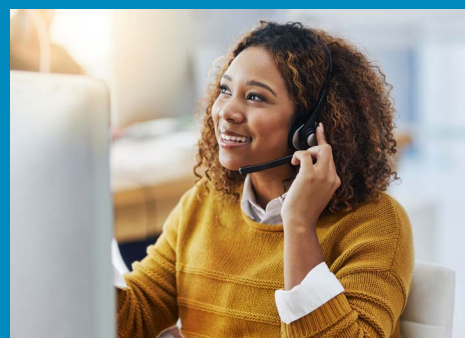




Quest Annual Report

2024



Quality Support in Safe Hands

[t] 01582 840 078
[e] quest@righdirections.co.uk
[w] www.questaward.org

Right Directions
Quality Support in Safe Hands

**Moving
Communities**

**SPORT
ENGLAND**

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The 2024 Quest Annual Report reflects a year of excellent progress and achievement, marking a significant milestone in our mission to foster a more active nation. This year, we have seen an impressive increase in the number of assessments completed, showcasing the growing commitment of our partners to improving the quality and impact of sport and physical activity across the country. Our reach has expanded with a broader, more diverse range of partners, reinforcing the importance of collaboration in delivering inclusive and sustainable programme.

We are particularly proud of the strengthened relationships with local authorities, as well as the enhanced partnerships with our Moving Communities consortium,

which have helped us extend our influence and improve service delivery at a grassroots level. Furthermore, our record-breaking Net Promoter Score (NPS) demonstrates the growing trust and satisfaction among our stakeholders, a testament to the value and success of the initiatives we support. This year's report also highlights the positive press coverage that has showcased our efforts, amplifying the impact of the work we do and ensuring that our shared vision of a more active and connected society continues to gain momentum.

As we look to the future, this report underscores the power of partnership, progress, and passion in driving meaningful change in the sports and physical activity landscape.



Performance Summary

Quest Assessment Results - 2024

Each Quest assessment comprises of a series of modules, categorised into core and choice modules. The core modules establish fundamental elements essential for success, while the choice modules enable centres or teams to customise the assessment to align with their specific operations. For instance, available choice modules encompass areas such as Ice Rinks, Event Management, and Fitness Suites, along with various engagement-focused modules.

Each module is structured within a comprehensive framework and is accompanied by up-to-date guidance, facilitating centres and teams in initiating processes and ensuring all critical aspects are addressed. The 'PLAN-DO-MEASURE-MONITOR-REVIEW-IMPACT' methodology is applied across most modules, emphasising:

- A robust focus on outcomes and evidence-based decision making
- An emphasis on learning about what works best in our operating environments and for our target audiences
- A detailed examination of how to measure, demonstrate improvement, and effectively manage performance

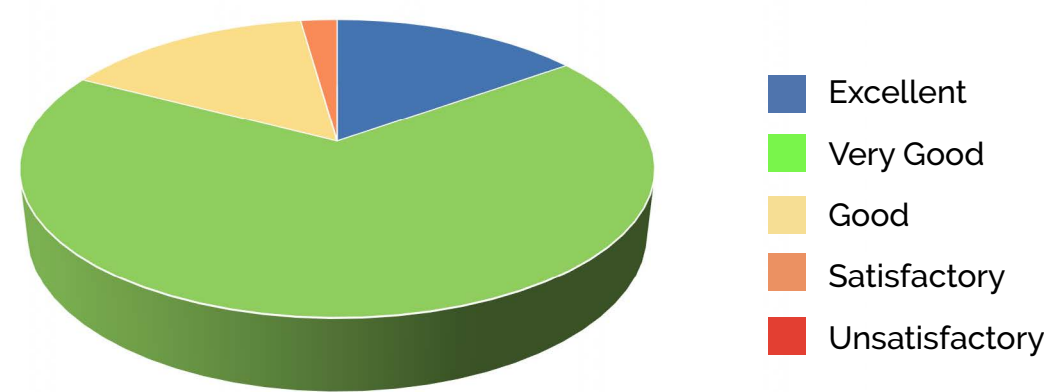
- A balanced approach between continuity and change, resilience, and agility

This methodology ensures a continuous improvement process, supporting organisations in achieving excellence within the sport and physical activity sector.

The 2024 Quest Assessment results provide valuable insights into the performance of sports and leisure facilities across key operational and management areas. Overall, the findings highlight a strong commitment to excellence, with the majority of facilities achieving ratings of "Very Good" or "Good" across all modules.

Banding	% of facilities that achieve this score
Outstanding	1%
Excellent	14%
Very Good	68%
Good	15%
Satisfactory	2%
Unsatisfactory	0%

2024 Overall Scores



Core Module Breakdown 2023 vs 2024

Mystery Visit scores run across the majority of modules, which may indicate why the customer Journey module score has not improved. Bold green text indicates key areas of improvement.

Module	Excellent		Very Good		Good		Satisfactory		Unsatisfactory	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Tackling Inequalities	8%	11%	50%	54%	30%	28%	12%	6%	0%	1%
Customer Journey	12%	8%	53%	58%	31%	31%	4%	3%	0%	0%
Operational Management	13%	13%	51%	53%	32%	31%	4%	3%	0%	0%
Environmental Management	10%	9%	43%	46%	34%	35%	13%	10%	0%	0%
Managing the Team	16%	34%	55%	54%	27%	10%	2%	2%	0%	0%
Planning to Improve	37%	43%	34%	41%	19%	11%	8%	4%	2%	0%
Mystery Visit	19%	23%	42%	42%	30%	29%	8%	6%	1%	0%

Key Observations

- **Strongest Performance Areas:** “Managing the Team” and “Planning to Improve” were the highest-performing modules. 34% of facilities achieved an “Excellent” rating in “Managing the Team,” while “Planning to Improve” had the highest proportion of “Excellent” scores at **43%**. These results reflect a proactive approach to leadership, strategic planning, and continuous development.
- **Consistently High Standards:** Modules such as “Customer Journey” and “Operational Management” also performed well, with over **50%** of facilities receiving a “Very Good” rating. This indicates a strong emphasis on customer experience and operational efficiency.
- **Opportunities for Improvement:** The “Environmental Management” module had the highest percentage of “Satisfactory” scores (10%), suggesting a need for enhanced sustainability efforts. Additionally, **“Tackling Inequalities”** recorded the highest proportion of “Unsatisfactory” ratings (1%), signalling a need for greater focus on inclusivity and equitable access to facilities.
- **Minimal Underperformance:** Encouragingly, “Unsatisfactory” ratings were rare across all modules, reinforcing that most facilities are meeting or exceeding expected standards.

The 2024 Quest Assessment results reflect the dedication of sports and leisure facilities to maintaining high standards of service, management, and inclusivity. The strong performance in leadership, team

management, and planning highlights a sector that is committed to delivering well-managed, high-quality experiences for communities.

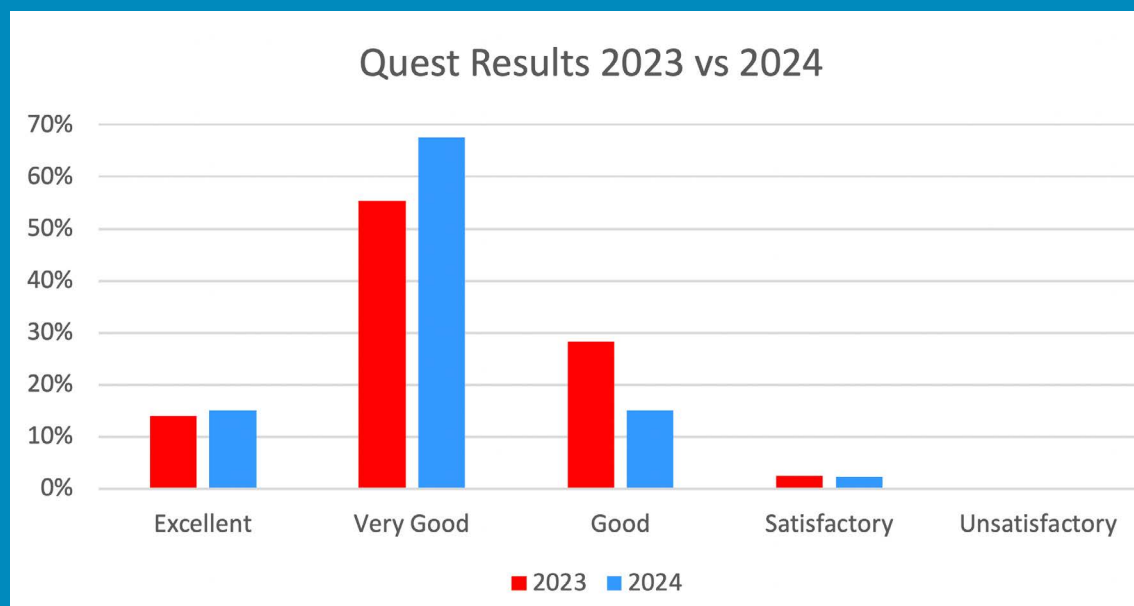
While the results are positive, there are areas where further progress is needed. Strengthening sustainability efforts in Environmental Management and enhancing initiatives to tackle inequalities in access and participation will be key priorities moving forward. By addressing these areas, facilities can continue to evolve and ensure that sports and leisure services remain accessible, inclusive, and environmentally responsible.

With a solid foundation in place, the focus for the coming year will be on building on these successes while driving targeted improvements. Through continued investment, collaboration, and innovation, sports and leisure facilities will remain at the heart of thriving, active communities across the country.



Performance Comparison: 2023 - 2024

The comparison between the 2023 and 2024 Quest Assessment results highlights **notable progress** in several key areas, reflecting the ongoing commitment of sports and leisure facilities to continuous improvement.



Key Trends and Improvements

- **Overall Growth in Excellence:**
There has been an increase in the percentage of facilities achieving an "Excellent" rating across most modules. For instance, "Managing the Team" rose significantly from 16% in 2023 to 34% in 2024, while "Planning to Improve" increased from 37% to 43%, indicating greater focus on leadership and strategic development.
- **Steady Performance in Customer Experience and Operations:**
Scores in "Customer Journey" and "Operational Management" remained stable, with minor improvements in the "Very Good" and "Good" categories. The percentage of facilities rated "Very Good" in Customer Journey increased from 53% in 2023 to 58% in 2024, suggesting a stronger emphasis on enhancing the visitor experience.
- **Environmental Management Sees Mixed Results:**
While the "Very Good" and "Good" ratings in Environmental Management remained relatively consistent, the proportion of facilities achieving an "Excellent" rating decreased slightly (from 10% in 2023 to 9% in 2024). This suggests a need for continued investment in sustainability and environmental initiatives.

- **Improvements in Tackling Inequalities:**
There was a small increase in “Excellent” ratings in Tackling Inequalities, rising from 8% in 2023 to 10% in 2024. The “Unsatisfactory” rating, however, remains a concern at 1%, indicating that while progress is being made, further efforts are required to ensure equitable access and inclusion.
- **Mystery Visit Performance Remains Consistent:**
Scores in the Mystery Visit category have remained stable, with 22% of facilities achieving “Excellent” in 2024 compared to 19% in 2023. This consistency suggests that facilities continue to deliver a strong on-the-ground experience, but there is still room for further improvements in customer service and operations.

Core Module Reviews

The year-on-year progress shown in the 2024 results demonstrates a **sector-wide commitment to excellence**, particularly in leadership, planning, and customer experience. However, sustainability and inclusivity remain **key areas for further improvement**, with targeted support needed to ensure that all facilities can meet high environmental and accessibility standards.

Moving forward, continued investment, staff training, and innovation will be essential to build on these gains and ensure that sports and leisure facilities provide the **highest quality experiences** for all members of the community. The focus will be on embedding best practices, fostering inclusive environments, and accelerating sustainability efforts to meet future challenges and opportunities.

The 2024 Quest Assessment results reflect significant progress and strong performance across key operational areas in sports and leisure facilities. These results demonstrate the sector's ongoing drive to improve customer experience, and operational efficiency, while also highlighting areas that require continued attention and development.



Tackling Inequalities

The results for Tackling Inequalities indicate that while facilities are making **steady progress**, there is still work to be done to ensure full inclusivity across all operations.



- **54%** of facilities achieved a “Very Good” rating, with **10%** rated as “Excellent”, showing a positive commitment to addressing inequalities.
- The planning and implementation phases (“Plan” and “Do”) performed well, with **40%** of facilities rated as “Excellent” for execution, suggesting that actions are being taken to address inequalities in sport and leisure.
- Monitoring and Impact remain areas for improvement, with only **13%** of facilities achieving an “Excellent” rating for impact assessment. This suggests a need for better measurement and tracking of outcomes.

Key Strengths and Effective Practices Examples:

Building Strong Community Partnerships

A leisure centre partnered with local charities and support groups to offer free weekly swimming sessions for refugees and asylum seekers, helping them integrate into the community while promoting physical activity.

Staff collaborated with a disability sports organisation to launch an adaptive gym programme, ensuring people with physical impairments had access to tailored fitness support.

Investing in Inclusive Staff Training

A centre introduced mandatory equality and diversity training for all staff, covering topics such as cultural awareness, inclusive language, and supporting people with disabilities.

A team of equality champions was appointed to regularly review accessibility issues and provide feedback on how to make the centre more welcoming for all.

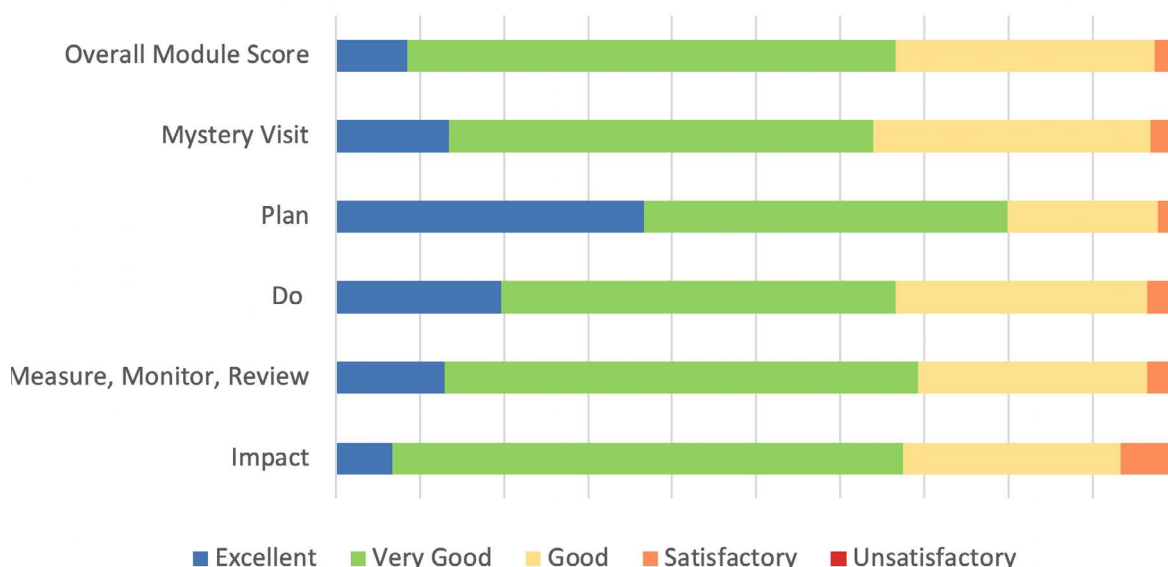
Adapting Facilities and Programmes to Meet Diverse Needs

A leisure centre introduced women-only swimming sessions in response to cultural and religious needs, leading to increased participation from local minority groups.

The gym installed specialist equipment and created a ‘quiet hour’ for neurodiverse individuals who may find busy environments overwhelming.

Customer Journey

The Customer Journey module continues to be a **strong performing module**, reinforcing the sector's dedication to improving the visitor experience.



- **58%** of facilities achieved a "Very Good" rating, with **8%** achieving "Excellent" overall.
- The planning phase received particularly strong ratings, with **37%** achieving "Excellent", indicating that facilities are actively strategising to enhance customer engagement.
- Mystery visits showed stable and positive performance, with **13%** of facilities rated as "Excellent." However, facilities must ensure that their on-the-ground implementation continues to match their strategic intentions.

Key Strengths and Effective Practices Examples:

Enhancing the Welcome Experience

A leisure centre introduced a "Meet & Greet" service at reception, where trained staff welcome new visitors, provide a tour, and answer any questions to make them feel comfortable from the start.

A centre created a multilingual welcome pack and signage to ensure non-English

speakers could easily navigate facilities and understand available services.

Improving Communication and Support

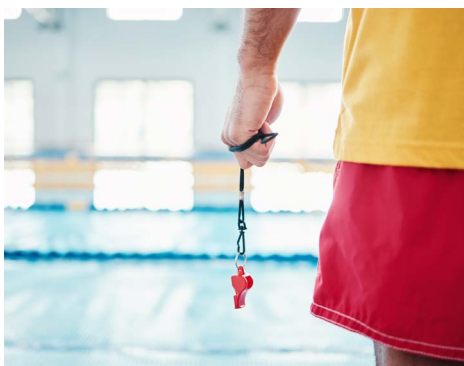
One facility implemented a real-time chat function on their website and social media channels, allowing customers to get instant responses to their queries.

A leisure centre introduced a dedicated customer feedback panel, where members meet with management quarterly to discuss service improvements, leading to better user satisfaction.

Creating a Seamless and Accessible Experience

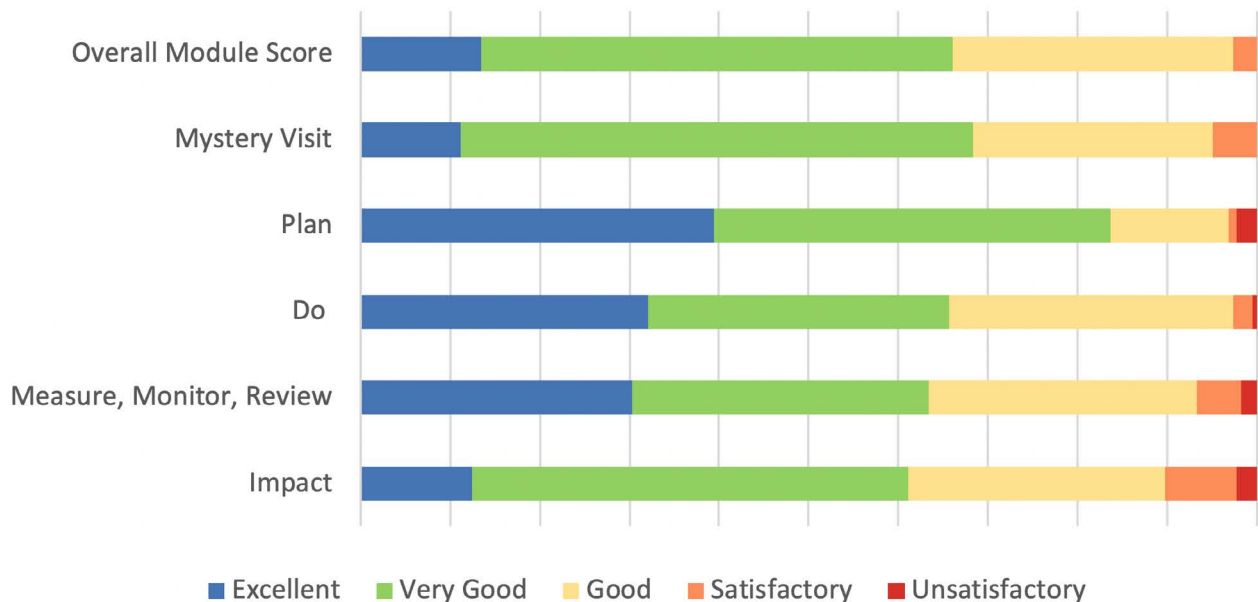
A centre introduced a digital booking system with a mobile app, allowing customers to easily book activities, check schedules, and receive personalized recommendations.

Staff identified long queues at peak times and introduced self-service kiosks, reducing wait times and improving customer flow at reception.



Operational Management

Operational efficiency remains a **key strength** of the sector, with **53%** of facilities achieving a “Very Good” rating, and **13%** earning “Excellent”.



- The “Plan” phase stands out, with **39%** achieving “Excellent”, reflecting strong strategic planning across facilities.
- The execution phase (“Do”) shows balanced distribution, with **32%** achieving “Excellent” and **33%** achieving “Very Good”, reinforcing that facilities are implementing best practices effectively.
- While facilities are excelling in planning and execution, continued focus on performance measurement is required, as the impact rating remains at **13%** “Excellent”.

Key Strengths and Effective Practices Examples:

Strengthening Health & Safety Procedures

A leisure centre introduced a digital incident reporting system, allowing staff to log and track safety issues in real-time, ensuring quicker resolution and improved compliance.

Regular emergency evacuation drills were implemented, with clear role assignments for staff, leading to an improvement in response times during safety assessments.

Enhancing Workforce Development and Staff Engagement

A facility introduced a monthly “Staff Ideas Forum,” where employees could suggest operational improvements, leading to increased engagement and practical innovations.

A structured mentorship programme was developed, pairing junior staff with experienced colleagues to improve knowledge sharing and career development.

Optimising Facility Maintenance and Sustainability

A centre upgraded to energy-efficient LED lighting and motion-sensor systems, reducing energy consumption and lowering operational costs.

A preventative maintenance schedule was implemented using a digital tracking system, significantly reducing equipment downtime and improving overall customer satisfaction.

Environmental Management

Sustainability and environmental responsibility remain areas for further improvement, with only **9% of facilities achieving an "Excellent" overall rating.**



- Planning and execution ratings are encouraging, with **21%** achieving "Excellent" for planning and **46%** for execution, demonstrating a strong foundation for sustainability efforts.
- Monitoring and impact assessment remain challenging, with only **11%** achieving "Excellent" in measurement and **7%** in impact evaluation. These results suggest that while environmental initiatives are being implemented, long-term impact and effectiveness need to be better tracked and assessed.

Key Strengths and Effective Practices Examples:

Reducing Energy Consumption

A leisure centre installed solar panels on its roof, generating renewable energy and reducing electricity costs by 20%.

A facility introduced a smart heating and ventilation system that adjusts temperatures based on occupancy, cutting

energy waste and improving comfort for users.

Minimising Water Usage

A centre implemented a water recycling system for swimming pool backwashing, reducing water waste annually.

Low-flow showerheads and sensor-activated taps were installed in changing rooms, significantly lowering water consumption without compromising user experience.

Promoting Sustainable Practices

A facility eliminated single-use plastics by switching to refillable water stations and biodegradable packaging in its café, leading to a 25% reduction in plastic waste.

A leisure centre introduced a comprehensive recycling programme with clearly labelled bins for general waste, plastics, and food waste, increasing recycling rates by 30%.

Managing the Team

The Managing the Team module stands out as one of the **strongest modules**, highlighting the sector's focus on **leadership and staff development**.



- 34% of facilities achieved an “Excellent” rating overall, the highest across all core modules.
- Mystery visits showed outstanding results, with 63% of facilities achieving an “Excellent” rating, indicating a strong, customer-facing workforce.
- Planning and execution are key strengths, with 59% achieving “Excellent” in planning and 50% in execution, showing that teams are well structured and effectively managed.
- Impact assessment is also strong, with 29% of facilities achieving an “Excellent” rating, reflecting positive staff engagement and leadership.

Key Strengths and Effective Practices Examples:

Enhancing Staff Wellbeing and Retention

A leisure centre introduced flexible shift patterns and mental health support initiatives, leading to a 10% reduction in staff turnover.

Monthly “Wellbeing Check-ins” were implemented, where managers meet individually with staff to discuss workloads, career goals, and any support needed.

Improving Team Communication and Collaboration

A facility launched a staff communication app, providing real-time updates, shift notifications, and a platform for team discussions, improving response times and reducing misunderstandings.

Weekly team huddles were introduced at the start of shifts to ensure all staff were aligned on priorities, events, and customer needs for the day.

Investing in Staff Development and Training

A structured CPD (Continuing Professional Development) programme was introduced, offering regular training sessions and external qualifications to help staff progress in their careers.

A leadership development programme was established, allowing high-performing employees to shadow senior managers and gain hands-on experience in operational decision-making.

Recognising and Rewarding Staff Achievements

A "Staff Recognition Scheme" was launched,

where employees are nominated for outstanding service and rewarded with incentives such as extra leave or vouchers.

A leisure centre introduced an annual awards night celebrating team achievements, boosting morale and fostering a positive workplace culture.

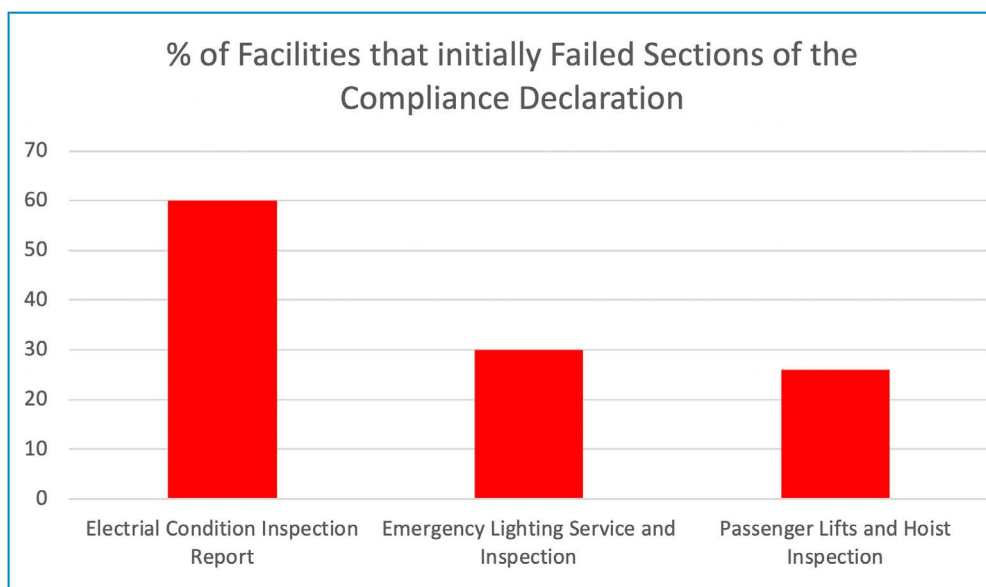
Compliance Declaration

The Compliance Declaration Module highlights several key areas of concern relating to health, safety, and statutory obligations. The data reveals that a significant number of facilities initially failed to meet the required standards, underscoring the importance of robust compliance and maintenance processes.

- **45% of facilities failed the module on the assessment day**, indicating gaps in overall readiness or preparation for compliance.
- The most frequent point of failure was the Electrical Condition Inspection Report (EICR), with 60% of facilities not meeting the required standard upon first review.
- The second most frequent point of failure was the Emergency Lighting service and inspection, with a failure rate of 30%. This suggests that routine checks and certification are not consistently maintained.

- The third most frequent point of failure was passenger lift and hoist inspections, with a failure rate of 25%. This was often due to missed service intervals or incomplete documentation.

In many cases, initial inspections had been completed, but facilities either had not acted on the identified remedial works or could not provide the documentation to evidence completion. To avoid compliance failures and improve tracking of remedial actions, facilities are encouraged to add all inspection-related actions to a time-stamped, RAG-rated Site Improvement Plan (SIMP). This simple but effective tool helps teams clearly prioritise and monitor outstanding work, maintain visibility of deadlines, and ensure that all required documentation is in place before re-inspection. By implementing better systems for follow-up and record-keeping, facilities may be able to enhance compliance, reduce risk, and ensure a safer environment for staff and users.



Continuous Improvements

Data Review – Positive Impact of Quest

Analysis by Sheffield Hallam University, Right Directions and Active Insight has shown that the top 10 Quest sites from 2022-23 who all participated in the 2023 Customer Experience survey had an average NPS of +39 points, which was 77% higher than the sector average of +22 points from the 2022 and 2023 customer surveys. As identified in the Quest assessments and module scores, their focus on continuous improvement and developing excellent systems and processes is resulting in delivering a better than sector average customer experience and building customer loyalty.

Hypothesis testing conducted by Moving Communities in October 2024 identified a strong positive correlation between multiple Quest module scores and Net Promoter Score (NPS). This analysis highlights that users are more likely to recommend leisure centres that focus on enhancing customer experience through effective planning, management, monitoring, and review of procedures and practices. These findings reinforce the positive impact that Quest can have in driving service improvements and user satisfaction.

New Quest Assessor and Mystery Visitors

We have been actively expanding our network of Quest Mystery Visitors and Assessors to enhance the quality and diversity of our assessments. As part of this initiative, we are pleased to welcome a new group of assessors who bring a wealth of experience and fresh perspectives to the team. New assessor names in the last year are:

Donna Livesey, Jon Keating, Andrew Hampson, Naomi Wilkinson-Baker, Martyn Hinam, Manus Twomey, Dave Pugh, Duncan Gibb, Phil Evans and Martin Guyton. Each of them brings unique skills and insights that will greatly contribute to ensuring that our assessments continue to meet the highest standards. We are excited to have them on board and look forward to the valuable contributions they will make in providing thorough and objective evaluations.

Customer Training and Ongoing Support

At Quest, we've taken a fresh approach to engaging with our customers, focusing on proactive support and enhanced communication. This year, we introduced Quest and Active Insights Customer journey webinars, offering valuable guidance, best practices, and answers to help customers maximise their experience with Quest. In addition, our Monthly Customer Drop-in training sessions have proven incredibly popular, providing personalised support and hands-on training to help customers overcome challenges and make the most of our services.

We've also launched Quest Test Drives, giving customers the chance to explore our full range of services through interactive experiences before committing to a formal assessment. Complementing this, our Quest Bespoke Training Days offer tailored sessions that focus on the unique needs of each customer, providing in-depth, targeted support to address specific challenges and drive success. These initiatives ensure that customers feel confident, well-equipped, and supported on their Quest journey, strengthening our partnerships and delivering real, lasting value.

Following the successful delivery of the Quest training, our client shared the following feedback...

"Just a short note following on from the Quest training day on Tuesday. I have now managed to catch up with everyone who attended, and the feedback has been nothing but positive and some very nice comments about you and the way you presented. On behalf of Trafford Leisure, I would like to thank you, everything

we discussed prior to the day was covered and the team are eagerly awaiting the next steps now as opposed to those with limited knowledge of Quest feeling a little anxious prior to the training being delivered. I did manage to discuss briefly with Jo (who has the most experience of Quest in Trafford) and we both felt the programme has moved in the right direction (pardon the pun)."

Jonathan Francis, Head of Business at Trafford Leisure

Customer Feedback

At Quest, we greatly value all feedback, both positive and constructive, as it helps us continuously enhance the management of the scheme. We actively collect feedback through multiple channels. Formally, we send out online surveys to facilities and teams following assessments, and once a year, we conduct an annual survey for all registered centres and teams. Additionally, we welcome feedback through informal interactions, such as during on-site assessor visits, and training sessions.

We are pleased to see continued high scores in our Quest Net Promoter Score (NPS)

"Quest in a Class of Its Own" - With an NPS of 87, Quest ranks among the most trusted and valued services in any industry in 2024. In 2024, few organisations, across either B2B, B2C, or public sectors, reach even the 60s. An NPS of 87 is exceptional, signalling world-class satisfaction and loyalty.



Summary

The 2024 Quest Assessment results highlight **continued progress in strategic planning, operational execution, and customer experience**. However, the data also suggests that impact assessment and environmental sustainability need further development to ensure long-term success.

Moving forward, **investment in monitoring frameworks, inclusive programming, and sustainability initiatives** will be essential to maintaining the sector's high standards and continued growth. By strengthening these areas, facilities can continue to deliver exceptional services that benefit all members of the community.

What Next...

As part of the new Moving Communities contract, our focus is on strengthening the Quest platform through key upgrades and improvements that will deliver significant benefits to the leisure industry. By enhancing data integration, refining assessments, and aligning with industry needs, we aim to create a more effective framework that supports continuous improvement.

- **Quest Platform Rebuild:** We are rebuilding the Quest platform to better integrate with the Moving Communities platform. This improvement will allow for more efficient data sharing and streamlined operations, enabling facilities and local authorities to make better, data-informed decisions.
- **Quest for Facilities Modules Review:** We will update and refine the Quest Core Modules to ensure they reflect current industry standards and priorities. By gathering feedback from users, we can enhance the relevance and effectiveness of the modules.



- **Quest Active Communities Assessment Review:** will be redesigned to provide a structured, evidence-based review of how organisations deliver impactful, inclusive, and place-based physical activity and wellbeing services within communities. It is suitable for a wide range of teams, including those based in leisure facilities, standalone community development teams, wellbeing hubs, and outreach services. The assessment will support organisations in demonstrating the value of their work, identifying areas for improvement, and showcasing how they contribute to wider system priorities such as health, equity, and social impact. By focusing on data, community voice, partnerships, and sustainability, the assessment will help teams strengthen their effectiveness, accountability, and ability to attract future investment or support.

Longer-term projects and areas of work

Working closely with our Moving Communities partners to align The Active Standard (TAS) with Quest and develop a place-based score is a crucial step forward. By integrating TAS within the Quest framework, we can ensure that talent and service quality are consistently assessed, helping facilities enhance staff performance and customer satisfaction.

The development of a place-based score will also allow us to better understand the impact of leisure services on local communities, making it easier for local authorities to tailor their strategies and resources effectively. This alignment will ultimately drive more targeted improvements, ensuring that leisure services meet the unique needs of each community and deliver greater value to the people they serve.