

Investing in Volunteers and Quest



Quest is the UK quality standard for sport and leisure organisations (centres) in the commercial, voluntary and public sectors. There are no actual ‘matching criteria’ as the Quest Standard is directed at the running of leisure facilities and there is no mention of, or distinction of, volunteers. However, both standards focus on staffing, training and providing a good (business) environment in which both staff and customers have a positive experience, so if a centre is run by or with volunteers, there will be a substantial amount of evidence that can be used to achieve both standards. The following relates to the Quest Facility Management category.

FAQs about liV and Quest (go to page 14)

- Who is the standard suitable for?
- Who runs the standard?
- How much does it cost?
- What is the assessment process?

How do liV Indicators compare to Quest?

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 1 There is an expressed commitment to the involvement of volunteers, and recognition throughout the organisation that volunteering is a two-way process, which benefits volunteers and the organisation.</p>	<p>No criteria</p>	<p>Some evidence may be found in the Centre’s Business Plan but the inclusion of volunteers will be on a centre-by-centre basis so this evidence is not universal.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 2 The organisation commits appropriate resources to working with volunteers, such as money, management, staff time and materials.</p>	<p>No criteria for volunteers alone, however, if the Centre is run by or with volunteers the following will apply.</p> <p>STAF 1</p> <p>2. Resources are allocated accordingly to meet the standard of service promised to customers.</p> <p>3. Staff are suitably qualified and trained to perform their duties.</p> <p>4. The shift planning system ensures adequate cover for absences.</p> <p>5. The shift planning system ensures that adequate time is allocated for meetings, handovers, training and personal development of individuals.</p> <p>SDR 3</p> <p>3. The Centre's processes are reviewed or audited periodically by trained staff to ensure consistency of delivery. From this review, improvements are identified and initiated as part of the Quest Action Plan.</p> <p>4. Performance measures are used in the performance reviews and self-assessment. These include measures of customer and staff satisfaction and involve comparison with other facilities.</p>	<p>Staff time and materials issued via orientation documents.</p> <p>Quest Action Plan issued for personal development. Appraisals, relevant certificates and meeting minutes.</p> <p>Shift records, company policy documents that refer to shift planning.</p> <p>Appraisals, staff time, relevant documentation and meeting minutes. Business Planning.</p> <p>Business Plan. Meeting minutes. Quest Action Plan.</p> <p>Customer reports. Staff Appraisal notes. Benchmarking information from other facilities. Usage figures.</p> <p style="text-align: right;">continued on to next page</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 2 continued... The organisation commits appropriate resources to working with volunteers, such as money, management, staff time and materials.</p>	<p>SDR 4 1. Management are directly involved in the development of the financial Business Plan of their site.</p>	<p>Minutes from meetings. Job Descriptions of staff. Questioning other staff about involvement of management.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 3 The organisation is open to involving volunteers who reflect the diversity of the local community, in accordance with the organisation's stated aims, and operates procedures.</p>	<p>No criteria for volunteers alone. However, volunteers may be involved in the programme and the evidence from the following criteria may give information which would contribute towards IIV indicator 3.</p> <p>CR 2</p> <p>2. Knowledge of demographics and socio-economic factors of the local community/market.</p> <p>3. Awareness of user trends in facility use.</p> <p>4. Awareness of national trends such as participation, spending patterns and local trends.</p> <p>5. Trend analysis is ongoing.</p> <p>6. Establishment of target groups following research.</p>	<p>Results of research. Information within the Business and Sports. Development Plans.</p> <p>Update reports from the computer system regularly reported in staff meetings.</p> <p>Reports of interviews with staff. Reports relating to these issues circulated staff.</p> <p>Computer software used. Minutes of staff and board meetings. Business Plan. Annual Report.</p> <p>Annual Report. On-going reports on the Quest Action Plan given to staff, partner organisations, etc. Photographs of activities being undertaken. Local statistics showing changes, e.g. crime figures being reduced.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 4 The organisation develops appropriate roles for volunteers in line with its aims and objectives, and which are of value to the volunteers and create an environment where they can develop.</p>	<p>No criteria for volunteers alone, however, if the Centre is run by or with volunteers the following will apply.</p> <p>STAF 1 3. Staff are suitably qualified and trained to perform their duties.</p> <p>STAF 2 2. Training needs are identified regularly and are appropriate to the individual's role and the organisation's objectives.</p> <p>5. Training is programmed and conducted, recorded, reviewed and evaluated.</p> <p>6. The training programme is structured to enable and encourage staff to achieve further work related qualifications.</p> <p>7. A staff development/appraisal scheme is implemented on at least an annual basis.</p> <p>SDR 1 2. Staff are aware of and understand the Centre mission, aims and objectives.</p> <p>3. The Centre has a Business Plan that identifies what it seeks to achieve and how it will achieve it over a period of time.</p>	<p>Current training plan, certificates, well informed staff during interviews.</p> <p>Training programme feedback data, appraisals, meeting notes, training plan (individual & organisation).</p> <p>Training programme feedback data, appraisals, meeting notes, training plan (individual & organisation).</p> <p>Training programme feedback data, appraisals, meeting notes, training plan (individual & organisation).</p> <p>Staff training records, policy documents relating to staff development (Human Resources).</p> <p>Staff meeting minutes, reports of interviews with staff, reports from 'mystery shoppers'.</p> <p>Business Plan.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 5 The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.</p>	<p>No criteria for volunteers alone, however, if the Centre is run by or with volunteers the following will apply.</p> <p>STAF 1</p> <p>1. Adequate levels of supervision are defined for all activities and areas of service in relation to peak and off peak times.</p> <p>3. Staff are suitably qualified and trained to perform their duties.</p> <p>4. There is clear signage, including prices and rules.</p> <p>CR 5</p> <p>6. The public address system (if installed) is appropriately used.</p> <p>10. Staff responsibilities or authority limits are defined and known by all staff and implemented.</p> <p>FOP 1</p> <p>5. Directional signs to and around the Centre are appropriate.</p> <p>FOP 3</p> <p>2. Facility and circulation areas are clean, tidy and safe for use, in accordance with specified standards.</p> <p>5. Directional signs to and around the Centre are appropriate.</p>	<p>Policy documents outlining supervision levels, staff rota records.</p> <p>Staff training records, policy documents.</p> <p>Clear signs available with relevant information displayed.</p> <p>Mystery Shopper visit report.</p> <p>Job or task descriptions, interviews with staff, staff meeting minutes.</p> <p>Signs in place.</p> <p>Mystery Shopper visit report.</p> <p>Relevant signs in place.</p> <p style="text-align: right;">continued on to next page</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 5 continued... The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.</p>	<p>FOP 4 3. A defect-reporting system is established and operational meeting customer expectations. 4. Customer and staff safety is a priority.</p> <p>FOP 5 3. Provision of equipment for programming needs is adequate. 4. Equipment is erected and dismantled safely. 5. Equipment is maintained and kept in good condition and replaced as required. 6. Where applicable, staff and customers are instructed in the safe use of equipment.</p> <p>FOP 7 1. Hygiene and cleanliness are maintained throughout all levels of use. 2. Toilet and washing facilities are sufficient, adequate and hygienic. 3. Appropriate toilet and washing facilities are provided for young people and for people with disabilities.</p>	<p>Defects Report system in place and working effectively.</p> <p>Personal Protective Equipment supplied to employees who require it, interviews with staff, Health & Safety Policies, accident report book.</p> <p>Equipment Inventory.</p> <p>Staff interviews reports, observations of equipment being erected and dismantled.</p> <p>Records of equipment checks, record of dates of new equipment being introduced or old being decommissioned, records of facility and equipment inspections.</p> <p>The Centre's Health and Safety Policy.</p> <p>Record of facility inspections and customer feedback.</p> <p>Record of facility inspections and customer feedback.</p> <p>Record of facility inspection (particularly by those with experience of DDA and Child Protection). Architectural plans of the building.</p> <p style="text-align: right;">continued on to next page</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 5 continued... The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.</p>	<p>FOP 8</p> <ol style="list-style-type: none"> 1. The Centre has a documented safety policy and a planned approach to health and safety management. 2. Responsibilities for health and safety are defined, including the on-site competent person for managing the health and safety programme. 3. Staff are trained to carry out health and safety responsibilities. 4. A formal risk assessment has been carried out and is regularly reviewed. 5. Hazardous substances are controlled. 6. There is provision for the Centre to be updated on new requirements and developments in health and safety. 7. Safe working practices are implemented in all working areas covering both customers and staff. 8. Accident and emergency procedures are documented, in place and tested. 	<p>Health & Safety Policy.</p> <p>Task Description for staff member with responsibilities for Health & Safety.</p> <p>Training records, interviews with staff.</p> <p>Risk Assessment records.</p> <p>Health & Safety policy, records of facility inspections, record of staff interviews.</p> <p>Training plans, minutes of senior management meetings, attendance certificates, staff qualifications.</p> <p>Records of inspections, observation of staff, customer feedback forms, Mystery Shopper visits.</p> <p>Health & Safety policy, inspections, records of accident and emergency training and tests.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 6 The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers.</p>	<p>No criteria for volunteers alone, however, if the Centre is run by or with volunteers the following will apply.</p> <p>STAF 2</p> <ol style="list-style-type: none"> 1. The recruitment process is thorough and ensures the right appointment. 3. Recruitment and training are implemented in accordance with an equal opportunities policy and legal requirements. 4. There is appropriate screening of staff working with young children. 	<p>Job or role descriptions, Human Resource policy on recruitment, the Business Plan.</p> <p>Records from Training programmes, equal opportunities policy, the Quest Action Plan.</p> <p>Records of recruitment procedures and interviews, Criminal Records Bureau (CRB) Certificates kept on staff files.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 7 The organisation takes a considered approach to taking up references and official checks which is consistent and equitable for all volunteers, bearing in mind the nature of the work.</p>	<p>No criteria for volunteers alone, however, if the Centre is run by or with volunteers the following will apply.</p> <p>STAF 2 4. There is appropriate screening of staff working with young children.</p>	<p>Evidence of all CRB Checks undertaken on staff. Child Protection policy.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 8 Clear procedures are put into action for introducing new volunteers to the organisation, its work, policies, practices and relevant personnel.</p>	<p>No criteria for volunteers alone, however, if the Centre is run by or with volunteers the following will apply.</p> <p>STAF 2</p> <p>2. Training needs are identified regularly and are appropriate to the individual's role and the organisation's objectives.</p> <p>5. Training is programmed and conducted, recorded, reviewed and evaluated.</p> <p>6. The training programme is structured to enable and encourage staff to achieve further work related qualifications.</p>	<p>Individual staff training plans, business plan, appraisal records.</p> <p>Individual staff training plans, the business plan, appraisal records.</p> <p>Business Plan, Quest Action Plan, organisational training plan.</p>

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 9 Everybody in the organisation is aware of the need to give volunteers recognition.</p>	<p>No criteria</p>	

Investing in Volunteers (liV)	Quest	What evidence could you use to support liV?
<p>liV Indicator 10 The organisation takes account of the varying support needs of volunteers.</p>	<p>No criteria</p>	

FAQs about liV and Quest

What type of organisation or project is the standard suitable for?

Investing in Volunteers

Suitable for any organisation that involves volunteers. Organisations should be involved in: recruiting, selecting, matching, supporting and retaining volunteers.

Quest

There are 2 categories for Quest:
Quest Facility Management: aimed at sport and leisure facilities in the commercial, voluntary and public sectors;

Quest Sports Development: aimed at Sports Development Units in local authorities, governing bodies of sport and voluntary organisations.

Is the standard organisation based or project based?

Investing in Volunteers

The standard covers the whole organisation. It can be achieved by parts of an organisation so long as they can be seen to be discreet and self managed parts of the whole.

Quest

The standard is based on a whole centre or parts of the centre. Parts of a centre are seen as discreet elements.

Who runs the standard?

Investing in Volunteers

The standard is run by the national Volunteering Development Agencies in England, Scotland, Wales & Northern Ireland. Volunteering England manages the standard in England. The UK Volunteering Forum is the standards Awarding Body.

Quest

The standard is managed by PMP Consulting and is supported by Sport England, Sport Scotland, the Sports Council for Wales and the Sports Council Northern Ireland. The British Quality Foundation recommends the Standard for Self Assessment in Sport and Leisure Operations.

Who to contact to apply for the standard

Investing in Volunteers

Contact Volunteering England

Tel: 0207 520 8982

www.investinginvolunteers.org.uk

On the home page you'll also find links for contacts in Northern Ireland, Scotland and Wales.

Quest

Quest Scheme Manager, PMP Consultancy,

Birtley Courtyard, Birtley Road, Bramley,

Guildford, Surrey GU5 0LA

Tel: 0800 013 2766 (freephone)

Fax: 01483 890773

E mail: quest@pmpconsult.com

www.quest-uk.org

How do organisations access the standard?

Investing in Volunteers

All information is supplied on-line with a password protected section for fully registered organisations. Forms and documents are downloadable word documents. A best practice library with downloadable resources is also available.

Quest

The initial self-assessment information and all of the supporting documentation is accessed through the Manager's Guidance Pack.

How much does the standard cost?

Investing in Volunteers

Depends on the size and complexity of your organisation. Prices start at £1000 + VAT for an organisation that has a turnover of less than £1 million per year. The fee includes:

- Subscription to the Investing in Volunteers monthly e-newsletter
- Access to the password protected pages of the website which contains a step-by-step guide, model documents and Best Practice library
- Introductory workshop with your assigned Assessor
- Feedback on self assessment of your organisation against the standard
- An assessment visit – interviews with volunteers, staff and senior managers
- A full written report suggesting areas for further development and highlighting areas of excellent practice
- The UK recognised Investing in Volunteers standard, including plaques and certificates, valid for three years.

Quest

The cost is £400 plus VAT for each site visit of one day. This includes the site visit and a report that will aid improvement as well as confirm to you what you are already good at. Fees are based on a one or two day on-site assessment (dependent upon the size of the centre) and the cost of maintaining registration for two years.

The Managers Guidance Pack costs £95.00 plus VAT and is recommended as a starting point into the scheme.

How much of the standard is accessible for free?

Investing in Volunteers

The full standard and practices can be downloaded from the home page without payment being made. The best practice library and documents to support an organisation through to achieving the standard are all within password protected pages.

Quest

Only outline guidance is available for free. Purchase of the Manager's Guidance Pack is recommended at an early stage.

What is the assessment process?

Investing in Volunteers

1. A Self-Assessment is done by the organisation at an early stage. This is sent to an allocated assessor so that organisations are certain they are hitting the standards prior to their final assessment. Only a small number of written documents are requested and submitted by organisations.

2. Final assessment is undertaken through site visits, the length of which will depend on the size of the organisation and range of volunteering roles. Assessors will usually spend at least a day on site using the 10 liV Indicators as the assessment guide.

Quest

The pack guides organisations through the process of self-assessment. The organisation may continue to use this tool for continuous improvement without going forward for an external assessment. However, if an external assessment is desired the procedure is as follows:

The Centre sends its completed Self-Assessment Questionnaire (SAQ) to the Quest Scheme Manager.

If the Centre meets the minimum requirements for assessment it is sent an application form and a cost quotation for assessment.

Where the Centre is judged from the SAQ not to be ready for an external assessment, feedback is provided to the Centre by the Scheme Manager.

The Scheme Manager appoints an assessor and mystery visitor and the assessment date is agreed with the Centre.

The assessment consists of two phases:

1. A mystery customer visit, where a trained assessor visits the Centre (unknown to management) and conducts a visit from the customer's perspective.

2. A one or two day assessment by the on-site assessor who visits the Centre having received the mystery customer's report.

Registration is awarded if the Centre achieves a score of at least 60% overall in the award categories.

There are two further categories:

Highly Commended, for Centres achieving a score of at least 75%

Excellent, for those achieving 85% or more.

What support is available during the assessment process?

Investing in Volunteers

The registration fee covers: advice and guidance from a local Volunteer Centre Partner; a workshop with an allocated assessor and all assessment (visits and report); and access to the password protected area of the Investing in Volunteers website. These web-pages include things like a tool-kit and tips from other volunteer managers who have achieved the standard. Additional consultancy support and training can also be bought from Volunteering England.

Quest

There is free information available on the Quest Website www.quest-uk.org

In terms of support on the technicalities of achieving the standard, there is support available through the scheme managers. Support for achieving the standard is available through organisations such as: Chief Leisure Officers' Association, Institute of Sport and Recreation Management (ISRM), Institute of Leisure and Amenity Management (ILAM), Leisure Management Contractors' Association (LMCA), Local Government Association (LGA), The Scottish Association of Directors of Leisure Services and the Fitness Industry Association (FIA); however, not all of this support may be free.

How long will it take to achieve the standard?

Investing in Volunteers

This will vary from organisation to organisation, but normally the process will be completed within 12 months. Organisations that achieve the standard receive a plaque and certificate on completion and membership of the Achievers Club network.

Quest

Approximately 3 months.

What if an organisation does not achieve the standard?

Investing in Volunteers

Organisations can Achieve, Not Achieve or Achieve with Conditions. All organisations receive detailed feedback from their assessor. Organisations that achieve the standard with conditions are set a time within which to complete specific actions agreed with their assessor and are not entered into the quality assurance process until there are complete.

Quest

This is dealt with in two stages:

1. If an organisation is identified as not ready for an External Assessment after it has completed and submitted its Self Assessment Questionnaire, the Scheme Manager provides feedback in order to help that organisation with the steps it needs to take.
2. An organisation has to reach 60% plus to achieve the accreditation, which lasts for 2 years. During this period there will be one further Mystery Customer Visit and another on-site assessment as part of the continuous achievement process.

Once the standard is achieved, is it time limited?

Investing in Volunteers

Organisations must re-accredit every 3 years. Re-accreditation fees are the same as original registration as the assessment process requires the same amount of an assessor's time.

Quest

Accreditation lasts for 2 years.