

Facility Quality Management Systems

Guidelines

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Introduction

The purpose of a Facility Quality Management System is to provide a framework for managing your sport and leisure facility. Using such a system will assist in managing your facility more effectively and efficiently, and help you meet the needs of your customers/members.

By undertaking a quality system your organisation should be able to ensure that the management is consistent, and that there is continuous improvement of the facility and service.

sportscotland endorse Quest, the UK Quality Scheme for Sport and Leisure, it's framework and award programme. The key areas identified in this document relate directly to those criteria used in a Quest assessment. However this document is only intended as an aid to creating a documented practices and procedures system for your facility. Fuller explanations of issues can be found in the Quest Managers Guidance pack which is available from Quest. Organisations wishing to consider themselves for Quest award registration should contact Quest. Their information is contained at the end of this document.

A key to quality facility management is the maintenance of documented practices and procedures, which will allow the standards of facility and service to be achieved to be consistent.

The four areas to be considered are:

- 1 Facility Operations
- 2 Customer Relations
- 3 Staffing
- 4 Service Development and Review

Each of these areas are subdivided into issues, with accompanying best practice. These are underpinned by a set of principles which can be obtained from the Facilities Development Team at **sportscotland** or in the Quest Manager's Guidance Pack.

1 Facility Operations

The standards and principles involved in managing the operational aspects of the Centre, to ensure customers expectations are at least met.

Systems, Standards and Inspection

- Services are planned to deliver a safe and enjoyable experience for all customers/members.
- Documented systems are in place to ensure that the key elements of service are under control and promote quality.
- Systems are up-to-date, available to and known by all relevant staff / committee.
- There is a sensible and adequate level of inspection to meet statutory requirements and monitoring of quality standards.

Cleanliness

- The level of cleanliness is visibly acceptable, taking due account of customer expectations
- There are high standards of hygiene in critical areas
- Customers are not put at risk or inconvenienced as cleaning takes place

Housekeeping

- The facility is presented in a fit and tidy state, reflecting general pride in the provision by the organisation and the staff

Maintenance of Buildings, Plant and Equipment

- Maintenance is based on an effective preventative approach to ensure
- Customer enjoyment and safety
- Repair requests are actioned promptly within an effective system
- The Facility is well maintained within the constraints of its age and structure

Equipment

- Suitable, sufficient and well maintained equipment is available for use
- A range of equipment is provided to allow programming variety
- Safety in use is achieved

Environmental Control

- Reasonable temperatures, lighting and ventilation for sporting, social and staff areas is achieved.
- There is tight control of environmental factors in customer / staff sensitive areas.
- Use of utilities is managed and reduced where possible as part of an environmental policy.
- Sensible initiatives contribute to lessening the impact of the facility on the environment.

Changing Rooms

- Changing rooms are comfortable, appropriate and clean
- Changing rooms are regularly inspected, cleaned and stocked
- Changing rooms are family friendly

Health and Safety Management

- The facility has an up to date and specific health and safety policy and management programme
- Management and the workforce are aware of and undertake their responsibilities in health and safety
- Customer and staff safety is a priority in all areas of the facility.

2 Customer Relations

The standards and principles involved with managing the interaction with customers to ensure the staff-customer contact is effective.

Customer Care

- Quality standards of customer service are defined and delivered consistently by all staff
- Staff are trained to provide customers with information, assistance and sell services proactively
- All staff are empowered to make on-the –spot decisions about customer service
- Customers have equal access and opportunity to services and facilities

Research

- Pro-active research is conducted to identify potential customer and current customer requirements
- There is an understanding of the target market, the facility users, competition, and local and national trends

Customer Feedback

- Customer comments and feedback are actively encouraged by all staff/committee and acted upon. They are seen as an opportunity to improve and help drive improvements for customers
- The facility aims to work positively with its partners, welcoming their feedback to improve customer service

Marketing and Pricing

- There is a marketing plan which the facility uses to identify, plan and cost all marketing activities
- Accurate, attractive and up-to date information is provided for the local community / target markets through a variety of methods
- A variety of promotional methods are used within budgetary constraints of the facility to increase income and usage

- The organisation operates to a clear pricing policy which seeks to ensure that subsidy is targeted effectively and is reviewed regularly

Reception and Administration

- The reception service operates in a smooth manner with skilled knowledgeable staff providing prompt attention to customers and first time users
- The administration system for bookings is customer friendly and provides a range of opportunities for one off (non casual) booking, and effective regular bookings
- Customers needs are fully clarified and actioned through to completion of booking.

3 Staffing

The standards and principles involved in managing and developing the human resources within the Facility

Staff Supervision

- Staff are appropriately trained, qualified and in sufficient quantity to deliver the standard of service promised to customers
- Staff are available on stand by to work at short notice should there be a shortfall in staffing in critical areas
- Shift patterns include time off shift for meetings, training and personal development of individuals

People Management

- All staff involved in service delivery, whether paid or voluntary, are seen as critical to the delivery of a quality service.
- Training and development are ongoing for individuals and teams with the aim of continually improving standards of service and achieving the organisation's objectives

Management Style

- There is a management style that demonstrates the ability to communicate with, and motivate staff at all levels and to drive the business from the top
- The decision making processes skilfully balance business goals with customer needs and staff involvement
- There is a commitment for continuous service improvement through the empowerment of staff and their involvement in the action plan

4 Service Development and Review

The standards and principles involved in creating a framework for the Facility purpose and direction, continuous improvement and development of the service.

Strategy and Business Planning

- The Facility has clearly identified its mission, established overall strategies and set specific objectives and targets to achieve them
- The facility has a 'business plan' to map out its objectives and targets
- A commitment to continuous improvement is clearly demonstrated

Programming and Sports Development

- The programme of activities is designed to meet the facility's aims and objectives
- The programme is dynamic, innovative and responsive to the requirements of the customers and potential customers
- Activities contribute to healthy lifestyles, social inclusion, lifelong learning, community safety and reduction of crime and disorder
- The programme considers the various types of user and use to ensure that it is balanced and promotes equality of access

Continuous improvement

- The facility regularly measures and reviews the effectiveness of its progress in pursuing its Business Plan through self assessment
- The measurements and reviews are used as a basis for continuous improvement
- The facility has a track record of improvements to the service and a creative approach to meeting and where possible, exceeding customer need and expectations

Finance and information Technology

- Management are directly involved in the development of the financial Business Plan of their site
- The facility monitors income and expenditure closely and takes appropriate action
- The facility enhances its service and management through effective use of information technology where appropriate
- The organisation has a business recovery plan in place and tested regularly, should systems fail

Facility Quality Management System – Documentation

Below are listed typical documentation that would contribute towards current standards and help facilitate continuous improvement.

Some of the documentation may not be relevant to all facilities

1 Business Plan

- Mission statement/vision
- Objectives
- Financial information
- Facility and Membership development plan

Marketing plan

- SWOT analysis
- Identify target segments
- Identified and costed Action Plan
- Key Performance Indicators

2 Organisational Structure

- Committee structure, roles and responsibilities
- Staff structure, roles and responsibilities

3 Normal Operating Procedures

- Practical details of facility operation on a normal daily basis: to include but not exclusive;
- Opening and closing procedure
- Procedures for dealing with monies
- Telephone and welcoming procedures
- Membership procedures
- All relevant persons should be instructed and recorded as such in the detail of the NOP's

4 Letting Policy

- Details of who can hire, book or access the facility.

5 Pricing Policy

- Details of prices for all user groups, including discount / restricted categories
- Price analysis with competing facilities

- 6 Child Protection Policy
 - All facilities which allow children / youth access should have one
- 7 Booking procedure
 - Detail the procedure for booking the facility.
 - Are there different methods for different groups?
- 8 Emergency Action Plans
 - Detail the procedures and responsibilities for incidences of fire, police or medical
 - Detail the reporting system
- 9 Staff training records and certificates etc
 - Details of all training / qualifications relevant to the facility / sport undertaken by paid /coaching/ voluntary staff
- 10 Staff Training Programme
 - Detail the intended training programme and training requirements for paid, coaching and voluntary staff.
- 11 Minutes of Staff / Committee meetings
- 12 Contracts with sub-contractors e.g. cleaners
- 13 Details of ancillary services e.g. physiotherapy, beauty
 - Both internal or partner
- 14 Cleaning programme and records
 - What has to be cleaned?
 - Who is responsible for cleaning it?
 - How often should it be cleaned?
 - The standards expected
- 15 Maintenance schedules, records and reports
 - Detail the preventative maintenance schedule
 - Who is responsible?
- 16 Fault reporting procedures and records
 - Detail the procedure
 - Who is responsible for dealing with the faults?
- 17 Supplier control records of competence or permit to work system

- 18 Environmental inspection records e.g. air and pool water quality
 - What is checked?
 - What procedures are followed?
 - How is it recorded?
 - Who is responsible for remedial action if required.?
- 19 Health and Safety Manual (including policy, staff systems at work)
 - Statement of policy with the name of the appointed person for health and safety.
 - Responsibilities of each level of staff
- 20 Health and Safety records (e.g. emergency drills, portable appliance testing, alarm tests, COSHH)
 - Record of emergency drills and their outcome
 - Record of Portable Appliance Testing
 - Record of alarm testing
 - Record of COSHH assessment and training
 - Responsibilities for assessing outcomes and any issues arising from the above
- 21 Accident records and trend analysis of accidents
 - All accidents should be recorded
 - Who is responsible for recording / reporting (RIDDOR) accidents?
 - How are they recorded?
 - Who is responsible for evaluating the recorded accidents?
- 22 Safety Audit records
- 23 Risk Assessment documents
 - Identify the hazards and estimate the level of risk.
 - Tasks, equipment, chemical, activities
 - Identify control measures in place or which require to be implemented
- 24 Facility inspection and safety check records
- 25 Customer Care Policy and customer charter
 - Define the standards expected in customer care
- 26 User and non user reports and questionnaires

- 27 Complimentary ticket system
- 28 Customer / member comments system and complaints file
 - What is the procedure for customer comments and complaints?
 - Who is responsible for first contact dealing with complaints and comments?
 - What is the procedure for following up on comments and complaints?
- 29 Lost and found property
 - What is the procedure for recording lost and found property?
 - How long is the unclaimed property kept for?
 - How is the unclaimed property disposed of?
- 30 Event and one-off booking file
- 31 Staff rotas, cover system and staff structure
- 32 Staff appraisal procedures and records
- 33 Sports Development programme
- 34 Key Performance Indicators
- 35 Audit Reports
- 36 Staff attitude survey
- 37 Trend analysis of service delivery records
- 38 Facility Usage information and trend analysis
- 39 Award certificates
- 40 Typical weekly programme for each activity area, evidence of programming programme diversification.

Systems Action Plan

An action plan is a good way of tracking what has been done and by whom. Below is a sample of what an action plan can look like.

Action	Date Updated	By whom
Normal Operating Procedures / Emergency Action Plans		
Contracts with sub-contractors e.g. cleaners		
Cleaning programme and records		
Maintenance schedules, records and reports		
Fault reporting procedures and records		
Health and Safety records (e.g. emergency drills, portable appliance testing, alarm tests, COSHH)		
Accident records and trend analysis of accidents		
Risk Assessment documents		
Facility inspection and safety check records		
Customer Care Policy and customer charter		
User and non user reports and questionnaires		
Marketing Plan		
Business Plan, including mission/vision, objectives and development plan		
Comments system and complaints file		
Lost and found property		
Event and one-off booking file		
Sports Development programme		
Performance indicators		
Facility Usage information and trend analysis		
Typical weekly programme for each activity area		

If you wish to consider becoming a Quest registered facility, **the Quest team can be contacted at:**

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