

# Quest 2016 – Directional Review 1

## Directional Review



Issue 1 – July 2016

### Outcomes

- To have a knowledgeable, professional management team and operational team
- Ensuring day to day management and operation of the facility is smooth running and effective
- The facilities are welcoming, safe and clean

## Section 1 – General Operations

### PRE / POST VISIT

#### Website - User friendly, well presented, up to date and easy to navigate

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is the website easy to find on the internet
- Are activities at the facility clearly detailed on the website for example children's activities
- Was all information up to date, for example promotions and timetables
- Is information looked for easy to find and access
- Is online bookings available, and in the facility booking arrangements clearly detailed
- Are Leaflets accessible to download for activities
- Is the website accessible for disabled users and non-English speaking customers
- As a new user, would the website convince the user that they would want to visit the facility

#### Website - Feedback and Customer Enquiry area

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Were enquiries responded to within 72 hours
- Is telephone and email contact details clearly displayed and accessible

#### Social Media – A range of options are available

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is social media such as Facebook, twitter and linked in used for marketing, feedback and events
- Is social media well used by the facility and customers

#### Telephone Calls – Three calls will be made pre and post assessment

##### SUGGESTED GUIDANCE

- Phone calls are answered promptly with a corporate greeting
- The automatic response system works and information is accurate and up to date
- Calls / messages are handled in a professional manner
- The correct information is given
- Calls / messages are returned if customers are told someone will call them back
- Booking arrangements are effective and additional information known by staff, for example level of fitness classes, cost of shuttlecocks and hire of racquets, details of gym induction
- Opening times given by staff or advertised are correct, for example timetables available at the facility, and those provided either verbally and / or on the website are the same
- Staff are knowledgeable in the booking procedures, for example birthday party enquires, how to join the gym, swimming lessons
- Staff are knowledgeable with enquires, for example disabled customers using the pool, clubs using the centre, age that children can use the gym or attend fitness classes and any other challenging enquiries that require a follow up call

### ARRIVAL / CAR PARKING

#### Car Park – Well presented & managed

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Litter free
- Barriers working
- Lines clear

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### Guidance Notes

- Adequate lighting to car parks which is well maintained
- Car parking surfaces all in good order
- CCTV including data holder information

#### Car Park – Disabled parking provision appropriately positioned and space available

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Disabled parking provision appropriately positioned and space available
- Spaces controlled
- Spaces clearly signposted and marked

#### Car Park – Spaces available and ease of parking

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Pay and display clearly visible and machines operating / or signs in place
- Suitable car parking provision for size of Centre
- Suitable demarcation of parking bays
- Adult / child spaces
- Traffic flow and speed limit signage clearly marked and in place throughout

#### Car Park – Adequate and well maintained cycle storage

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Cycle storage close to the Centre
- Adequate racks
- Secure / on CCTV

#### Building – External presentation and maintenance

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Free from graffiti & chewing gum
- Welcoming - Branded / entrance signage
- Roof / walls/ windows / doors / décor well maintained
- Bin compounds tidy and secure
- Pathways and shrubbery in good condition

#### Reception - External entry to facilities

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Suitable disabled access to include doors, rails, ramps and appropriately marked steps where provided
- Front doors easy to identify and navigate

#### RECEPTION

#### Reception - Welcoming and Appearance

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Reception area clean, tidy and well decorated
- Leaflets and information well displayed and available

#### Reception – Service

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Length of wait to be served
- Queue management
- Payment process
- Ease of booking activity
- Receipt given / offered
- Reception resourced appropriately to deal with customers
- Additional information given without prompting – for example locker type and directions
- Resale available and suitable to customer needs, for example shuttlecocks, goggles, aqua-nappies
- Hire equipment is available and in good condition

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### Guidance Notes

<b>Reception – Concessions</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Concessions for junior, disabled, seniors, leisure card, young persons, corporate, unemployed, GP referrals etc</li> </ul>
<b>Reception – Staff interaction with customers</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Receptionist friendly, helpful, professional and knowledgeable</li> <li>• Apologetic if customers are kept waiting</li> <li>• Deal with comments and complaints professionally</li> </ul>
<b>Reception – Admission policy in place and clearly displayed</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is there a child admission policy that is displayed and conveyed</li> <li>• Are the centre rules clearly displayed and conveyed</li> </ul>
<b>Reception –EPC policy displayed &amp; current</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Current certificate on display in an accessible and prominent location for customers to read – no smaller than A3. (only applicable to buildings with a floor area of over 250m2)</li> <li>• Is it reviewed every 12 months (every 10 years for buildings with a total useful floor area over 250m2 but under 1,000 m2)</li> <li>• Is there any 'story' attached to demonstrate reasons for any increase &amp; / or decrease in EPC score</li> </ul>
<b>WHOLE BUILDING</b>
<b>Whole Building - Accessibility</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Low level counter for disabled users</li> <li>• Minicom system / hearing loop available</li> <li>• Doors / turnstiles</li> <li>• Accessible toilets / changing rooms</li> <li>• Lifts – working (alternative arrangements if lifts are broken)</li> <li>• Access to activities for example pool hoist, fitness equipment</li> <li>• Facilities for families, children, baby changing, play pen, baby seats</li> </ul>
<b>Whole Building – Access for community groups</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Programme</li> <li>• Customer information</li> </ul>
<b>Whole Building – Staff Interaction &amp; approach</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Are all Staff friendly and helpful</li> <li>• Is there a welcoming atmosphere within the Centre</li> <li>• Is eye contact made by Staff</li> <li>• Do Staff engage in conversation</li> <li>• Are Staff serving customers with a smile</li> <li>• Do Lifeguards interact positively explaining things 'to do', not just policing what customers 'can't do'</li> <li>• Do Staff make customers feel valued and important</li> </ul>
<b>Whole Building - Access control</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Well managed access control at Reception</li> <li>• Facility Areas have sufficient access control / supervision</li> </ul>

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<p><b>Whole Building - Directional signage</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Signage is clear with a recognisable format and font for ease of understanding</li> <li>• Has a signage audit been carried out to include not just safety but directional signage too</li> </ul>
<p><b>Whole Building - Photographic policy clearly displayed</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is the photographic policy clearly displayed around the building</li> <li>• Can the Staff point out where signage is located (in case there is a need to explain to customers)</li> </ul>
<p><b>Whole Building - Clean</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Clean and tidy building</li> <li>• Deep cleaning</li> <li>• High level cleaning</li> <li>• Toilets and changing rooms clean and hygienic</li> <li>• Floor tiles clean and free from scale including grouting</li> <li>• Shower tiles clean and free from scale including grouting</li> <li>• Drains clean and well maintained</li> <li>• Lockers clean externally and internally</li> <li>• Ventilation extracts and ceiling tiles where fitted clean</li> <li>• Toilets clean and free from odour with suitable quantities of hygiene products provided</li> <li>• Resources were capable of cleaning after bookings such as football pitch bookings, school swimming</li> </ul>
<p><b>Whole Building – Well maintained</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Out of order equipment is well managed</li> <li>• Equipment is well maintained</li> <li>• Equipment is PAT tested</li> </ul>
<p><b>Whole Building – Housekeeping</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Bins clean and not overflowing</li> <li>• Is there sufficient numbers of bins</li> <li>• Chemicals are not left unsupervised</li> <li>• Is the management of trailing cables in place</li> <li>• Is equipment safely and appropriately stored</li> <li>• Are staff only areas locked</li> <li>• Are there any fall, trip or slip hazards evident</li> <li>• Access around circulation and activity areas safe</li> </ul>
<p><b>Whole Building – Environmental Management</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is environmental management information displayed</li> <li>• Are energy saving devices evident / promoted</li> <li>• Is there a commitment to the environment displayed for example is recycling clearly evident</li> <li>• Are lighting levels appropriate</li> <li>• Are lights turned off in areas not in use</li> </ul>
<p><b>Whole Building – Environmental Conditions</b></p> <p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Temperature and lighting are suitable for the activities taking place</li> </ul>

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## Guidance Notes

<b>Whole Building – Safety Signage</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>Is there clear and effective safety signage is in place, for example no diving, depth signage, no unauthorised access, hot water, drinking water, no violence towards staff</li> <li>Mandatory advice</li> <li>Warning signage</li> </ul>
<b>Whole Building – Sufficient staff</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>Are there enough Staff on duty to deliver an excellent service</li> <li>Do Staff have time to interact with customers</li> <li>In the event of customer queries, are there Staff available to assist</li> <li>Can Staff react to impromptu demands on their time</li> <li>Are telephones answered swiftly</li> <li>Is litter picked up frequently, are tables in seated areas cleared swiftly</li> <li>Are all areas staffed as stated, for example the Gym floor, Reception</li> </ul>
<b>Whole Building – Vending</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>Are vending lines full</li> <li>Is there a stock control system in place</li> <li>Is stock rotation deployed</li> <li>Is there a procedure for ‘Best Before’ dates, including stock rotation</li> <li>Is change given in the vending machines</li> <li>Are the hot drinks machine(s) cleaned</li> <li>Is there a cleaning regime to ensure hygiene of all machines</li> </ul>
<b>Whole Building – Customer Information</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>Customer charter/ pledge</li> <li>Rules and prohibition signage, for example child admission policy, codes of conduct, photograph policy</li> <li>Branding / corporate image for all marketing media</li> <li>Marketing Material – in date, accurate and in a range of formats</li> <li>Notice boards have headers and are neat and tidy</li> <li>Internal Signage consistent and clear and effective and portrays a corporate image</li> </ul>
<b>CHANGING ROOMS &amp; TOILETS</b>
<b>All facilities in working order – including showers, toilets, lockers and hair dryers etc</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>Adequate locker provision (percentage of total number of lockers not working below 5%)</li> <li>Adequate changing and sufficient showers which are pre-set to a sensible temperature</li> <li>Changing room area warm and appropriately ventilated</li> <li>Hair dryers and hand dryers provided and appear safe in design and operation</li> <li>Where cubicles are provided are these in good working order and well maintained in all respects</li> <li>Bins for nappies and sanitary waste in place and not overflowing</li> <li>Consumables in place, for example toilet paper and soap</li> <li>Baby changing and toddler chairs in place (accessible to both male and female)</li> </ul>
<b>SWIMMING POOL</b>
<b>Swimming Pool - Lifeguard behaviour &amp; appearance</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>Changeover well executed</li> </ul>

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## Guidance Notes

- Alert and vigilant
- Following rules
- Whistles
- Appropriate uniform

### Swimming Pool - Lifeguard positions / Glare issues

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Have Lifeguard numbers been based on latest guidance in MHSSP (HSG 179)
- Is there a risk assessment for Lifeguarding including consideration for glazing, lighting, Pool access, Pool surround, location of Changing Rooms, Pool features etc
- Are the outcomes from the risk assessment included in the 'control measures' within the PSOP
- Has a drag test been carried out
- Are lifeguarding arrangements in place for **all** elements of the Pool programme and do they comply with governing body recommendations i.e. canoeing, diving, synchronised swimming, sub aqua diving etc.

### Pool Safety signage & rescue equipment

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Has a Pool Safety audit been undertaken
- Has a risk assessment been carried out to ascertain the need for rescue equipment and signage
- Are there regular checks on the rescue equipment (provision, location, expiry dates and durability)

## FITNESS FACILITIES

### Fitness Facilities – Staff behaviour and appearance

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Well presented
- Professional & knowledgeable
- Talking / interacting with users (not sat behind desks or in offices)

### Fitness Facilities - Equipment

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Well-presented / safely erected equipment
- Good variety for all types of users

## DRYSIDE FACILITY AREAS (INDOOR & OUTDOOR)

### Dryside Facilities – Activity Programme

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is the activity programme inclusive or exclusive. (This might be determined by certain contractual arrangements)
- Is the programme innovative and diverse, maximising the space available
- Is the programme regularly reviewed

### Dryside - Equipment

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Well presented, well maintained and safely erected equipment
- Good variety for all types of users

## FOOD & BEVERAGE

### F&B - Documented Food Safety Management System

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Does the Facility have a robust documented Food Safety Management System to ensure the safe delivery of food from supplier to customer.
- Is there food labelling and warning signage about allergens obvious to customers
-

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### Guidance Notes

<b>F&amp;B - The menu gives opportunity to purchase healthy food and a variety of options</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Promotion of healthy options</li> <li>• Is there any evidence of including the health improvement outcomes of the health sector e.g. 5-a-day</li> <li>• Is there a variety of healthy eating options available</li> </ul>
<b>F&amp;B - The food produced is of a good quality and is well presented</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Whilst quality is subjective, are different food-type options available (white or brown bread, caffeinated or decaffeinated coffee etc)</li> <li>• Cutlery and crockery clean</li> <li>• Serviettes readily available</li> <li>• Food on display looks appetising and well presented</li> <li>• Is there a best before/ or use by date process in place</li> <li>• Is all food correctly labelled and in date</li> </ul>
<b>F&amp;B – Staff standards</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Uniform</li> <li>• Personal Hygiene</li> </ul>
<b>The Food Hygiene Rating score is promoted</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• 5* - excellent</li> <li>• 4* - good</li> <li>• 3* - satisfactory</li> <li>• 2* or 1* - unsatisfactory</li> </ul>

## Section 2 – Review of Duty Management

### HEALTH & SAFETY DECLARATION (only 50% will be assessed at random)

#### H&S DEC - Health and Safety Policy Statement (Yes or No)

##### EXAMPLES OF BEST PRACTICE

The health and safety policy statement should be signed by the person within the organisation responsible for health and safety.

- The policy statement should set out the responsibilities of the organisation and its employees; containing a commitment to providing a safe and healthy working environment, with both effective systems and procedures that influence the organisation, arrangements, premises and equipment
- The statement should be regularly reviewed and must take into account any significant changes in size and or organisational structures

#### Employers and Public Liability Insurance Certificate (Yes or No)

##### EXAMPLES OF BEST PRACTICE

- The organisation should ensure that current insurance certificates for Employer and Public liability are in place.

#### Fixed Electrical Installation Inspection Certificate (Yes or No)

##### EXAMPLES OF BEST PRACTICE

A Fixed wiring periodic inspection and test (17<sup>th</sup> edition) should be carried out in accordance with the 'Electricity at Work Act 1989' and 'Requirements for Electrical Installations (IEE Wiring Regulations [17<sup>th</sup> Edition] BS 7671)' with records maintained on site:

- Annually for swimming pools and fire alarm insulation
- Three yearly for other leisure facilities, theatres and emergency lighting insulation



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- Five yearly for the village halls & community centres, residential accommodation, offices and educational establishments

The certificate will describe if the test is satisfactory or unsatisfactory. An 'Unsatisfactory' certificate will list the actions to be addressed. All Code 1 and Code 2 actions should be addressed or a plan should be in place to address these actions within a reasonable timespan, with evidence of completion held with the original report.

**Note: Following the first inspection of a brand new building the examiner could reduce the period of inspection or extend the period of inspection to a maximum of 5 years, any extension and the reason why should be recorded on the inspection certificate and a risk assessment completed (As per Table 3.2 Note 8 Guidance Note 3: Inspections & Testing IET)**

**\*\* Operators should liaise with their Insurance Company and local licensing authority in relation to Licence Premises to ensure their timescales are met**

#### Risk Assessments (Yes or No)

##### EXAMPLES OF BEST PRACTICE

Risk assessments should be carried out and recorded in accordance with 'Management of Health & Safety at Work Regulations 1999' and available to all staff. They should be:

- Current
- Suitable and sufficient
- With all significant hazards recorded
- Effective control measures in place relevant to the facility
- Formally reviewed every year, as per 'INDG163' or after an accident, incident, near miss or the purchase of new equipment
- Completed for premises, tasks, activities and people

#### Fire Risk Assessment (Site-Specific) (Yes or No)

##### EXAMPLES OF BEST PRACTICE

A fire risk assessment should be carried out by a competent person and recorded in accordance with 'Regulatory Reform (Fire Safety) Order 2005' and available to all staff. It should consider the following elements:

- Current
- Suitable and sufficient
- Sources of Ignition
- Sources of combustion
- Sources of oxygen
- Fire detection
- Escape routes and evacuation
- Firefighting equipment
- Supporting building plans
- Formally reviewed on a planned regular basis, as per 'INDG163', after changes within the building, incidents, the purchase of new equipment or as per the recommendation within the fire risk assessment

The fire risk assessment will provide recommendations for regular inspection, these inspections should be carried out, recorded and records maintained on site.

#### Emergency Action Plan/ Procedures (Yes or No)

##### EXAMPLES OF BEST PRACTICE

Facility based emergency procedures (Emergency Action Plan) should be developed for all potential emergency situations with documented defined action to be delivered where applicable. Key areas to consider should include:

- Evacuation for fire, bomb and chemical spillage
- Structural damage
- Electricity failure



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- Gas or chemical leak
- Lost persons
- Lack of clarity in pool
- First aid

The procedure should be planned, implemented, reviewed and available to staff with a training process in place.

#### Emergency Lighting Test Certificate and Service Records (Yes or No)

##### EXAMPLES OF BEST PRACTICE

Emergency lighting should be tested for function in accordance with 'Regulatory Reform (Fire Safety) Order 2005' with records maintained on site:

- Monthly statutory checks
- A test of the battery backups (discharge test) completed
- Annual maintenance and service of equipment undertaken by a trained competent person
- As recommended by the fire risk assessment

#### Fire Alarm Test Certificate and Service Records (Yes or No)

##### EXAMPLES OF BEST PRACTICE

The fire alarm should be tested regularly for function in accordance with 'Regulatory Reform (Fire Safety) Order 2005' with records maintained on site:

- Weekly statutory checks – demonstrating a planned approach to checking all call points on a rotational basis
- Six monthly maintenance and service of equipment undertaken by a trained competent person
- As recommended by the fire risk assessment

#### Fire Extinguishers Inspection Records (Yes or No)

##### EXAMPLES OF BEST PRACTICE

Firefighting equipment including extinguishers, blankets and hoses should be tested regularly for function in accordance with 'Regulatory Reform (Fire Safety) Order 2005' with records maintained on site:

- Monthly statutory checks
- Annual maintenance and service of equipment undertaken by a trained competent person as recommended by the fire risk assessment
- As recommended by the fire risk assessment

#### Asbestos Survey / Register (Yes or No)

##### EXAMPLES OF BEST PRACTICE

An asbestos survey should be carried out for all buildings built before 2000 in accordance with 'Control of Asbestos at Work Regulations 2006'. If asbestos is located a register should be completed and control measures implemented including:

- A process is established for addressing the management of asbestos, including defining the duty holder
- A regime of regular inspection
- Information for contractors and/ or visitors
- Guidance on what to do if asbestos is disturbed
- A plan of the location of asbestos in the building is understood by staff

#### Gas Boiler Service Records (Yes or No)

##### EXAMPLES OF BEST PRACTICE

Gas boilers should be serviced in line with legislation and manufacturer's instructions, with records maintained on site:

- Annual maintenance and service of equipment undertaken by a trained competent person

#### Lifts, Hoists and Platforms Examination and Inspection (Yes or No)

##### EXAMPLES OF BEST PRACTICE

Passenger lifts and hoists should be serviced in accordance with 'Lifting Operations and Lifting Equipment

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Regulations (LOLER) 1998' and the Health and Safety at Work etc. Act 1974 and manufacturer's instructions, with records maintained on site:

- Passenger lifts, six monthly thorough examination, maintenance and service undertaken by a trained competent person
- Hoists (including pool and disabled) six monthly, thorough examination, maintenance and service undertaken by a trained competent person

Non passenger lifts and hoists should be serviced in accordance with 'Lifting Operations and Lifting Equipment Regulations (LOLER) 1998' and manufacturer's instructions, with records maintained on site:

- An annual thorough examination, maintenance undertaken by a trained competent person

Mechanical hoists should be serviced in accordance with 'Lifting Operations and Lifting Equipment Regulations (LOLER) 1998' and manufacturer's instructions, with records maintained on site:

- An annual (unless the equipment is used to lift people, this would be every six months) thorough examination, maintenance and service of equipment undertaken by a trained competent person

Mobile elevated work platform should be serviced in accordance with 'Lifting Operations and Lifting Equipment Regulations (LOLER) 1998' and manufacturer's instructions, with records maintained on site:

- A six monthly thorough examination, maintenance undertaken by a trained competent person

#### Staff Qualifications (name 3 in the report) (Yes or No)

##### EXAMPLES OF BEST PRACTICE

- First Aider on shift qualifications up to date
- Operational mandatory staff qualifications up to date – sample 3

#### Staff Inductions (name 3 in the report) (Yes or No)

##### EXAMPLES OF BEST PRACTICE

- Comprehensive inductions (& induction refreshers) have taken place – sample 3

#### TEAM

#### An on-going training plan is in place for staff in all areas, from CPD to essential training

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- An on-going training plan is in place which covers specifics, for example health and safety, customer care, safeguarding, equality and finance in addition to job specifics
- All statutory training requirements are identified and met for all roles
- Competency tests are carried out for all training
- Staff training records are held to identify who has completed what training
- Staff are encouraged to undertake continuous professional development (CPD). CPD requirements are understood and implemented across all relevant roles, for example lifeguards, swimming instructors, fitness instructors and sports coaches
- Fitness and health staff are encouraged to be registered on the 'Register of Exercise Professionals' (REPs)
- On-going management development and succession planning, including coaching and mentoring opportunities that takes into account both the organisations and individual needs, is built into the training programme
- Partnerships are in place with an industry approved training provider to assist in the delivery of qualifications such as National Vocational Qualifications (NVQs)
- Staff are trained in relevant procedures and policies; and any changes actioned accordingly

#### There are effective methods of communication between Management in place

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Effective two way communication processes are in place, for example emails, diaries, memos, notice boards, newsletter, and briefing sessions
- Regular staff meetings take place and minutes are taken and distributed
- One to one meetings are scheduled and held and minutes are taken
- Staff views are sought, for example regular feedback is encouraged and suggestions schemes are in

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place

- A staff forum is in place with representatives from all areas of the service

#### Staff rosters comply with the Working Time Directive

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Staff rosters for all areas comply with the Working Time Directive, for example the number of hours to be worked, rest periods, holidays and breaks whilst on duty – sample 3

#### A policy on who is DBS checked is in place and compliant

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- An agreed and implemented policy is in place that defines who is checked and how often by the Disclosure and Barring Service (DBS) – England and Wales
- Criminal record checks are carried out by Disclosure Scotland for Scotland and Access NI for Northern Ireland

#### Safeguarding Policy in place and designated Safeguarding Officer in place

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- A safeguarding policy is in place and is understood by all staff
- A designated Safeguarding Officer is in place. All staff are aware of who the Safeguarding Officer is
- Processes are in place to regularly review and update the safeguarding policy and procedures

#### **POLICIES AND PLANNING**

#### DMs - There is a business plan in place and targets are known

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Business Plan, Strategic Plan, Mission Statement, Vision, Values etc. known
- Summary of Business Plan understood by duty managers
- Any knowledge of key performance indicators: finance, usage, profit / loss, under-performance, over-achievement etc.

#### DMs - A management system is in place to set out the standards and responsibilities in all service areas

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Integrated Management System (IMS) or Quality Management System (QMS)
- Procedures, policies etc
- Standard Operating Procedures or Normal Operating Procedures (by department)
- Staff Handbook

#### DMs - An improvement plan to ensure day to day improvements tasks are identified and actioned

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Service Improvement Plan (SIP) or Continuous Improvement Plan (CIP) to include improvements from the service, for example health and safety, cleaning, maintenance, customer comment / feedback, equipment upgrade, modernisation, innovation, I.T., etc

#### **CLEANLINESS, HOUSEKEEPING, MAINTENANCE & EQUIPMENT**

#### DMs - There is a cleaning programme in place & adhered to

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Is the Centre clean – activity and general circulation areas, back of house
- Sample programme adherence

#### DMs – Monitoring / inspection regimes completed & evidence available

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Check sheet completion
- Electronic hygiene monitors (countdown units)
- Targeted approach – including completion task targets

## DR1 Directional Review Guidance

### Guidance Notes

#### DMs - Staff performing cleaning duties are given guidance to the standards expected

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Staff training (any evidence of Train the Trainer)
- Chemical supplier often offer training
- Evidence of 'what cleans looks like'. Can differ hugely from person to person

#### DMs - COSHH data and assessment sheets are in place for cleaning chemicals - sample 3 Chemicals

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- COSHH Assessment plus relevant chemical data sheet for each chemical reviewed
- Files / sheets up to date (check review dates)
- Archive data for those chemicals now not in use

#### DMs - Staff have been given training in COSHH and PPE - sample 3 relevant staff

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Do Staff understand implications of COSHH
- Test the knowledge on safe storage of any flammable chemicals
- PPE is in date – for example check expiry dates on ventilation masks in Plant Room
- Observe whether Staff wear any PPE, such as gloves. Is correct footwear worn when using or transferring caustic chemicals

#### DMs - Cleaning stores are well presented, with chemicals segregated according to their alkalinity

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Test the knowledge on safe use of chemicals (not mixing acids with alkalis)
- Shelves labelled
- Storage is orderly and well-presented. Buckets emptied etc

#### DMs - Equipment identified as being out of use is added to fault log

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Check out of order signage is informative – report fault dated, logged with expected date of reinstatement
- Cross-check whether those items noted as faulty are recorded in fault log

#### DMs - A reactive maintenance schedule is in place and being followed

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Check procedure
- Check whether there is a list of suppliers to call out (possibly from a preferred suppliers list)
- Are Staff allowed and encouraged to do what it takes to rectify faults that might otherwise compromise the service
- Do Staff use their initiative and try and resolve the issue or is there a reliance on the Maintenance Team / Property Services to fix

#### DMs - A planned maintenance schedule is in place and being followed

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is there a PPM in place
- Is the PPM adhered to and up to date
- Does the PPM allow for any trend analysis or service history
- Is there a life-cycle regime built in to the PPM

#### DMs - Visitors working on site are required to sign in / out

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Check at Reception
- When was it last completed
- Do contractors sign OUT as well as in
- Are contractors given any essential health & safety information prior to commencing work

## DR1 Directional Review Guidance

### Guidance Notes

<b>DMs - A permit to work system is in place to control contractors</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>Are Staff aware of when the permit to work might be issued</li> <li>Is there a policy to issue the permit to work - Who, How, When etc.</li> </ul>
<b>DMs - Equipment is stored appropriately (safely, tidily, to prolong shelf life, store plans in place)</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>Storage plans (floor layouts, shelving, space allocation etc)</li> <li>Attention to detail, tidiness, housekeeping, systematic approach</li> </ul>
<b>SWIMMING POOL</b>
<b>DMs – Pool / spa water is subject to daily testing as per PWTAG / HSG179 guidelines</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>Is pool water treatment carried out in line with recommendations in Pool Water Treatment Advisory Group (PWTAG), such as water testing regimes and microbiological testing? Are records in place</li> <li>Is the Spa Pool water treatment carried out in line with recommendations from the Health Protection Agency guidance on spa pools</li> <li>Are you aware of action that should be taken if the chlorine level in the Pool falls outside the acceptable parameters</li> </ul>
<b>DMs - Weekly balanced water tests are taking place</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>Are acceptable parameters known</li> <li>Check the training / qualification of those undertaking weekly water balanced checks – i.e. PPO</li> </ul>
<b>DMs – Plant room well managed</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>PPE</li> <li>Chemical storage</li> <li>COSHH Assessments</li> <li>Drench Shower</li> <li>Signage</li> <li>Housekeeping</li> <li>Access Control</li> <li>Trained Staff</li> <li>Procedures / Work Instructions in place</li> </ul>
<b>ENVIRONMENT</b>
<b>DMs - There is an environmental policy and action plan in place</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>Policy statement visible and detailed</li> <li>Action Plan</li> </ul>
<b>DMs – Knowledge of who is the Environmental Champion</b>
<b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b>
<ul style="list-style-type: none"> <li>Test the understanding of the nominated Environmental Champion. Often this is only notional.</li> <li>Is there any 'real' knowledge and understanding around the Centre's carbon footprint – recycling policy, reduce the amount of waste policy, reuse policy, replace policy, environmental friendly purchasing, source local produce, fair trade, etc</li> <li>Understanding about renewable energy sources and any plans to install</li> <li>Trained in ISO 14,001</li> <li>Working with Carbon Trust / Green Dragon</li> <li>Environment Management Accreditation Services (EMAS)</li> <li>Desired temperatures within the building</li> </ul>

## DR1 Directional Review Guidance

### Guidance Notes

- Environmental audit
- Knowledge of acceptable lux levels in each facility area
- Knowledge of gas, electric, oil, water tariffs
- Energy-efficient plant and equipment

#### DMs – Knowledge of recycling and % of waste recycled

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is recycling waste increasing and collection of waste to landfill decreasing
- Is utility consumption decreasing
- Evidence of decrease in wasted paper. Is photocopier set to double-sided, black and white copies, etc

#### HEALTH & SAFETY

#### DMs – Alarms test being completed and up to date

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Internal Fire alarm
- Emergency / Panic Alarms
- Pool Alarms
- Disabled Alarms

#### DMs – Internal Fire Door checks including door closures and daily fire exit checks are being completed and are up to date

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Are the daily building inspection sheets completed. Are there records to ensure any faults or defects are flagged as requiring URGENT attention

#### DMs – Serious Incident pack / grab bag in place at reception

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Is there a Serious Incident pack at Reception
- Has the Serious Incident Pack / grab bag been checked in the last week

#### DMs – Are accidents and incidents suitably recorded

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Are records completed for accidents / incidents including RIDDOR
- Are Staff aware about reporting serious incidents and understand how to complete this on HSE website

#### DMs – Is there a suitable provision of first aid equipment

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- AED
- First Aid supplies – are they within the expiry dates
- Is there provision for safe disposal of sharps and clinical disposal removal

#### DMs – Knowledge of isolating points / fire hydrants

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Where are the isolating points for Incoming gas, water and electricity services
- Does the DM know the Fire hydrant locations

#### DMs – Knowledge of short staff procedure

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- What is the procedure for covering staff at short notice

#### DMs – Knowledge of lift operations and breakdowns

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- What action should be taken if the lift breaks down with someone in it



# DR1 Directional Review Guidance

## Guidance Notes

<b>CATERING</b>
<b>DMs– Catering facilities operate to Safer Foods, Better Business guidance or equivalent Food Safety procedures</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Does the Facility have a robust Food Safety Management system</li> <li>• HACCP or Assured Safe Catering System</li> </ul>
<b>DMs– Have the checks and inspections been conducted appropriately in the last week for fridge, freezer, deliveries and core temperatures</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Check sheet completion</li> <li>• Check conformance and whether Staff understand the acceptable parameters</li> <li>• Stock entries need to be filed with records available for inspection</li> <li>• Are all catering procedures included within the IMS or QMS</li> </ul>
<b>DMs– Is the kitchen clean and a cleaning programme being followed and records up to date</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is there a visual inspection and a check of the cleaning programme including deep cleans and those areas such as cooker hoods, underneath fridges, freezers etc</li> <li>• What is the frequency of changing deep fat fryer oil</li> </ul>
<b>DMs– Is food stored safely in fridges and freezers with stock rotation evident</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is there a visual check of fridges, freezers including expiry dates and old stock at the front with newest stock at the back</li> </ul>
<b>DMs– Food Hygiene training</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is there a Food Rating Scheme or whatever is relevant</li> <li>• Are there inspections by the Environmental Health Department</li> <li>• What Qualifications do Staff have – Basic Food Hygiene etc</li> </ul>
<b>CUSTOMERS</b>
<b>DMs - Customer feedback systems are in place and well promoted in the Centre and on the website / social media</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Is feedback encouraged and recorded and used to improve the service:             <ol style="list-style-type: none"> <li>a) written: comment card, electronic portal, website, questionnaire, research, Net Promoter Score (NPS) or</li> <li>b) verbal: face-to-face</li> </ol> </li> <li>• Is TripAdvisor used</li> <li>• Is Social Media used, for example Facebook (Likes)</li> </ul>
<b>DMs – Customer feedback is responded to within an agreed timescale - sample the previous quarter’s comments</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Check different means of feedback response(s) i.e. how quickly are web enquiries dealt with compared to the more formal written letters of complaint</li> <li>• Is there a policy for response times in place (target)</li> <li>• Is it measured (is it achieved)</li> </ul>
<b>DMs – A programme of customer research is in place to measure satisfaction levels</b>
<p><b>GUIDANCE AND EXAMPLES OF BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li>• Research Plan</li> <li>• User and Non User Survey</li> <li>• Departmental Research i.e. swimming – different swim levels research at different times (sample)</li> </ul>



## DR1 Directional Review Guidance

### Guidance Notes

- NPS
- Mystery Visit experience(s)
- Tells Us What You Think data capture

#### DMs - Customer data on the booking / front of house system is secured

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Sample whether customer telephone details would be given upon request
- Are Gym programme cards left unattended which include personal details
- Are computers locked down when user leaves work station temporarily
- Are computer passwords protected
- Do Staff share log-in passwords
- Are memberships contracts including financial details left unattended (in Gym or Sales Office, for example)

#### DMs - There is a clearly defined sales process and journey for customers

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Check Sales process
- Is the Sales process adhered to at all times. Is this tested. Mystery telephone calls.
- Do all front line Staff understand the process, for example enquiry cards, details such as 'where did you hear about us' etc

### FINANCE & SECURITY

#### DMs - Safe well managed

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Are the doors leading to the safe always locked
- Are safe keys left unattended
- Are DM keys (including the safe key) given to other Staff
- Are safe checks completed at the beginning and end of each shift (or whenever the DM changes)
- Is there enough change and enough floats
- Is the money counted by more than one person
- Is there a documented system for reporting any discrepancies
- Is valuable lost property stored in safe

#### DMs - CCTV secure and well managed

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- CCTV signage in place
- CCTV policy including training for DMs
- CCTV to be securely located to avoid unwanted tampering

#### DMs – ICT policy and ICT security policy in place

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- ICT policy in place and understood by ALL Staff

### SCENARIOS

#### DMs – Two scenarios will be asked of the Duty Manager

##### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- The DM should be able to confidently respond to any of the scenarios given
- If any doubt, the DM should follow his / her chain of command and refer the scenario to Line Manager

## Section 3 – Operational Staff

### OPERATIONAL STAFF

**Staff - Minuted appraisal / assessment system is in place - sample 3 staff from different areas**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- 121s
- Performance Reviews

**Staff – Ability to contribute ideas to the development of the Centre**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Staff feedback system – suggestion scheme
- Ask for any examples of where initiatives have been taken on board
- Is there an open door policy, where mutual respect is evident
- Are Ops Staff treated with respect

**Staff – Aware of targets and goals for the Centre**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- What are the key goals for the centre (headline information)
- Is the centre achieving the goals

**Staff – Attend departmental meetings / made aware of changes**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Check meeting minutes
- Are changes in procedures recorded with Staff signing to demonstrate their understanding
- Do Staff have opportunity for induction refreshers where changes in policy can be shared

**Staff – Knowledge of where to find health & safety information**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Empirical evidence from asking the question
- Are Staff aware about the risk reduction plan
- Do Staff know who to go to with any health and safety concerns
- Have Staff had an induction in health and safety

**Staff – Knowledge of who is the nominated health & safety competent person**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Who is the onsite Health & Safety Competent Person

**Staff – Have been involved in an evacuation drill**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- When was the last full evacuation drill

**Staff - EAP / NOP knowledge**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- PSOP
- Admission policy
- SIMP – grab bag
- Fire procedure

**Staff – Customer care procedure or policy knowledge**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- Customer care policy in place
- Customer care training – nature or nurture
- Is excellent customer care deployed in every instance

**Staff – Customer feedback procedure knowledge**

#### GUIDANCE AND EXAMPLES OF BEST PRACTICE

- How do customers feedback their experiences to the Centre. Name the various methods

## DR1 Directional Review Guidance

### Guidance Notes

- Would you encourage a customer to complete a complaint form, or try and redress the issue

#### Staff – Environmental targets and objectives

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Is there an Environmental Board
- Is there any knowledge or examples of where the Centre may have made an impact on the environment
- Give examples of how each member of Staff might be able to positively influence the environmental targets onsite – switch off lights, turn off air conditioning units when not in use, close doors & windows, etc

#### Staff – Understanding of what to do with maintenance issues

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Is there a fault log
- Who would you report any maintenance issues to
- Are you aware of fault rectification notices? What is their purpose.

#### Staff – Awareness of last Quest report and AFIs / Strengths

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- What is Quest
- Have you heard about it
- Have you ever seen a Quest Report
- Are you aware of any Action Plans produced as a result of any audits (including Quest)
- Do you know what is the key unique selling point(s) of this Centre

#### Staff – Cleaning policy knowledge

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- How do you keep the centre clean and tidy?
- Who is responsible for cleaning the centre
- What responsibility do you have for cleaning and housekeeping?

#### Staff – CPD & training

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- What opportunities have you had for personal development
- Tell me about your training and development

#### Staff – Safeguarding procedure knowledge

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Designated Safeguarding Officer

#### Staff - Five scenarios will be asked of Front Line Staff on duty at the time of the assessment

##### **GUIDANCE AND EXAMPLES OF BEST PRACTICE**

- Staff to be tested (within the reasonable boundaries of what could be expected of a person in their position)
- The knowledge and confidence to suggest that most scenarios would be reported to the Line Manager is to be expected