

Quest 2012 - Purpose 2

Continuous Improvement



Outcomes

- The implementation of improvement planning shows tangible improvements to the service
- Performance measurement, feedback and process reviews are used as a basis for continuous improvement
- A culture of continuous improvement exists through staff and stakeholder involvement and consultation

PLAN

How do you plan to improve?

EXAMPLES OF BEST PRACTICE

- Assessment preparation forms
- Audit programme
- Mystery visits
- Staff culture
- Business plan
- Procedures and policies

GUIDANCE

- Is there a process of self assessment which feeds into an improvement plan, that could include completion of Quest assessment preparation forms
- Are regular programme of audits carried out which are undertaken by trained individuals
- Are mystery visits used to determine how effective the customer service
- Has a culture of continuous improvement been developed through staff involvement and partner consultation
- Are business plan objectives aligned specifically to achieve continuous /service improvements
- Are procedures and policies clearly developed, defined and documented as part of an integrated quality management system to inform continuous improvement

DO

How are you involved and updated on improvements that are made and planned? (Challenge for the operational staff)

EXAMPLES OF BEST PRACTICE

- Improvement plan
- Meetings Improvement plan available to the staff
- Informing customers
- Suggestion schemes
- Procedures and policies
- Service improvement teams

GUIDANCE

- Has the management created an improvement plan that collates, monitors and records completed tasks, which are sourced from all areas of the business to improve the service
- Is quality / continuous improvement a regular meeting agenda item
- Is an up-to-date copy of the improvement plan available for staff , Are customers regularly informed about the improvements to the service and facilities
- Do staff suggestions contribute to service improvements
- Does the induction process include an explanation about the tools used to improve the service (audits, mystery visits and survey results)
- Are staff trained in any relevant procedures and policies; and any changes actioned accordingly
- Has the management created a service improvement team and is enterprise and innovation part of the service culture

What action and improvements have been made following previous assessments and audits?

EXAMPLES OF BEST PRACTICE

- Improvement plan
- Task completion

• Reports shared with staff • Actions delegated to individual members of staff
GUIDANCE • Are areas for improvements (AFIs) from assessment and audits added to an improvement plan • Is there evidence that the AFIs have been completed and signed off • Do staff have access to assessment and audit reports • Are assessment and audit report findings discussed with both management and front line staff • Are AFIs delegated to staff members to encourage development and improvement
What benchmarking and external influences inform improvements to the service?
EXAMPLES OF BEST PRACTICE • Benchmarking against industry best practice • Benchmarking externally outside the industry • Learning and innovation from the industry • Learning and innovation from outside the industry • Professional, NGB's and partners
GUIDANCE • Has the management adopted process and service benchmarking; identifying how the organisation is performing against other similar providers notably those that are performing well • Is there evidence that the centre has benchmarked with organisations outside of the leisure industry • Has the centre utilised any information and/or guidance from any professional bodies , NGB's and partners to improve the service provided • Is the service "looking out of the box" to improve and innovate • Are good change management processes in place
MEASURE
How do you measure?
EXAMPLES OF BEST PRACTICE • Task completion targets • Improvement plan • New initiatives that generate new business, increase productivity, reduce costs and penetrate markets • New ways of working that generate efficiencies or new revenues • Impacts on planning, strategy and results
GUIDANCE • Has the management established task completion targets as an outcome measuring tool • Are actions from mystery visits and audits added to the improvement plan • Cost reduction • Income generation • Service developments
REVIEW
How do you review what you measure?
EXAMPLES OF BEST PRACTICE • Improvement plan revised • Influence on business plan targets / objectives • Mystery visits and audits
GUIDANCE • Is there evidence that the improvement plan is revised and updated as a result of the achievement to date and/or if additional resources are required in order to implement various initiatives • Is there evidence that the business plan targets and/ or objectives have been influenced as a result of the tasks included within the improvement plan



- Are the results and findings from mystery visits and audit reviewed to ascertain year on year improvement

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Improved performance
- Tangible improvements to the service and facilities
- Staff/partner contribution
- Mystery visits and audits

GUIDANCE

- Is there evidence that the improved performance can in part, be attributed to the implementation of the improvement plan
- Is change being well managed and producing better results as a consequence
- Is there evidence that 'what the service is doing' is making a tangible difference to improvements to sport in the area
- Have staff developed further and become more motivated as a result of their involvement in the continuous improvement process; if so, how does management measure this
- Do the mystery visit and audit findings have an effective influence on the improvement plan; are the details of how each task is implemented recorded effectively and within a specified timeframe