

# Dolphin Centre Academy

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# The Dolphin Centre

# The Institute of Enterprise and Entrepreneurs (IOEE)



# Background

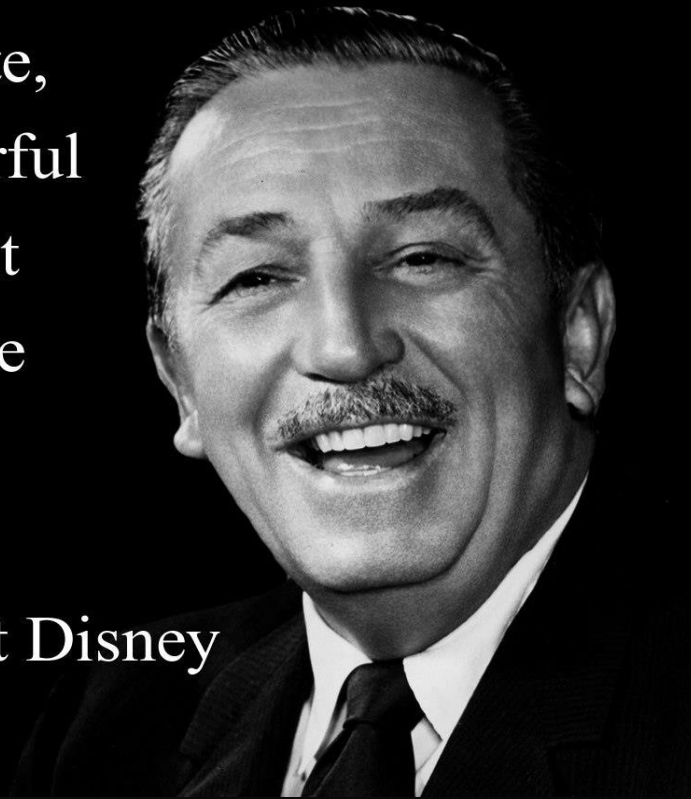
- Millions of pounds of savings required over the last 10 years
- Non-essential service and therefore subsidy reduction an expectation
- Operating costs already lean so any reduction would need to be found through income
- Dolphin Centre had recently undergone a £5 million refurbishment created first class facilities

# Background

- Challenge was to stop the products from becoming dated in the future
- First class facilities but a poor team could eventually lead to poor performance
- Far greater competition
- Lots of different people at lots of different levels – how do you get everyone to the same standard?

# The Code of Service

You can design and create,  
and build the most wonderful  
place in the world. But it  
takes people to make the  
dream a reality.



Walt Disney

[pinnacleperformancechampions.org](http://pinnacleperformancechampions.org)



**ioee**™ INSTITUTE OF ENTERPRISE  
AND ENTREPRENEURS

# Video 1 The Dolphin Centre Academy



# Why the Academy?

- To create a culture to support business performance that directly impacts on the subsidy
- To promote a culture where the team takes responsibility for sales and delivery of outstanding customer service.
- To create Intrapreneurs within the organisation that have drive, passion, pride and take responsibility as if the business was their own
- To balance the focus between product development and customer service to optimise business performance
- To attract the right people and build an in-house academy that is professionally recognised and validated to enable cost effective training that drives business performance.



# How does the Academy Work

- The National Enterprise Standards
  - Organisational standard
  - Individual standard
- Qualification based on the national standard- each unit concentrates on a different area of the standard
- Recruitment and Personal Development Strategy – recruiting the right people and developing the right talents

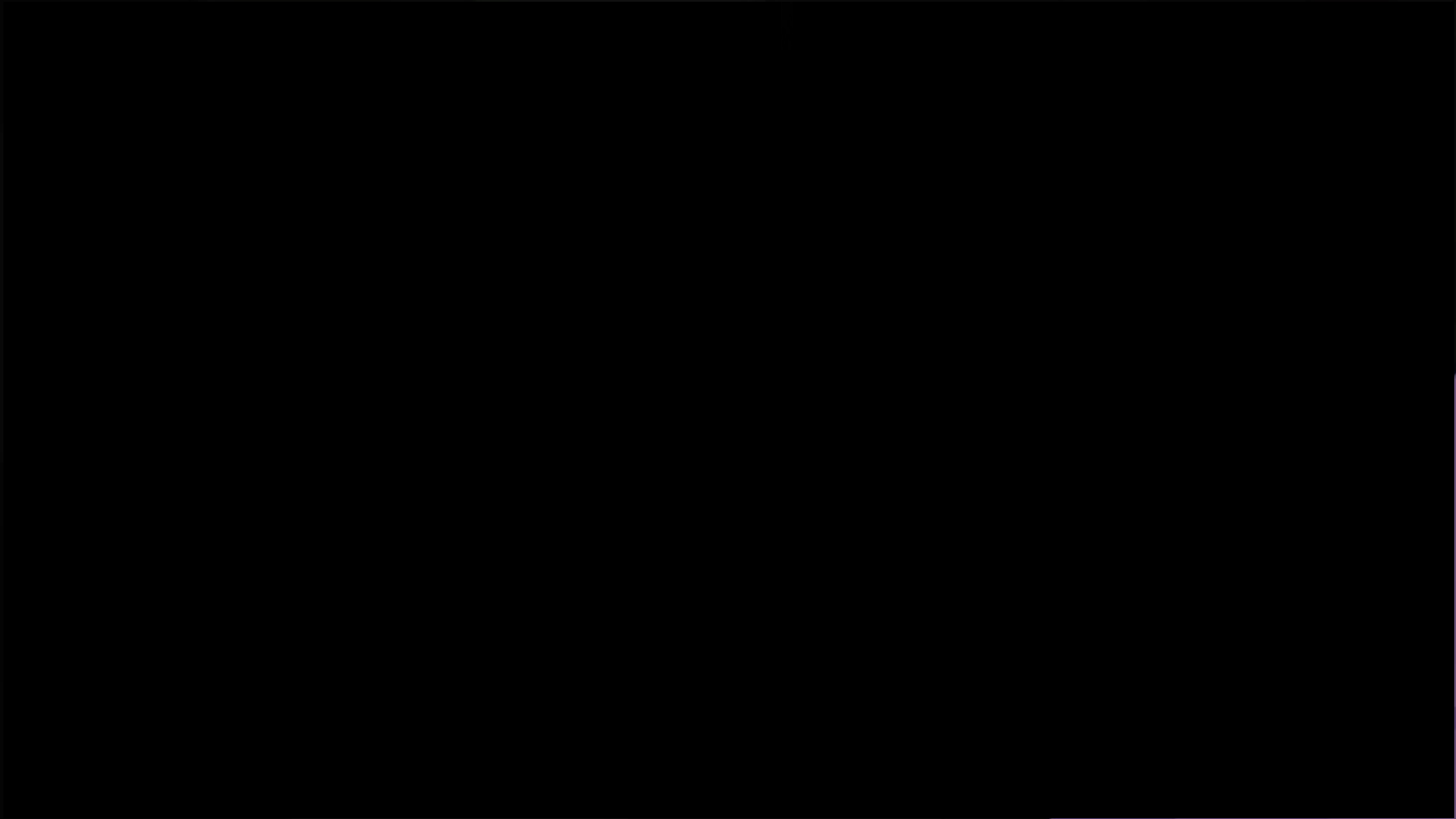
# How does the Academy Work

- Qualification Levels
- Creating an Enterprising Business Culture
  - Vision and Values
  - Business Etiquette
  - Service Standards
  - Recruitment and Selection
  - Service/Product Improvement
  - Monitoring and Evaluation

# How does the Academy Work

- **Academy Criteria** - to be met and works alongside PDR
- **Resources** – academy handbook, IOEE membership and resources
- **Academy File** – all info held on individuals, tracked and reported monthly to managers
- **Enterprising CPD Programme** – teaching the standard and testing understanding of this

# Video 2 CPD Workshop



# The Academy link to Business Performance

- The Academy is our business strategy
- Business focussed unit content - sales and retention, service standards and business development
- Business performance is a constant topic of conversation
- Ideas from CPD workshops, feedback diaries, customers and industry insight are collected on business improvement logs
- Improvement logs drive business improvement with implementation of ideas

# The Academy link to Business Performance

- Sales and retention targets are set in workshops and agreed by teams – engagement encourages ownership
- Teaches managers to coach teams in driving sales and retention and outstanding customer services
- Performance management forms one of the managers units and teaches managers how to manage their teams against the academy standard
- Measurement of performance in the academy links directly with subsidy reduction, budget performance, KPI's, customer satisfaction and staff retention
- Mystery shopping provides external feedback on service delivery

# Video 3 Results



# Challenges Faced

- Budget and admin resource commitment
- Corporate policy and procedure: workforce development plan, performance management and PDR's
- Brings transparency to poor performance which then needs addressing
- Leadership is driven from the top and commitment to creating a legacy



Any questions?

