

# Applying Lean Techniques to Leisure Services

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Cookstown District Council



# Applying Lean Techniques to Leisure Services

- **Liam Glavin** (Head of Leisure Services)
- **Presentation**
  - Context for Improvement
  - Lean in Leisure Services
  - Outcomes
- **20 Minutes**
- **Questions**

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# Applying Lean Techniques to Leisure Services

## The Context for Improvement

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**“We are what we repeatedly do.  
Excellence thus is not an act but a habit”**

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# Applying Lean Techniques to Leisure Services

## The Context for Improvement

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“Quest is the **Leisure Industry’s only** accredited Quality Assurance and Continuous Improvement Tool in Facility Management and Sports Development”

*(Quest 2014)*

# Applying Lean Techniques to Leisure Services

## The Context for Improvement

EFQM Criteria	Score	Factor	Total	Total Possible
Leadership	5	10	50	100
Policy and Strategy	4	8	32	80
People Management	3.5	9	41.5	90
Partnership & Resources	4	9	36	90
<b>Processes</b>	<b>4</b>	<b>14</b>	<b>56</b>	<b>140</b>
Customer Results	6.5	20	130	200
People Results	4	9	36	90
Society Results	4.5	6	27	60
Key Performance Results	5	15	75	150
<b>Total</b>			<b>483.5</b>	<b>900</b>

EFQM Organisational Self Analysis Model Results

# Applying Lean Techniques to Leisure Services

## The Context for Improvement

- EFQM's Processes Criteria

- Quest Action Plan

- Lean

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# Applying Lean Techniques to Leisure Services

## The Context for Improvement

### Lean Thinking

Lean is based on the original goals of the Toyota Production System that is 'to do more with less' and the definition made by Womack, Jones and Roos (founders of the Lean term) – activities that reduce waste and provide added value to customers.



# Applying Lean Techniques to Leisure Services

## The Context for Improvement

### Lean Principles

- Identify Customer's value
- Identify Value Stream
- Make Value Stream Flow
- Strive for perfection of above
- Using various Lean Techniques

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# Applying Lean Techniques to Leisure Services

## Lean in Cookstown Leisure Centre



Pilot Project

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# Applying Lean Techniques to Leisure Services

## Lean in Cookstown Leisure Centre

### Select a Lean Process Improvement Process

#### Macro Level Processes

- Activity Areas Chosen ie Supervision, Life Guarding, Cleaning, Equipment Set Up, Maintenance, Health and Safety etc.

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## Lean in Cookstown Leisure Centre

### Select Lean Tools

- Rapid Improvement Event
- Value Stream Mapping Event
  - Current State Value Stream Map
  - Future State Value Stream Map



# Applying Lean Techniques to Leisure Services

## Lean in Cookstown Leisure Centre

- **Event 1**

Pre-Event Scoping/Visionary Meeting and Current State Value Mapping Exercise

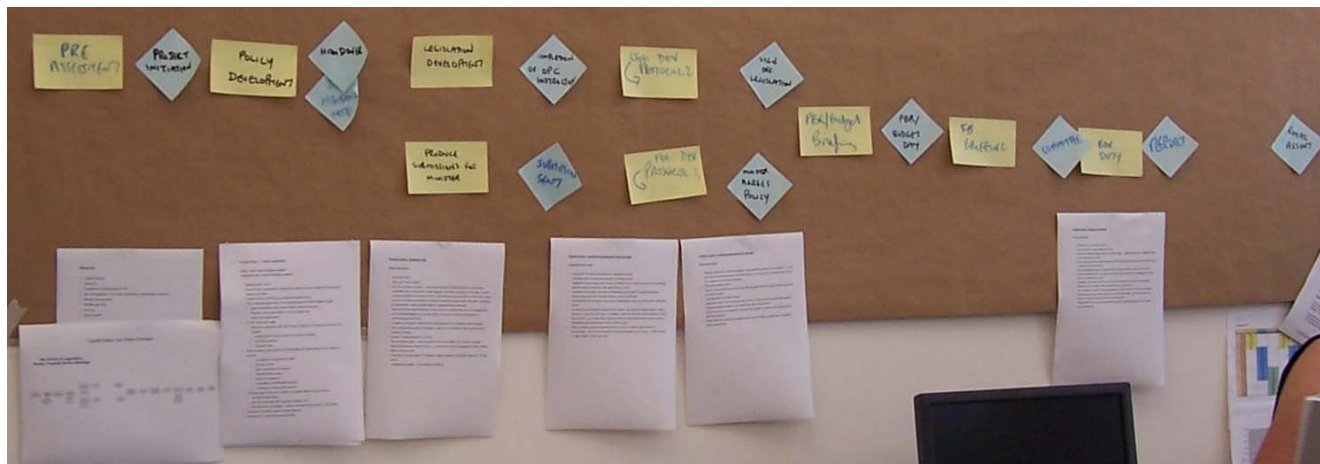
- **Event 2**

Map a desired Future State Process Map  
Implementation Plan

# Assessment: Reviewing the work



← From  
Current  
State



↓ To  
Future  
State

# Applying Lean Techniques to Leisure Services

## Lean in Cookstown Leisure Centre

### Current State Value Stream in hours per week

	Cleaning	Set up/ Take down	Supervision/ Lifeguarding
Pools	18.10	17.00	265.00
H. Suite	12.00	1.00	71.45
Squash	4.00	0.00	1.35
Meeting Rooms	3.00	0.00	0.00
Ten Pin	1.30	0.00	73.00
Main Hall	3.00	24.00	0.00
Evolve Fitness	11.30	0.00	85.50
Reception	3.30	14.00	0.00
Play Shack	3.00	0.00	52.00
<b>Total</b>	<b>59.00</b>	<b>56.00</b>	<b>548.30</b>
<b>Total weekly cost of 663 hours per week by £8.005 per hour plus employer costs</b>			
<b>Weekly Total</b>	<b>£7,589.46</b>		
<b>Annual Total</b>	<b>£394,667.52</b>		



# Applying Lean Techniques to Leisure Services

## Lean in Cookstown Leisure Centre

### Future State Value Stream in hours per week

	Cleaning	Set up/ Take down	Supervision/ Lifeguarding
Pools	14.00	17.00	207.00
H. Suite	12.00	1.00	55.00
Squash	4.00	0.00	1.00
Meeting Rooms	3.00	0.00	0.00
Ten Pin	1.30	0.00	42.00
Main Hall	3.00	24.00	0.00
Evolve Fitness	11.30	0.00	85.10
Reception	3.30	14.00	0.00
Play Shack	3.00	0.00	66.00
<b>Total</b>	<b>54.90</b>	<b>56.00</b>	<b>456.10</b>

Total weekly cost of 567 hours per week by £8.005 per hour  
plus employers costs

Weekly Total	£6,354.36
Annual Total	£330,427.18

# Applying Lean Techniques to Leisure Services

## Lean in Cookstown Leisure Centre

### Improvements Highlighted

- Pool, Health Suite, Soft Play Area, Reception and Ten Pin Bowling Rotas
- Cleaning, Cleaning Stores and use of Chemicals
- Staff Training

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## Lean in Cookstown Leisure Centre

### Implementation Plan

- Multi skill Staff
- Change Staff Rotas
- Change NOPs/Risk Assessments and train staff
- Reduce Staff Training Times



# Applying Lean Techniques to Leisure Services

## Outcomes

### Improvements Based on Future State Value Stream Map

- Staff working “smarter”, more engaged and more flexible
- Standardised cleaning/work procedures
- Optimised “Rotation of Staff” Flow
- Extra work being carried out as part of normal working day of full time staff
- Actual savings of £107,217 in Casual Staffing Costs from previous year

# Applying Lean Techniques to Leisure Services

## Outcomes

### Cookstown District Council

- Performance Management
- Balanced Scorecard Based Service Plans
- Leisure Services Plan

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# Applying Lean Techniques to Leisure Services

## Outcomes

### Leisure Services Service Plan

- RfE in Feb 2014
- Quick Wins
- Medium Term Wins
- Slow Down! Warning!

# Applying Lean Techniques to Leisure Services

## Outcomes

“However Lean cannot be sustained unless continuous improvement becomes an **integral part** of an organisation’s cultural norms. The habit of **continuous improvement** can only be maintained through clear communication, ownership of improvement throughout the organisation”

*(Radnor et al. 2006)*

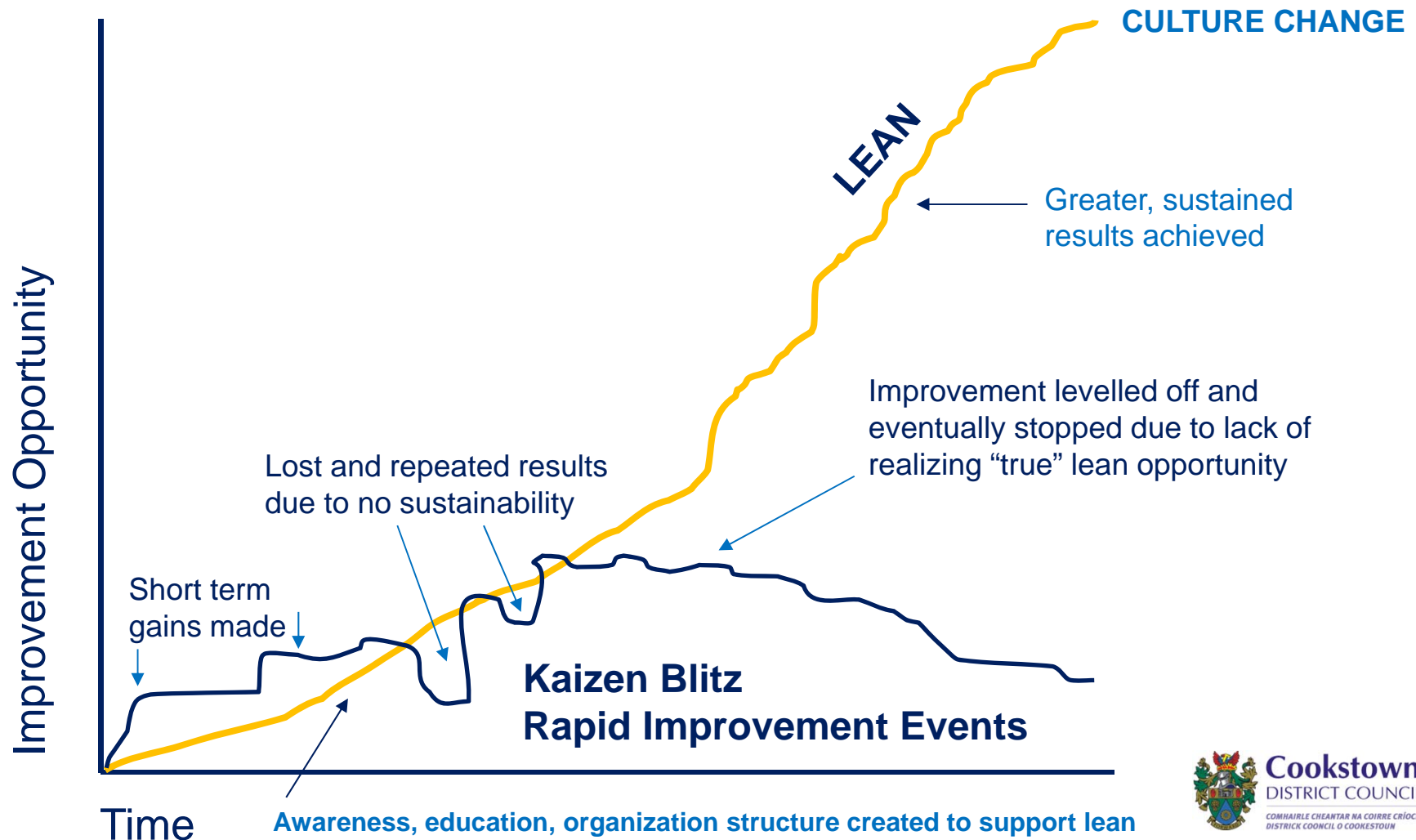


# Lean Transformation A Two Pronged Attack



# R.I.Es Vs. Full Implementation

Source: Chris Craycraft, Whirlpool



# Applying Lean Techniques to Leisure Services

## Conclusions

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Now, at this time of reorganisation, is the opportunity to embed a Lean culture in all our new Local Authorities; to be led by Members and Senior Management.

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# Applying Lean Techniques to Leisure Services

## Conclusions

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- Context
- Journey
- Outcomes and conclusions on Lean

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# Applying Lean Techniques to Leisure Services

“Never let a serious crisis go to waste.  
What I mean by that is it’s an opportunity to  
do things you couldn’t do before”

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*Rahm Emanuel*  
*Mayor of Chicago*  
*Barack Obama’s Chief of Staff*  
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