



QUEST

up to date

July 2025

We hope your summer is off to a fantastic start!

First, a huge thank you for your continued support of Quest, Sport England's improvement tool for the sport and leisure sector. Your ongoing engagement helps us grow stronger as a community and deliver services that make a real impact. We're excited to bring you all the latest: upcoming events, new team members, sector insights, and a fond farewell to a couple Quest legends.

Book your place: "All Things Quest" Drop-in sessions

Whether you're a new or experienced Quest user, our **All-Things Quest drop-in sessions** are a relaxed and open way to connect, ask questions, and share feedback.

Click the dates below to book.

Thursday 24th July at 10:00 AM

Wednesday 21st August at 10:00 AM

A relaxed, great space to chat with peers and the Quest team.

Welcome to our new Quest Assessors

We're excited to welcome three fantastic professionals to the Quest Assessor team:

Duncan Gibb, from **Everyone Active**, bringing a wealth of operational insight.

Martin Guyton, formerly **CEO of Tonbridge & Malling Leisure Trust**, is sharing valuable leadership experience.

Phil Evans, Right Directions' new Product Development Manager, joins us with years of sector expertise, having previously worked as **Quality Assurance Manager for Active Northumberland**.

We're thrilled to have their combined experience and passion contributing to the continued quality of Quest.

Simon Hayes appointed new chief executive of Sport England

We are excited to share this news and look forward to continuing our partnership with Sport England under Simon's direction.

Simon brings a wealth of senior experience in organisational leadership to Sport England, having a strong track record in delivering impact and public sector modernisation, which will undoubtedly prove really beneficial for the sector.

Find out more on Sport England's website [here](https://www.sportengland.org)

We're recruiting especially in Northern Ireland!

Thanks to growing demand, we're currently recruiting new Mystery Visitors and Assessors, with a particular focus on those based in Northern Ireland.

If you or someone you know has a keen eye for quality and improvement, we'd love to hear from you. Reach out to Quest@rightdirections.co.uk to find out more.

Environmental Management Module

Environmental sustainability continues to be a key focus. Here are some easy wins and practical improvements drawn from recent Quest assessments:

Visibility & Awareness

- Make sure your Display Energy Certificate (DEC) is in date, A3 size, and displayed in a prominent position.
- Promote your environmental approach: use your website, posters, and social media to share your message.

Reduce, Reuse, Recycle

- Use QR codes in place of printed leaflets.
- Display clear recycling points with signage like "We recycle for you!"
- Encourage reusable water bottles by promoting water fountains.

Smart Planning

- Develop a SMART, site-specific environmental plan, linked to KPIs and local authority strategies.
- Involve your team in shaping and reviewing your green goals.
- Include environmental progress in team meetings.

Day-to-Day Practice

- Appoint a Green Champion.
- Conduct regular environmental checks and review BMS settings.
- Keep waste collection and recycling records up to date.

Measure and Impact

- Track utility usage and benchmark against targets.
- Highlight positive impact, such as CO₂ reduction, solar tech, or green funding received.

Sector Insight: Recommended Reads & Resources

Stay informed and inspired with these key resources:

- **Moving Communities Annual Report 2024** – Key trends and what they mean for your facility
- **Active Lives Survey** – Understand national participation levels
- **Tackling Inequalities Webinar**
- **Customer Journey Webinar**

Quality Support in Safe Hands



Lee Valley VeloPark Case Study

Quest Marketing, Research and Communication Module

Marketing is an essential part of any organisation. The importance in building your brand's story should not be underestimated as a vital tool to keeping your audience engaged and interested, and ultimately converting that interest into long-term customer relationships. For leisure facilities, in addition to supporting vital revenue generation, through marketing we build brand awareness, attract new visitors or members over time, improve the facilities reputation and promote healthy lifestyles.

Many customers aren't ready to commit to a membership or activity right away. Effective marketing builds familiarity and trust over time, so when those customers are ready to take the leap, your facility is the first place they think of.

The question is: how do you make that happen?

Are you truly tapping into the full potential of your marketing, research, and communication strategies, not just with customers, but also with your partners and internal teams?

Having recently achieved 'Excellent' in their Quest assessment, and more notably in the Marketing, Research and Communication module, Lee Valley VeloPark is a great example of a facility making full use of their marketing potential. The site demonstrates diverse marketing collateral, a robust online presence using multiple channels, and a streamlined marketing strategy both site-specific and company-wide.

In this case study, we are taking the opportunity to celebrate Lee Valley VeloPark as a prime example of what effective marketing for leisure facilities looks like, so you can reflect on your own strategy and identify areas to develop!



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Lee Valley VeloPark Case Study

Starting with the basics

Across the sport and leisure industry, taking into consideration Quest module criteria, good marketing in order to optimise revenue and boost looks like:

- ✓ **Effective use of resources** – communicating in a way that genuinely connects with your target audience
 - ✓ **Working with the right partners** – collaborating with organisations, influencers, or community groups that share your values and can help amplify your message to the right people.
 - ✓ **Measuring what matters** – Tracking engagement, conversion rates, and
- other key performance indicators that reflect both short-term wins and long-term goals. Just as importantly, regularly reviewing what you're measuring to ensure it aligns with your current strategy and objectives.
 - ✓ **Adapting and evolving** – The most effective marketing strategies are not static. They're built on a foundation of ongoing learning, testing, and refinement based on data, feedback, and changing audience needs
 - ✓ **Internal alignment** – Ensuring your whole team understands and supports your marketing direction. When staff are aligned with your messaging and values, they become powerful ambassadors both online and offline.

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Lee Valley VeloPark Case Study

How is Lee Valley VeloPark scaling its marketing effectively?

The Quest Marketing module does not assess marketing successes based on your follower count or the volume of content you push out - but on how strategically you engage your audience, communicate your offering, monitor and measure success, and support wider organisational goals using both external and internal resources.

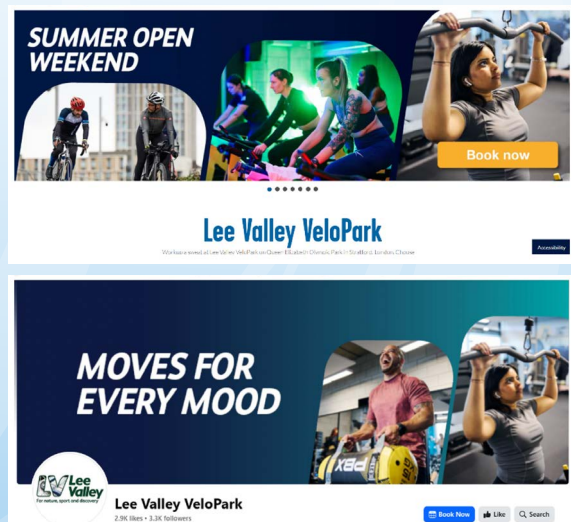
Tom Lee, Marketing Manager at GLL (Major Venues), said:

"Partnering with Right Directions on the Quest assessment has been a fantastic experience. It gave our marketing team a valuable opportunity to pause, reflect and gain expert insight into how we operate. The feedback we received is helping us sharpen our strategy and keep raising the bar - exactly what's needed to match the world-class standard of a venue like Lee Valley VeloPark."

Lee Valley VeloPark uses a wide range of social media platforms, as well as its website to push promotional content – on all of which the marketing team work with external partnering companies to optimise and generate as much traffic as possible.

The site does not limit its reach on social media, and regularly posts on its respective pages - Instagram, Facebook, LinkedIn as well as the organisation's website which includes its own Lee Valley VeloPark landing page and dropdown.

Lee Valley VeloPark's online presence in a nutshell:



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The site utilises strong graphics, professional photos, and a diverse range of content – promoting services, making use of national days (such as Father's Day) to communicate the brand's values, and community-focused events. This way, the site ensures that its pages offer something for everyone and audience engagement is not static.

By using selected social media platforms in a targeted way, Lee Valley VeloPark is appealing to a wider variety of audiences and potentially different demographics through its channel strategy. This forms a solid foundation for a diverse content strategy, and for content to be adapted based on the different platforms being used.

e.g: **LinkedIn** is used to repost content posted by clients, partnered NGB organisations, stakeholders etc. and is used to increase awareness around these partnerships in the B2B market place. The venue's **Instagram** is used for B2C audiences - promoting different activities and services to community-related posts and engaging our audience with events that the venue has coming up.

Diversity in content avoids things becoming stagnant and repetitive.

***Tip:** Try and avoid reusing the exact same content for your different social media profiles. Reusing content can be a time-saving and efficient strategy when adapted slightly for different audiences – consider your call-to-actions, who you're addressing, and who is likely to see your content.*

How is this strong brand identity reflected in the Quest assessment score/feedback?

Whilst strong socials are important on the surface, there needs to be a strategy to plan and review clearly in place.

The broader marketing plan aligns both site-specific and company-wide goals and values, which elevates the brand story. Part of the Quest module criteria looks closely at whether:

- ✓ The marketing plan links to corporate, business, and financial plans
- ✓ The customer and market research links to the business plan
- ✓ The organisation measures its achievement against the objectives of the marketing and wider business plan

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Lee Valley VeloPark Case Study

Alex Bedford, the site's Quest assessor said:

"Lee Valley VeloPark was supported by a well-resourced, dedicated partnership marketing team, including a Marketing Manager, Marketing Programme Owner, and Marketing Activator posts, who had worked closely with the centre management team to deliver the launch of a new fitness facility, with membership levels exceeding the original targets set."

The team had developed a centre-specific marketing plan, supported by a dedicated tactical implementation plan detailing key activities and spending, and a social media and

PR strategy, with the marketing team providing valuable support to the centre in the achievement of the wider goals and objectives.

The marketing team worked in close partnership with the Lee Valley client team to ensure the brand standards and guidelines for the marketing and promotional materials produced, agreed upon as part of the management contract, were maintained across all platforms and promotions.

Overall, an 'excellent' example of how to manage the marketing and communications function in a prestigious national venue".

How does Lee Valley VeloPark's site-specific strategy align with company-wide goals?

About GLL

In 2022, GLL entered a 10-year partnership with the Lee Valley Regional Park Authority to operate the iconic Lee Valley VeloPark. GLL (Greenwich Leisure Limited), established in 1993, is a charitable social enterprise and worker-owned cooperative. Over three decades, it has grown from managing eight centres in Greenwich to becoming the UK's largest leisure and cultural trust.

Operating under its customer-facing brand Better, GLL now manages a wide range of leisure, library, and cultural services, welcoming over 57 million visitors annually and generating more than £440 million in social value. Its mission is to help people lead healthier, happier, and longer lives.

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Lee Valley VeloPark Case Study

The site's Instagram recently featured the 'June Gym Challenge,' part of a monthly initiative to motivate the community with fun, competitive fitness goals. The post shows Andy, the challenge winner, holding a tracker of all competitors' times, alongside the message: "Let's get fit and have fun together. Join the fun and test yourself with our fitness challenge."

The post represents the company's values as a whole – community, feeling physically fit and good about yourself, and using healthy motives to keep consistent.

GLL's core values include:

- Offering more than just a job
- Putting customers and communities at the heart of its services
- Tackling health inequalities

More on GLL's website here:

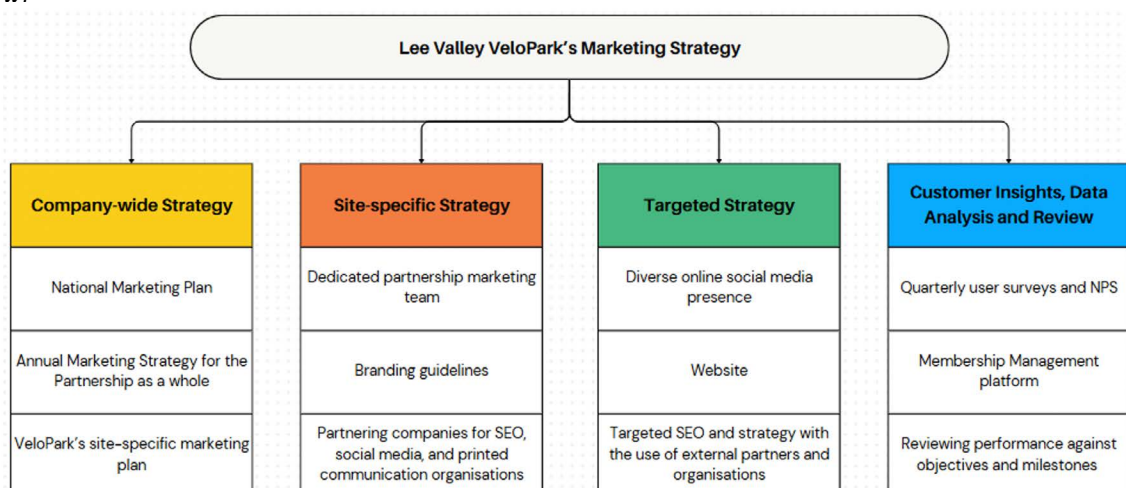


How does the site follow a 'plan, do, and measure' process to keep on top of its marketing strategy and score highly in the Quest module?

Planning:

- ✓ The use of a national marketing plan had been developed for the organisation and an annual marketing strategy for the partnership as a whole, to inform brand alignment and communicate USPs and brand messages effectively.
- ✓ Lee Valley VeloPark's centre-specific marketing plan was developed with the venue management and the partnership marketing team, supported by a dedicated tactical implementation plan detailing key activities and spending, and a social media and PR strategy.
- ✓ The marketing team completed regular competitor analyses to review the centre's offer against that of local competitors.

Lee Valley VeloPark's internal and company-wide strategy is displayed in the flow chart below:





Lee Valley VeloPark Case Study

Doing:

✓ The site is clearly extracting the most value possible out of their user behaviour resources, to deliver effective marketing strategies - The marketing department led the collection of customer insights, managing and collating quarterly user surveys and working with third-party platforms, such as Trust Pilot and Trip Advisor, to obtain further user feedback. Results are then shared with the centre management and client teams. A sales and marketing calendar has been developed to plan the local campaigns and promotions over the financial year.

Part of the module criteria looks closely at how you are planning to market your service, including:

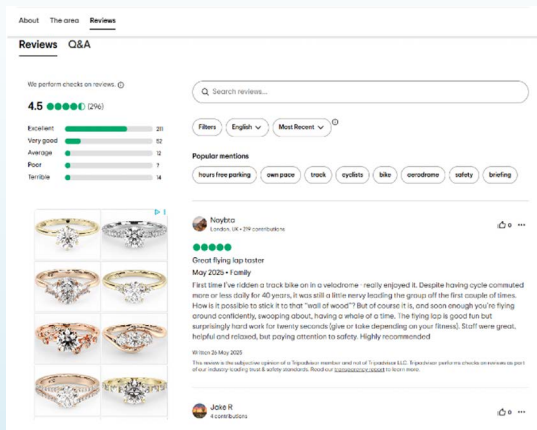
✓ Marketing plan links to corporate, business, and financial Plans

- ✓ Customer and market research links to the business plan
- ✓ Planned approach to customer and market research
- ✓ Marketing and communications promotional plan

Measuring:

✓ A suite of KPIs or 'milestones' had been developed as part of the centre marketing plan. User satisfaction, including overall satisfaction and an NPS rating, targets formed part of the management contract. An online dashboard is used to monitor the reach of social media posts.

✓ Using data to gauge success rates and inform strategy based on what's working and what's not. A review of the website traffic indicated a significant increase in user dwell time on centre pages following changes made to the customer journey through the website.



Tip: Do you use a reviews tool such as Google Reviews, Trip Advisor or Trust Pilot to display your customer feedback online and build trust with your potential audience? If not, it's worth setting something up. Google Reviews is a free tool with your Google Business profile.

Keith Griffiths, General Manager at Lee Valley VeloPark, said: *"We're very proud to have received an 'excellent' rating from Quest. This is a fantastic achievement and a real team effort. Quest is much more than a tick box exercise; it is an ongoing programme to improve our facility for both staff and customers, and a great way to demonstrate our achievements."*

Congratulations to the team!

For more information on the Quest scheme or the marketing module specifically, contact quest@rightdirections.co.uk or 01582 840078.

The guidance notes for the module can also be found on our website **here**.



Moving Communities

Customer Experience Survey 2025

This year's Moving Communities Customer Experience Survey is now live! Last year we got over 40,000 responses across more than 400 sites, making it the largest survey of its kind in our sector. This year, after consultation within the sector, we have added some new questions about self-reported happiness, plus a set of questions covering the "digital experience", something that is obviously increasingly important to our customers.

The survey is totally free for operators and local authorities to take part in the survey and each centre will get its own results on the Moving Communities platform, which can be benchmarked against industry averages.

Last year's insights included facts such as;

- The sector's NPS had recovered up to 28 with females and older age groups scoring higher than males and younger customers
- Cleanliness as a service element had the biggest gap between importance and satisfaction
- 33% considered environmental sustainability to be quite important, while 31% felt it was neither important nor unimportant. It is much more important to females than males

If you haven't already registered to take part in this survey, just drop Sarah Forster a line at sarahforster@active-insight.org Operators can take part in the survey until mid-October 2025.

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Moving Communities Social Value Dashboard Update

The Moving Communities Social Value dashboard has been upgraded with the latest national research from Sport England (2024), helping leisure operators and Local Authorities better measure the social impact of physical activity.

New features include updated health outcomes, a stronger focus on wellbeing through the WELLBY methodology, and the inclusion of inequality-related social costs, aligned with HM Treasury guidance.

Developed by the Moving Communities consortium, the dashboard now includes national and local data, total and attributable social value for leisure centre participation. The new model went live on 12th May, using data from the 2024/25 financial year.

For more information, contact:

movingcommunities@4global.com.

[Social Value Calculator](#)

[Social Value Models – Comparison Summary](#)

A Fond Farewell to....

Dr Jon Argent

We're taking a moment to say a heartfelt farewell and thank you to Dr Jon Argent, who is stepping back after more than 25 years as a Quest Assessor.

Jon has been a kind, thoughtful, and insightful presence in the Quest family, an advocate for quality, community impact, and genuine improvement. It's been a true pleasure to work with him. While he moves into semi-retirement, we're delighted to share that Jon will now serve as Chair of the Moving Communities Board. We wish him all the very best in this exciting next chapter. Thank you, Jon - you've left a lasting legacy.

Mark Fairclough

A big thank you as well to Mark Fairclough, who is leaving us after more than 10 years as a Quest assessor due to increasing commitments in his Head of Operations role at Volair. Thank you Mark for all of the support and expansive leisure operations knowledge you've contributed to leisure facilities over the years, as well as to us and the Quest scheme as a whole.

Mark, we wish you all the best in your busy job!

Help shape the future of Quest

We're currently updating Quest, and we want to make sure it continues to reflect the needs of our customers!

Have ideas, feedback, or features you'd love to see? Let us know at quest@rightdirections.co.uk. Your input helps us make Quest better for everyone.