

# Quest 2016 – Splus 16

## Water Sports

### Guidance Notes

Issue 4 – July 2016



#### Outcomes

- To encourage more participants to take part in water sports activities; including both adults and juniors
- To provide access to water sports for the wider community, including pay and play as well as instructor based activities
- To maximise the utilisation of water sports facilities and the ongoing development of participants including continuous pathways
- To ensure a safe learning environment for a wide range of groups and individuals that encourages ongoing participants

#### Suggested Guidance

MV
<b>General observation (not scored)</b>
<b>EXAMPLES OF BEST PRACTICE</b> <ul style="list-style-type: none"><li>• Pre Booking</li><li>• Equipment</li><li>• Safety</li><li>• Own craft</li></ul>
<b>SUGGESTED GUIDANCE</b> <p>Pre Booking</p> <ul style="list-style-type: none"><li>• Are enquires, contact and conversations with the facility staff positive, for example do they know the costs of courses, hire of equipment and availability of both</li><li>• Is it easy to book courses, parties and sessions?</li></ul> <p>Equipment</p> <ul style="list-style-type: none"><li>• Is the cleanliness and condition of buoyancy aids to an acceptable standard</li><li>• Were kill cords used by safety boat drivers</li><li>• Is the cleanliness of water crafts and associated equipment to an acceptable standard?</li><li>• Are water craft and associated equipment in a good state of repair</li><li>• Is equipment available and stored in a safe manner</li></ul>

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- Is there a process in place to report lost or broken equipment, with no repercussions?

### Safety

- Are buoyancy aids available and visible at appropriate locations
- If attending a course is there a safety briefing
- Do instructors cover the issues concerning water borne diseases during instruction or debrief
- How are competencies assessed prior to hire?
- Are safety processes in place for hire equipment, such as boats and canoes

### Own Craft

- Is there provision to launch own craft, including motor boats or personal water craft (PWC)
- Are restrictions in place, for example length of craft and buoyancy aids
- Does the facility offer storage for individual's own craft

## PLAN

### How do you plan to maximise the use of your water sports facilities?

#### EXAMPLES OF BEST PRACTICE

- A site specific business plan is in place with SWOT and competitor analysis
- Aims and objectives are identified in the business plan and an action plan is in place
- Specific targets for income and expenditure are included in the financial plan
- The facility's target markets are defined and known
- A marketing and promotion plan is in place and consider a variety of media
- Are actions aligned to those of partners
- Additional activities are offered to increase participation and income
- External funding opportunities are explored
- The facility is accessible and caters for all
- Staffing is planned and succession planning is in place
- Contingency plans are in place
- Policies and procedures are developed defined and documented as part of an integrated quality management system

#### SUGGESTED GUIDANCE

- Is there a site specific business plan in place and does it include a SWOT (Strength, weakness, opportunities and threats) and competitors analysis
- Are the aims and objectives of water sports facility identified in the business plan, is there an action plan in place to show how the objectives will be achieved
- Are specific targets for income and expenditure for all aspects of the business included in the financial plan

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- Are the facility's target markets defined and is this known by management and staff
- Is there a clear marketing and promotion plan in place that considers a variety of media including social media
- Do the actions align to those of your partners, for example school sports co-ordinators, county wide activity forums, youth and social services, emergency services and PCT - healthy lifestyle
- Are additional activities offered to increase participation and generate additional income streams and secondary spend
- Are external funding opportunities explored
- Is the facility fully accessible and are there objectives and actions to target people with disabilities and people with additional needs, women and girls and those on low income
- Is staffing planned for the short, medium and long term? Is succession planning considered within the training plan
- Are contingency plans developed that cover operational and staffing issues, for example equipment failure, course and event cancellation and staff shortage
- Are policies and procedures clearly developed, defined and documented as part of an integrated quality management system for staff and where appropriate customers

### DO

#### How do you communicate and promote the water sports programme to staff, new and existing customers?

##### EXAMPLES OF BEST PRACTICE

- Staff are kept informed regarding the day to day and longer term information
- Daily briefings take place for staff to be given information on the day's activities
- A variety of marketing media is used to promote the facility
- E-comms and social media is used to communicate with staff and customers
- An outreach programme is in place
- Management/ staff attend community engagement events to raise the profile of the facility
- User groups/ customer forums are established
- There is a relationship with the local tourist information board
- Information is displayed to customers on activities/ course available
- Testimonials are collected and displayed

##### SUGGESTED GUIDANCE

- Are communication processes defined to ensure that staff are regularly informed on both day to day and longer term information
- Are daily briefings taking place prior to any waterside activities starting, does this ensure all staff are properly briefed on all the day's activities and their individual responsibilities
- Is a variety of marketing media used to promote the facility, activities and courses, for example banners, posters leaflets, adverts, local radio, and website
- Has e-comms and social media used to communicate, for example with staff, existing customers and potential new customers; does this include email,

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texting, Facebook and twitter

- Is there an outreach programme in place for schools, local youth associations and other partners
- Are management and/ or staff attending regular community engagement events to assist in raising the awareness of the facility and activities on offer
- Are user groups/ customer forums established; are they representative of the customer base
- Is there a relationship established with the local tourist information board to help promote the facility and activities
- Is information displayed to customers regarding the activities/ courses available and is this displayed in a prominent position
- Is there a process in place to collect and display testimonials from customers

### What training has been delivered to ensure that the staff have adequate skills?

#### EXAMPLES OF BEST PRACTICE

- Minimum qualification levels are defined for staff
- Copies of staff qualifications are held on site
- Copies of external instructors qualifications and other certificates are held on site
- Front line staff ensure that equipment/ activities are not misused when instructors are not on site
- Staff are trained in all aspects of health and safety

#### SUGGESTED GUIDANCE

- Are the minimum qualification levels defined for staff in line with the guidance of the NGBs, such as British Canoe Union (BCU), Royal Yachting Association (RYA) and British Dragon Boat Association (BDA)
- Are copies of all staff qualifications held on site
- Are all external instructor records including qualifications, insurance and first aid certificates kept on site
- Are front line staff trained to ensure that equipment/ activities are not misused when instructors are not on site; for example personal water craft (PWC)
- Are staff trained in all aspects of health and safety, for example health and safety procedures, risk assessments and safe systems of work (SSOW) with records maintained on site

### What legislation, statutory or best practice have you considered?

#### EXAMPLES OF BEST PRACTICE

- NGBS provide guidance on standards and ongoing information
- Guidance from other agencies is used to inform processes and procedures
- The Adventure Activities Licensing Authority (AALA) is used to ensure safety standards
- Processes are in place to update staff of changes to guidance or regulations
- PPE is checked against manufacturer's guidance
- Safety boats and recovery vehicles are inspected and serviced
- Processes are in place to test the water quality is suitable for the activity

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- Public liability insurance is in place
- There is a process to check participants health history
- Checks are carried out for all staff who work with children and/ or vulnerable adults
- Swimming ability of participants is considered and guidance given
- Emergency contact numbers are captured for all participants
- Risk assessments and SSOW are in place
- Assessments indicate the number of people to ensure safe manual handling of equipment
- Comprehensive emergency action procedures (EAP) are in place
- Safe working practices are in place with regards to the use of 'Kill cords'

### SUGGESTED GUIDANCE

- Are NGBs, for example BCU, RYA and BDA used to provide guidance on standards and ongoing information and support, for example blue green algae and Weil's disease
- Is guidance from other agencies used to inform processes and procedures , for example HSE, Royal Society of Prevention of Accidents (ROSPA), Environmental Agency, EHO and Her Majesty (HM) Coast Guard and Royal National Lifeboat Institution (RNLI)
- Is the guidance from the Adventure Activities Licensing Authority (AALA) used to ensure safety standards are achieved
- Are processes in place to update staff if guidance or regulations have changed, are staff signing that they have read and understood the changes
- Is all PPE checked against the manufacturer's guidance each time it is used; is it formally checked at least annually
- Is equipment, such as safety boats and recovery vehicles inspected and serviced regularly; with records maintained on site
- Is the water quality suitable for the activity, are processes in place to test this, for example the Environmental Agency and local Environmental Health Office (EHO)
- Is public liability insurance in place
- Is there a process in place to establish the relevant health history of participants, for example Health Commitment Statement
- Is there a process in place to carry out disclosure checks for staff who work with children and venerable adults, for example DBS
- Is the swimming ability of the participants considered and is appropriate guidance given
- Are there processes in place to ensure that emergency contact numbers are captured for all participants, including schools, clubs, course participants and individual users
- Is there recorded risk assessments and SSOW for the water sports and activities
- Are assessments completed to ascertain the number of people to ensure the safe manual handling of equipment, for example craft, trolleys and other heavy, awkward items of equipment; has waterlogged equipment been considered
- Are there comprehensive EAP procedures in place, particularly for water sports that include dealing with injured people out on the water
- Are safe working practices in place with regards to the use of 'Kill cords'

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### What resources have been allocated to achieve these outcomes?

#### EXAMPLES OF BEST PRACTICE

- Staff rotas ensure appropriate supervision is provided
- Processes are in place for short notice staff cover
- There is an equipment asset register and replacement plan
- Time is allocated for inspections of the equipment
- Training is sufficient to allow safe delivery and supervision
- Appropriate safety equipment is available on all rescue craft

#### SUGGESTED GUIDANCE

- Do the staff rotas ensure that appropriate supervision is provided for the activities, are supervision levels defined for all the different activities
- Is there processes in place for short notice staff cover, for example is there a list of staff who are able to cover staff, instructor and supervision roles
- Is the equipment part of an asset register with a replacement plan to ensure equipment is always of a good standard
- Is time allowed within the programme for physical checks of the equipment, and do staff rotas allow time for inspections to be carried out
- Is training sufficient to enable safe delivery and supervision of all activities; are budgets allocated for training
- Is there provision of appropriate safety equipment on all rescue craft, for example first aid kit, wire cutters, knife, fire extinguisher, flares and radios

### MEASURE

#### How do you measure?

#### EXAMPLES OF BEST PRACTICE

- KPIs are established and recorded regularly
- Surveys are carried out and feedback is encouraged
- Audits, reviews and mystery visits are carried out and scored

#### SUGGESTED GUIDANCE

- Is there a range of KPIs established for all areas and are they recorded regularly
- Is feedback encouraged, in a variety of ways from both customers and stakeholders, for example customer satisfaction surveys, customer comment forms, website contact form, and verbally
- Are internal and external audits, reviews and mystery visits carried out, are these scored to help show improvement, and are the findings added to the improvement plan

### REVIEW

#### How do you review what you measure?

#### EXAMPLES OF BEST PRACTICE

- Risk assessments and SSOW are reviewed

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- Regular industry updates and related media are received and reviewed to help improve the service and activities
- There are regular reviews of the overall programme and individual events to ensure a balanced programme
- Benchmarking is carried out with other venues at local, regional and national level
- Results from surveys and feedback are reviewed and used
- There are regular reviews of the overall programme and individual events to ensure a balanced programme
- Progress on the business plan is reviewed regularly
- KPIs are reviewed to determine the success of the programme, courses and initiatives
- NGB updates are reviewed and results used when developing the training plan
- Policies and procedures are reviewed and updated regularly

### SUGGESTED GUIDANCE

- Are risk assessments and SSOW reviewed and any actions identified carried out
- Are regular industry updates and industry related media received, are they readily available on site. Are they reviewed and used to improve the service delivery and activities
- Is there a programme of regular reviews that looks at the overall programme as well as individual events that assists in planning a balanced and successful programme for the short, medium and long term
- Is there benchmarking with other venues at local, regional and national level, are the results from benchmarking added to the improvement plan
- Are the results from surveys and customer feedback reviewed, and are actions identified carried out
- Do the management review their progress against the business plan on a regular basis; are staff involved in the reviews
- Are KPIs reviewed to determine how successful the programme, courses and initiatives are; are further areas for improvement identified
- Are regular NGB updates received and are they reviewed; are findings used when developing the training plan
- Is there a process in place to regularly review and update relevant procedures and policy systems

### IMPACT

Has what you have done made a difference?

### EXAMPLES OF BEST PRACTICE

- Income levels are increasing and expenditure costs are reducing
- There are increases in footfall and event numbers
- Participation of target groups is increasing
- There is evidence of participants developing in their sport and/ or becoming instructors
- The results from surveys and mystery visits are improving; compliments are increasing and complaints decreasing
- More events are being attracted and there are funding opportunities
- Participation is increasing amongst the wider community

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- External awards are in place

### **SUGGESTED GUIDANCE**

- Are income levels increasing year on year; are expenditure costs reducing, for example, staffing, maintenance and new equipment costs
- Is there an increase in usage of taster sessions, courses and casual use; and are numbers attending events increasing over previous years
- Is participation by target groups increasing, for example people with disabilities and people with additional needs, women and girls and those on low income
- Is there evidence of participants developing within their sport and/ or training to be an instructor
- Are the results of customer surveys and customer satisfaction improving over time; are the scores for mystery visits increasing; are customer compliments increasing and customer complaints decreasing
- Are more events being attracted and is there evidence of successful funding opportunities, for example capital investment, sponsorship
- Is there evidence to show that there is increased participation amongst the wider community
- Is there external awards in place, for example ROSPA