

Quest 2012 – People 1

Customer Experience



Outcomes

- Customer satisfaction improves each year
- More customers become, more active, more often
- Customers actively recommend the centre to friends and family

MV
Reception Area
EXAMPLES OF BEST PRACTICE • Is the reception team and area welcoming and user friendly
GUIDANCE Receptionist • Staff are friendly and helpful, for example greeted with a smile, eye contact, engage in conversation • Served swiftly, for example staff not engaging in conversation with colleagues or on the telephone • Staff are appropriately dressed, for example wearing uniform and name badge • Are there enough staff on duty to meet the demands of the customers, programme and telephone • Are staff forthcoming with additional information, for example providing directions to the changing rooms, activity area(s) and giving advice on the cost of lockers • Was a receipt and correct change given Reception area • Is a corporate and professional image portrayed • Is access control in place and operating effectively • Is queue management in place and efficient, for example could you bypass reception without paying, are customers queuing outside the doors, are kiosks in place to enable customers to pre-book and fast track the reception desk • Are public address announcements clear and identifiable
Sales and enquiry opportunities
EXAMPLES OF BEST PRACTICE • Are sales and enquires responded to positively
GUIDANCE • Are enquires, contact and conversations with staff received positively, for example lifeguards know the pool temperature or details about swimming lessons, do fitness instructors know the membership prices, do the cafe assistants know details about the crèche, do the cleaners know the best time to swim • Is there a member of staff on duty who can deal with a membership enquiry • Following a membership enquiry are an individual's details recorded • Are follow up phone calls undertaken following an enquiry • Are tours of the facilities offered • Is clear and precise information about membership packages provided, for example prices, benefits, different types of memberships (gym, pool, peak, off-peak) • Is pricing used effectively, for example 10 for 8 promotions, family swim tickets, pay and play, memberships (annual, monthly and direct debit) • Is concessionary pricing in place, for example leisure card, junior, disabled, corporate, customers in receipt of benefits • Are opportunities taken to gather contact information that could be used to provide additional promotion and marketing information, such as email address and mobile telephone number
Are enquires made via the telephone proactively dealt with
EXAMPLES OF BEST PRACTICE • Contact with member(s) of staff is a positive experience
GUIDANCE Response • Phone calls are answered promptly



- The automatic response system works and information is accurate and up to date
- Calls are handled in a professional manner
- The correct information is given
- Calls are returned if customers are told someone will call them back

Enquiry

- Booking arrangements are effective and additional information known by staff, for example level of fitness classes, cost of shuttle cocks and hire of racquets, details of gym induction
- Opening times given by staff or advertised are correct, for example timetables available at the facility, and those provided either verbally and/or on the website are the same
- Are effective lost property systems in place, including a process for valuables or significant pieces of property and the retention and disposal of property
- Staff are knowledgeable in the booking procedures, for example birthday party enquires, how to join the gym, swimming lessons
- Staff are knowledgeable with enquires, for example disabled customers using the pool, clubs using the centre, age that children can use the gym or attend fitness classes and any other challenging enquiries that require a follow up call

Information is available

EXAMPLES OF BEST PRACTICE

- Policies and rules are displayed in a professional and clear manner
- Programming and promotion information is readily available

Display of external and internal awards

- Internal directional signage

GUIDANCE

Policies, standards and rules

- Is there evidence of a commitment to deliver a high level of customer care, for example customer pledges, a promise, charter, policy
- Is a child admission policy in place and evident, for example displayed in the pool, centre, changing rooms, on centre literature and the website
- Is information/ prohibition signage evident, such as photograph policy, no smoking and CCTV
- Are price lists displayed
- Are open times displayed
- Are sporting codes of conduct, centre etiquettes displayed in activity areas, for example in the pool, sports hall, squash court, gym and outside pitches

Marketing

- Is professionally produced and corporately branded marketing and information media, such as leaflet, literature and media with branded logos available
- Is the marketing media displayed neatly, up to date and in various locations around the facility
- Are notice boards (including club notice boards) used to display marketing media, do they have headers, is the information displayed neatly, is there evidence of old staples and drawing pins
- Is other marketing media use, for example banners, pop ups, staff wearing promotional t/shirts
- Is the website accessible and information up to date and accurate, is it easy to navigate with good site specific information
- Are promotions noticeable, eye catching and effectively displayed

Display of external and internal awards

- Are up to date external and internal awards, such as Quest, Investors in People (IIP), Institute of Qualified Lifeguards (IQL) and Fitness Industry Association (FIA) displayed to customers
- Are logos evident on literature, website and plaques displayed

Internal directional signage

- Is the directional signage clear and effective, for example is it displayed at the correct level, are pictorial

images used as well as text Does the directional signage portray a consistent and corporate image
Is feedback proactively sought?
EXAMPLES OF BEST PRACTICE
Are there a variety of feedback methods available and responses displayed
GUIDANCE
Effective customer comment system - Is it clear how to feedback, for example are posters displayed, instructions given, pens available; available in different locations around the facility - Is written and verbal methods available, include comment cards, email, website, electronic data collection points and written logs - Is feedback encouraged in various ways for comments, complaints, compliments and recognition of staff excellence - Are response times and next stage actions stated, if not satisfied - Are staff proactive in seeking views - Are other ways of seeking feedback encouraged, for example customer forums, focus meetings, meet the manager, question of the month; are these advertised Feedback to the customer (internally and on the website) - Are 'you said we did' comments displayed - Are minutes of customer forum and focus meetings with action points displayed - Are customers informed about the improvement to service and facilities, including customer ideas - Are survey results or other consultations with findings and action points displayed
Is feedback actioned and responded to in a timely manner
EXAMPLES OF BEST PRACTICE
Is feedback received dealt with proactively and effectively for a positive outcome
GUIDANCE
- Are verbal comments recorded and actioned, for example comments made at reception, to member a of staff, whilst undertaking an activity or to a lifeguard - Are comments responded to within the time scales stated and in a satisfactory manner, for example by completed comment form, letter, telephone, email and website (either comment and/or enquiry)
Are the facilities and programme accessible for all?
EXAMPLES OF BEST PRACTICE
Is there equality of access for all
GUIDANCE
Disabled access and provision - Are changing rooms and toilets, such as beds, hoists, showers available - Are there drop down kerbs and access ramps in the car park and to the centre - Is disabled parking provision provided and managed - Is there a hearing loop within the centre - Are there electronic doors, both externally and internally - Are internal doors easy to open and wide enough for a wheelchair - Are there low level counters, such as reception and cafe - Is signage and literature available for the visually impaired - Are strobe alarms installed - Is there a lift for access to upper levels - Is a pool hoist available for access to all pools and spa baths - Are access steps in place in the swimming pool(s) - Are there any adaptations for lockers, for example, braille signage, articulated keys, space to

manoeuvre wheelchairs • Are emergency alarms installed, and appropriately signed • Is literature available in other formats, for example braille, large print, audio and different languages Other • Is parent and child parking provision provided • Is changing provision for young children and babies provided, for example play pens, changing tables/seats, family changing rooms and cubicles, nappy bins (Is it available in both male and female changing rooms and toilets) • Is a buggy park provided • Are high chairs available in the cafe • Is the programme inclusive and balanced, for example disabled sessions, under-represented groups and equality
PLAN
How do you plan to deliver an excellent customer service?
EXAMPLES OF BEST PRACTICE • Customer care plan or policy (promise or pledge) • Customer feedback procedures • Reception standards • Research plans • Business plan objectives
GUIDANCE • Is there documentation that brings together customer care initiatives, training, standards and planned outcomes • Is there a concise and easy to follow customer feedback system in place • Is guidance provided to the staff as to how front of house tasks should be delivered in a consistent and effective manner, is it part of an integrated management system • Is a research plan in place, including user, non- user and activity specific • Are business plan objectives aligned specifically for customer care / feedback ultimately to encourage more feedback year on year
DO
How are you trained and informed of the service standards you are to deliver? (Challenge for the operational staff)
EXAMPLES OF BEST PRACTICE • Charter • Empowerment • Customer care • Dealing with difficult customers • Reception training • Procedure and policy systems • Sales training
GUIDANCE • Do staff understand the standards that are expected of them and how they will be delivered • Can the reception staff give refunds or issue complimentary tickets, how is this process monitored and reviewed for trends • Is customer care training delivered as part of the induction training programme • Is regular customer care training delivered to all members of the staff; including how to deal with all customer types and issues • Can all members of staff deal with an enquiry (both sales and general), to ensure customers can become

active and join in activities as soon as possible Do management ensure that staff are trained in any relevant procedures and policies; and any changes actioned accordingly
What regulations and legislation are you aware of that inform the delivery of service standards? (Challenge for the operational staff)
EXAMPLES OF BEST PRACTICE - Data Protection Act - Trading Standards - CCTV - Licensing - Photography
GUIDANCE - Secure locations for sensitive customer information and agreed archive and disposal procedures are in place - Access to electronically held data is secure by using passwords and individual user names - Membership conditions comply with the Office of Fair Trading's guidance - Prohibition photography procedures are in place and adhered to - CCTV procedures are in place Licensing needs are met for music, bar, television, group exercise and any other
What resources are allocated to ensure that you can deliver the defined service standards? (Challenge for the operational staff)
EXAMPLES OF BEST PRACTICE - Rotas and shift planning - Response to busy periods - Booking and hire terms and conditions
GUIDANCE - Are busy times identified and recognised within the rotas where additional staff are available to reduce customer waiting times, for example planning resources for known activities such as swimming lesson re-registration - Are the staff multi-skilled to enable assistance in all areas of the centre when the dedicated staff are busy - Are terms and conditions and booking procedures for hirers and participants clearly defined
MEASURE
How do you measure?
EXAMPLES OF BEST PRACTICE - Customer surveys - Customer feedback - Improvement Plan - Charter KPIs - Evaluation of promotions - Training evaluation
GUIDANCE - Are the findings from customer satisfaction surveys measured - Does management measure post use and exit questionnaires - Are customer comments analysed and measured for trends, for instance are customers responded to directly and within agreed time frames - Are actions that result from customer feedback and satisfaction surveys logged onto the improvement plan



- Do charters, promises and/ or pledges provide measurable outcomes
- Is promotional activity analysed and measured; is the measurement process robust enough so that management can make informed decisions
- How do management measure that there is a benefit to providing customer care training for staff

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Communication with customers
- Procedure and policy systems
- Updated training plan
- External advice
- Investment
- Feedback on training evaluation

GUIDANCE

- Are customer comments followed up to check that the response was acceptable and the issue had been addressed to their satisfaction
- Are processes in place to regularly review and update relevant procedures and policies
- If there is customer feedback that relates to an issue that could be resolved with additional and /or specific training, is the training requirement added to the training plan
- Is external advice sought from professional bodies, governing bodies, departmental and group support that may contribute to enhancing the customer's experience
- Is customer feedback used to influence the capital plan and generate greater levels of investment
- Do management feedback to staff the results from the evaluation of customer care training

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Improved customer satisfaction
- Greater number of customer compliments
- Improved audit and mystery visit scores
- Promotional activity
- Improved key performance indicator's
- Increased customer and membership referrals

GUIDANCE

- Are customer satisfaction survey results improving Has the number of compliments increased year on year
- Are the findings and/ or observations from Quest, other audits and other mystery visit reports improving
- Have management determined which promotional activity and/ or tool generates the greatest response, in terms of sales and/ or return on investment
- Has the subsidy per head reduced
- Has the retention of members and/ or customers improved
- Is customer participation increasing through added footfall into the centre
- Are customer and/ or membership referrals increasing