



Introduction to Sport, Fitness & Management

Community leisure: Quality and staffing

Commentary

Halo not only strives to meet customer expectations but also those set out by Quest: A quality award given to leisure centres if they score in excess of 60%.

Hadyn

They do a review on the services we're delivering and that's for staff and for customers and they essentially give us a score on how things are going, if they think we're doing a good job or not.

Scott

All of our centres are Quest registered, the majority are what's called highly commended which puts them in the top 5% within the UK and that's as a result of independent assessments and across the customer relation areas, the customer sensitive areas, we always score very well, we pride ourselves on that.

Hadyn

At the last full Quest assessment we scored 78%, that is the equivalent to being 13th in the country, and there are over 670 other facilities, on top of that we are ranked as the second dual use facility within the whole country.

Commentary

As within any customer service industry it's the people on the frontline that customers come to rely on. With this in mind Halo pick their team with precision.

Jon Argent

We have 415 members of staff who work in ten leisure centres, they're engineers to beauty therapists, they work from 6 in the morning until 11 at night, 363 days of the year.

On screen text: Sara Gosling Head of Human Resources, Halo Leisure

Sara Gosling

We make sure that people have the technical skills so they're competent to carry out the tasks, so if there's a minimum qualification we insist on that and make sure if they haven't got it they will be trained to ensure they get it. When it comes to the attitudes we have a set of sort of core attitudes and behaviours that we look for. We call it the Halo fit.

Jon Argent

It's the type of person that we would want working for us, it's somebody who's got a 'can do' attitude, somebody who's a strong team player, somebody who enjoys what

they do and that's obvious and I think we all know when we go into some other service industries, you can tell if people are having a great time.

Scott Rolfe

I think to me the Halo fit means someone who is passionate about what they do, enjoys working with like-minded people, enjoys working with customers and hopefully enjoys trying to make a difference.

Sara Gosling

For us the best way in which we can judge if someone's going to be good at what they do is if they've already done it somewhere and they can give us an example.

Commentary

Once Halo recruits a member of staff they also provide on-site training.

Sara

Every month on every site our training officer will go in and do core basic statutory training, so that's health and safety, obviously employment law. Those are very very important to us; and also its industry standards as well which may not be binding by law but we actually feel they are very important that our staff are trained to a competent level.

On screen text: Adam Peters Fitness Instructor, Halo Leisure

Adam Peters

Through Halo I've done everything from my pool lifeguard, I've done my fitness instructing, I've done group exercise, pre/post natal exercise, just everything, if they can't do it for you they'll help you get there.

Commentary

Halo has a customer chart called Promise: this outlines the type of service halo intends to provide to every customer.

Hadyn

We train our staff on that promise so rather than turn round and say you must do this for the customers, we say this is what we're aiming to achieve, this is how we want you to go above that. So it's about trying to provide tools and different ways for them to actually deliver that type of promise.

Jon Argent

We make sure that people understand what our promise is to customer care; we make sure that they understand what our policies are; we make sure they understand the systems that we operate.

Louise

In terms of meeting the promises we make in our advertising a good example of that might be that the Shape up for Summer campaign where we promise to help people to shape up to perhaps go on holiday or just trim up for their summer clothing, and we do that through our induction programme so that involves staff, that involves the gym, that involves the facilities we have.

Commentary

But it's not only customers to whom promises are made; Halo Senior management also make a promise to reward staff who go above and beyond their regular duties.

Hadyn

We have a star performer every quarter where the management team nominate two members of staff, whoever receives the most nominations is nominated as a star performer and that happens across all our centres.

Sara Gosling

Through inspire our staff suggestion scheme, if a staff member puts something into that scheme and we implement it and it is something beyond what we would expect someone to come up with in their normal job they'll also get some form of cash reward as well.

Louise

When we were developing the brand we decided to use a consistent theme we actually consulted with staff and with member of the senior management team when the brand was developed to what would best reflect what we were aiming to achieve

Hadyn

We all wear name badges, we all have a specific uniform for the role we're undertaking. It's important for everybody to know who's in what role, who's doing what jobs, I have staff that work in three or four different roles, wearing different uniforms, wrong uniforms in the wrong roles can be confusing to staff on site, it can also be confusing to customers.

Sara

It provides us with that professionalism the fact that people do look the same and we do have a consistency in what we're trying to deliver.

Commentary

For Halo to continue to meet and exceed customer expectations they have to predict what the market's going to require next and ensure their service development it's geared up to meet those needs.

Sara Gosling

More and more people will expect a professionally qualified approach within leisure. They will expect people to have professional skills and that they will be delivering a high level of service to them.

Jon Argent

If we can't provide the levels of service that people want, the programmes that they want, at a price that they want to pay then they simply won't come back. So, I think as far as customer service goes as long as we're listening to customers and we're doing something about what they tell us and we're encouraging our staff to constantly seek that feedback, that's the best way we can move forward.