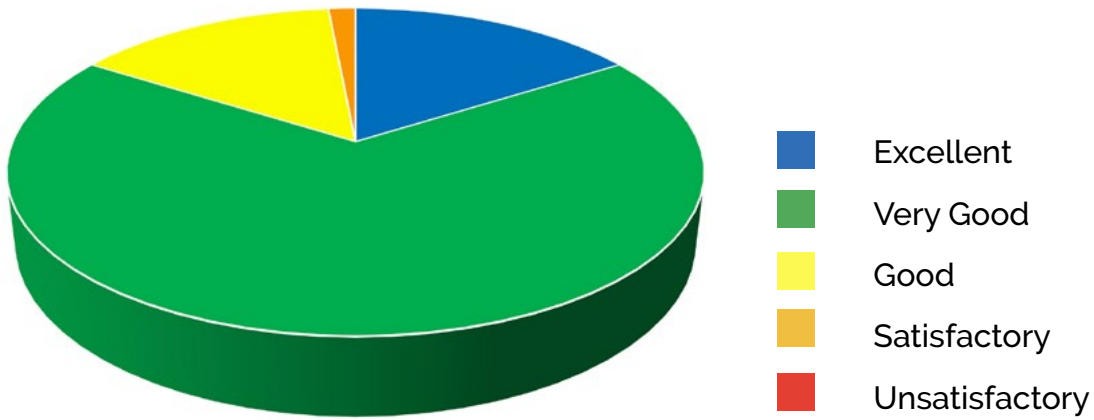
This progress reflects our partners' ongoing commitment, the strength of the Quest framework and our collective ambition to deliver high-quality, inclusive and customer-focused services that support active and healthy communities.

Each Quest assessment in 2025 was structured across core and choice modules, underpinned by the **PLAN – DO – MEASURE – MONITOR – REVIEW – IMPACT** methodology.

This approach ensured a strong focus on evidence-based decision making, continuous learning and adaptation, effective performance monitoring and improvement, and a balance between consistency and innovation.



2025 Overall Quest Assessment Results



The 2025 results demonstrate sustained high performance, with the majority of facilities achieving an overall banding of Very Good or above.

There was a clear shift from Good to Very Good, indicating that facilities moved beyond baseline performance and were delivering consistently high-quality services.



Module Performance Comparison: 2023 - 2025

This report compares 2023 to 2025 to reflect a full two-year cycle of Quest, providing a clearer view of sustained impact than a year-on-year comparison.



The bar chart compares the percentage of facilities achieving “Excellent” in 2023 and 2025 across the core modules. Overall, most areas showed improvement in 2025 compared with 2023. The biggest increase was in Managing the Team, which rose significantly from 16% to 43%. Tackling Inequalities also showed a noticeable improvement. Planning to Improve was the only module to decrease, falling from 37% to 28%.

This suggests that while performance improved in most areas by 2025, there may still be a need to focus on strengthening planning and improvement processes.

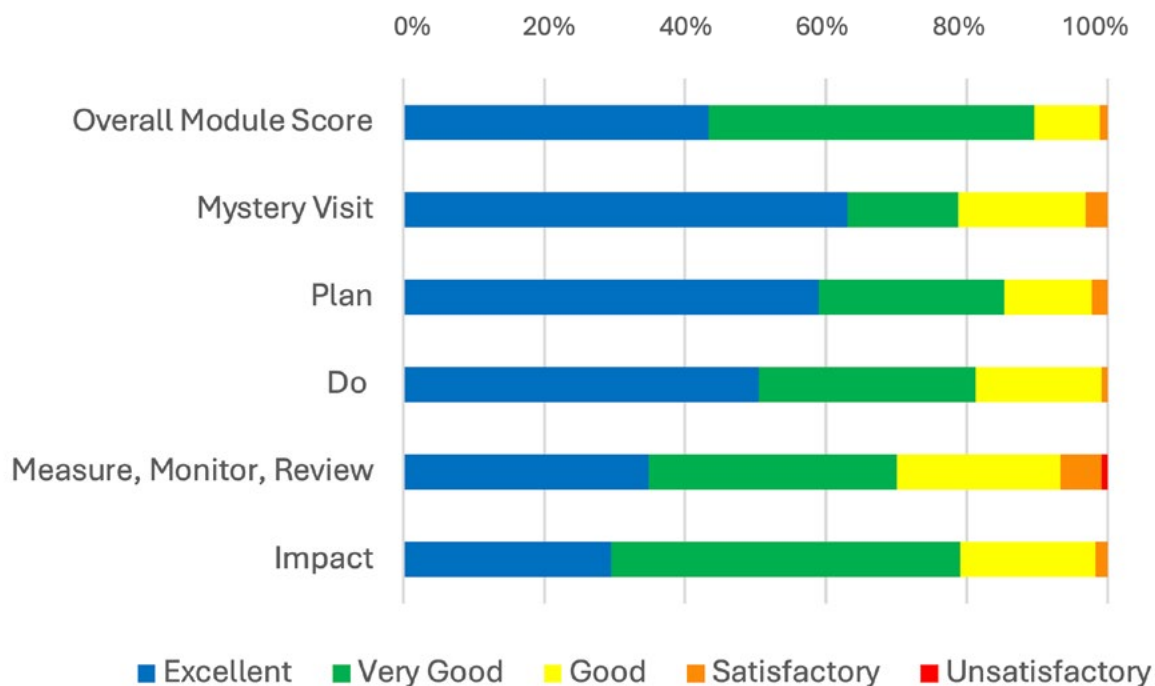
A deeper analysis of module performance, shown in the table below, highlights where the most significant improvements have occurred.

Module	Excellent		Very Good		Good		Satisfactory		Unsatisfactory	
	2023	2025	2023	2025	2023	2025	2023	2025	2023	2025
Tackling Inequalities	8%	19%	50%	50%	30%	24%	11%	7%	0%	0%
Customer Journey	12%	13%	53%	60%	31%	25%	4%	2%	0%	0%
Operational Management	13%	16%	51%	60%	32%	22%	5%	3%	0%	0%
Environmental Management	10%	10%	43%	51%	34%	32%	13%	6%	0%	0%
Managing the Team	16%	43%	55%	46%	27%	9%	2%	1%	0%	0%
Planning to Improve	37%	28%	34%	54%	19%	14%	8%	4%	2%	0%
Mystery Visit	19%	23%	42%	45%	30%	27%	8%	4%	1%	0%

* Mystery Visit scores run across the majority of modules.
 **Bold green indicates key areas of improvement.

Managing the Team

The most improved module is Managing the Team, with Excellent ratings **increasing from 16% to 43%**. This reflects a strong and sustained focus on leadership, workforce development, and staff engagement across the sector.



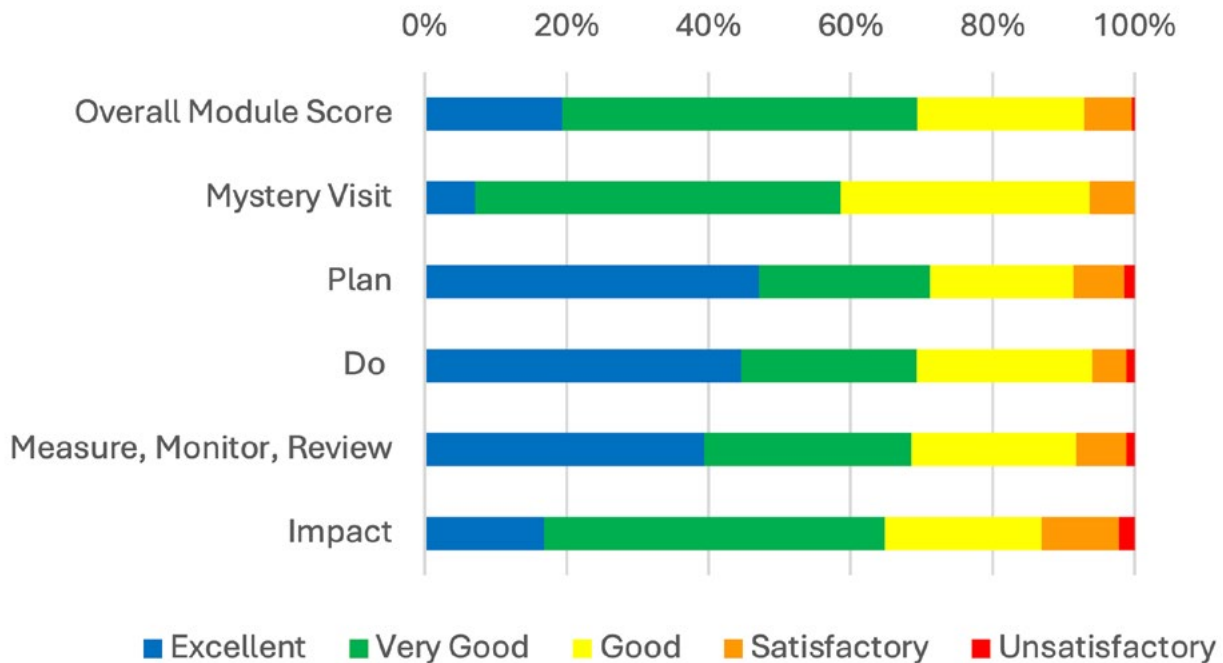
79% of facilities achieved Excellent for ensuring staff are appropriately qualified, and 92% achieved Very Good or Excellent in promoting innovation, creativity, and high morale.

Whilst Managing the Team is a high performing module, some lower scores highlighted some gaps in consistent staff support. Only 35% of facilities achieved Excellent in providing one-to-one opportunities for contracted and casual staff, and just 28% scored Excellent in measuring and monitoring staff wellbeing and satisfaction.

This suggested that while leadership and culture are strong, there is an opportunity to further embed structured processes to support staff development, engagement, and wellbeing across all workforce groups. For example, this could include implementing regular, documented one-to-one meetings for all staff, introducing consistent wellbeing surveys and feedback mechanisms, and formalising development plans to ensure both contracted and casual employees receive equitable support and progression opportunities.

Tackling Inequalities

Performance in Tackling Inequalities improved significantly, with Excellent ratings more than **doubling from 8% to 19%**. This demonstrated a growing commitment to inclusivity, accessibility, and ensuring services meet the needs of diverse communities.



Performance in Tackling Inequalities shows growing strategic intent, with 45% of facilities achieving Excellent for co-producing business plans aligned to local needs and priorities.

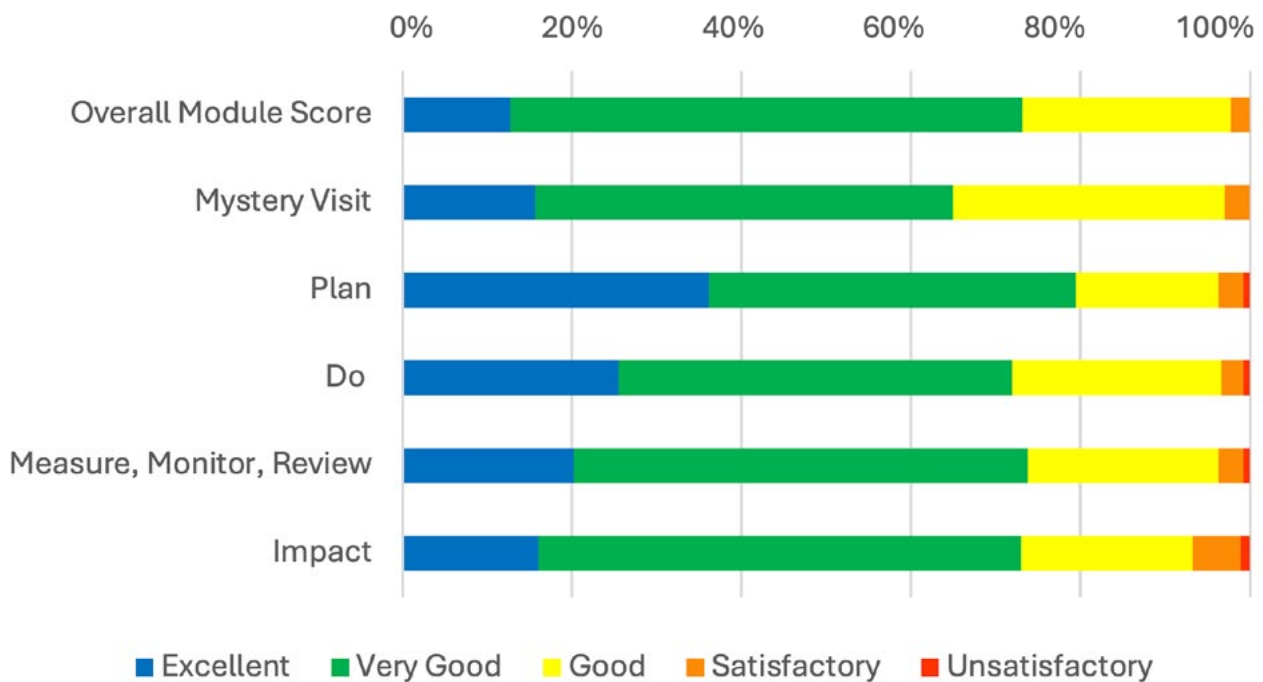
However, delivery at an operational level is less consistent. 37% of facilities achieved Good or below in ensuring communications were inclusive and reached intended audiences, highlighting a key area for improvement. There were also gaps in how insight informs decision-making, with 9% scoring Good or below in using consultation to shape procurement and ensure inclusive equipment provision. Mystery Visit scores for this module

were also lower, largely due to websites not clearly presenting information on accessible facilities and equipment, or indicating which activities are suitable for people with additional needs.

Overall, while strategic planning is strong, there is an opportunity to strengthen how this translates into inclusive practice and customer-facing delivery. For example, this could include developing targeted and accessible communication plans for under-represented groups, using community insight to directly inform service design and equipment choices, and embedding inclusive standards into procurement processes to better reflect diverse user needs.

Customer Journey

Customer Journey results showed a positive shift, with Very Good ratings increasing to 60% and reductions in both Good and Satisfactory bandings. This indicates improved consistency in how customers experience services, with a stronger focus on improved membership sales training, communication, and overall journey design.



Customer Journey performance remained strong, with over 85% of facilities scoring Very Good or Excellent in ensuring sufficient resources were in place and that staff were trained to exceed customer expectations. This reflects a consistent focus on delivering high-quality service. Mystery Visit scores were lower in this area, primarily due to inconsistent responsiveness, including unanswered phone calls and

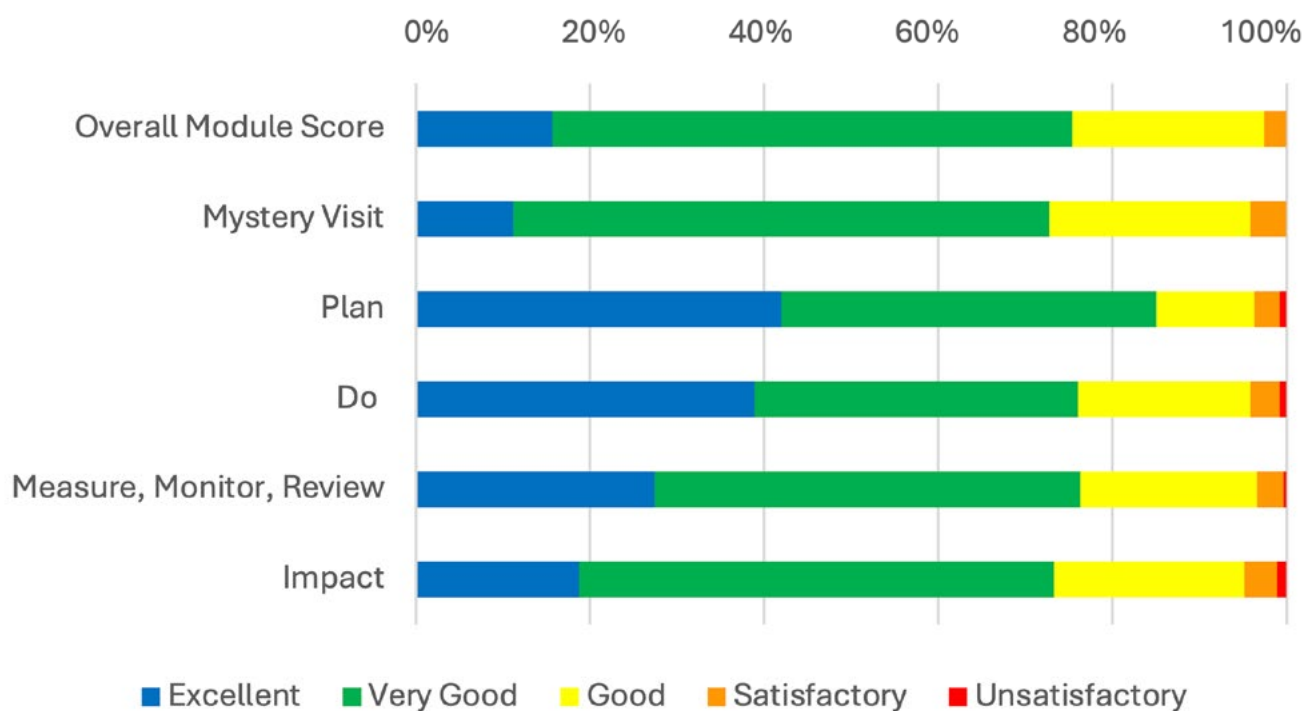
delays in responding to email and social media enquiries.

However, 39% of facilities scored Good or below in how they used and communicated findings to improve services for customers and staff. This suggests that while feedback was being gathered, it is not always effectively translated into visible improvements.



Operational Management

Operational Management also improved, with Very Good ratings rising to 60% and a notable reduction in Good bandings. This suggests that facilities are becoming more consistent in delivering well-managed, efficient, and safe operations.



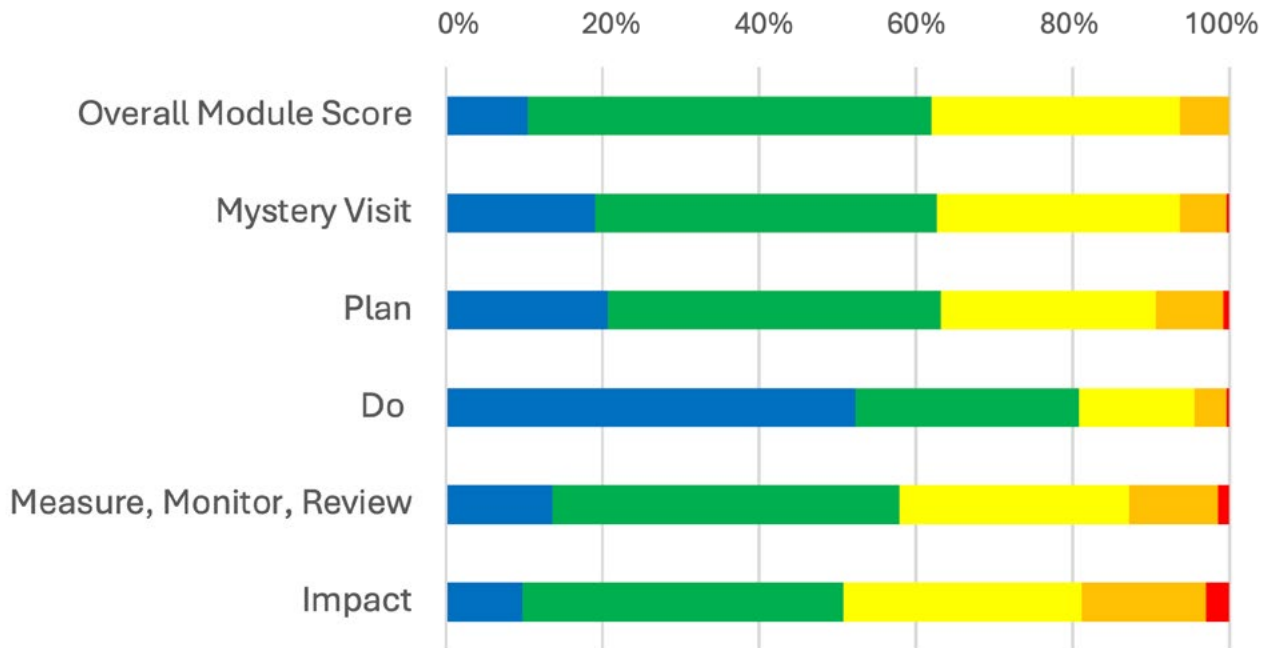
Operational Management showed strong performance in planning and delivery, with around 90% of facilities achieving Very Good or Excellent in maintaining facilities and implementing planned preventative maintenance programmes. Mystery Visit scores were lower in this area, primarily due to poor housekeeping of external areas and lower standards of cleanliness in toilets and changing rooms.

Lower bands were seen in demonstrating impact, with 29% of facilities achieving

Good or below when evidencing that processes were making a difference. This indicates a need to strengthen how outcomes are measured and communicated. This could be addressed through more formal housekeeping and cleanliness audits that are regularly scored and benchmarked, alongside the development of a RAG-rated site improvement plan to track actions, prioritise issues, and monitor progress more consistently.

Environmental Management

Environmental Management saw a reduction in lower bandings; however, **Excellent ratings remain at 10%**. This suggests that while progress has been made, further development is needed to measure impact and embed innovative sustainability practices.



Environmental Management remains one of the more challenging areas, particularly in demonstrating impact. 44% of facilities scored Satisfactory or Unsatisfactory in evidencing reductions in environmental impact and carbon footprint. However, there are positive signs in planning, with 68% scoring Very Good or Excellent in how they intended to reduce environmental impact. This suggested that while intent and planning are improving, further work is needed to translate this into visible delivery on site.

Mystery Visit scores were lower in this area due to various issues, including

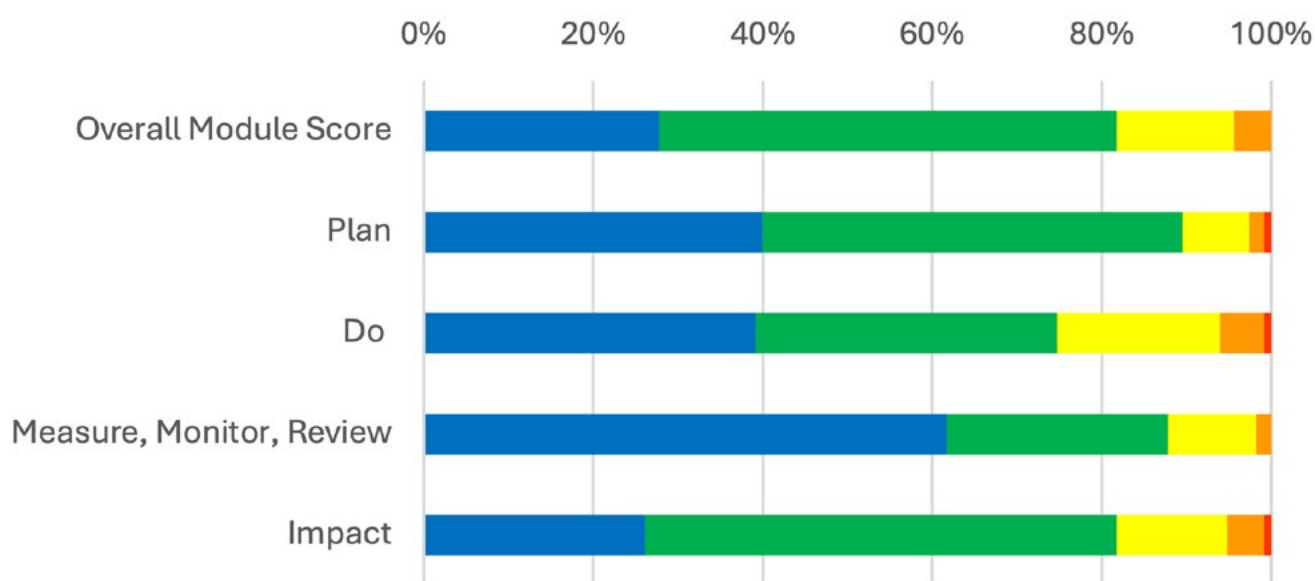
24% of facilities not displaying an up-to-date Display Energy Certificate (DEC), limited availability of recycling bins, and poor communication to customers regarding the organisation's approach to sustainability.

Suggested improvements could include the development of site-specific action plans with SMART targets to drive measurable environmental progress, alongside better-trained Green Champions with clear, practical responsibilities for sharing best practice and embedding sustainable behaviours across the wider team.

Planning to Improve

Planning to Improve showed a negative shift from Excellent to Very Good ratings. This perhaps reflects a move toward less consistent, structured planning processes across a wider range of facilities.

This module was available only to those who completed a two-day Quest Plus assessment. To help drive standards in this area, from January 2026, a core compulsory module called Continuous Improvement has been introduced and will cover similar subject matter.



Planning to Improve became one of the weakest-performing modules, highlighting challenges in embedding structured and clearly communicated improvement processes.

Only 40% of facilities achieved Excellent in defining the purpose of their business plan and approach to improvement, and just 33% achieved Excellent in communicating objectives and progress to staff, customers, and stakeholders. This suggested a lack of clarity and visibility around improvement planning.

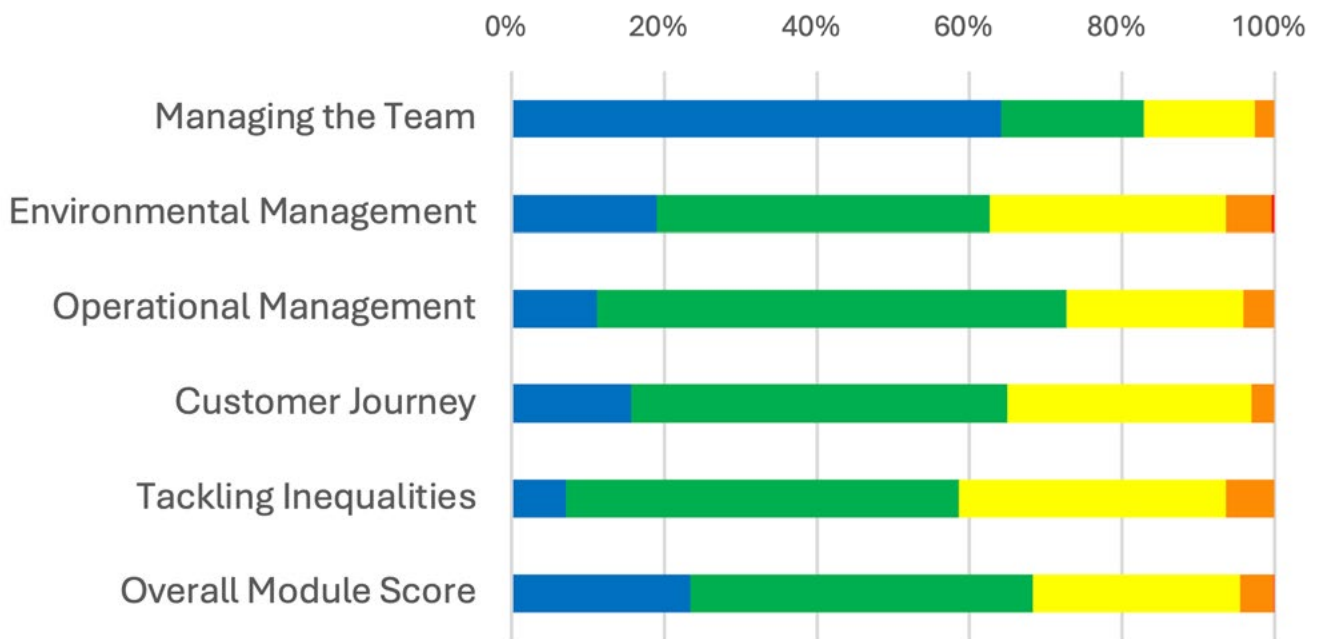
However, performance is stronger in measuring and reviewing, with over 88%

of facilities scoring Very Good or Excellent. This indicates that while data is being effectively gathered and reviewed, it is not always being translated into clear, actionable planning and communication. Improvement could be strengthened by adopting a more collaborative, bottom-up approach to planning, actively involving facility staff and key stakeholders in the development of business and improvement plans. This would help ensure plans are more operationally grounded, better understood by teams, and more consistently embedded into day-to-day delivery.

Mystery Visit

The Mystery Visit questions are embedded in each module. This will change in 2026, with three specific mystery visit modules.

Mystery Visit results showed improvements across higher bandings and the elimination of Unsatisfactory ratings. This highlighted stronger frontline delivery and a more consistent customer experience across facilities.



Mystery Visit highlights included staff interaction and customer experience. 72% of facilities scored Excellent for professionalism of staff and the safety and enjoyment of activities, reflecting high standards in day-to-day service delivery.

However, digital and communication channels present a key area for improvement. 21% of facilities scored Good or below in the quality and inclusivity of website and social media information, as well as in communicating accessibility to customers.

Environmental messaging also scored lower, with 19% of facilities rated Satisfactory or Unsatisfactory in promoting sustainability policies and practices such as reducing, reusing, and recycling.

Overall, while in-person experiences were strong, there is an opportunity to improve how facilities communicate, engage, and promote key messages across digital platforms and environmental practices.



Compliance Declaration

The Compliance Declaration Module shows that while many facilities are meeting statutory and safety requirements well, there are still some areas where consistency and full compliance need to be strengthened.

Only 62% of facilities passed the Compliance Module on their first attempt, 38% did not meet the required standard at the point of assessment.

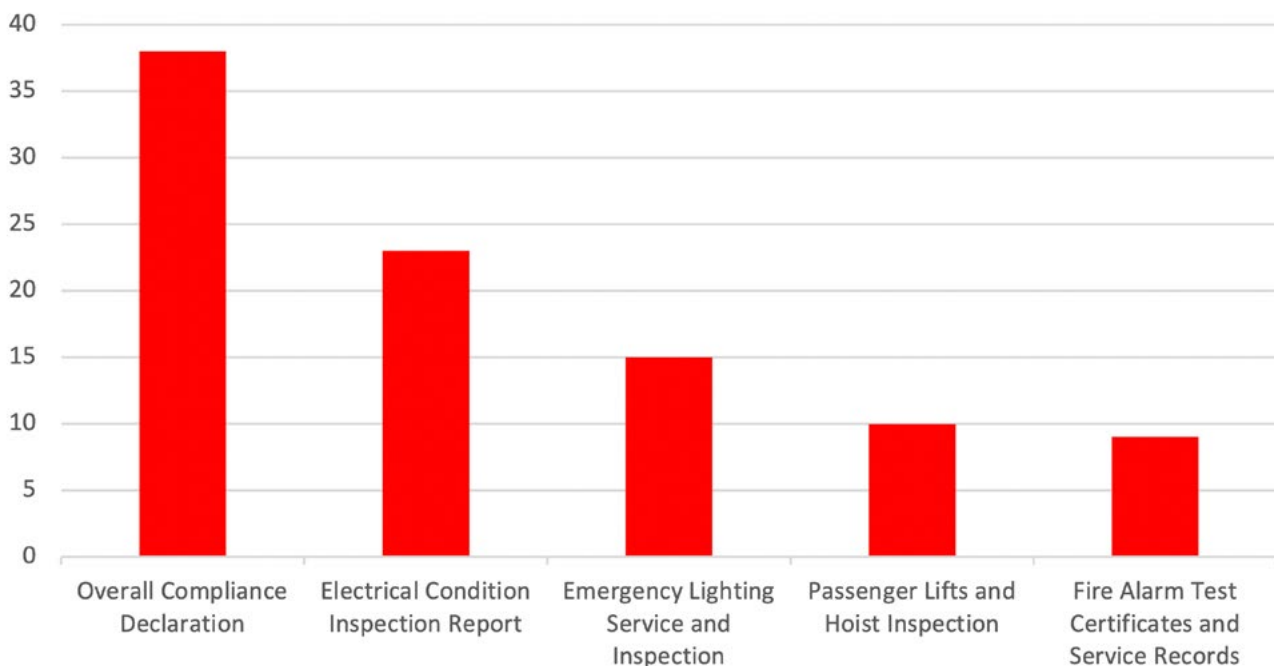
Key points of failure in this module include.

- Fixed Electrical Condition Inspection Reports: 23% non-compliant

- Emergency Lighting Service and Inspection: 15% non-compliant
- Passenger Lifts and Hoist Inspection: 10% non-compliant
- Fire Alarm Test Certificates and Service Records: 9% non-compliant

These findings indicate that while most facilities had appropriate systems in place, failures are often linked to incomplete remedial actions, gaps in documentation, or inconsistent tracking of compliance requirements.

% of all facilities that initially failed sections of the Compliance Declaration



Behind the Scenes in 2025

Assessors and Mystery Visitors

We continued to expand and strengthen our network of Quest Assessors and Mystery Visitors to ensure high-quality, consistent, and insightful assessments.

New Assessors in 2025 included Alison Lewis, Duncan Gibb, Ian Davis, James Bliss, Joe Coombes, Mark Byerley, Matt Chamberlain, Peter Gilpin, Phil Evans, Stuart Winslow, and Tunde Williams. These individuals bring a diverse range of experience and expertise, further enhancing the robustness and credibility of the Quest assessment process.

We won't mention the names of the new Mystery Visitors!

We would also like to extend our sincere thanks to all customers who have supported the Quest Mentor Programme for new assessors. Through this initiative, facilities have provided valuable opportunities for new assessors to develop through shadowing, observation, and practical experience. This collaborative approach strengthens the quality and consistency of assessments and reflects the sector's shared commitment to continuous improvement.

Customer Feedback and NPS

Customer feedback remains central to the ongoing development of Quest. Thank you to all the managers who completed the feedback forms. We have been delighted with the overall comments.

Based on feedback from operators and assessors, several practical improvements were made to enhance the usability and accessibility of Quest processes. Preparation forms were updated to use a more standard, widely available font and were made available as editable Word documents to improve ease of completion. Facilities were also given the option to submit their Compliance Declaration in advance, helping to reduce pressure on the assessment day itself.

To support learning and consistency, additional webinars were delivered for the Tackling Inequalities module,

featuring real-life examples from operators to share effective practice. Monthly drop-in webinar sessions were also rescheduled to avoid the close-out period, enabling greater attendance and improved engagement across the sector.

In 2025, Quest achieved an exceptional Net Promoter Score of 89, placing it among the highest-performing services across any sector.

This reflects high levels of customer satisfaction and trust, strong perceived value of the Quest framework, and consistently positive experiences across assessments, training, and support.

Thanks to all of the mystery visitors and assessors for their continued hard work and support!

Partnerships and Insight Development

We continued to strengthen our partnership with Moving Communities, with an increasing focus on data-led insight and hypothesis testing. It has been great to be part of the new Moving Communities Thought Series webinars, such as using Quest insights to spotlight success and spark action for more inclusive, engaging, and excellent delivery for all young people.



Quest - Powering Partnerships & Breaking Barriers

This session draws on insight from the Quest Tackling Inequalities module to explore how we move beyond participation, towards real, lasting community connection.

- Sport and physical activity are powerful tools for bringing people together.
- True connection starts with understanding local needs, co-producing solutions, and embedding inclusion in everything we do.
- Quest data from the Tackling Inequalities module shows where we're doing well, and where we can go further.

Right Directions | Active Insight | Quest

In 2025, we delivered a series of joint webinars with our partner Active Insights, covering everything from Sleepers to Keepers, Customer Journey insights to our First Impressions Count webinars.



Attendances averaged over 100 per webinar, and we look forward to expanding this in 2026.



Set For Success

May 2025

Quest | Active Insight | Right Directions

Right Directions also manages the delivery of ukactive TAS, further strengthening alignment across sector frameworks. All customers holding a valid Quest certification are automatically awarded TAS, reducing duplication and recognising the quality of Quest-assessed facilities.

In addition, we continue to deliver the Swim England Learn to Swim Accreditation on behalf of Swim England. This is completed as part of the Quest for Facilities assessment or as a standalone assessment, allowing customers to combine multiple assessment requirements into a single, streamlined process. Everyone Active currently holds the accreditation for all of their facilities that deliver the Swim England lesson programme.

These developments demonstrate Quest's commitment to aligning and integrating assessment frameworks, making the process more efficient, reducing administrative burden and delivering greater value for customers.

Ukactive Outstanding Individual Leadership Award 2025

Caroline Constantine, Managing Director of Right Directions, was shortlisted as a finalist for the ukactive Outstanding Individual Leadership Award 2025, recognising her exceptional contribution to the leisure sector.

Caroline's leadership is defined by a strong commitment to trust, inclusivity, and continuous progress. She has cultivated a supportive, values-driven culture in which colleagues across all roles and age groups feel recognised and empowered. Her focus on developing people is demonstrated through structured mentoring programmes, targeted training, and clear goal alignment.

Her strategic insight, combined with a high degree of emotional intelligence,

has enabled the organisation to drive innovation and successfully secure acquisitions that others may not have pursued. Caroline plays a pivotal role in safeguarding the future of the Quest Accreditation Scheme, further underlining her impact and leadership capability.

We are profoundly grateful that she helps to ensure that Quest continues to travel in the Right Direction!



Update to Quest

The 2026 update to Quest introduces a more streamlined and impact-focused framework, improving clarity, consistency, and usability across the sector.

Key enhancements include a refined Mystery Visit with clearer, more focused criteria to strengthen benchmarking and reduce ambiguity, and the introduction of a new Continuous Improvement module, embedding improvement planning as a core requirement.

A new Driving Participation module, based on the Tackling Inequalities module, has been introduced to allow

facilities to better showcase their unique programming and the work they are doing to increase participation and inclusion within their communities.

The new Active Wellbeing Assessment replaces the previous Active Communities approach, enabling organisations to demonstrate place-based impact across partnerships and multi-site delivery.

Alongside this, integration with Moving Communities and a new Quest dashboard will improve data visibility, analysis, and benchmarking, supporting more consistent insight-led decision making.

Summary

The 2025 results reflect that our sector is strong, stable, and continuously improving. While overall scores show consistency, deeper analysis highlights meaningful progress in leadership, inclusivity and service delivery.

With continued investment in data, partnerships and innovation, Quest will remain a key driver in supporting facilities to deliver high-quality, impactful services that benefit communities across the country.

We are excited to continue to develop in 2026 and look forward to exciting times ahead.



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