

Quest 2016 - Operations 2

Maintenance and Equipment

Guidance Notes

Issue 5 – August 2016



Outcomes

- Maintenance is planned to prevent unwarranted disruption of the service
- The facility is well maintained
- The facility has suitable, sufficient and well maintained equipment available

MV
Maintenance of the buildings, structure and car park is acceptable
EXAMPLES OF BEST PRACTICE The following areas are well maintained: <ul style="list-style-type: none">• Car park• External fabrication• Activity areas• General / circulation and reception
SUGGESTED GUIDANCE Car park <ul style="list-style-type: none">• Are directional signs visible and clear• Are parking bay lines clear, visible and well maintained• Are parking bays and path areas well maintained with no potholes• Are the shrubbery, grass areas and hedges well maintained• Are lights in working order• Do the pay and display machine(s) work• Is the barrier in working order External fabrication <ul style="list-style-type: none">• Are doors, window frames and glazing in a good state of repair• Is decoration in a good state of repair, for example no flaking paint• Is the general appearance of the building in a good state of repair, for example the roof, brick work, drain pipes, cladding Activity Areas <ul style="list-style-type: none">• Are floors and playing surfaces in a good state of repair

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- Is the general wall finishes and decoration in a good state of repair
- Are ceilings in a good state of repair
- Are windows and glazing in a good state of repair

General/circulation and reception

- Are floors in a good state of repair
- Are ceiling in a good state of repair
- Are windows and glazing in a good state of repair
- Is general decoration to a good standard, including walls, doors and skirting

Maintenance of the fixtures and fittings within the building is acceptable

EXAMPLES OF BEST PRACTICE

The following areas are well maintained:

- Activity areas
- General/circulation and reception

SUGGESTED GUIDANCE

Activity areas

- Are lights in working order
- Are other fixture fittings in a good state of repair

General/circulation and reception

- Are access barriers in working order
- Are lights in working order
- Are other fixture and fittings in a good state of repair

Toilet and changing facilities

EXAMPLES OF BEST PRACTICE

- Appropriate changing and toilet provision
- Well maintained

SUGGESTED GUIDANCE

Provision

- Are consumables in place and well stocked, for example toilet paper, soap and paper towels
- Are hand dryers and hair dryers in place
- Are mirrors and vanity arrangements in place, smear and stain free
- Are sanitary products available

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- Is appropriate baby changing in place, (accessible to male and female) well maintained and clearly signed
- Is there adequate changing privacy and capacity available
- Is there adequate showering and toilet provision and capacity available

Maintained

- Are floors and ceilings maintained to an acceptable standard
- Are the windows and glazing in a good state of repair
- Are general wall finishes and decoration in a good state of repair
- Are toilets seats in place and are toilet flush systems working
- Are there cubicles and benches in place and in a good state of repair, for example coat hooks evident, doors not missing and locks in working order, panels are secure and not damaged
- Do showers and taps work, for example appropriate water pressure
- Is auxiliary equipment working, for example hairdryers, hand dryers, soap dispensers, baby changing units
- Are lockers well maintained, for example keys, bands and wrist straps are in place. Are the coin mechanisms working, no locker doors missing or evidence of damage
- Are lights in working order

Activity equipment available

EXAMPLES OF BEST PRACTICE

- Good state of repair
- Set up and dismantling
- Suitable and sufficient to meet the programme needs
- Customers instructed in the safe use of equipment
- Safe condition
- Inspections
- Provision of safety equipment

SUGGESTED GUIDANCE

Equipment is in a good state of repair, is visually free from wear and tear and/or damage which may cause injury, for example:

- Are lane ropes complete with buoys
- Are the floats in good condition, for example without holes
- Is fitness equipment well maintained and working
- Are badminton nets free from holes
- Are the exercise mats free from rips
- Are sunbed bulbs working

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- Are the sauna and steam cabins working
- Is equipment rigged correctly, for example badminton nets taut, directional signage and lane ropes in place for lane swimming, trampoline with crash mats

Staff are setting up and dismantling equipment safely using appropriate lifting aids or techniques, for example:

- Is the equipment set up correctly and unsupervised equipment is left safely, for example trampolines are not left unattended, football goals are anchored
- Is there evidence of portable electrical equipment being tested
- Are operating instructions displayed, for example lockers and gym equipment
- Are rescue equipment and alarms provided
- Is there evidence of swimming lesson aids, for example floats, woggles and armbands
- Is equipment available to complement group exercise classes, for example hand weights, mats, aquafit paddles and woggles

Inductions are in place including a health screening process

- Is a gym induction in place
- Is there a sunbed induction
- Is additional guidance displayed, for example 'Safe use of steam and sauna cabins and sun beds'

There is a provision of goods for sale and hire equipment to meet the programming needs

EXAMPLES OF BEST PRACTICE

- Goods for sale are available
- Hire equipment is available
- Provision of snacks and drinks

SUGGESTED GUIDANCE

Goods for sale

- Are resale goods prominently displayed
- Are the prices visible
- Do the resale goods complement the facility programmes
- Are resale goods available online

Hire equipment

- Is hire equipment available to complement the programme, for example badminton racquets, footballs, table tennis bats
- Is the equipment in good condition, for example grips are on racquets, air is in footballs, strings of racquets are intact
- Is the equipment competitively priced with a deposit system in place

Vending machines

- Are the vending machines in good working order
- Do coin mechanisms work
- Are prices visible

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- Are the machines fully stocked
- Is there a variety of products available, including some healthy options

Maintenance issues are managed effectively

EXAMPLES OF BEST PRACTICE

- Visible commitment to informing customers of maintenance issues and defects
- Any maintenance work is being undertaken in a safe manner with due care to customers, staff and themselves

SUGGESTED GUIDANCE

Visible commitment

- Are clear professional notices displayed on equipment informing customers of problem(s), action taken and the anticipated date of repair
- Is there verbal communication of problems that the facility may be experiencing from the receptionist at the point of sale, for example cold showers, lockers not working and equipment in gym not working
- Are major maintenance issues advertised on posters and the website

Safe working practices

- Are work areas and tools secured
- Is safety signage displayed
- Is work equipment visibly in a good state of repair
- Are safe working practices being followed

PLAN

How do you plan to ensure the provision of a well maintained and equipped centre?

EXAMPLES OF BEST PRACTICE

- Condition surveys
- Asset management, capital and replacement programme
- Procedures and policy systems
- Planned preventative maintenance
- Reactive maintenance programme
- Equipment replacement programme
- Retail planning
- New projects or refurbishment work

SUGGESTED GUIDANCE

- Has a competent person carried out a condition survey that examines the building structure, fabric, plant and fixed equipment
- Has the condition survey been used to influence the creation of an asset replacement programme

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- Are procedures and policies clearly developed, defined and documented as part of an integrated quality management system for staff
- Is a rolling programme of planned preventative maintenance (PPM) in place scheduling fixed plant and equipment servicing
- Has a simple, user friendly reactive reporting system been developed
- Has consideration been given to the replacement of equipment currently in use and for future programming needs
- Has consideration been given to income generation through secondary spending opportunities and to enhance the customer experience
- Is there evidence of a planned approach for current or proposed capital projects and/or refurbishment works

DO

How are you kept informed and know how to deal with issues that relate to maintenance or equipment? (Challenge for the operational staff)

EXAMPLES OF BEST PRACTICE

- Premises agreement and contract
- New projects and refurbishment
- Servicing and planned maintenance
- Reactive maintenance system

SUGGESTED GUIDANCE

- Is there an agreement or contract in place defining which party is responsible for the maintenance and replacement of plant and equipment, do the staff understand who is responsible
- Is there adequately detailed information displayed about any new projects or refurbishment work
- How are staff informed when servicing and planned maintenance works are due that may affect the daily operation of the service
- Is the reactive maintenance process used and have established completion timescales for repair work been set, and is there an effective process in place for keeping the staff and customers informed of repair progress

What processes are in place to ensure that maintenance, the use of equipment and set up is carried out safely? (Challenge for the operational staff)

EXAMPLES OF BEST PRACTICE

- Quarantine areas
- Specialist servicing
- Set up instructions
- Permit to work
- Equipment tested and inspected
- Eye catching retail displays

SUGGESTED GUIDANCE

- Is there a process for removing faulty and/or isolating unsafe equipment from use into a secure quarantine area
- Where appropriate, is equipment subject to specialist servicing with records maintained

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- Are set up, safe systems of work or work instructions for the assembly and dismantlement of equipment in place in accordance with the manufacturer's instruction and health and safety guidance. Are they reader friendly with the use of photographs, diagrams or visual aids such as the use of DVDs
- Are 'permit to work' forms fully completed and issued to all sub-contractors, outlining their responsibilities and working arrangements whilst on site, including an awareness of items such as asbestos, hot works and working at height
- Is equipment used for maintenance work tested and inspected at regular intervals, including electrical and heavy lifting equipment
- Is the team supported by retail suppliers in providing eye catching retail displays and merchandising of retail equipment

What training takes place to ensure that you are competent? (Challenge for the operational staff)

EXAMPLES OF BEST PRACTICE

- Technical staff are suitability trained
- External contractors
- Daily monitoring
- Specialised training
- Permit to Work
- Other specialised areas
- Equipment set up and inspection

SUGGESTED GUIDANCE

- If maintenance work is carried out by in house technical staff, is it risk assessed and training given prior to task commencement
- Are staff appropriately trained to understand their responsibilities for the external contractors ensuring safe compliance standards are maintained
- Are all staff trained to report and deal with any defective equipment and/or fixture(s) around the centre on a daily basis
- Is there an appropriately trained staff member(s) who understands the principles and processes involved in the safe operation of a specialised facility, for example a swimming pool and working at heights
- Are staff involved in the 'permit to work' process suitably trained to understand their responsibilities
- Where specialist technical expertise is required, for example ice rinks, golf courses, theatres and athletic stadiums there is a suitability qualified and trained staff member(s)
- Have staff been trained on how to set up and dismantle equipment in accordance with industry best practice and/or the manufacturer's guidance

What resources are available to maintain the facilities and equipment?

EXAMPLES OF BEST PRACTICE

- Budget
- Inventory
- Stock takes
- Secondary spend opportunities

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- Sufficient time allocated to routine maintenance
- Approved contractors and suppliers
- Storage areas

SUGGESTED GUIDANCE

- Is it evident that there are sufficient resources available for the maintenance and upkeep of the building and facilities
- Has an inventory been developed, with a budget line allocated for the replacement of equipment
- Is there an effective stock taking process in place, which includes stock rotation and minimum ordering levels to ensure that stock and supplies do not run out
- Is there sufficient resources to review and extend secondary spend opportunities
- Is there sufficient time within the rotas/shift patterns for trained staff to carry out routine maintenance tasks
- Is there an approved contractor and suppliers list available at the facility
- Is there adequate storage provision in place for the facility's equipment and are these areas kept clean, tidy and secure

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- PPM completion
- Reactive maintenance
- Secondary spend
- Appropriate mark up for resale goods
- Gross profit (GP)
- Performance management (KPIs)
- Mystery visits and audits

SUGGESTED GUIDANCE

- Is there a timeframe in place for measuring the completion of PPM tasks
- Are reported defects resolved within the agreed priority timeframe, how is this measured and is any analysis completed to identify trends
- Do management analyse and measure whether the percentage of secondary spending per customer visit is increasing or decreasing
- Do regular stock checks indicate and measure whether goods are sold with an appropriate mark up and generate a profit
- Are management able to calculate and measure whether they are achieving the GP targets
- Have other KPIs been developed to measure maintenance performance
- Are mystery visits and audits undertaken to determine whether the desired standards are being met from a different perspective

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REVIEW
How do you review what you measure?
EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• Amending budgets and resources• Increased GPs• Procedure and policy systems• Customer comments
SUGGESTED GUIDANCE <ul style="list-style-type: none">• As a result of measuring the maintenance programme, if necessary, have additional resources and/or funding been allocated• Are management improving their secondary spend GP potential following a thorough review of the current results• Do management have a process in place to regularly review and update relevant procedures and policy systems• When collating customer comments are those related to maintenance resolved promptly within a measured timeframe
IMPACT
Has what you have done made a difference?
EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• Replacement/refurbishment• Reduced downtime of fixed plant and equipment• Lifespan of plant and equipment• Are negative customer comments declining and compliments increasing• Customer satisfaction of secondary spend opportunities• Maintenance and equipment budget• Improved secondary spend opportunities and performance
SUGGESTED GUIDANCE <ul style="list-style-type: none">• Is the replacement and/or refurbishing of the building and equipment evident to enable the continued delivery of improved services• As a result of the measurement and review process is the amount of plant and/or equipment downtime declining• Can management quantify whether the lifespan of equipment can be extended and/or exceeded as a result of it being looked after properly• Is the number of negative customer comments received in relation to maintenance and equipment issues decreasing? Are customer compliments increasing regarding the facilities and equipment being well maintained• Is customer satisfaction of the secondary spend opportunities available improving• Are maintenance and equipment budgets changed due to the review findings• Is increased turnover and greater profit being achieved from secondary spend

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