

APSE – 26TH April 2018



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Vision Redbridge Culture Leisure

Today's Presentation

- Redbridge Borough snapshot
- Vision RCL company overview
- Fullwell Cross LC overview 2007- 2018
- Staff development and retention
- Utilising customer insight to drive service improvement
- Embedding a commercial and customer focus

Redbridge Borough Snapshot

- 13th largest London Borough
- Estimated population of 303,900
- 12% children aged 4-5 obese and 24% children aged 10-11 obese
- 62.5% adults overweight or obese compared to 58.4% in London
- Increase from 1 public pool in 2014 to 4 pools in 2018

Vision RCL company overview

- Established in 2007 to operate Sport & Leisure facilities in Redbridge.
- Expanded in 2011 to include Culture, Heritage, Libraries, Parks & Open Spaces and other former Council services.
- Further expansion 2016 Music Service, Drama and Youth Centres.
- £21m turnover, £11m+ customer income, 800 employees.

Sport and Leisure facilities

- Ashton Playing Fields
- Cricklefields Athletic Stadium
- Fairlop Waters
- Fairlop High Ropes
- Fairlop Outdoor Activity Centre
- Fullwell Cross Leisure Centre
- Ilford County High School pool
- Loxford Leisure Centre
- Mayfield Leisure Centre- Opening June 2018
- Owls Play Centre
- Redbridge Cycle Centre
- Wanstead Leisure Centre

Fullwell Cross LC overview

- Flagship Leisure Facility in Vision RCL
- Number of capital investment projects over past 10 years- Gym phases 1-3, Spa, Studio 2 and 3
- 417,956 customer visits in 2017/2018
- Over 2 million pound turnover
- Over £470,000 surplus generated

Fullwell Cross LC



Gym Phase 1

Swimming Pool

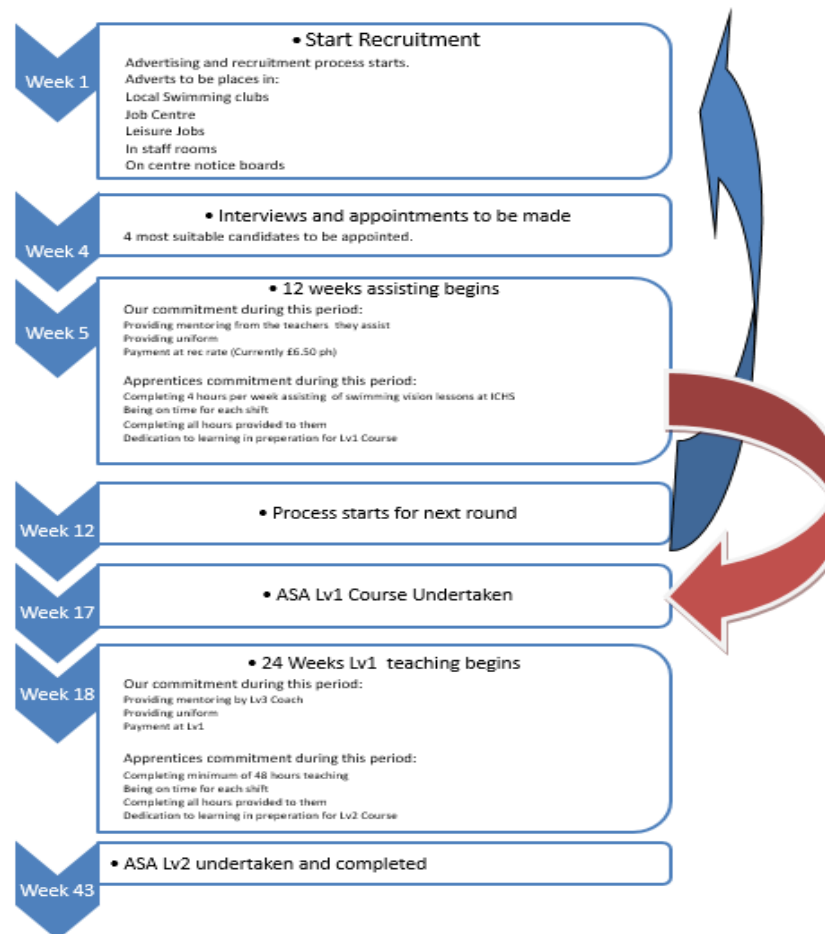
Staff development and retention



- Commitment from company to staff development
- Personal development plans for all staff
- Staff progression plans
- Staff progression from Centre to Management positions across company
- Investing in Traineeships and Apprenticeships
- Swimming Assistant programme- example of internal development
- Development leading to high staff retention

Staff development and retention

Swim Vision Apprentice Scheme – Flow Chart



Utilising Customer insight to drive service improvement

- Focus by all staff on customer feedback to drive service improvement
- Culture of encouraging feedback- not to be scared of negative comments
- Staff comment targets, verbal comment logs, question of the week,
- Increased awareness of how to compliment/complain through posters and business cards

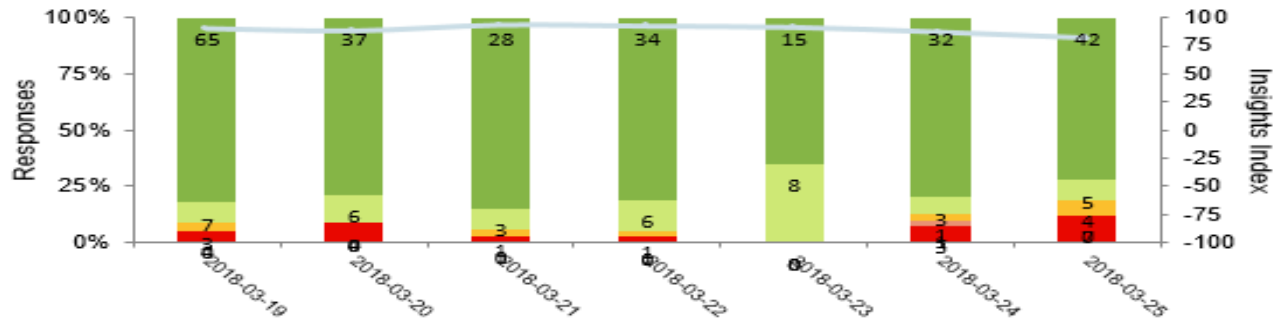
Utilising Customer insight to drive service improvement

- Schedule of face to face user meetings
- Non user surveys
- Link customer insight to company service plan objectives
- Constant reviewing of customer insight to identify trends
- Communication with staff over customer insight- how this feeds to perception of the facility and the customer journey

Utilising Customer insight to drive service improvement

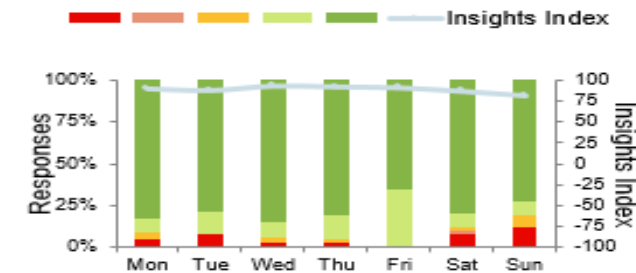
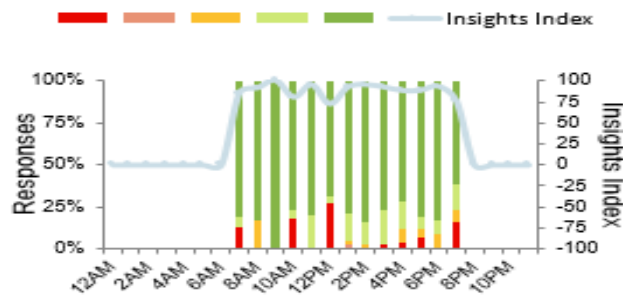


Utilising Customer insight to drive service improvement



Results by Hour of Day

Results by Day of Week



Utilising Customer insight to drive service improvement



I love... **We'd like...**

Great! **Thanks for...** **I would prefer...**

Yes! **I wish...** **Fab!**

We felt...

YOUR SAY!

Fullwell Cross always values your feedback. So tell us what you think and help us make **your local leisure centre** even better

www.vision-rcl.org.uk
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Utilising Customer insight to drive service improvement

WE'RE ALL EARS...

Other ways to leave your feedback:

- **Comment Card:** Fill out a comment card located at Reception and receive a reply regarding your comments.
- **In Person:** Ask for the Duty Manager at Reception who will be happy to help you where possible.
- **User Meetings:** Come and meet the Centre Manager and receive updates and give your feedback in person.

Embedding a commercial and customer focus

- Established culture of customer focus across all staff in all departments
- Proactive to gain customer insight to help drive business forward operationally and commercially
- Retaining existing customers as can see staff listen and care
- Training on customer engagement and service
- Recruit correct staff who buy into this focus
- All staff empowered to deal with customer issues at all levels