

# Quest 2016 – Splus 3

## Ice Rinks

### Guidance Notes

Issue 4 - July 2016

#### Outcomes

- To provide access to ice for all
- Improve the health and wellbeing of the local community
- To maximise the utilisation of the ice rink for instruction and competition



#### Suggested Guidance

<b>MV</b>
<b>General observation (not scored)</b>
<b>EXAMPLES OF BEST PRACTICE</b> <ul style="list-style-type: none"><li>• Code of practice</li><li>• Skate hire</li><li>• Equipment</li><li>• Toilet and changing</li></ul>
<b>SUGGESTED GUIDANCE</b> <ul style="list-style-type: none"><li>• Is the skating code of practice displayed and easily viewed</li><li>• Are the skate hire staff able to recognise that you are a new customer (ask about type of skates)</li><li>• Are the hire skates in good condition and do the staff ask if you know how to put them on or explain how to put them on correctly</li><li>• Are the toilet and changing areas fit for purpose, for people wearing a pair of ice skates</li></ul>
<b>PLAN</b>
<b>What influences your planning process?</b>
<b>EXAMPLES OF BEST PRACTICE</b> <ul style="list-style-type: none"><li>• Corporate plan</li><li>• Business plan</li><li>• Actions in business plan linked to organisations goals</li><li>• National governing body (NGBs) sports plans and objectives</li></ul>

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## Guidance Notes



- Objectives as a result of funding agreements
- Customer and non-user research
- Targets and objectives
- Marketing/ promotional planner
- Procedures and policy standards

### SUGGESTED GUIDANCE

- Does the ice rink fit into the organisation's plan, is it clear how the objectives of the organisation are delivered by the ice rink and its programme
- Does the ice rink have a business plan that identifies its contribution to the organisation's mission statement
- Are actions in the business plan directly linked to the organisation's goals for ice management
- Has the ice rink considered NGB related sports plans and objectives when planning the ice programme to be delivered
- Are there any objectives that must be delivered as a result of funding agreements and are these objectives delivered
- Has the ice rink carried out customer and non user research to understand fully the needs and wants of existing customers and potential new customers
- What historical performance data has been used to set targets and objectives within the planning process
- Has a marketing plan and promotional plan been developed; do the actions assist in the achievement of the objectives of the ice rink plan
- Procedures and policies are clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers

### DO

#### How do you communicate your objectives and to whom?

- Information for customers
- Staff meetings
- Meetings with stakeholders

### SUGGESTED GUIDANCE

- Are customers made aware through information boards, forums and/ or the website and social media of the ice rinks objectives and targets
- Do regular staff meetings take place and are business plan actions delegated to the staff to generate ownership and understanding of the overall goals
- Does the ice rink meet with its stakeholders such as clubs and governing bodies; how is information cascaded

#### What best practice and health and safety guidance have you considered?

### EXAMPLES OF BEST PRACTICE

- Ice Rink Managers Association (IMRA)
- Health and Safety Executive (HSE) guidance
- Occupancy and supervision levels; emergency action plan
- Health and safety policies and procedures

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- NGBs standards
- Specialist equipment for ice surface repair and maintenance
- Environmental
- Cooling towers or evaporative condensers

### SUGGESTED GUIDANCE

- The IRMA produces a good practice guide, are the ice rinks standards and processes based on this guidance
- Have procedures and processes been based on current legislation and the HSE guidance
- Do procedures define occupancy levels for different activities; define supervisory levels and actions in emergency situations, for example an emergency action plan covering all likely scenarios including treatment of a casualty on the ice and removal by the emergency services.
- Have health and safety policies and procedures been developed that consider high risk activities such as use of machinery, chemical and fuel storage, chemical spraying, personal protective equipment (PPE) and control of substances hazardous to health (COSHH)
- Have the NGB standards been considered for equipment, set up of pads, access and coaching qualifications
- Is there specific training, instruction and PPE available for ice surface repair and maintenance (use of the Zamboni), chipping and edging and skate sharpening
- Has the ice rink considered how it can reduce its carbon footprint, could flooding the rink at night make better use of cheap rate electricity
- Where cooling towers or evaporative condensers exist has the ice rink notified the local authority, in writing of their location?

### What training is in place for your staff to deliver your plan?

#### EXAMPLES OF BEST PRACTICE

- Training plan
- Staff qualifications and Continuous professional development (CPD)
- Coaches qualifications
- Competency for ice maintenance
- Stewards trained
- Customer care
- Pathways
- Coaching and development
- Procedures and policy standards

#### SUGGESTED GUIDANCE

- Does the ice rink's training plan allow for succession planning and ensure the delivery of the day to day service
- Are staff encouraged to keep their qualifications and training up to date; is there a continuous development programme in place
- Are coaches qualified to the levels required by the NGB, are records maintained on site
- Is the staff competence checked for preparing and maintaining the ice surface

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- Are ice stewards trained to the agreed ice rink standard, are they clearly identifiable and have they attended recent competency training
- Does customer care training consider dealing with difficult customers as well as identifying new customers to enable additional support to be offered
- Has the ice rink identified pathways that casual users can follow to encourage 'grass roots to excellence' and enable performance at the highest level
- Are coaching and development programmes well promoted and managed
- Management ensure that staff are trained in any relevant procedures and policies; and any changes actioned accordingly

### What resource considerations have you made?

#### EXAMPLES OF BEST PRACTICE

- Budgets
- Programme
- Time allocated for ice maintenance
- Response to increase of users
- Multi skilled staff
- Target group
- Social media

#### SUGGESTED GUIDANCE

- Are budgets developed in a manner that allows planned needs and the development of the ice rink to be achieved
- Is the programme developed to allow all stakeholders the opportunity to fulfil their ambitions
- Does the programme include specific periods for ice surface maintenance to take place in order that different activity requirements can take place
- Does the ice rink plan for increases and fluctuations of users, if required can the management call upon extra ice stewards at short notice
- Are there multi skilled staff that can be called upon to cover different areas of the ice rink
- Has the ice rink considered appropriate promotions for the planned target group
- Is the facility making good use of social media and electronic promotion

### MEASURE

#### How do you measure?

#### EXAMPLES OF BEST PRACTICE

- Point of sale and data management
- Activities measured and comparisons made
- Lesson participation
- Customer retention
- Customer satisfaction
- Event feedback

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- Key performance indicators (KPIs)
- Secondary sales

### SUGGESTED GUIDANCE

- Are cash tills and data management programmes used to record participation, project additional staff needs and compare previous data
- Does the ice rink analysis how many lessons have been sold for each activity and compare the month with the same month last year
- Is lesson usage increasing as planned
- Is retention of customers tracked
- Are customer satisfaction levels improving, is this tested via surveys, feedback and customer comments
- Do events take place every year, if they do not, does the ice rink find out why not; are event hirers happy with the service received, how is the feedback analysed and measured
- Have KPIs been developed to measure the business, such as usage, income, secondary spend, operational recovery rate and how many skaters per square metre per opening hour
- Has the rink put in place processes to measure the gross profit and stock control of any secondary sales

### REVIEW

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

### EXAMPLES OF BEST PRACTICE

- Benchmarking
- Finance and business plan reviewed
- Performance monitoring and measurement
- From lesson to regular users
- Retention measurement analysed
- Feedback actions
- Celebrate success
- Procedures and policy standards

### SUGGESTED GUIDANCE

- Does the facility benchmark performance with other ice rinks, for example via the IRMA or with the performance of other similar facilities via the National Benchmarking Service (NBS) or Association of Public Sector Excellence (APSE)
- Is the finance and business plan reviewed against targets, does the ice rink amend targets based on current performance
- Is performance compared with year to date and previous year and months performance to identify trends, are actions in place to address these trends
- Are customers attending lessons and encouraged to attend as regular customers, how is this monitored
- If retention levels are measured what actions are taken as a result of the analysis and findings

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- As a result of the measured feedback from customers what follow up action(s) has been implemented
- Does the ice rink celebrate the success of users of the facility and promote to others the pathways available for others to achieve, grassroots to excellence
- Management have processes 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

- Participation increasing
- Financial targets achieved
- Club performance
- NGB targets
- Contribution to health of community through the activity programme
- Increased use by targeted groups

#### SUGGESTED GUIDANCE

- Are the number of participants in each of the activities run by the ice rink increasing
- Has the ice rink achieved the financial targets set
- Has the performance of the clubs attached to the ice rink improved and have medals/trophies been won. Are clubs performing at the highest levels in leagues and championships
- Has the appropriate NGBs targets been achieved
- Can the ice rink demonstrate how it has contributed to the improved health of the community through specific activity programmes, for example sessions for teenage girls and other locally targeted groups
- Are there increases in usage from targeted community groups