

# Quest 2016 – People 1

## Customer Experience

### Guidance Notes

Issue 7 – July 2017



#### Outcomes

- Customer satisfaction improves each year
- Customers participate in a friendly, welcoming and safe environment
- More customers become more active, more often
- Customers actively recommend the centre to friends and family

MV
<b>Reception Area</b>
<b>EXAMPLES OF BEST PRACTICE</b> <ul style="list-style-type: none"><li>• Is the reception team and area welcoming and user friendly</li></ul>
<b>SUGGESTED GUIDANCE</b> <p>Receptionist</p> <ul style="list-style-type: none"><li>• Are staff friendly and helpful, for example greeted with a smile, eye contact, engage in conversation</li><li>• Do staff serve swiftly, for example staff not engaging in conversation with colleagues or on the telephone</li><li>• If there is a queue you are acknowledged when you join the queue</li><li>• If there was a queue an apology is made for keeping you waiting</li><li>• If the activity you want to do is not available a suitable alternative is offered</li><li>• Are staff appropriately dressed, for example wearing uniform and name badge</li><li>• Are there enough staff on duty to meet the demands of the customers, programme and telephone</li><li>• 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</li><li>• Was a receipt and correct change given</li></ul> <p>Reception area</p> <ul style="list-style-type: none"><li>• Is a corporate and professional image portrayed</li><li>• Is access control in place and operating effectively</li><li>• Is queue management in place and efficient, for example could you bypass reception without paying, are customers queuing outside the doors, are kiosks in</li></ul>

# People 1 – Customer Experience & Insight

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- 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

#### SUGGESTED 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 an ability to make an online enquiry and is this enquiry followed up in a timely manner
- Is there a member of staff on duty who can deal with a membership enquiry
- Following a membership enquiry are an individuals' details recorded
- Are follow up phone calls undertaken following an enquiry
- Are tours of the facilities offered based on the needs you have described
- Are memberships sold based on the achievement of your goals and needs
- 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 and online proactively dealt with

#### EXAMPLES OF BEST PRACTICE

- Contact with member(s) of staff is a positive experience

#### SUGGESTED GUIDANCE

##### Response

- Are phone calls and online enquiries answered promptly
- Does the automatic response system work and information is accurate and up to date
- Are calls/messages handled in a professional manner
- Is the correct information given
- Are calls/messages returned if customers are told someone will get back to them

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### Enquiry

- Are booking arrangements effective and is additional information known by staff, for example level of fitness classes, cost of shuttlecocks and hire of racquets, details of gym induction
- Are the opening times given by staff or advertised 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
- Are staff knowledgeable in the booking procedures, for example birthday party enquires, how to join the gym, swimming lessons
- Are staff 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

#### SUGGESTED 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, facility 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, social media, website 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 used, 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

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- Does the facility make use of social media to promote its products and services
- 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), Learn to Swim schemes and ukactive 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, actioned and responded to in a timely manner

#### EXAMPLES OF BEST PRACTICE

- A variety of feedback methods are available and responses displayed
- Feedback received dealt with proactively and effectively for a positive outcome

#### SUGGESTED GUIDANCE

##### Effective customer comment system

- Is it clear how to feedback, for example are posters displayed, instructions given, pens or electronic tablets available and are they 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
- Are verbal comments recorded and actioned, for example comments made at reception, to members of staff, whilst undertaking an activity or to a lifeguard
- Are comments responded to within the timescales stated and in a satisfactory manner, for example by completed comment form, letter, telephone, email and website (either comment and/or enquiry)

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### Are all staff observed and spoken to, friendly, helpful and knowledgeable

#### EXAMPLES OF BEST PRACTICE

- Staff proactively carrying out their duties

#### SUGGESTED GUIDANCE

- Do staff portray a positive attitude, were they motivated
- Do staff look happy to be at work and interact with customers, for example make eye contact, smile, engage in conversation and make the first effort and say 'goodbye'
- Is there a friendly atmosphere within the centre

### Are the facilities and programme accessible for all

#### EXAMPLES OF BEST PRACTICE

- Is there equality of access for all (Inclusive Fitness)

#### SUGGESTED GUIDANCE

- General
  - Clear identifiable turnstile, signage and gate
  - Circulation areas clear
  - Doors easy to open
  - Signage to facility areas large and clear
  - Alternative methods to obtain literature, electronic leaflets, and website
- Car Park
  - Clearly posted disabled bays
  - Drop kerbs
  - Ramps into centre and handrails
- Entrance
  - Automatic doors or clearly displayed process for entry
  - If glass doors it is obvious you can tell if door is open or closed, if clear
- Reception
  - Low level counter
  - Hearing loop signage
  - Sufficient lighting
- Changing Rooms
  - Unisex policy, for carers of opposite sex

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- Clear of rubbish, not used as storage
- Alarm cord in place, not tied
- Doors not too heavy
- Clothes hook at correct level
- Shower adjustable
- Grab rails for shower and toilet
- Benches in place
- Space for wheelchair to turnaround with door open and closed
- Toilets
  - Unisex policy, for carers of opposite sex
  - Clear of rubbish, not used as storage
  - Alarm cord in place, not tied
  - Grab rails for toilet
  - Consumables and drier accessible
  - Clothes hook at correct level
  - Space for wheelchair to turnaround with door open and closed
- Pool
  - Hoist, ramp or chairs to the pool
  - Rails for steps (rather than a ladder)
- Café
  - Low Counter

### EXAMPLES OF BEST PRACTICE

- Are facilities baby and child friendly

### SUGGESTED GUIDANCE

- 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 café

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### PLAN

#### How do you plan to deliver an excellent customer service?

##### EXAMPLES OF BEST PRACTICE

- Customer care plan or policy
- Customer feedback methods
- Staff feedback
- Customer feedback procedures
- Research plans
- Business plan objectives
- Reception standards
- Procedures and policies

##### SUGGESTED GUIDANCE

- Is there documentation that brings together customer care initiatives, training, standards and planned outcomes
- Are there appropriate and well promoted customer feedback systems in place such as email, verbal, e-contact forms on websites, social media and user forums/focus groups
- Are staff able to contribute feedback on customers to management to help gain an improved understanding of behaviour and satisfaction
- 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
- Is guidance provided to the staff as to how front of house tasks should be delivered in a consistent and effective manner
- Are procedures and policies clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate, customers

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### DO

**How do you use and communicate your findings in relation to improving the service for both customers and staff?**

#### EXAMPLES OF BEST PRACTICE

- Business plan
- Customer plans and how they contribute to planning the centre's services
- Staff meetings
- Appraisals and personal development planning
- Methods of customer and stakeholders feedback
- Satisfaction surveys for customers/partners
- Other methods of surveys

#### SUGGESTED GUIDANCE

- Can management describe the 'golden thread' and where aims and objectives have been included within the business plan that directly reflect feedback received through customer research
- Are the management and staff aware of the customer plans and do they understand how these plans can contribute to the future planning of the centre's services
- Are the findings from feedback discussed with staff, for example, within meetings, one-to-ones, appraisals, individual personnel development plans and used to help staff understand how they contribute to the overall customer experience
- Does the centre communicate to staff, customers and other stakeholders its commitment to providing a good customer experience
- Are customers and stakeholder made aware of the methods of feedback available and provided with regular feedback on comments made and action taken
- Are satisfaction surveys regularly undertaken which cover all areas of the service plus an overall customer/partner satisfaction survey
- Does the centre use other methods to survey users and non-users, such as social media, mori polls, citizen panels and external surveys by marketing companies

**How are you trained and informed of the service standards you are to deliver? (Challenge for the operational staff)**

#### EXAMPLES OF BEST PRACTICE

- Standards, charter/pledge
- Empowerment
- Customer care training
- Dealing with difficult customers
- Customer feedback training
- All staff can deal with an enquiry (sales and general)
- Policies and procedures



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### SUGGESTED GUIDANCE

- Do staff understand the standards that are expected of them and how they will be delivered; are they aware of any charter/pledge and its content
- 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
- Do management and staff appreciate the value of the feedback that comes from external sources, such as users, non- users, partners, market research; . Have they been trained in how to deal with both positive and negative feedback
- 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 resources are allocated to ensure that you can deliver the defined service standards? (Challenge for the operational staff)

### EXAMPLES OF BEST PRACTICE

- Sufficient staff and resource
- Response to busy periods
- Technology
- Booking and hire terms and conditions

### SUGGESTED GUIDANCE

- Are there sufficient staff and use of resources in place to deliver the service standards
- 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
- Has technology been considered to ease the pressure on front of house, for example, online booking or access kiosks
- Are terms and conditions and booking procedures for hirers and participants clearly defined

### MEASURE

### How do you measure?

### EXAMPLES OF BEST PRACTICE

- Business objectives
- Customer surveys
- Customer feedback
- Focus groups
- Benchmarking
- Improvement plan

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- Charter KPIs
- Training evaluation
- Mystery visits and calls

### SUGGESTED GUIDANCE

- Does the organisation measure their contribution and achievement against the objectives of the business plan
- Are the findings from customer satisfaction surveys, for example Net Promoter Score (NPS), 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
- Has the organisation developed focus groups to measure satisfaction and value
- Does the organisation conduct any benchmarking for customer satisfaction/value against national standards such as NBS
- Are actions that result from customer feedback and satisfaction surveys logged onto the improvement plan
- Do charters, promises and/or pledges provide measurable outcomes
- How do management measure that there is a benefit to providing customer care training for staff
- Are mystery visits, including telephone monitoring, used to measure staff delivery of customer service

### REVIEW

#### How do you review what you measure?

### EXAMPLES OF BEST PRACTICE

- Communication with customers
- Customer feedback
- Procedure and policy systems
- Updated training plan
- Good practice
- Investment
- Mystery visit and audit

### SUGGESTED GUIDANCE

- Are customer comments followed up to check that the response was acceptable and the issue had been addressed to their satisfaction
- Is all feedback received from customers/staff recorded, reviewed and analysed
- 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

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- Is good practice from both within and outside the leisure industry obtained and used to help improve the customer experience
- Is customer feedback used to influence the capital plan and generate greater levels of investment
- Are mystery visit and audit programmes reviewed to ascertain the customer experience, with findings completed and/or added to an improvement plan

### IMPACT

#### Has what you have done made a difference?

#### EXAMPLES OF BEST PRACTICE

- Improved customer satisfaction
- Greater number of customer compliments
- Feedback shows customers happier with service
- Improved mystery visit and audit scores
- Improved key performance indicator's
- Increased customer and membership referrals
- Testimonials

#### SUGGESTED GUIDANCE

- Are customer satisfaction survey results improving
- Has the number of compliments increased/complaints decreased year on year
- Are the findings from the feedback systems showing that customers are happier with the service being provided
- Are the findings and/or observations from Quest, NPS, other audits and other mystery visit reports improving
- 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
- Is the service able to demonstrate that members of the community are actively promoting the service to others in their community
- Can the service demonstrate that customers and others are telling you about the good service that you provide