

## WEST DUNBARTONSHIRE COUNCIL

### Report by Acting Director of Housing, Regeneration & Environmental Services (Land & Environmental Services)

Community Safety and Environmental Services Committee : 13 June 2007

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#### Subject: Leisure Services Generic Training Programme

#### 1 Purpose

- 1.1 To update the Committee on the success of the Leisure Services generic training programme.

#### 2. Background

- 2.1 In May 2004 Elected Members agreed to close each of the Council's three main leisure centres for one hour on one morning each week to facilitate delivery of a comprehensive staff training programme. Prior to this staff training, with the exception of lifeguard training, was delivered on a very ad-hoc basis and it was identified that this could lead to inconsistencies in levels of customer care and service delivery.

- 2.2 Examination of customer usage trends in conjunction with staff shift patterns had indicated that the most appropriate times to close facilities for training were as follows:-

- Vale of Leven Pool, Alexandria - Tuesdays 9am -10am
- Play Drome, Clydebank - Wednesdays 9am -10am
- Meadow Centre, Dumbarton - Thursdays 9am - 10am

These times were implemented at each site with effect from September 2004 following committee approval.

#### 3. Main Issues

- 3.1 The Leisure Services business and service plans clearly identify the actions which require to be undertaken by Leisure Services to assist the Council in meeting its key priorities. The leisure management team is committed to meeting the targets set and utilises the training programme as a vehicle to provide regular and effective staff training and development. This ensures that staff have a sound knowledge of the business aims and objectives and a better understanding of standards, procedures, projects and performance.
- 3.2 The Leisure Services Section has been Quest Accredited since 2000 and has demonstrated continuous improvement over the past seven years. Developing the service has meant reviewing and implementing changes to meet the needs of the customers and staff.

The training programme has been vital in terms of providing appropriate training to staff of all job designations and giving them the necessary skills and knowledge to perform their duties more effectively.

- 3.3** Training sessions generally consist of a 30 minute PowerPoint presentation followed by an exercise or role-play session. Employees then complete a short questionnaire on the training topic. This is used as a mechanism to assess how much information the employee has gained following the training and also as further evidence of training having been provided.
- 3.4** A question and answering session takes place at the end of each training session relating to any matters arising in Leisure Services. The trainer is responsible for answering these questions but where additional support is required the Management Team will provide a written response which is then posted in the staff room for all staff to see.
- 3.5** The training programme covers a variety of topics many of which focus on service delivery and customer care. Topics covered since the introduction of the training programme include the following:-

2004 /2005

- Quest Quality System
- Leisure Attendant training – cleaning procedures
- Cosmopolitan Club
- Freedom of Information Act
- Leisure Attendant training in sports hall
- Exercise Referral Scheme
- Child Protection
- What is Autism?
- First Aid – Anaphylaxis
- Meeting our Service Aims and Objectives
- Passport to Leisure Scheme
- Maximising Attendance
- Customer Care and Telephone Behaviour
- Manual Handling
- Putting the Customer First
- Summer Programme Information Session
- Violence at Work
- Stress
- Customer Feedback
- Communication
- Safe Systems of Work
- If Looks could Kill

## 2006

- Meeting our Service Aims and Objectives
- Child Admission Policy 2006
- Cosmopolitan Club
- Child Protection
- Maximising Attendance
- Violence at Work
- Disability Awareness - Plain Talking
- Manual Handling
- Cosmopolitan Club Procedures
- Decision Making and Problem Solving
- Summer Programme for 2006
- Domestic Abuse
- Customer Service Standards
- First Aid - Anaphylaxis
- Managing Stress
- Communication - The Heraldic Shield
- Workplace Safety

## 2007

- Leisure Services - Service Plan
- Policy on Special Leave
- Customer First in Leisure Services (Part 1)
- Leisure Services - Staff ideas system
- Customer Care - Cleaning and Housekeeping
- Customer Service Standards
- Environmental Charter

### **4. Personnel Issues**

- 4.1** Most of the training sessions are delivered by members of the operations teams at each centre. The operations teams have received training on preparation and delivery of PowerPoint presentations and have an input into the topics covered within the training programme.
- 4.2** Each training session is delivered several times to ensure that employees from all shifts participate in the training. Staff are actively encouraged to suggest future training topics and many of the training sessions that have been delivered over the past two years have been as a direct result of a staff suggestion.

### **5. Financial Implications**

- 5.1** The cost of preparing and delivering the training programme is met from the Leisure Services revenue budget however costs are minimal in comparison to the benefits gained by the service.

## **6 Risk Analysis**

**6.1** There is no requirement for a risk assessment to be undertaken on the issues contained within the report.

## **7. Conclusions**

**7.1** Due to the variety of shift patterns worked within Leisure Services it often proved difficult to provide effective staff training to groups of front-line staff involved in service delivery (receptionists, cleaners, etc).

**7.2** The benefits to Leisure Services in the closure of facilities for one hour each week to deliver staff training in a regular and structured manner are wide ranging and include:

- Improved performance and quality
- Improved customer care and satisfaction
- Improved communication links with staff
- Greater understanding of disability issues
- Improved skills and knowledge of front-line employees
- Skills, knowledge and performance of operations teams are enhanced
- Staff take more ownership of aims and objectives and work together better to deliver a quality service
- Frontline staff now have input into the training programme

**7.3** Leisure Services now has bank of over 30 training sessions which can be used for induction training of new staff and repeat staff training where this is considered necessary.

**7.4** The Leisure Services management team believe that this training has improved the quality of the service and this has been reflected in the recent successful Quest assessments where all three centres recorded improved scores. The organisation and delivery of the generic training sessions was recognised by the assessor as contributing to the overall success and quality of the service.

## **8. Recommendations**

**8.1** **The Committee is requested to note the success of the generic training programme in contributing to continued service improvement within Leisure Services.**

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**(Land & Environmental Services)**  
**Date: May 2007**

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**Appendices:** None

**Background Papers:** None

**Wards Affected:** All